



# WAR CHILD - WE ARE ONE

## ANNUAL REPORT

### 2010

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Dear reader,

It is with pride that we present War Child's annual report to you.

A few months ago I was approached by Willemijn Verloop. Her fame as founder and growth engine of War Child had travelled far ahead of her arrival. Willemijn told me about the next stages of the development of War Child: reaching out to more children in post-conflict zones, expanding the bases of friends and funds willing to support War Child in its growth and the introduction of a Board of Trustees that would be formed to guide the executive team of War Child in their shaping and management of this next evolution.

As you will learn while reading this annual report, War Child is an organisation that is ready to take on more weight, assist more children (in war and conflict) and continue to be one of the best run non-governmental organisations, but now on an even bigger scale, more international and professional. I will bring my experience in the world of business and the United Nations. But more importantly is that all members of the excellent Board of Trustees are with me, to help Mark Vogt and his management team stay motivated and on top of all that matters for a successful future of War Child.

Thank you,  
Peter Bakker  
*Chairman Board of Trustees*



**Maribel from Colombia can't do her usual walk to buy groceries anymore. The risk of being kidnapped or killed by armed groups is too high. Jean fled from his village from Eastern Congo, because rebels raged through his village, plundering and raping. Ebrahim from Lebanon still feels like he is suffocating within the boundaries of the refugee camp. Growing up without war, without fear and without violence was far from a matter of course for millions of children in 2010.**

That is why War Child increased its work to reach more children and youth with impactful programs. To empower them to be change agents who can make a difference. For themselves, their peers, their community and their society. Children, youth and adults in project countries define what are the most important challenges to work on. Together with War Child they come up with action plans and get to work. Volunteers, companies, school, sports clubs, everyone who comes into action for War Child in the Netherlands enables us to do so. War Child is the result of this joint effort, of everyone who joins in and contributes. Be it devotion, care, expertise or money. All these people are War Child.

Children not only define War Child's programs, they also evaluate them. In 2010 around 500 children examined War Child's IDEAL program in Northern Uganda, together with a committee of Dutch scholars and professionals. Only asking about their opinion already was a great boost for their self confidence. And their research revealed that the IDEAL program helped them to overcome the consequences of the war that raged through Northern Uganda. A twelve year old girl explained: "I used to sit alone and did not care much about my class mates. Now I feel I am part of the group and I play with my class mates, I enjoy being with them".

Another great cooperation in 2010 was the Peace Concert Freedom4All. A unique, fully sponsored music concert at a very special location: in front of the gates of the Peace Palace in The Hague. With the help of



many, many volunteers, companies, the community of The Hague and war children of 1945 who shared their compelling stories on the effect the war had on their lives. Dutch singer Liesbeth List explains how war from the past and the present came together in front of her eyes: "I saw that war children got the support that is so essential for their development. An organisation like War Child could have been of enormous value in 1945."

To increase outreach to the former unreached, to hear the former unheard, and to optimise the support to children and young people affected by conflict, War Child joined forces with Child Helpline International, Radio Netherlands TC, TNO and T-Mobile to improve accessibility and overall quality of programs by ICTs and media. This Conn@ct.Now program unites strong partners, in the field and in the Netherlands and combines expertise from humanitarian aid, business and innovation, research and development. The Dutch ministry of Foreign Affairs got on board with tremendous financial support.

Despite economical hard times and disappointing revenues, War Child has been able to reach 1.5 million people of which 755,877 children and young people in 11 (post)conflict areas and The Netherlands by growing with 9% in project activities. As long as children grow up in war, and everybody wants to join in, we will persist. Together we have the power to change the future.

**Mark Vogt**

*Director War Child*



**Programs**

In 2010 War Child programs realized its plans in terms of reaching children, youth and the community members around them. War Child reached a total of 1.5 million people of which 755,877 were children and young people in 11 (post)conflict areas and The Netherlands. Compared to 2009 War Child realized growth overall of 10%.

Within the separate categories, the definitions and numbers of War Child's beneficiaries have shifted. Due to War Child's strategic focus on 'active participants', the definition of this category was sharpened. This resulted in a lower figure in this category. Also by that result, more people were counted in the other categories: for example those who were reached by active participants who used theatre to lobby or advocate their cause.

Next to a change in definition of categories, another reason for an in-crease in reach, is War Child's strategic focus on use of ICTs and media, also resulting in a new category: 'mass media coverage (estimated)'.

**Total number of participants and people reached in 2010**

Year	2010	2009
Active participants	194,807	337,037
People reached *	453,823	1,055,507
Mass media coverage (estimated)	886,766	
<b>Total</b>	<b>1,535,396</b>	<b>1,392,000</b>

\* People reached include those who were indirectly reached through theatre production, concerts or lobby activities.

Of the 194,807 people who actively participated 76% were children and youth and 24% adults. 453,823 persons were reached through activities such as theater and lobby activities (79% children and youth, 21% adults). The group of people reached by mass media was 886,766 of which 28% were children and youth and 72% adults.

#### **Country portfolio**

Potential to reach children in new areas increased significantly even though the number of countries in our portfolio was the same. The most noteworthy developments: Burundi registration steps were realized. Sri Lanka remains difficult to get registered, but some progress has been made. In Sierra Leone War Child has made further steps to phase out. Sudan works from a newly developed strategy taking into account the expected split between North and South. Project activities has risen by 8% with regard to 2009, but was lower than planned for 2010. The latter is the result of lower income in 2010.

#### **Organisation**

In 2010 the work in project countries became more central in the organisation. The programs support department was restructured in order to support field teams better. The operations department supported and advised country teams more extensively and in marketing and communication the link between head office and field was strengthened.

The 24 volunteers who worked for War Child in head office again were of great value for War Child. Volunteers bring with them experience and flexibility, and have a motivating effect on paid employees. Their efforts result in extra productivity against low costs.

#### **Board and management**

All members of the board were asked to remain in position until after the transition into the Board of Trustees in order not to disturb the process and ensure continuity into 2010. After the successful transition, in 2010 two members stepped down according to plan: Shula Rijxman and Maarten van Dijk, who handed the chair over to Peter Bakker. Other new members in 2010 were War Child founder Willemijn Verloop as vice-chair (also focusing on Marketing Communications Fundraising portfolio), professor Gerd Junne (on International programming) and Bert Koenders (Advocacy and International networks). An additional new member will be searched for the field of expertise programming to complete the present representation.

#### **Risk management**

Because of the importance and impact on the organization and its activities War Child has set his focus on setting up an integral risk Management monitoring and evaluation system. Using this system, War Child has an total overview on possible risks in its worldwide programs and is able to anticipate to them more adequate.

- Financial risks: In 2010, War Child generated € 14.8 million total in income, a growth of 3.6% compared to 2009. War Child's total revenue was 16.3% below planned, because a decrease in fundraising in the Netherlands:
  - War Child planned this revenue too optimistically;
  - Incidental gifts from companies decreased firmly due to the economic crisis;
  - Revenues from legacies were lower than 2009.

In the first half of the year War Child adjusted its fundraising targets and the expenditures in the project countries. War Child invested more in loyalty with current corporate sponsors and kept a balance in short term income and long term projects, like a new fundraising event taking place in march 2011. Lastly War Child started exploring a new segment major donors.

- Security risks: Staff that regularly visit project areas or work there for a longer period receive a three-day security awareness. War Child's general security policy and guidelines direct local security plans with indicators for security levels based on local governments and other humanitarian organisations. Security plans are regularly externally audited against the situation requirements and on how it is practically applied by staff.
- Reputational risks: When incidents happen in the sector, generalisation influences War Child's reputation being an NGO. Not only may income fall, but the organisation's reliability and credibility are also at stake. To maintain the trust of donors, companies and other supporters, War Child has an honest and open communications approach.

**Fundraising and communications**

In 2010, War Child generated € 14.8 million in income, a growth of 4% compared to 2009, mainly generated because of growth in governmental and institutional grants. This revenue however was 16.3% below planned growth. In the first half of the year War Child adjusted its fundraising targets because of a downward trend in gifts from companies and incidental gifts from private donors. As a consequence War Child started to focus on loyalty of War Child's constituency.

**Low costs**

The hallmark of the Central Bureau for Fundraising stipulates that a recognised charity may devote a maximum of 25% of private income to fundraising activities. War Child plans to keep this percentage on 15%. In 2010 this was 14.3% (2009: 14,4%).

One of War Child's statutory objectives is to raise awareness of the plight of children in war-affected areas among the Dutch audience. By informing the public in an innovative way, War Child raises the involvement of the Dutch audience. Some remarkable, 100% sponsored, achievements were the War Child Peace Concert and its television broadcast and the Den Haag War Child City campaign.

**Finances**

Despite lower income as a result of the financial crisis, War Child succeeded to grow in income compared to 2009 with 3.6%. The provision made in 2009 to anticipate on a declining market even made a growth of 9% in project activities possible. In 2010, income increased by 3.6% to € 14,817,774. This is 16.3% under the planned income, but still an increase in comparison to 2009.

In 2010, War Child's total expenditure amounted € 15.4 million, an increase of 8%. It remained 13.7% under plan as a result of the decrease of income. Project activities has risen by 9% with regard to 2009. A growth of 31% was planned but could not be achieved due to decreased income. Preparation and coordination on behalf of the project activities, decreased by 12.5%. In 2009 War Child did extensive preparations for the Conn@ct.Now program, which

was rolled out in 2010. At the start of 2010 the expenditures were budgeted higher, but had to be adapted because of lower income.

**Forecast**

Where War Child in 2010 focused defining its core elements of its work, 2011 will be about the roll-out of the strategy and making it work:

- Direct reach of beneficiaries will increase in the same portfolio as 2010, while growing in funding, towards its optimum to establish more efficiency;
- War Child will have clearer input and output (number of children involved, expenditures, impact) of its psychosocial support, education and child protection. With a newly implemented information system in the field, monitoring of results and costs will be more specific;
- The participation of children in War Child global advocacy is priority in 2011, which benefits from the fact that the United Nations has voted 2010-2011 as the year of youth participation.



**In 2010 the hostilities in Afghanistan, the unrelenting violence in DR Congo and the tragic reminders of the Sri Lankan war were dominating the news. Millions of children faced the consequences of war. They are subject to violence, abuse, exploitation or are forced to abandon their homes. They live with the invisible effects war has on their ability to trust themselves, to trust their environment and to trust their future.**

In 2010 War Child programs reached more than 750,000 children and young people in 11 (post) conflict areas and The Netherlands by preparing them to the challenges living in their world, permitting them to be a child, improving their relations with their peers, or reintegrating them into society after they have been a child soldier. Their parents, teachers, social workers and volunteers around them participated in creative activities, events and are assisted to more effectively engage with other children.

### **3.1 War Child's identity, vision, mission and approach**

#### ***War Child's Identity***

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

#### ***Vision***

Children do not belong in war. Ever. They have the right to grow up free from fear and violence. To develop their full potential and contribute to a peaceful future. For themselves and others.



**Mission**

War Child unleashes the children's inner strength with a creative and engaging approach. Empowering them to shape their own future. Our distinctive approach applies to all our projects in conflict-affected areas, which focuses on:

- protecting children from the effects of war;
- offering psychosocial support;
- stimulating education.

War Child strives to engage as many means and as much manpower as possible to create a lasting impact and reach as many children as possible.

**War Child's ambition**

By 2015 War Child will directly reach 1 million children and young people in (post-) conflict zones. Another 2 million children and young people will be reached indirectly through capacity building and advocacy. These activities bring a lasting, positive change for children and young people affected by armed conflict.

In addition to these 3 million children and young people War Child's ambition is to stretch far, and actively, beyond its own reach. War Child does this for example by sharing its methodology online with as many other organisations working with and for children in conflict areas as possible.

**Engaging adds value**

War Child focuses on an engaging approach using creative methods which appeal to children such as drama, music, sports, media and games. War Child engages external partners and maintains a direct link between the conflict areas and the rest of the world through its field teams and direct interventions.

**3.2 SWOT analysis**

The formulation of the Strategy 2015 included an analysis of War Child's strengths, weaknesses, opportunities and threats (see also War Child's annual report 2009). In 2010 re-assessed elements of the SWOT were amongst others:

**Strength:** War Child is active on the ground, in close proximity to and in close cooperation with partners and children and young people enabling them to actively participate to influence their own lives and those of their community in which they live.

**In 2010,** War Child's advocacy activities helped to raise children and young people's voices to create a structural improvement in their situation, including those responsible for children. In Performing for Peace children directly addressed their problems to chiefs, local authorities, school management and government.

**Weakness:** Little diversification of private funds causes dependency and vulnerability in economic down times;

**In 2010,** War Child put more effort in broadening sources of income, including individual donors, companies, the National Postal Code Lottery and institutional donors. In 2010 War Child has been granted a five year funding contract by the Dutch ministry of Foreign Affairs under MedeFinancieringsStelsel II.

**Opportunity:** Increasingly, external parties express interest in collaboration with War Child, increasing leverage of collective actions.

**In 2010,** successful events were organised with co ownership of old and new external parties. The War Child Peace Concert took place in front of the Peace Palace in The Hague. Cooperation between War Child, many corporate sponsors who made the concert 100% sponsored, the concert was broadcasted twice on national television and Dutch war children from World War II who shared their stories about the impact of war on their lives.

**Threat:** Deteriorating security in project countries, where humanitarian space is decreasing and aid workers became targets of armed groups, affecting the reach of children;

**In 2010** War Child developed and rolled out of the Conn@ct.Now program, with partners in ICT and Media; amongst others to increase program reach to children and young people who without these means remain excluded from support by financial or infrastructure constraints or security barriers.

### 3.3 Evaluation of strategy and objectives 2010

Listed below are the four pillars of War Child's Strategy 2015 and the results of 2010.

#### 3.3.A. War Child achieves tangible impact through social activation of all stakeholders

- Key performance indicators have been developed and used to measure the impact of War Child's work. Input and output of War Child's programming in the field have been defined. Preparations were made to implement a project administration for all project countries and head office. This online monitoring tool enables sharing of (amongst others) the number of children reached and project costs;
- War Child's effectiveness and positioning was improved by increased cooperation, for example with the international offices of UNICEF, Save the Children and Plan, for example by co-producing information leaflets on children's rights.

Active involvement of main stakeholders including children was organised on programming level by workshops held in all project countries for the Conn@ct.Now program and new country strategies;

#### Lessons learned

War Child's enthusiasm has stretched the limits of the organisation in 2010. The ambitious plans formulated in the 2015 strategy have challenged War Child's planning capacity. Being a cost conscious organisation

with limited human capacity and a relative high dependency on external capacity inputs, War Child sometimes needs to restrain itself and favour clear and conservative planning.

#### 3.3.B. Replicable models and innovation are used throughout the organisation

- The Conn@ct.Now program is the main driver for innovation in War Child programs. To increase outreach to the former unreached, to hear the former unheard, and to optimise the support to children and young people affected by conflict, War Child uses ICTs and media to improve accessibility and overall quality of programs and increase replication and scalability. Together with Child Helpline International, Radio Netherlands TC, TNO and T-Mobile, War Child brought together expertise from humanitarian aid, business and innovation and research and development. The project has been approved under the subsidy grant of MedeFinancieringStelsel II (MFS II) of the Dutch ministry of Foreign Affairs. Final budget approval in parliament in December, brought the total budget of Conn@ct.Now to slightly above € 21 million over five years.
- Training and methodology was more intensively exchanged between project countries, profiting from their replicability logic, supported by an online sharing platform.

#### Lessons learned

War Child was not able yet to achieve a fully operational knowledge sharing system, taking into account the differences between project countries, due to lack of sponsoring and capacity. In 2011, War Child will engage with a corporate partner to implement such a system.

#### 3.3.C. Independence is generated through diversified marketing and fundraising as well as consistent and inspiring communications

War Child has been able to spread income from various sources: private donors (45%), companies (9%), foundations (1%), actions (8%), Dutch Postcode Lottery (6%), other third parties such as the European Union and UNICEF (10%), governmental grants (19%) and other (2%). The

approval of the MFS II grant and progress on institutional fundraising provided structural and mixed funding for War Child's projects, in line with multi year budgeting.

#### **Lessons learned**

- Income from foundations, legacies and incidental income from companies were lower than planned. In 2011 War Child will focus more in major donors, foundations and 55+ segment to further broaden sources of income;
- War Child always budgeted within safety margins, but has an even more strict control on finances in order to be able to adapt budgets to the daily reality. Quality of budgeting process needs improvement to stabilize income- and expenditure fluctuations throughout the year.

#### **3.3.D. War Child is an empowered international network organisation**

In the field War Child has been in cooperation with many international partners such as UNICEF and with local organisations (see country chapters). Exchange and linkage between War Child project countries intensified by meetings of country representatives, exchange visits and online meetings. Progress was made with War Child International, the cooperation increased between War Child Holland, United Kingdom and Canada. A long term agreement is expected in 2011.

#### **3.4 War Child's program in 2010**

In 2010 War Child programs realized its plans in terms of reaching children, youth and the community members around them. War Child reached a total of 1.5 million people of which 755,877 were children and young people in 11 (post)conflict areas and The Netherlands. Compared to 2009 War Child realized growth overall of 10%.

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## Number of people reached per country 2010

	Active participants		People reached		Estimated mass media coverage	
						
<b>Children/Youth &amp; Adults</b>						
Afghanistan	9,251	1,297	13,002	2,945	NA	NA
Burundi	6,938	7,560	3,666	4,361	NA	NA
Chechnya	512	285	NA	NA	NA	NA
Colombia	6,096	1,426	9,646	17,835	628	5,656
DR Congo	11,829	1,415	14,420	7,807	25,000	40,000
Israel/occupied Palestinian territories	5,225	5,083	104,949	19,008	58,228	216,313
Lebanon	1,348	541	2,800	1,324	18,513	296,718
Sierra Leone	1,792	793	48,794	5,832	92,000	51,459
Sri Lanka	6,370	1,146	6,146	3,664	6,258	5,380
Sudan	43,258	6,649	64,560	11,361	36,293	18,910
Uganda	55,271	20,722	89,084	22,619	14,000	1,410
<b>Totals</b>	<b>147,890</b>	<b>46,917</b>	<b>357,067</b>	<b>96,756</b>	<b>250,920</b>	<b>635,846</b>
<b>Grand totals</b>	<b>194,807</b>	<b>453,823</b>	<b>886,766</b>			

Note: Three partner organisations in Israel/occupied Palestinian territories are not included, because data were not available yet.

NA = not applicable

## Number of people involved per category of activities in 2010

Children/Youth & Adults			
	Skills enhancement	109,046	23,712
Awareness and sensitization	304,978	82,923	387,901
Lobby	52,089	13,833	65,922
Capacity building	37,005	20,185	57,190
Capacity building of partners	1,839	3,020	4,859
Mass media coverage	250,920	635,846	886,766
<b>Total</b>	<b>755,877</b>	<b>779,519</b>	<b>1,535,396</b>

For explanations see the table at the end of this chapter.

**Categories**

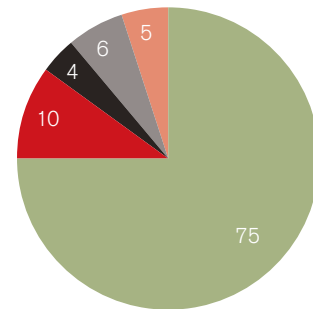
Children and young people are the major participants in the more intensive activities such as skills enhancement. Activities such as lobby or awareness raising reach higher numbers of people but have a much lower intensity. In 2010 the various activities were categorized as follows: skills enhancement activities and capacity building activities directly reach children, adults, and professionals, whilst awareness, sensitization, lobby and mass media activities indirectly reach people. The former nine activity categories (see former annual reports) have been converted into five in 2010, in a first step to gradually adjust output administration to the three War Child intervention strategies:

- direct interventions represented by 'skills enhancement activities';
- advocacy represented by awareness raising and sensitization and lobby;
- capacity building.

**Program activities 2010; number of activities per activity category**

Awareness and sensitization activities include activities using mass media in percentages

- Skills enhancement
- Awareness and sensitization
- Lobby
- Capacity building
- Capacity building of partners

**Strategy 2015 implications**

The 2010 figures confirm the intended direction: a growing focus on strengthening direct beneficiaries (children, youth, adults and teachers), improving quality implementation of programs as well as increasing the ultimate reach of children and youth. Lobby, for example, is geared to involve a relatively small number of people indirectly impacting a great number of people.

**Adults**

To have a sustainable impact on children's lives War Child increasingly focused on including the social environment of children and young people such as parents/caregivers, teachers and (para-)professionals. Over the last four years both the number of active adult participants and especially the number of adults indirectly involved increased. Adults were mainly reached through training on skills and requirements in working with and caring for children and young people, awareness activities and advocacy activities that focused on fulfilment of child rights and prevention of rights violations. Although War Child has increasingly focused on adults, children and young people remain War Child's target group, and hence make up 76% of the total number of people directly reached by our activities.

**3.4.1 Impact measurement and capacity enhancement****Monitor of outputs**

Children and young people are not only in need of help. They are also actors bringing change to their own lives and those around them. War Child has revised its system for planning, monitoring and evaluation (PM&E), to be able to better record these different groups of beneficiaries and participants. The definition of active participants was sharpened and a separation was made between people reached indirectly through awareness raising and through media outreach, in order to present clearer outputs. An improvement in War Child measuring in 2010, was the connection of the activities carried out and the costs made to the number of active participants and beneficiaries in the categories psychosocial support, education and protection.

**Measurement of results**

To continuously improve programs, it is necessary to collect and share evolving insights into the impact of War Child's programs. Therefore, all program results are evaluated internally and externally. By using child-friendly and participatory approaches, both qualitative and quantitative information is collected through observation, interviews and focus group discussions with everyone involved in the program. See the country sections for evaluations results.

**Effectiveness and sustainability**

Half-way through and at the end of each program, results are measured and evaluated in terms of effectiveness and sustainability, in addition to an operational evaluation of finances, human resources and efficiency. In addition to War Child's own program evaluations, other (partner) organisations, including donors, governments, schools and communities, audit and report on War Child's results.

**Learning and accountability**

Indicators for positive and long-lasting changes in children's well-being can be very subjective, difficult to quantify, and vary with culture. Therefore War Child cooperates with other International NGO's, universities and relevant networks, such as Inter-Agency Network for Education in Emergencies (INEE) to further develop instruments and tools to measure effects.

**Results and quality: evaluations in 2010**

Program evaluations were carried out in three project countries: Sierra Leone, Uganda and Israel and the occupied Palestinian territories. These evaluations were led by external experts and evaluated activities against the original plan; the results, effect and quality of the programs. The number of evaluations was less than the target set for 2010, due to the investments in MFS II. As part of the start of the same MFS II funded program as well as War Child's strategy 2015, 30% of the programs will be evaluated in 2011 and in four countries baseline studies will be done.

Generally feedback in all three evaluations was positive on outputs and effects. Worth noting are the findings across evaluations that:

- War Child's life skills training such as the 'Deals' increases the effectiveness of follow-up training such as income generation or marketable skills;
- Income generation activities are not yet successful widely, War Child will work on improvement or possibly outsourcing it to partners.

**3.4.2 Trends and highlights of 2010**

A number of trends and highlights characterised the overall War Child program in 2010.

**Country portfolio**

The most noteworthy developments in War Child's portfolio (see country chapters for more information):

- After supporting a partner organisation in 2009 and 2010, registration in Burundi was realised and with the MFS II approval extra funding became available;
- Sri Lanka remains difficult to get registered, although the work through partners is continuing;
- In Sierra Leone War Child has made further steps to phase out in 2013;
- The Sudan team works from a newly developed strategy taking into account the expected split between North and South.

**Expenditure**

Program expenditure has risen compared to 2009 with 8%, but was lower than planned for 2010. The latter is the result of lower income in 2010, leading to fewer projects being implemented than requested. Nonetheless, in combination with increase in total reach of beneficiaries to 1.5 million, the cost per beneficiary has decreased.

**Partnership**

War Child actively engages people around children as much as possible. Partners in the field play a very active role in War Child programs. Their cooperation with these partners varies; from small community and youth group partners who require substantial support and have small financial contracts to much larger and well organised NGOs to whom activities can be outsourced. Partners became more active in shaping programs. In 2010 stakeholder workshops were held in almost every country where War Child's programs were assessed regarding the needs of children and youth. In addition, ideas for concrete projects were developed of which a number already are up and running.



**Advocacy**

The focus of War Child's 2010 international advocacy has been to support advocacy objectives of project countries. For example, War Child supported several lobby actions towards the European Union in support of children and youth in Gaza and lobbied the Sierra Leone government delegation in Geneva at the Committee on the Rights of the Child. Furthermore, War Child established increased contact with the offices of the UN Special Representatives on Children and Armed Conflict and Violence against Children. As member of the New York based NGO Advisory Council and co-chair of the Geneva based Working Group on Violence Against Children, War Child has been able to promote child protection concerns of children in war affected countries with the Committee on the Rights of the Child and the Human Rights Council.

**Used terms**

***In the country output tables***

Skills enhancement	Direct services or activities targeting groups and individual children, young people and adults to enhance life skills, social skills, livelihood skills and vocational skills. These skills are essential to fulfil and claim children's rights enhancing psychosocial well being.
Awareness raising and sensitization	Activities that aim to change beliefs, intentions, attitudes and harmful norms and practices in communities and within society as a whole.
Lobby	Mobilising local and national government officials and other key stakeholders. These activities aim to influence the development, implementation and monitoring of laws and policies at local, national and international levels, upholding children's rights and enhancing their psychosocial well-being.
Capacity building	Direct services such as training and coaching on the job, aiming to strengthen (para-)professionals including teachers and social workers, the staff of (local) organisations, and members of community groups, youth and children's clubs.

Capacity building of partners      Activities strengthening the staff of War Child partners: all parties with whom War Child has a formal agreement and who implement (parts of) the program

**IDEAL methodology: a theme-based creative life skill training for various target groups:**

IDEAL	In a series of workshops children and youth's life skills are stimulated and their psychosocial well-being strengthened. It consists of a series of modules about emotions, conflict and peace, relations with peers and adults, and the future.
Parents DEAL	Parents groups run parallel to the I DEAL groups and are for caregivers of I DEAL participants. The parents participate in separate groups in which they discuss themes such as child development, parent-child relations, friendship, and conflict resolution.
BIG DEAL	This method addresses topics that are of particular concern or interest to an older age group (adolescents and young adults), such as gender relations, rights and responsibilities and leadership skills.
She DEALS	This method focuses on topics particularly relevant to girls and young mothers, such as parenting skills, child development, but also relations with peers and men
Life skills	Abilities for adaptive and positive behaviour that enable individuals to deal effectively with the demands and challenges of everyday life (such as communication, interaction, dealing with emotions).
Livelihood skills	Essential skills for young people to create a means of economic support or subsistence (such as vocational training, literacy and numeracy classes or use of ICT).

**Other terms**

Expatriates/expats	Country representatives and local managers
Human Development Index	This United Nations index is a ranking of countries based on levels of development (a composite measure of income, education and life expectancy).
MFS II	Medefinancieringsstelsel II is the grant framework for Dutch civil society organisations of the Ministry of Foreign Affairs.
PM&E	Planning, monitoring and evaluation of projects.
Planned vs. Actual	This figure shows the percentage of the planned number of children, young people and adults that were actually reached (actively involved).

**Chechnya and the Netherlands**

War Child supported two partners in Chechnya and the Netherlands. These small projects are highlighted below

**Chechnya**

A whole generation of children in Chechnya has grown up in an environment of violence, fear, humiliation, poverty and hopelessness, resulting in severe consequences for their psychosocial development. Feelings of frustration and hopelessness lead many to alcohol and drug misuse. Domestic violence and aggressive behaviour drive many into the separatists' arms.

Since 2007, War Child supports local partner Serlo (Centre for Psychosocial Rehabilitation of Children and Youth). The partner supports children and adolescents affected by war in their psychosocial development, by organising individual and group workshops. Because of security issues, War Child was not able to monitor and evaluate the Chechnya program properly.



Therefore, the financial support of Serlo was terminated in 2010. Serlo received the last amount of € 30,000 for their work. In 2011 War Child will reassess the security situation to decide on a renewed support of a partner organisation, because their work for children and youth of Chechnya is still highly needed.

#### **Some results in 2010**

Together with project coordinator and Serlo trainers, volunteers developed a series of creative art workshops to meet the needs of the children. They learned to:

- solve conflicts and moral rules and values;
- see the difference between good and bad;
- interact and develop with each other;
- express their feelings through music, drawing, without words.

In one of Serlo's programs 72 children participated in development of ideas to improve their neighbourhood or village, like building playgrounds, organising a music festival for disabled children or supplying children with sports equipment. One of the winners was delighted. "Being in school I always dreamed of school radio telling about interesting news from school life, and playing music at the beaks. My dream came true."

#### **The Netherlands**

At this moment, some 20,000 people live in more than 45 asylum seekers' centres. Over 7,000 are children and young people. Many refugees are originally from countries where violence and repression are part of daily life, such as Afghanistan, Iran, DR Congo, Iraq, Sudan and Somalia.

#### **In-country developments in 2010**

Refugees in the Netherlands live in difficult circumstances. Their home is an asylum seekers' centre where they live in a limited space together with many other families, without privacy. Their past has left an indelible impres-

sion and their situation is tense, because the outcome of their asylum procedure is uncertain. Refugees have had to deal with violence, war and repression. It has forced them to flee their home countries in order to try and build a new existence in a foreign country.

#### **Program information**

War Child has supported National Foundation to Encourage Happiness (in Dutch: Nationale Stichting ter Bevordering van Vrolijkheid or De Vrolijkheid for short) since 2005. Last year War Child contributed € 25,000.

#### **In 2010 De Vrolijkheid reached the following targets:**

- Strengthening children's and adolescents wellbeing, resilience, self-confidence and talents in asylum seekers' centres through visual arts and performing arts;
- Involving the Dutch public and inspiring them to contribute to and connect with these children, facilitating surprising encounters within the Netherlands;
- Involving artists who are (former) refugees themselves and the established arts institutions in the project;

For teenage girls in the centres, de Vrolijkheid organised special workshops. Using creative methods, the girls worked on self esteem and positivity. The magazine What's Up?! was made and pays attention to special girl's issues, trying to create a linkage between the girls in the centres and the ones outside the centres.

In 2011 War Child will support de Vrolijkheid with at least € 25,000 and will look into new ways to cooperate. War Child thinks it is important to support 'war children' in the Netherlands. Because de Vrolijkheid can directly target a large number of potential donors, and because the urgency for War Child's work is higher in war affected areas, War Child has decided not to raise its contribution for the moment.

**“THE SCHOOL IS BEAUTIFUL;  
 THE STREETS ARE BEAUTIFUL;  
 THE PEOPLE ARE BEAUTIFUL.  
 I AM GOING TO MAKE A  
 SONG ABOUT IT.”**



#### **The Netherlands is my life**

In the Netherlands there are children and young people with war experiences in refugee centres. In 2009, Ladan (18) fled Somalia with her two sisters, brother, nephew, father and mother. Ladan: “I miss my country. But there is no choice. If I return, I will die.”

“I used to live in Mogadishu, the capital of Somalia. I could see the ocean from my house. It may sound like an image out of a dream, but it was not. A bomb could explode any moment. In the street, people were shot just like that. You were safe nowhere, so you had to stay inside.”

#### **Everything is beautiful in the Netherlands**

Ladan now lives with her family in a small room in a refugee centre. There

are three beds and a chair. There is a small TV in the corner of the room, the Somali news is on. They watch every day to keep up to date. Ladan is happy to be in the Netherlands: “Here in the Netherlands it is quiet, I don't hear any bombs, I no longer have to be afraid and I can go to school here. I want to become a surgeon, and when there is peace, I will go back to Somalia.”

For now Ladan hopes to be allowed to stay in the Netherlands for a long time. “Everything is beautiful in the Netherlands: the school is beautiful; the streets are beautiful; the people are beautiful. I am going to make a song about it: ‘The Netherlands is my life.’” She starts singing spontaneously.



**4.1 Afghanistan**

**Conflict and consequences**

**Duration of the conflict**

30 years. Renewed violence since 2001

**Type of conflict**

Complex conflict with the Afghan government and international military forces on one side and armed-opposition groups, including the Taliban and Al Qaeda, on the other.

**Humanitarian aspects**

- Human Development Index: 155;
- Both the maternal and under-5 mortality rates, while decreasing, continue to be the highest in the world (Source: State of the World's Mothers 2010, Save the Children, May 2010);
- Child casualties as a result of the war rose by 55% during the first half of 2010. (Source: www.arm.org.af: ARM Mid-Year Report Civilian Casualties of Conflict January - June 2010)

girls are married before the age of 18 (Source: State of the World's Children: CRC Special Report 2010). 40% of school age children (mostly girls) do not go to school, because of a scarcity of schools and teachers in rural areas, insecurity and poverty (Source: Government of the Islamic Republic of Afghanistan: Committee on the Rights of the Child, May 2009).

**Program information**

**War Child active since** 2004

**Target groups**

- Children who attend school;
- Working children;
- Youth groups;
- Teachers;
- Parents.

**ACCORDING TO UNICEF AN ESTIMATED 30% OF CHILDREN ARE INVOLVED IN CHILD LABOUR WHILE SOME 43% OF GIRLS ARE MARRIED BEFORE THE AGE OF 18**

**Phase that the country is in today**

Chronic crisis, deteriorating security, increased strength of Armed Opposition Groups, scheduled pull out of foreign forces by 2014.

**Locations**

- Kabul city: circus centre, schools, centres for street working/economically disadvantaged children;
- Kabul Province: Paghman: schools;
- Herat city: circus centre, school;
- Herat Province: youth association centres;
- Jalalabad city: circus centre, school.

**In-country developments**

Despite a worsening security situation, in its Global Appeal 2011 UNHCR cites extreme poverty as the biggest threat to life and progress in Afghanistan. Parliamentary elections held in September were hotly contested amidst allegations of fraud and its results have not been finalized.

**Children**

The rights of children continue to be violated, with early marriage, child labour, violence, and lack of access to education. According to UNICEF an estimated 30% of children are involved in child labour while some 43% of

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## AFGHANISTAN

Partner	Relation	Developments
Afghan Education Children's Circus (AECC)	Financial and technical support	War Child moved from support of the winter program to support of the children's parliament with great success. War Child will do a pilot in general funding for AECC during the coming year.
ASCHIANA		Support discontinued in 2010, War Child focused more on education, moving away from the work with street working children.
Help the Afghan Children (HTAC)		Support to this partner discontinued in 2010 due to a change in War Child's strategy moving away from peace education as a strategic priority.
Sanayee Development Organisation (SDO)		Very successful cooperation on monitoring and reporting, which helped the youth to improve on their planned results. War Child will continue to support the youth associations through SDO during 2011, focusing on their long-term sustainability.

**Employees**

Expatriates: 1

National staff: 14

**Program expenditure**

Total: € 415,156

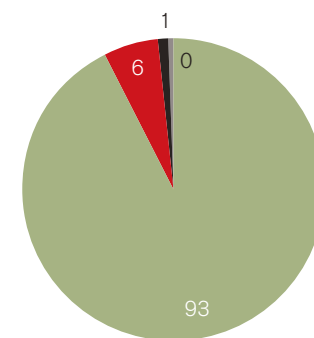
Spent through War Child: € 239,201

Spent via partner program: € 175,955

**Activities carried out in Afghanistan in 2010**

in percentages

- Skills enhancement
- Awareness and sensitization
- Capacity building
- Capacity building of partners



## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## AFGHANISTAN

**Number of children, youth and adults involved in activities in 2010**

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	9,233	960	+ 167
2. Awareness and sensitization	13,002	2,945	+ 143
3. Lobby	-	-	-
4. Capacity building	12	311	+ 420
5. Capacity building partners	6	26	- 16
<b>Total</b>	<b>22,253</b>	<b>4,242</b>	

**Explanation of deviations**

- Skills enhancement (167%): the children's parliament exceeded expectations as a result of cooperation of school principals and more initiatives of youth associations;
- Capacity building (420%): Fewer activities were implemented, but far more adults than planned participated (311 instead of 63), because the youth associations reached far more community members than planned through creative recreational and educational activities.

speaking with self-confidence, teamwork, and respect for the opinions of others. Crucially, these children now have a voice and the realization that they have the power to change their situation for the better.

**ASCHIANA: Street working children**

Afghan girls are often denied education, especially when their families cannot afford school fees. Partner ASCHIANA provided education and vocational training for street working children and children and youth from very poor families. In total 86 girls reached the planned standard in English language and 48 in computer use.

**Evaluation**

2010 was the first year of working solely through partners. The reasons for this change were twofold: Firstly, working through partners is more sustainable in the Afghanistan context. Secondly, the deteriorating security situation has led to a logical downsizing. Local partner organisations are more easily accepted by communities, another key security focus.

**Afghan Education Children's Circus (AECC):****Children's Parliament**

The children's parliament of AECC has been implemented in three provinces; one national event was run featuring children from five provinces. The children learned how to identify the needs in their school communities and develop plans to address these. Some for instance clean or decorate their schools. Others address the need for recreation to be tackled by school management and local and national authorities. Even where the children cannot immediately influence the situation, they have been listened to by the Ministry of Education, whose representative has encouraged the children's parliaments to continue. They also learn vital skills such as public

**Help The Afghan Children (HTAC): peace building**

HTAC taught children how to peacefully solve conflicts between their peers and in the wider community. Teachers involved noted marked changes in the children's behaviour: they became more willing to solve issues calmly and reasonably instead of physically fighting or shouting. This behaviour has been transmitted to their classmates and has therefore had a much broader impact on the schools. One young boy stopped two of his classmates fighting, teaching them that the animosity between their fathers should not make them fight.

**Sanayee Development Foundation (SDO): Youth empowerment**

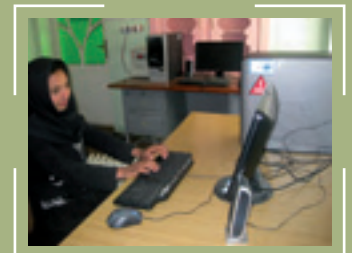
SDO established three youth associations. The 180 youngsters involved have shown huge initiative, setting up educational and recreational activities for their peers as well as for adults in their communities. These included literacy and English classes as well as computer skills. In addition, sports and games in schools and communities provided children and young people with a rare opportunity to have fun.

**Lessons learned**

War Child's 2010 pilot program with partner organisations in Afghanistan was a learning experience. The main lesson learned was the need to be flexible with partners. Rather than taking a 'one size fits all' approach, in which partners are trained together in the same topics, War Child will look at how each organisation works and the kind of support they most need. A partnership agreement stipulates the longer-term relationship and how organisations can learn from one another. By involving partners in the development of methodologies and programs, stronger partnerships and a shared vision for the future are developed. In 2011, close and frequent monitoring of all projects will be a priority.

**Future**

In addition to continuing to work with SDO and AECC, three new partners have been selected for 2011. BBC World Service Trust will produce and broadcast programmes on child protection, Family Welfare Focus will run a pre-school for hearing-impaired children, and a psycho-social training centre for teachers will be established with the local NGO Physiotherapy and Rehabilitation Support for Afghanistan, if funding is secured. ASCHIANA and HTAC will continue their work without War Child's support as their programming no longer fits War Child's goals. 2011 is also about building bridges with other INGOs and governments and consolidating War Child's capacity to ensure a strong program in the coming years.



**“ I SEIZED THIS OPPORTUNITY WITH BOTH HANDS, BUT I WANT THOUSANDS OF OTHER AFGHAN GIRLS TO HAVE THEIR CHANCE, TOO.”**

**Nobody in Parisa's village can ignore what she has to say**

Parisa's family is very poor, but that does not stop her from learning about all the ins and outs of a computer. Each day the fifteen-year old receives one hour of computer training in the youth centre in her village. She has even made a keyboard out of cardboard, so she can practice further at home.

Everything Parisa learns she wants to share with others. As a result, she is very busy with the youth club of which she is a member: "I teach English and give computer training, I started a sports team, I am writing a film script on children's rights and regularly give workshops on girl's rights to young people in my village. I am very proud of that because I can learn something myself, but also help others. I took this opportunity, but I want thousands of other Afghan girls to have their chance too."

Parisa participates in the programme of partner organisation SDO, whereby children and young people, both with and without education, have the opportunity to voice their opinion on their situation. In the clubs they form with others, they can put forward their own solutions to the problems in their community.



**4.2 Burundi**

**Conflict and consequences**

**Duration of the conflict**

Ethnic unrest and atrocities since 1972 with latest civil war from 1993-2006. Comprehensive ceasefire agreement signed in December 2008

**Type of conflict**

Civil war

**Humanitarian aspects**

- Human development index: 167;
- Internal displacement with about 157,200 IDP's in 2009 (source: 2011 UNHCR country operations profile). More than 6% of the population have been former refugees;
- Food insecurity, lack of access to basic services, crime and banditry. Refugees and displaced people face in addition challenges in regards to access to land, legal and reintegration assistance;
- Marginalisation of children and youth, especially orphans. (1 in 5 children is orphan in Burundi)

**Phase that the country is in today**

Reconstruction, rehabilitation and development.

vulnerable groups are orphans, street children, former child soldiers and children in prison. In general there is a shortage of basic facilities such as health care, education and the protection of children from exploitation, abuse and neglect by parents. Children grow up in dysfunctional, broken and isolated families, due to loss of parents, polygamy, early marriage, alcohol abuse, and domestic violence.

**Program information**

**War Child active since** 2008

**Target groups**

- War affected and other vulnerable children like former child soldiers, orphans, children in conflict with the law;
- Children in and out of school.

**Locations**

Schools and communities, in villages and provincial towns in provinces of Cibitoke, Bubanza and Bujumbura Rural

**Partner**

HealthNet-TPO

**Relations**

Implementing partner

**THE REINTEGRATION OF FORMER REBELS INTO SOCIETY NEEDS TO BE SUSTAINED IN THE NEAR FUTURE FOR STABILITY TO CONTINUE**

**In-country developments**

The security situation in Burundi is fragile. The disarmament, demobilization and reintegration of former rebels ended in 2009. Their reintegration into society needs to be sustained in the near future for stability to continue. In the second half of 2010, there were many attacks aimed at government targets, as a result of disagreement over the results of the elections.

**Children and young people**

Protection for children and young people (over 50% of the Burundian population) by society and the government has suffered on account of the war. In particular girls and women are among the most vulnerable. 19% of young women have been the victim of sexual violence (World Health Organisation, 2008) and 60% of reported cases of rape are of minors (United Nations, 2006).<sup>1</sup> Other

**Developments**

The second year of the running Child Thematic Programme was implemented, and an extension of four months was signed.

**Employees**

Expats: 1  
Local staff: 0



**Program expenditures**

Total: € 218,608  
Spent through War Child: € 116,884  
Spent via partner program: € 101,724

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## BURUNDI

## Number of children, youth and adults involved in activities in 2010

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	6,938	7,175	Planned vs actual
2. Awareness and sensitization	3,666	4,240	figures are not available
3. Lobby	-	121	as this project's final
4. Capacity building	-	385	report is due in 2011.
5. Capacity building partners	-	-	
6. Mass media coverage	-	-	
<b>Total</b>	<b>10,604</b>	<b>11,921</b>	

## Evaluation

War Child's partner in Burundi, HealthNet – TPO delivered psychosocial and mental health services to children affected by the psychological consequences of the 1993-2006 civil war, their Child Thematic Project is a care package with child, family and school components.

## Child

Recreational activities have been organised for school and non-school going children aged 9 to 14. After four sessions a screening takes place to identify children who are at risk and benefit from the Classroom Based Intervention (CBI). The CBI consists of 13 sessions in which children work on dealing their emotions, build their self-esteem and their relationship with others. 1,698 children benefitted from this workshop cycle. Evaluations among 492 participants showed that 78% of the children perceived this intervention to be helpful.

## Family

Families were supported in groups with their psychosocial problems as well as family support visits. During these home visits psychosocial assistants discuss and mediate family problems, such as alcohol abuse, aggression and problems faced by single mothers. In addition, individual and group counselling is offered to children and parents and in some cases clients with severe problems like antisocial behaviour and epilepsy have been referred to specialised HNI-TPO nurses in the capital city Bujumbura.

## School

33 Parent Teacher Committees have been initiated to assist the most vulnerable children by providing school materials and sensitizing parents about the right to education.

## Lessons learned

Voluntarism has proven difficult in Burundi. In 2011 War Child will further strengthen its community-based approach in order to improve the community and strengthen child protection system building. The multi year program in Burundi Promoting a spirit of change did not start in 2010 due to a delay in the official registration process of War Child as an INGO operating in Burundi. War Child was finally registered with the Ministry of Foreign Affairs and signed a 'memorandum of understanding' on December 31, 2010. A small coordination office was set up in the capital Bujumbura to be able to start the program in 2011.

## Future

In 2011 the program Promoting a spirit of change will start in the provinces of Bubanza and Cibitoke in 20 communities and 20 schools. Children and young people will be supported in improving their life skills and claiming their rights and parents improve their parenting and child-rearing skills. Together with the Burundian authorities, other local partners and UNICEF we will continue working towards a comprehensive child protection system that will deliver both psychosocial and mental health support to children and their families. A youth association, JAMAA, will work on awareness raising on child rights by creative arts and ICTs.

The War Child organisation in Burundi will be further developed, recruiting staff and developing and implementing policies, procedures and guidelines, further developing a network with other international organisations, national organisations and government departments at national, provincial and community levels. A four year strategy will be developed together with relevant stakeholders and with the involvement of children and youth.

## WE ARE ONE - ANNUAL REPORT 2010

## DONATIEN'S STORY



**“SPORTIVE AND CREATIVE ACTIVITIES ARE A WAY FOR THE CHILDREN TO EXPRESS THEIR FEELINGS AND TO DEAL WITH THE EXPERIENCES.”**

## Every child in Burundi has its own story.

If no one looks out for each other, and the government does not take its responsibility, it is 'me, myself and I' and the social safety net that was in place before the war disappears. Results of the civil war in Burundi. The civil war between the Hutus and the Tutsis has torn apart the whole country. Even though the war is over since 2006, the devastating effect on its people is still visible. Especially children are victims of the violent Burundese history. Every child has its own story.

The normal community life has completely vanished here. Parents do not see the added value of education, children have to do hard labour and accept the fact that their daughters marry at early age. Even when they are 11 years old, unbelievable. Furthermore, one out of five children is an orphan. They lost their parents to war or Aids.

Before we started our work here I spoke to many children. It was frightening how often violence, abuse, rape and murder against girls recurred in those conversations. If you think about the fact that 20% of the women in Burundi are a victim of domestic or sexual violence, and in 60% of those cases it concerns the rape of minor girls, then that makes you at a loss for words. In particular also because we know that a lot of women, especially children, do not dare to press charges. The perpetrators often go free. The only thing that is left for the women is a feeling of shame.

## Tongue-tied

Many children are very silent, they find it difficult to talk about their problems. During a visit to one of the villages where War Child will start, something special happened. A ten year old came up to me and asked if she could talk to me. She told me that she is living with her younger brother and sister at her uncle's house. Both of her parents died a few years ago. She told me she is abused by her uncle and asked for my advice: would it be better to flee for the violence, leave her brother and sister behind and start a life on the streets. I was tongue-tied for a moment. I could not do that much at that moment, but to be there for her and listen to her story. I made sure one of the social workers of our partner organisation HealthNet-TPO will take care of her.

From mid 2011 War Child's local workers will start their activities for the children in Burundi, together with partner organisations. Sportive and creative activities are a way for the children to express their feelings and to deal with the experiences. Together we are working on a safe future for the children of Burundi.

*Donatien de Graaff is setting up the new War Child program in Burundi.*



### 4.3 Colombia

#### Conflict and consequences

##### Duration of the conflict

1964 - present

##### Type of conflict

Internal conflict between military forces, guerrilla groups, paramilitary militias and armed groups of recently demobilized forces.

##### Humanitarian aspects

- Human Development Index: 79;
- Between 3.4 million people, according to the government, and over 4.9 million people according to non-governmental information, are displaced (source: Internal Displacement Monitoring Center, 2010). Almost 1.2 million of them are children (source: information of Agencia Presidencial para la Acción Social y la Cooperación, 2009);
- 8,523 land mine victims, almost 10% are children (source: Programa Presidencial de Acción contra Minas, 2010);
- Figures of recruited children range from 8,000, according to the Ministry of Defence, to 11,000 according to non-governmental sources (source: Report of the Secretary General on Children and Armed Conflict in Colombia, 2009).

##### Phase that the country is in today

Chronic crisis.

## ARMED GROUPS, WHO WERE DISARMED IN RECENT YEARS HAVE REGROUPED AND STARTED TO RECRUIT CHILDREN AGAIN

#### In-country developments

Colombian society is still torn apart by the armed conflict between army, guerrilla groups, paramilitaries and criminal gangs. After a long period of tension between the government and civil society organisations, vice-president Angelino Garzón, facilitated a re-establishment of relations with these organisations and embassies. The human rights policy was redefined, increasing the government's commitment and accountability towards the fulfilment of human rights.

#### Children

Many children continue to be witness to, victims or even perpetrators of violence. Children risk being recruited by armed groups especially in rural areas, but also in the large marginalized urban areas where groups fight for territorial and social control. Armed groups, who were disarmed in recent years have regrouped and started to recruit children again. Because of the lack of better alternatives, this remains an attractive option for many children and youth.

#### Program information

##### War Child active since 1995

##### Target groups

- Children and young people demobilised from armed groups and those in at high risk of being recruited;
- Displaced children;
- Indigenous children, authorities and institutions;
- Teachers, parents and caregivers;
- Community members;
- Youth groups;
- Policy makers.

##### Locations

Schools, cultural centres, children and young adult clubs in various communities in 10 departments, including the capital Bogotá.



## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## COLOMBIA

Partner	Relation	Developments
Asociación Taller de Vida provides psychosocial care, using creative methodologies for demobilized children and young people formerly associated with armed groups to reintegrate into society.	Partner in EU and War Child funded project; capacity building in security management, financial management and reporting.	Due to a lack of a Memorandum of Understanding with the Instituto Colombiano de Bienestar Familiar (ICBF) the work with demobilized children and youth had to be suspended. The ICBF is a government body for the welfare of families and child protection. The partner also needed much support in financial reporting to the European Union. Constructive dialogue with ICBF and the EU led to clear agreements on implementing results.
BENPOSTA/Justapaz provides immediate support to relocate and provide psychosocial and educational support to children and youth at high risk of being recruited into armed forces	Implementing partner and financial support	The organisation needs to systemize its protocols in relocating children and youth in order to carry out this highly sensitive work.
COALICO is a platform of 11 NGO's, lobbying for child rights and monitors child rights situation.	War Child is member of the platform since 2009; provides technical and financial support	Successful advocacy for the rights of children on numerous occasions increased the participation of children and youth in its projects.
CORPOLATIN-Child Helpline number 106 gives psychosocial care and works on child protection	New partner since 2010, financial support.	Because of the short period of cooperation in 2010 no capacity building has been done yet.
Corporación Casa Amazonía works on prevention of recruitment of children into armed groups and promotes child rights.	Partner in EU and War Child funded project; capacity building in security management, financial reporting and War Child psychosocial approach	The partner needed much support in meeting the reporting demands of EU.
Corporación cultural NuestraGente engages children and youth, especially displaced and demobilized youth, using theatre and other creative methodologies.	Capacity building and financial support	Due to a child protection assessment it will strengthen its capacities in this area.
Foundation for education and development (FEDES) works on children and youth policies with a focus on child and youth participation.	Implementing partner; capacity building and financial support. Also a partner in Performing for Peace.	The organisation carried out sensitization activities with children, youth and adults to develop public policy on child protection.
MINGA Association for human rights provides psychosocial support to children of the Nasa indigenous community and the rural community of Cajibío with an emphasis on culturally sensitive approaches.	Partner in EU and War Child funded project; capacity building in security management, financial reporting and psychosocial support	In many indigenous communities there is a very conscious approach to reclaim and strengthen their identity. War Child's psychosocial approach has been adapted to meet their needs. Some delays in implementation were due to security concerns in the area.
Theatre Esquina Latina provides non-formal theatre training and socio-cultural development.	New partner since 2010, financial support.	Because of the short period of cooperation in 2010 no capacity building has been done yet.

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## COLOMBIA

Partner	Relation	Developments
Alliance Varasanta Theatre and Aliarte Youth Network involves children and youth in theatre for advocacy purposes	Partner in Performing for Peace; capacity building in advocacy approaches. Financial support	Partners analyzed the lessons learned and the difficulties in the project implementation to achieve improvements for following year.
Collective Action of Conscientious Objectors uses creative methods to advocate for the right to not serve in the military and against involvement in other armed groups.	Partner in Performing for Peace and youth initiative; capacity building in advocacy approaches and financial support	Although the organisation is used to street performance for advocacy purposes, this was the first time they used formal theatre for advocacy purposes. Due to its informal structure, the organisation has limited organisational and administrative capacity
Corporación Ocaso & Asociación de JóvenesLeteo (and 18 other youth groups) are young-adult organisations that support technical and administrative youth initiatives	Support with training concerning administrative and financial procedures, basic participation tools, advocacy and communication	Support to youth groups in report writing

**Employees**

Expatriates: 1  
National staff: 7

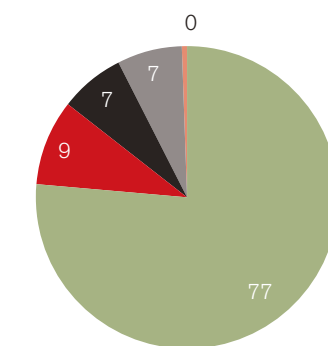
**Program expenditure**

Total: € 1,042,604  
Spent through War Child: € 404,246  
Spent via partner program: € 638,358

**Activities carried out in Colombia in 2010**

in percentages

- Skills enhancement
- Awareness and sensibilization
- Lobby
- Capacity building
- Capacity building of partners

**Number of children, youth and adults involved in activities in 2010**

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	5,444	832	40
2. Awareness and sensibilization	9,039	16,223	505
3. Lobby	607	1,612	46
4. Capacity building	589	569	44
5. Capacity building of partners	63	25	18
6. Mass media coverage	628	5,656	54
<b>Total</b>	<b>16,370</b>	<b>24,917</b>	

**Explanation of deviations**

Most of this partner projects do not begin or end within the calendar year and the projected numbers planned are within the period of the project cycle. War Child will change its system to align all information within the calendar year. Some partners have had difficulties in making accurate projections of the number of beneficiaries they are able to reach. In the future, this will be a criterion for partner evaluation and selection. In 2010, War Child also planned on starting with six new partners. However, an assessment in mid 2010 lead to the conclusion War Child's human resources were too low to be able to support the new partners.

The increase in awareness and sensitization activities is a positive side effect of projects of Corpolatin and Esquina Latina. Attendant numbers were boosted because the activities were conducted in schools and educational centres and more people than initially foreseen were interested in the projects. Esquina Latina made an agreement with the education department in Cali which was not originally planned.

**Evaluation**

With the help of creative and participatory activities, War Child's local partner organisations contributed to the protection and prevention of the recruitment of child soldiers. They also promoted the constructive reintegration into society of former child soldiers. Peace building activities encouraging political and social change were carried out by various youth organisations.

**Building a future**

In 2009 the European Union approved co-funding with War Child of the 'Building a future for children affected by armed conflict in Colombia' project. In 2010 this 30-month project was initiated; it focuses on the prevention of child recruitment into armed forces and the reintegration of children previously associated with such groups. Children in Putumayo and Cauca, areas with a great number of armed groups, are provided psychosocial support. They have requested that the project be continued and expanded so that more children can benefit from it. Relationships and alliances have been built with key stakeholders responsible for the protection of children.

Reintegration work had to be halted in August because of the accord War Child needed to reach with ICBF. After the agreement was signed, War Child was able to build a strong relationship with the ICBF, facilitating War Child's work and the work of partners in the regions with children formerly associated with armed groups. War Child's project

in Cauca aligned itself with the approach and cultural norms of the indigenous communities. For example, the NASA community has a strong affiliation with land, therefore the project supports local gardens so that children and youth strengthen this affiliation and their cultural bonds.

**Other highlights**

- Four groups showed their creativity and advocated for their rights in front of a full audience in the Performing for Peace project. Members of the European delegation along with representatives of the Vice President were present. The performances helped highlight the plight of children and youth in Colombia;
- Over 300 children and youth in Cali participated in the development of theatre performances in Esquina Latina's new project. In these communities support for children and youth is limited. As a result of this project children and youth have found a creative outlet to address their concerns and build supportive bonds.

**Lessons learned**

- 2010 was a transitional year in which War Child critically looked at its projects to learn from its experiences and consolidate its achievements. Next year War Child must determine upon which programming results it will focus (psychological support, protection, education) and which capacities and partnerships are needed. This will be taken up in 2011 (see 'future');
- Due to unrealistic planning some projects were only partly implemented. In 2010 a four-day internal evaluation and planning session for War Child staff took place to address this issue.

**Future**

In 2011 War Child in Colombia will develop a multi-year strategic plan consulting different stakeholders from children and youth to parents and caretakers, national and international NGOs, government ministries, academic institutions and donors. 2011 will be the first year of the Conn@ct.Now program. Finally, an exchange will be organized between War Child's Colombia, Sierra Leone and Middle East teams to share Performing for Peace methodology and give more children a chance to raise their voices for their rights.

**“YOU COULD SAY I REALLY NEED THIS PROGRAM.”****I can really loose myself in my creative moods**

The fifteen-year old Aida lives with her family on a farm in Colombia.

“One day paramilitaries with hoods entered our old home. They killed my father before our eyes. That was four years ago. That horrible day is etched into my mind. Now my stepfather lives with us, who hits my mother and me. And he told my mother that she was no longer allowed to pay the tuition fees. But I promised my father to finish school. At times like these I miss him even more.

Fortunately I can go to school. I get up at five a.m. every morning, so I arrive on time. After school I participate in creative activities. I love to dance; 'el vallenato' and 'la machetilla' are my favourites. Painting, theatre and playing the guitar are things I love too, I can really loose myself in that. It gives me a lot of energy. You could say I really need this program.”

Aida participates in creative activities every week, with which children and young people process their experiences from the war. They discover the world of theatre, music, drawing, sports and dance.

Because of security reasons the name of the child is altered.



#### 4.4 Democratic Republic of Congo

##### Conflict and consequences

###### Duration of the conflict

1996 - present

###### Type of conflict

Regional and domestic conflicts in Eastern Congo involving several militia and armed forces, such as the FDLR, Mai Mai and FRF. New movements and new conflict areas constantly evolve.

###### Humanitarian aspects

- Human Development Index 2010: 168;
- Approximately 5.4 million people died as a result of war (Source: IRC, 2007 mortality survey DRC);
- Little or no access to health care and humanitarian assistance;
- 310,000 refugees, 1.5 million internal displaced people;
- Increase in poverty, (sexual) violence, impunity and general insecurity.

###### Phase that the country is in today

Humanitarian crisis situation and slow recovery in the east. Recovery in the rest of the country. Lack of peace and safety and failing governance structures are the most important obstacles towards sustainable development.

##### Children

Children continue to be recruited into armed groups; the disarmament, demobilisation and reintegration of former child soldiers are not sufficiently resourced. The number of girls and women being raped by both armed groups and civilians is still at alarming heights. Education has been disrupted for hundreds of thousands of children. Children continue to be charged tuition fees for primary education and as a result many are unable to go to school.

##### Program information

###### War Child active since 2003

###### Target groups

- Marginalised and vulnerable children and young people;
- Parents, caregivers and staff of partner organisations;
- Teachers, school principals, student and parent committees in schools;
- Community leaders and organisations; religious groups;
- Minors in prison.

###### Locations

Province of South Kivu (East): the city of Bukavu and Walungu territory (Burhale and Mushinga); primary schools, vocational training centres and accelerated learning classes, youth centres and a prison.

## LACK OF PEACE AND SAFETY AND FAILING GOVERNANCE STRUCTURES ARE THE MOST IMPORTANT OBSTACLES TOWARDS SUSTAINABLE DEVELOPMENT

##### In-country developments

The South Kivu province is still very unstable and insecure. Regular military actions, attacks on villages as well as looting, destruction of infrastructure, and sexual violence result in displacement and a continuing humanitarian crisis for tens of thousands. The government is unable to control large parts of the territory and to stop violence against civilians. Government soldiers are not disciplined and often not paid, they are involved in looting villages and other violent actions as well.

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## DEMOCRATIC REPUBLIC OF CONGO

Partner	Relation	Developments
Arche d'Alliance is an implementing partner specialised in legal assistance and monitoring of child protection.	Partner since 2010 Financial, organisational and methodological support; capacity building	The partner has strong organisational capacity. Training was provided in financial and human resource management.
l'Association des Femmes Cadres pour l'Epanouissement (AFECEP) is an implementing partner in child protection working on the theme of prevention and protection of children and youth from sexual violence	Partner since 2010 Financial, organisational and methodological support; capacity building	Training on human resources and financial management.
Association des mamans pour la Lutte Contre la Délinquance Féminine et l'Encadrement des Enfants Abandonnés (AMALDEFEA) is an implementing partner in, non-formal education of vulnerable children and youth.	Partner since 2005. Financial, organisational and methodological support; capacity building	Previous partnerships in other areas were discontinued for 2010 due to poor governance. Support for non-formal education will be phased out completely in 2011, after the three year education cycle has been completed.
Dynamique de Soutien aux Enfants Vulnérables (DSEV) is an implementing partner in economic reinsertion, non-formal education and psychosocial support of vulnerable children & youth.	Partner since 2006. Financial, organisational and methodological support; capacity building	Intensive coaching on program level and development support on good governance, the development of child safety codes of conduct and financial and human resource management.
Laissez l'Afrique Vivre (LAV) is specialised in economic reinsertion of youth through vocational skills and supporting youth to develop sustainable micro-enterprises	Partner since 2005. Financial, organisational and methodological support; capacity building	Overall, the partner has developed well and systems are in place. At the end of 2010, LAV supported management committees in youth centres in Walungu.
Programme d'Encadrement Diocésain des Enfants de la Rue (PEDER) is an implementing partner on psychosocial support and child protection.	Partner since 2010 Financial, organisational and methodological support; capacity building	War Child provided training on financial and human resource management. A plan to train PEDER to conduct DEALS activities was suspended due to concerns in quality and motivation. Through coaching, PEDER improved its capacity in monitoring and reference during the year to a satisfactory level.
Programme Régional de Formations et d'Echanges pour le Développement (PREFED) is an implementing partner in education.	Financing, organisational and methodological support; capacity building	Program quality carried out was poor, particularly in the organisation of work. PREFED participated in training on financial and human resources management. The partnership will not be renewed in 2011.

Additional partnerships were agreed upon during 2010 including the Children's Parliament of South Kivu and the Scouts Movement of South Kivu for child protection and

psychosocial support activities. War Child works closely with the Ministry of Education and the division of Justice and Social Affairs.

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## DEMOCRATIC REPUBLIC OF CONGO

## Employees

Expats: 5  
National staff: 38

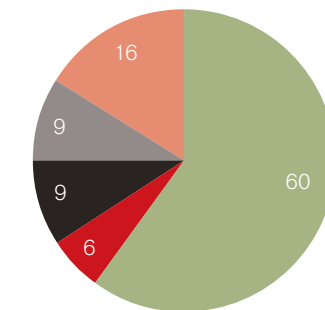
## Program expenditure

Total: € 1,173,649  
Spent through War Child: € 1,014,009  
Spent via partner program: € 159,640

## Activities carried out in DR Congo in 2010

in percentages

- Skills enhancement
- Awareness and sensitization
- Lobby
- Capacity building
- Capacity building of partners



## Number of children, youth and adults involved in activities in 2010

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	9,483	406	+ 1,679
2. Awareness and sensitization	6,573	3,556	+ 729
3. Lobby	7,847	4,251	+ 437
4. Capacity building	2,246	528	+ 114
5. Capacity building of partners	100	481	+ 296
6. Mass media coverage	25,000	40,000	+ 5,285
<b>Total</b>	<b>51,249</b>	<b>49,222</b>	

## Explanation of deviations

- Skills enhancement (1,679%): War Child has planned too conservative and budget for these projects fluctuated;
- Awareness and sensitization (729%): A cartoon movie made by children was published on YouTube, which was not planned. The increase of media and awareness raising events was possible due to a budget realignment during the year;
- Capacity building of partners (296%): Several new needs for partner capacity building were not taken into account, like basic computer courses;
- Mass media coverage (5,285%): Radio was used more extensively, rather than other means with less coverage like television and newspapers. The reach of the radio was too conservatively estimated.

## Evaluation

During the first months of 2010, the implementation of the program was delayed due to weakened management capacity and difficult recruitment of new War Child staff. Additionally, a transparent and thorough process to identify new local partners took more time than anticipated. Most of the programs were implemented by local partners, War Child focused more on supporting and building their capacity.

## Highlights

- 14 children aged 10-14 developed a cartoon movie. Supported by professional animation film-makers the children wrote and produced a short film on violence and neglect within families. The film drew the attention

of 580 children, youth and adults at its launch. The film will be used for broader awareness raising in eastern DR Congo in 2011;

- The development of songs, paintings and a theatre piece by minors in a Bukavu prison. Their message to their peers was to stay out of prison. It reached over 4,000 community members at public concerts;
- A birth registration campaign put the subject on the agenda in South Kivu. Radio broadcasts reached 24,000 people and over 3,200 people assisted directly in the campaign activities. Without registration, it is difficult to guarantee child rights such as heritage rights, the application of juvenile justice laws and prevent recruitment of children into armed groups;
- War Child was one of the few organisations to focus on the huge problem of sexual violence and exploitation particularly against children. Awareness raising activities through film and community discussion reached 1,913 people while an additional 9,000 people were reached through radio shows developed by the 80 young female participating in girls clubs against sexual exploitation and violence;
- 91% of students from formal primary schools supported by War Child and 75% of students in War Child supported accelerated learning courses who participated, successfully passed the test to complete the primary school cycle.

#### Lessons learned

- Planning for the DEALS program was too ambitious. Only half of the planned youth beneficiaries were able to participate in 2010. Improved plans for capacity building of facilitators are developed for 2011;
- The psychosocial team worked exclusively with young people and teachers, while there was a need expressed by the children participating in the DEALS to expand the work to parents and social workers. In 2011, the programme will be expanded to include Parents DEAL as well as training for social workers.

#### Future

War Child's education, psychosocial, child rights and protection, and economic reinsertion programs will continue through 2011. War Child Holland is seeking cooperation with War Child UK for a joint project that will cover South and North Kivu in the area of child protection and psychosocial support. While continuing to work in Walungu and Bukavu, War Child will expand into South Kivu, an area with economic and sexual exploitation of children and little child protection.



## “I ABSOLUTELY LOVE MAKING CLOTHES MYSELF.”

#### Deborah is going to make it with her sewing machine

"I lost my father and mother to the war. Because I had to take care of my brother and sister, I had to quit school. Fortunately I am now able to follow an education to establish my own sewing studio. Every day I walk three hours to and from my village to the studio in Bukavu. I know that this is not without risk, because I walk through a "rebel area". Along the way I try to find other people who also walk from the countryside to the city, so that I do not walk alone. I am willing to make that journey, because I absolutely love making clothes myself."

The fifteen-year old Deborah is learning how to establish her own sewing studio. War Child's partner organisation Laissez l'Afrique Vivre provides professional training to young people who have missed out on an education due to the war. In an old container which was converted into a studio, at the market place of Bukavu, young people get sewing lessons and learn about the knacks of entrepreneurship.

Because of security reasons the name of the child is altered.



**4.5 Israel/occupied Palestinian territories**

**In-country developments**

**Conflict and consequences**

**Duration of the conflict**

1948 - present

**Type of conflict**

Ethnic, religious and geopolitical conflict, mainly for land and resources, with frequent hostilities. For more than 15 years political attempts have been made to end the conflict, so far without results.

There has been a slight easing of the blockade of Gaza allowing limited goods into Gaza and some export abroad. The very restricted movement of people remained in tact. On the West Bank settlement building restarted on a large scale after a nine month freeze. Peace negotiations resumed briefly but were soon stalled again over the issue of the settlements and unrest in East Jerusalem. Exchanges of rocket fire and air strikes between Gaza and Israel increased in the last months of 2010.

**THE ONES WHO WILL DEFINE THE FUTURE OF THEIR REGION CONTINUE TO LIVE SEPARATED, WITHOUT MUCH UNDERSTANDING OF EACH OTHERS LIVES**

**Humanitarian aspects**

- Human Development Index:  
Israel: 15;  
Occupied Palestinian territories: N/A;
  - Civilian injuries in 2010 increased by more than 60% in comparison with 2009;
  - In 2010, a total of 87 Palestinians, including nine children, were killed and 1533 others, including 360 children, were injured throughout the oPt due to direct Palestinian-Israeli conflict related violence;
  - In the Gaza Strip the majority of victims were unarmed civilians collecting rubble and scrap metal. According to the annual report of the 1612 Monitoring and Reporting Mechanism of the UN Security Council Resolution (pending publication) the Gaza 'buffer zone' was the most dangerous place for children in 2010;
  - In the West Bank violent clashes took place between Israeli police and armed forces and unarmed Palestinian demonstrators, particularly in East Jerusalem;
  - In the same period, two people, one child and one adult were injured in Israel by rockets fired from Gaza.
- (Source: The Humanitarian Monitor, occupied Palestinian territories; 19-01-2011 OCHA)

**Phase that the country is in today**

Ongoing occupation, chronic crisis with outbursts of violence. Peace talks are stalled, Palestinian factions in Gaza and the West Bank remain split.

**Children**

The ones who will define the future of their region, the children and youth from both sides, continue to live separated, without much understanding of each others lives. The number of working children in Gaza, especially in the border zone and the tunnels into Egypt are increasing. This exposes children to military strikes and dangerous working conditions. There was a sharp increase in child rights violations in East Jerusalem, with extensive detention of children (Source: Caution, Child Ahead; The Illegal Behaviour of the Police toward Minors in Silwan Suspected of Stone Throwing, Btselem, 2010; The Humanitarian Monitor, occupied Palestinian territories; 19-01-2011, OCHA).

**Program information**

**War Child active since 2004**

**Target groups**

- Young people (12-18) in the occupied Palestinian territories (West Bank and Gaza Strip);
- Jewish and Palestinian young people (12-18) living in Israel;
- Israeli and Palestinian parents and caregivers;
- Israeli government.

**Locations**

- West Bank: Bethlehem, Hebron, Jenin, Ramallah, East Jerusalem;
- Israel: Jaffa/Tel Aviv, Haifa, other small towns on the coast and in the Galilee;
- Gaza Strip: Gaza City, Khan Younis and Jabaliya refugee camps, Rafah.

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## ISRAEL/OCCUPIED PALESTINIAN TERRITORIES

Partner	Relation	Developments
Accord Forum organises children's parliament activities in Israel.	Financial support.	The partner has strong organisational capacity. Training was provided in financial and human resource management.
ACRI is a human rights organisation involved in legal aid, education and outreach activities.	Partner since 2010 Financial, organisational and methodological support; capacity building	Increased work on rights of children in East Jerusalem. Issued two advocacy reports on limited access to education of children.
ASSAF provides psychosocial and humanitarian support to African refugees in Israel.	Partner since 2010. Financial support and capacity building.	Increased outreach and protection to children of (mainly African) asylum seekers who are otherwise unrecognised and ill-treated by the Israeli authorities and public. Agreement signed for 2011-2013.
Baladna is a developmental and capacity building organisation for Arab-Palestinian youth in Israel, focusing on identity.	Partner since 2008 Financial support and capacity building.	Support in the formulation of Baladna's research proposal focusing on the situation of Arab youth in Israel, to be conducted in 2011. Agreement signed for 2011-2013.
Basma Society for Culture and Arts supplies theatre, drama, and training programs which enable Palestinian children and youth to express themselves.	Partner since 2009. Financial, methodological support and capacity building.	Build-up of very strong relationship in a relatively short period of time based on a common vision on creative methodology and psychosocial support. Agreement signed for 2011-2013.
Centre for Conflict Resolution and Reconciliation strives for a peaceful society by giving marginalized groups a say in matters concerning their environment	Partner since 2004. Financial support.	Well developed methodology and independent funding. Partnership will be phased out in 2011.
Dalal provides children in the Bethlehem area with a safe environment to play and live in a healthy manner.	Partner since 2008 Financial, methodological support and capacity building.	Marked improvement in planning and implementation. Dalal continues to grow and professionalize. Agreement signed for 2011-2013.
Madaa runs an information centre, a meeting point for the community to exchange opinions and to address the violations of children's rights	Partner since 2008 Financial, methodological support and capacity building.	Marked improvement in planning and implementation. Dalal continues to grow and professionalize. Agreement signed for 2011-2013.
Peace Child Israel teaches coexistence, democratic values, tolerance and mutual respect using theatre and the arts.	Partner since 2004 Financial support, capacity building.	PCI is revising its long term strategy for the next three years. War Child will support PCI in creating new fundraising opportunities in 2011. Partnership will be phased out in 2011.
Shababik is a group of artists, painters and photographers.	Collaboration on one advocacy project in 2010. Financial support, capacity building.	Support of War Child in development of children's rights work, psychosocial support and protection. Expected to sign one year partnership agreement.

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## ISRAEL/OCCUPIED PALESTINIAN TERRITORIES

Partner	Relation	Developments
Sharek Youth Forum is an organisation run by youth for youth to support the Palestinian society through youth empowerment.	Partner since 2010 Financial support, capacity building.	Successful implementation of emergency response education project which ended in 2010. 2011 relationship as yet uncertain.
Yes Theatre for Communication among Youth offers children theatre, drama and creative activities to develop their self-expression and life skills.	Partner since 2007 Financial support and capacity building.	YT invited their donors (including War Child) to constitute a consortium in order to limit double reporting and maximise funding. Agreement signed for 2011-2013.
Young Artists Forum improves the psychosocial well-being of children in the occupied Palestinian territories through visual arts and psycho-drama	Partner since 2007 Financial support.	Collaborated on a child rights awareness raising (participation and non-discrimination). No formal relationship in 2011.
Windows- Channels for Communication promotes understanding and reconciliation between the various ethnic groups with (amongst others) the production of a Hebrew/Arabic magazine.	Partner since 2007. Financial support and capacity building.	Well developed methodology and independent funding. War Child will support Windows in creating new fundraising opportunities in 2011. Partnership will be phased out in 2011.

**Employees**

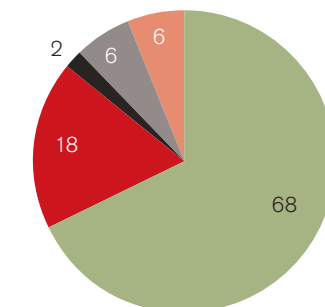
Expats: 2  
National staff: 4  
Staff of partner organisations are not registered here.  
These figures only regard the War Child head office in Jerusalem

**Program expenditure**



Total: € 935,091  
Spent through War Child: € 340,504  
Spent via partner program: € 594,587

**Activities carried out in Israel/occupied Palestinian territories in 2010**  
in percentages

- Skills enhancement
- Awareness and sensitization
- Lobby
- Capacity building
- Capacity building of partners



## Number of children, youth and adults involved in activities in 2010

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	3,167	213	- 96
2. Awareness and sensitization	68,598	18,148	+ 143
3. Lobby	36,351	859	+ 1,315
4. Capacity building	2,000	4,665	+ 173
5. Capacity building of partners	58	205	+ 140
6. Mass media coverage	58,228	216,313	+ 413
<b>Total</b>	<b>164,404</b>	<b>240,404</b>	

**Explanation of deviations**

Overall: War Child started cooperation with two partners, Madaa and ASSAF, halfway through the year. The partners did not create planned figures, but the actual figures are included in the total outputs.

- Mass media coverage (413%): War Child's partners advocate through press releases, appearing in external news papers, television and websites).

**Evaluation****Yes Theatre**

The last two years of Yes Theatre's (YT) program have been evaluated by an external evaluator. Goals of the evaluation were to assess Yes' achievements in the field of drama, to make recommendations for improvement to formulate its strategy for 2011-2013. Yes Theatre staff, parents, teachers, partner NGOs, officials of the Ministry of Education and Culture were involved. Children expressed that through the YT program, they had increased opportunities for expression, increased self confidence and communication skills. Furthermore YT has been efficient and effective in delivering drama in a traditional and politically challenging environment like Hebron. In the coming three years, YT should focus on consolidating their programs and increase staff training.

**Gaza program**

In 2010 War Child's program in Gaza was evaluated. Staff members of War Child and its partners in Gaza, children participating in the program, other NGOs working in Gaza and UNWRA all provided their input.

- The children revealed they were satisfied with the partner's work;
- The programs are of good quality and fit with War Child's approach.

**Some lessons learned:**

- Additional support is needed in networking, incorporating parents and community members in psychosocial programming, child protection programming and advocacy;
- In order to have a more targeted program a formal needs assessment should be carried out;
- Partners should also include the most vulnerable children in Gaza.

**Other results in 2010**

- Dalal and Basma integrated the DEALS methodology into their program;
- On the 10th of December, Human Rights Day, War Child had planned a virtual discussion meeting between youth from Gaza and the Netherlands. However, the office of War Child's partner in Gaza was closed by officials, so the event had to be cancelled. In the end War Child's representative in Gaza had a discussion with Dutch youth. The incident shows how precarious the situation in Gaza is.

**Future**

The increase of both Jewish settlement construction and demolitions of homes of Palestinians in East Jerusalem has the potential to increase violence. These confrontations often involve children and young people. It also diminishes access to education, recreational activities for children and young people, electricity, water and sanitation.

War Child will continue its support to partner organisations in 2011 but will begin implementing its new 2011 - 2014 strategy. This strategy will emphasize working with children and young people who:

- are insufficiently protected from violence, abuse, exploitation and neglect;
- lack sufficient and adequate psychosocial support;
- face discrimination and lack participation rights.

**Hanen shows the beautiful sides of Gaza**

"The only thing we see about Gaza in the newspapers and on TV is blood, shattered houses and dead people. I think they have forgotten that there are also many good things happening in Gaza. I show the good side of Gaza in my photos. I can say that by now I have gotten the hang of photography, so I will definitely continue taking pictures. Because Gaza really is different through the eyes of its children, rather than through the eyes of the TV."

Hanen (16) participated in a photography programme with twenty other children in Gaza; during eight weeks they were trained to be proper photographers and filmmakers. Proudly, they opened the exposition 'Gaza through the eyes of its children' themselves. War Child has programmes both in the occupied Palestinian territories and in Israel.

**"I THINK THEY HAVE FORGOTTEN THAT THERE ARE ALSO VERY GOOD THINGS HAPPENING IN GAZA."**





**4.6 Lebanon**

**Conflict and consequences**

*Duration of the conflict*

1920 - present

*Type of conflict*

Multifaceted ethnic, religious, social and geopolitical conflict. Including internal sectarian struggle of 18 religious groups over political power and social and economic development. Ongoing conflict with Israel over the Lebanese territory and water.

*Humanitarian aspects*

- Around 21,650 Palestinian refugees from Nahr al-Bared refugee camp remained displaced because of the devastation and delays in reconstruction. (Source: Amnesty International report, Lebanon 2010)
- Three civilians were killed and 25 injured (among them children) by cluster bombs and other unexploded ordnance left behind by the Israeli troops. One million unexploded cluster sub-munitions are still in 592 strike locations. (Source: Lebanon Mine Action Center);
- Most Palestinian refugees continued living in 12 overcrowded refugee camps. Nearly 422,000 faced discriminatory laws and regulations, denying them the right to inherit property, work in around 20 professions and other basic rights. At least 3,000 Palestinian refugees had no official ID cards. (Source: Amnesty International, Lebanon report 2010)

assassination of late Prime Minister Hariri has become more problematic given its accusations of Hezbollah participation. At the end of 2010 eleven cabinet ministers resigned in protest against the tribunal, this has increased tension and fear of another outbreak of civil conflict. 450,000 Palestinian refugees live in the country, most of them without civil rights. The security situation in their camps remained fragile and several bloody clashes have been reported.

**Children and young people**

The social and psychological well-being of Lebanese children and youth is continuously threatened and the fear of future conflict is ever present, resulting in increasing frustration and aggression. Coupled with growing ethnic and religious antagonism and indoctrination by political parties this is increasing the risk of children getting involved in the conflict.

**Program information**

*War Child active since* 2008

*Target groups*

- Palestinian and Lebanese children and young people between 7 and 18 from various religions and geopolitical backgrounds;
- Working children and school drop-outs;
- Palestinian and Lebanese parents, caregivers, social workers, employers and staff of partner organisations;
- United Nations Relief and Works Agency (UNRWA), government departments, basic social services centres, community members and the population as a whole.

**THE SOCIAL AND PSYCHOLOGICAL WELL-BEING OF LEBANESE CHILDREN AND YOUTH IS CONTINUOUSLY THREATENED AND THE FEAR OF FUTURE CONFLICT IS EVER PRESENT**

*Phase that the country is in today*

- Recovering and early reconstruction phase in the Palestinian refugee camps;
- Chronic political crisis due to the continued tensions among political and religious parties.

**Problems**

The situation in Lebanon continues to be critical given the polarization among the 18 different religious factions. Several violent incidents took place during municipal elections. In addition, the international tribunal for the

*Locations*

- South Lebanon (Saida, Marwaneih, Baysarieh, Tyre): schools, communities, basic services centres, refugee camps and the gatherings (unofficial camps);
- North (Zgharta): schools;
- Beirut: schools and organisations;
- Bekaa: Community Based Organisations;
- Mount Lebanon (Mtein): local library.

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## LEBANON

Partner	Relation	Developments
Nabaa organises psychosocial and recreational activities for Palestinian and neglected Lebanese children in order to help them express themselves and augment their self-confidence and communication skills.	Financial support, capacity building and mutual learning.	Renewed partnership, strengthening the relationship through active support in creative methodologies.
Solidarity Association for Social and Cultural Development (SASCD) organizes literacy and numeracy classes, recreational activities and friendly vocational training for working and out of school Palestinian children. Building their life and vocational skills and reintegrating them into main stream education.	Financial support, capacity building and mutual learning	The initial year of the partnership has proven the program's impact on child protection. Partnership is growing stronger.
The Sustainable Democracy Center (SDC) works on conflict resolution and reconciliation between youth from various backgrounds in Lebanon to build a peaceful society.	Financial, capacity building, technical support and mutual learning	Training on creative methodologies by War Child.

**Employees**

Expats: 1

National staff: 1

Staff of partner organisations are not registered here.

These figures only document the War Child office in Beirut. The Country Director (expatriate) for Israel and the occupied Palestinian territories is also responsible for the Lebanon program.

**Program expenditure**

Total: € 184,363

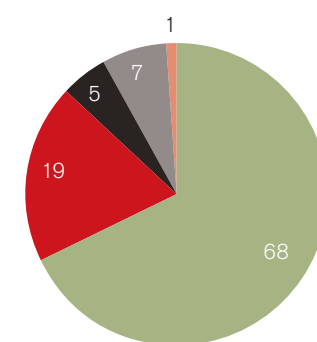
Spent through War Child: € 44,792

Spent via partner program: € 139,571

**Activities carried out in Lebanon in 2010**

in percentages



- Skills enhancement
- Awareness and sensitization
- Lobby
- Capacity building
- Capacity building of partners



## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## LEBANON

**Number of children, youth and adults involved in activities in 2010**

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	1,153	18	+ 100
2. Awareness and sensitization	2,545	1,045	- 83
3. Lobby	255	279	+ 156
4. Capacity building	179	513	+ 117
5. Capacity building of partners	16	10	+ 137
6. Mass media coverage	18,513	296,718	+ 2,008
<b>Total</b>	<b>22,661</b>	<b>298,583</b>	

**Explanation of deviations**

- Awareness and sensitization (83%): Due to the insecurity around municipal elections and the outbreak of a disease, more awareness raising workshops were done for smaller groups.
- Lobby (156%): Children inside the Palestinian refugee camps have more actively mobilized other youth to join and support them in lobbying for their right to education, participation and protection through signing several statements and meeting key stakeholders in municipalities, government departments and schools.
- Capacity building of partners (137%): During the course of the year the youth volunteering for partner organisations and staff from other local NGOs have also joined the training sessions, increasing learning among local organisations.
- Mass media coverage (2,008%): Increased direct contact with almost all media outlets in Lebanon. Partner's events culminated in broad media coverage, especially on TV talk shows.

**Evaluation****Nabaa**

- Children have actively participated in creative arts and sports, supported by their school teachers. As a result children communicated better with their teachers and openly expressed their needs and problems. This resulted in increased attendance of children at risk of dropping out.
- Nabaa's Child to Child Committees were successfully established in two schools. The child teams themselves involve other children in creating awareness of child rights, organising open days and outreach activities.

**Solidarity**

- Working children, school drop-outs, nomadic, children without legal status, children who are denied access to education and are exploited by their family members and their employers, were successfully included in a protection program. 32 children were (re)integrated into main stream education and 61 youths have joined vocational training programs. This has resulted in a great improvement of their educational, moral and behavioural performance;
- Due to parents' awareness sessions and home visits, parents started to encourage their children to join the literacy classes and paid school tuitions. Violence decreased as conflicts with children were solved through dialogue instead of beating;
- Teachers have changed their 'one way teaching' into an active learning method, focusing on team work and cooperative learning.

**The Sustainable Democracy Center**

Two training schools and workshops were organised to promote reconciliation and coexistence. Members of peace clubs were trained on identity, respect for diversity, peace-building and conflict resolution. Together these youngsters have designed a peace game which is being used all over Lebanon. As a result:

- youth have managed to voice their aspirations and concerns with their parents and family members in intergenerational dialogues;
- youth have been actively using social media. All activities are displayed on the youth's blog which is also used as a forum to initiate dialogue along different fractions.

**Other results**

- War Child has organized an awareness raising campaign on the worst forms of child labour in collaboration with the Child Labor Unit of the Ministry of Labor. A TV spot was broadcasted on all local TV stations reaching about three million people. In addition awareness raising workshops for parents and community members were conducted in the basic social services centres all over Lebanon;
- In collaboration with UNICEF and partner organisations, War Child has organized an awareness raising campaign inside the Ain el Helweh refugee camp on the National day for combating violence against children. It included debates and role playing between parents and children, creative activities and a child rights game, reaching 1,050 children, 300 young people and 440 adults.

**Lessons learned**

- Partners need more structure and planned support in order to improve their effectiveness and efficiency. In 2011 War Child will invest more in resources and staff to provide this;
- Advocacy targets need to be more realistic and clear. An advocacy strategy will be developed;
- As a learning organisation, War Child should learn more from the partners. In 2011 War Child will document partners' best practices to benefit from them in the future.

**Future**

In 2011 War Child will continue its support to the three partner organisations. A new partnership will be signed with the Ministry of Labour to consolidate the protection program. War Child continues to promote a culture of peace by bringing youth together from different sectarian, political and geographic areas. The goal is to break the culture of violence and the heritage of negative attitudes and hostile approaches from parents to children. Children living in the refugee camps can rely on War Child to develop their life skills and look at the future with hope.



**“I DISCOVERED AN AMAZING NEW WORLD, IN WHICH WE CAN PLAY AND HAVE FUN.”**

**When Maisa is drawing, her mind clears**

The eight-year old Maisa was born in Syria; with her family she fled from one place to another, hoping for a better life. Now she lives in a refugee camp in South Lebanon. Each day Maisa goes to the mountain of garbage to find something valuable to sell. This is not without danger; children cut themselves, become infected when they come into contact with waste from hospitals, get electrocuted when opening dumped appliances or are even run over by bulldozers which drive over the enormous dumpsite. They are not even surprised anymore by a heatstroke or the penetrating smell.

**Treated like garbage**

But that is not all: “Usually I walk back from the dumpsite to the camp, sometimes even after midnight. I often get called names or get beaten, people treat me like a piece of trash. One man just threw me onto the street, simply because I was walking past his store. My mother tried to prevent me from doing this work. The first money I made, she tore apart.”

**Her mind clears**

“Fortunately, I can go to the creative centre of Solidarity. I discovered an amazing new world, in which we can play and have fun. I made new friends and felt like I belonged somewhere again, just like in the old days. Drawing is one of my favourite activities, I often draw houses and flowers. When I am drawing, my mind clears. Then I no longer hear the noise around me.”

Maisa does not attend school, but participates in the creative activities of War Child's partner organisation Solidarity. By means of simple language and mathematics lessons the odds increase for children to step into normal primary education.

Because of security reasons the name of the child is altered.



**4.7 Sierra Leone**

**Conflict and consequences**

*Duration of the conflict*

1991 - 2001

*Type of conflict*

Regional and civil war

*Humanitarian aspects*

- Human Development Index: 150;
  - 75,000 killed including 40,000 children;
  - 72,500 disarmed combatants;
  - 2 million refugees and displaced persons.
- (Sources: 'Mid-range Wars and Atrocities of the Twenty-First Century', 10 September 2005, Human Development Reports, <http://hdr.undp.org/en/reports/global/hdr2009>)

**Program information**

*War Child active since* 2001

*Target groups*

- Children and young people aged 10 to 25;
- Community members;
- Members of established community groups;
- Public officials and duty bearers in district towns;
- National politicians.

*Locations*

Non-formal education centres and safe learning spaces in rural communities in Port Loko, Bombali, Kambia and Bonthe districts and capital Freetown

**THE TRADITION OF NOT LISTENING TO CHILDREN STILL PREVAILS, ISSUES AFFECTING CHILDREN HAVE NO PRIORITY**

*Phase that the country is in today*

Slow post war economic recovery retarded by very high unemployment and the large informal economy which impedes employment growth and social development.

**In-country developments**

Sierra Leone's war recovery has been painstakingly slow due to a lack of political and economic reforms and their negative impact on the economy's capacity to generate employment and basic services. Widespread dissatisfaction over widening socio-economic problems and corruption are sources of potential political instability as is increasing drug trafficking and political/military instability in neighbouring Guinea.

**Children**

Children still live in abject poverty, without access to health and education services. The tradition of not listening to children still prevails, issues affecting children have no priority. The ever-growing unemployed and socially alienated young people remain a perennial threat to security.

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## SIERRA LEONE

Partner	Relation	Developments
16 support groups in 16 communities (Child and Youth Support Structures, CYSSs).	Joint-implementation; coordination and monitoring	Joint-implementation; coordination and monitoring
56 Community Action Groups (CAGs) comprising child, young adult and parents groups and 16 Community Trainers and Facilitators' groups (CTF) in 16 communities.	Joint-implementation (organising and implementing activities)	Joint-implementation (organising and implementing activities)
Children Advocacy Production (CAP) organises child advocacy networks in cooperation with radio and television stations: <ul style="list-style-type: none"> <li>Produced two TV soaps and a video documentary;</li> <li>Brought social networks like Facebook to the attention of young people.</li> </ul>	New partner since 2010: Capacity building	CAP has indicated that the support and mature partnership with War Child has helped the organisation develop significantly. More could be done to help CAP strengthen its outreach to youth and child advocacy organisations.
Save the Children UK implements programs on <ul style="list-style-type: none"> <li>Child protection;</li> <li>Health;</li> <li>Education.</li> </ul>	Joint training of child welfare committees trainers and joint development of training packages	The easy way to follow structure and the step-by-step design of War Child's modules was praised. Further collaboration in 2011 is being discussed.
Advocacy Movement Network (AMNET) works on advocacy on child related matters like child care/protection, education and gender equality/empowerment	Capacity building of AMNET staff on Big DEAL to enable them train others	Trainings were highly successful and appreciated. External evaluators were positive about the value of continued partnership with AMNE. Planning of AMNET should be improved.

## Employees

Expats: 3

National staff: 68

## Program expenditure

Total: € 1,084,943

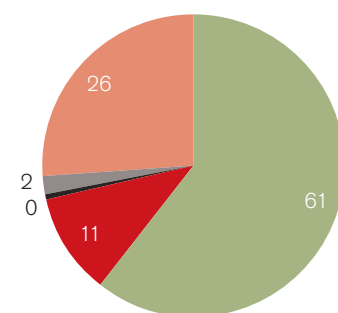
Spent through War Child: € 1,084,943

Spent via partner program: € 0

## Activities carried out in Sierra Leone in 2010

in percentages

- Skills enhancement
- Awareness and sensitization
- Lobby
- Capacity building
- Capacity building of partners



## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## SIERRA LEONE

## Number of children, youth and adults involved in activities in 2010

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	1,182	371	60
2. Awareness and sensitization	46,918	5,504	431
3. Lobby	1,876	328	318
4. Capacity building	20	7	8
5. Capacity building of partners	590	415	69
6. Mass media coverage	92,000	51,459	217
<b>Total</b>	<b>142,586</b>	<b>58,084</b>	

## Explanation of deviations

- Awareness and sensitization (431%): Athletic events have been the key to attract people from surrounding communities. In Sierra Leonean culture, when communities organize big events, neighbouring communities are invited;
- Lobby (318%): By including other people who have a strong influence on bringing positive change in the wellbeing of children (head teachers, chiefdom speakers, town chiefs, etc) they were stimulated to formulate by-laws to address issues such as teenage pregnancy;
- Capacity building (8%): Because the annual planned activities of NGOs were not in line with War Child's plans made it difficult to reach an agreement on how to conduct training;
- Capacity building of partners (69%): Most participants took part in more than one training and are only counted once under this category;
- Mass media coverage (217%): There has been a great improvement of coverage area by the radio/TV stations in Sierra Leone which was not anticipated.

## Evaluation

In 2010 external evaluations were conducted in twelve communities to assess the results of War Child's Community Based Program and Pikin Bisniss program\*. The main purpose of the community evaluations is to get input from children, youth and adults about the achievements made so far and to make future plans. The following were indicated by community members in each location:

- improvement in the interaction and peaceful coexistence between youth and adults;

- a positive impact of livelihood activities: youth were better able to solve disputes peacefully, better family relations, improved writing and mathematics skills, the ability to generate income and improve farming yields;
- enormous progress in awareness and support of children: for the first time in the history of Sierra Leone a district council (Port Loko) has allocated funds for the establishment and strengthening of child protection structures;

Based on the findings War Child will:

- strengthen the CYSS to further promote child right issues;
- link the CYSS to the Child Welfare Committees which are officially recognized to deal with abuse cases while the CYSS helps address child abuse cases thus helping to reduce the frequency of child abuse.
- The Community Based Program restores social structures that promote united efforts to enlarge the protection and support for children and youth. These communities play an active role in sensitization, education and advocacy on children's rights. The Pikin Bisniss program focuses on advocacy for structural improvements in legislation and policies with regard to children's rights. The capacity of government structures and other NGO's is built to improve their protection of children.

## Celebrations and events

War Child celebrated six international days such as the Day of the African Child and the International Children's Day of Broadcasting, with many child-led activities:

- Performing for Peace: a cast of children performed a drama of their life stories for their parents, chiefs and

councillors. After the performance the children asked for commitments from policy makers, very unusual in their culture and tradition;

- A photo exhibition was made by children which was seen by 630 adults, 670 young people and 910 children. Children from the Netherlands exchanged their experiences about child rights issues via web cam. The exchange led to a unique exhibition by Dutch children using art work from children in Sierra Leone;
- Two DJs from Dutch radio station 538 gave a radio master class on interview skills for 40 children, which they then used in child-led radio programs during which they interviewed adults and asked for commitments to child welfare.

#### Sports

For the first time in the history of the communities in which War Child works children, youth and adults (including chiefs) took part in sports days. With singing and dancing using traditional musical instruments the communities grew closer and helped to fight discrimination of, for example, dumb and deaf children.

#### Lessons learned

Trainings initially planned for two INGOs did not take place since their programs changed repeatedly. War Child changed its approach prior to the annual activity plan to learn which activities are viewed as useful and feasible by partners.

#### Future

If stability in Sierra Leone continues, War Child will gradually withdraw from the country. In the next two years War Child will focus on ensuring that its programs are sustainable. War Child started identifying the most sustainable components: advocacy and livelihoods work, centred on building community, district and national capacities to continue child rights advocacy work. The phase out consist of (1) the closure of the Freetown office (closed in 2010), (2) closure of the Port Loko office (end of 2011) and (3) closure of the Makeni office in 2012/2013.



**“WHEN THE AUDIENCE STARTED CHEERING DURING MY RAP SONGS, I WAS VERY PROUD OF MYSELF.”**

#### Through his rap songs, Amara puts the problems into words

The eighteen-year old Amara made an impressive theatrical performance together with other young people about their lives in Sierra Leone. Three years ago Amara quit school, because his parents could no longer pay for the tuition fees. He was one of the top students of his class.

“In the theatre play I am the news reporter, rapper, but also the bad guy who assaults a girl. I liked the role of rapper the most, because people in the audience thought it was really cool. I wrote the lyrics myself. When the audience started cheering during my rap songs, I was very proud of myself.

I participate in Performing for Peace because before I found it difficult to speak in front of a group. And I want to call attention to the problems of the youth in Sierra Leone. When I start to rap, no one can close their eyes or ears.”

Amara participates in the 'Performing for Peace' programme, in which young people can show on stage how their lives have been influenced by the war. They choose the topics themselves, which are often quite heavy: child labour, abuse and sexual exploitation. The young people can find a place for their experiences and at the same time impress on policy makers and politicians to address these problems. An enormous boost for self confidence.





#### 4.8 Sri Lanka

##### Conflict and consequences

###### Duration of the conflict

1991 - 2001

###### Type of conflict

Civil war between the Sri Lankan Government and the Tamil Tigers (Liberation Tigers of Tamil Eelam, LTTE), who sought an independent state in the northeast.

###### Humanitarian aspects

- Human Development Index: 91;
- The infrastructure, such as roads, houses and water tanks, in the North and East districts have been damaged by war affecting basic services such as education, health and protection;
- In 2010 an IDP return process commenced and 325,820 IDPs returned to their places of origin by December (Source: UN OCHA report 29). 20,153 IDPs remained in the enormous Manik Farm refugee camp, whilst approximately another 100,000 to 200,000 IDPs reside in other parts of the country;
- Mine clearance is taking place in the north and this hampers the return process and the ability of returnees to access their lands for cultivation;
- In November the north and western parts of Sri Lanka were hit by flooding. Over 235,000 people were affected and 20,600 people were temporarily displaced.

###### Phase that the country is in today

Post conflict. North and East districts: early reconstruction

##### Children

Children living in camps, in transit and in the return areas are suffering from poor living conditions, and many are traumatised because of family separation and multiple displacements to places where limited basic services were in place. More than 500 children alleged to be former child soldiers were detained in rehabilitation centres, but their reintegration is complex and sensitive.

##### Program information

**War Child active since** 2010 as an autonomous organisation. Since 2006 War Child supported the work of War Child Canada in Sri Lanka.

##### Target groups

- War affected children (and the communities they live in, including parents, teachers and social workers);
- Non school going children (and the communities they live in, including parents teachers and social workers);
- Children without family care: separated children, orphans and children living in orphanages and government and private children's homes.

##### Locations

120 schools and surrounding communities in Ampara, Batticaloa, Matara, Monaragala, Padawiya and Trincomalee districts.

## MANY ARE TRAUMATISED BECAUSE OF FAMILY SEPARATION AND MULTIPLE DISPLACEMENTS

##### In-country developments

Since the end of the war in 2009 the Sri Lankan government has focused on stimulating economic development whilst reconstruction and the return of IDPs to the North and East districts has commenced. The Sri Lankans have to adapt to their new situation. Aid agencies supporting the return and resettlement process have to obtain approval from the Sri Lankan government to undertake their work which hampers the return process.

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## SRI LANKA

Partner	Relation	Developments
Eastern Self Reliant Community Awakening Organisation – Batticaloa (ESCO)	All are implementing partners whose capacity is built on participatory methods and child safety policies, financial management and monitoring and evaluation and child rights.	Contract signed to implement the project to reduce family violence and violence against children including separated children
Lanka Jathika Sarvodaya Shramadana Sangamaya		Contract signed to implement the project Safe Learning Spaces – Community Mobilization for Protecting Children (SLS-CMPC)
WECAN National Secretariat		Contract signed to implement the project to end family violence.

## Employees

Expats: 2 (after August 2010, 1 expatriate)

National staff: 0

All employees were hired by the partner organisations themselves.

## Program expenditure

Total: € 197,452

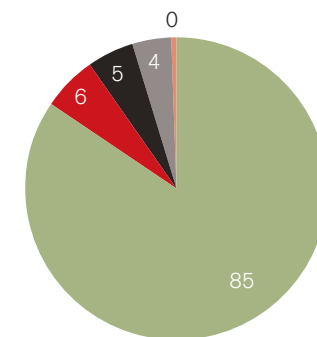
Spent through War Child: € 132,452

Spent via partner program: € 65,000

## Activities carried out in Sri Lanka in 2010

in percentages

- Skills enhancement
- Awareness and sensibilization
- Lobby
- Capacity building
- Capacity building of partners



## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## SRI LANKA

## Number of children, youth and adults involved in activities in 2010

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	5,933	30	– 53
2. Awareness and sensitization	5,282	2,670	– 65
3. Lobby	864	994	– 18
4. Capacity building	437	1,095	– 45
5. Capacity building of partners	0	21	– 3
6. Mass media coverage	6,258	5,380	– 93
<b>Total</b>	<b>18,774</b>	<b>10,190</b>	

## Explanation of deviations

The reason for lower number of beneficiaries is because the original figures planned for 2010 were based on a full one year of project implementation. Due to the slow progress of registration it was decided in April not start with War Child's projects. Three selected partners started in May and August as agreements and bank transfers had to be completed.

## Evaluation

War Child is still working to obtain official registration as an INGO working in Sri Lanka. As a result War Child was not able to implement its program itself but decided to implement a program through partner organisations only.

## Safe learning spaces

War Child's partner Sarvodaya stimulated non-school-going children through catch-up education. 40 Teachers were trained in active learning to improve education and to make schools child friendly. In close collaboration with the National Institute for Education linked to the Ministry of Education ten schools and surrounding communities were reached:

- School buildings are being renovated by members of the child welfare committees and village members. The November floods affected these communities badly and many people were temporary displaced, causing a delay;
- A survey conducted in the ten surrounding school communities revealed that 555 children do not attend schools. For these children War Child will organize catch up classes.

## Protection

ESCO, Sarvodaya and the WECAN Secretariat worked on reduction of violence against children in family, school and community contexts and to develop or strengthen child protection mechanisms in schools and communities:

- 36 child welfare and protection committees were reactivated and/or re-established;
- 5,875 children joined in cultural, sports, psychosocial and educational activities which help them to normalize their lives in post war Sri Lanka, build confidence, learn leadership and communication skills and enabling children to build relationships with other children and develop as future leaders;
- Ten children from children clubs expressed their child protection and education issues in monthly district child protection committee meetings. As a result the government officer organized a child protection workshop in eight schools. Children were involved in creative activities, such as poem and essay writing, art and poster making and debating on the violence, such as beatings, excessive labour, sexual abuse, exploitation and corporal punishment in schools.

## Campaigns on violence against children

WECAN Secretariat organized a campaign to reduce violence against children and women in 100 schools and communities:

- 20 school children designed their own messages on t-shirts and organized a street walk to get the attention of the general public, parents and government, creating much local media attention;
- The radio program 'Through My Eyes' airs every Saturday on Prai FM and focuses on rights of the children and how domestic violence affects children and their dreams. Children, teachers, students, religi-



ous leaders and parents talk about their experiences.

Listen to the shows on [www.wecanradio.tk](http://www.wecanradio.tk).

- Around 500 children signed up as change agents make staff of the education department, school principles and staff, and police departments aware of violence against children.

#### Future

As long as there is no decision on the registration of War Child the partner program approach will be maintained in 2011. Without registration War Child is dependent on the partners' ability to operate in the North and East districts. This way, despite all restrictions, War Child will be able to give the badly needed support to all war-affected children in Sri Lanka.



**“THE OPENNESS I NOW SHOW IS MUCH APPRECIATED BY OTHERS.”**

#### Danuja has found his new home

13 year old Danuja used to live peacefully with his parents, three older brothers and two sisters in Sri Lanka. In 2006 his life changed completely: “When I was eight years old, my parents went to work on the paddy fields, not far away from our house. Normally they would come home in the afternoon, but that day they did not. Very worried we waited until the next day. No mum and dad.

After five days our worst thoughts became reality: their dead bodies were found in the jungle. From that day our lives were not the same. A very hard period lay ahead of us, we could not even cremate our own parents' bodies.

Because of the war, we soon had to spend days in a row in a bunker for our survival. Hearing the intensity of the shooting was terrifying. When the fighting ended it was too risky to return home. With my aunt we walked for days and days through the jungle, not knowing where to go. We sometimes even had to stop for a few hours, because we were losing consciousness because we had nothing to eat or drink.

After three days we reached an IDP camp near a small village. We lived in the camp for a couple of months. That was in 2007. When we returned home, I was asked to join the program. My two sisters and I were very happy to participate with the sports, dancing, singing, drama play, drawing and art and story telling. We were able to have fun again with our newly made friends and were able to share our feelings with the social workers. That was a great relief. The openness I now show is much appreciated by others. I am really happy to hear that.

My younger sister is still having a lot of trouble with the loss of my parents. She often wakes up at night crying, having nightmares, asking for my parents. She definitely needs some help too.

Because of security reasons the name of the child is altered.



**4.9 Sudan**

**Conflict and consequences**

**Duration of the conflict**

- North-South: 1956 to 2004 until the signing of the Comprehensive Peace Agreement. Tension remains in Abyei region and the border areas;
- Darfur: since 2003 (ongoing, despite Darfur Peace Agreement 2006);
- Within Southern Sudan: long term and increasing ethnic clashes.

**Type of conflict**

Border conflict over autonomy, oil, tribal boundaries and grazing rights between North and South Sudan and ongoing uprising against the central government in Darfur; internal and violent conflicts amongst different tribes, mainly in the South. Activities of the Lord's Resistance Army in border areas with DR Congo.

**Humanitarian aspects**

- Human Development Index: 154;
- The town of Kosti was a major transit route to the South from Khartoum and Darfur. 120,000 returnees passed in November and December 2010 alone; (Source: UNOCHA Humanitarian bulletin, Jan 2011)
- Severe insecurity in the South of Sudan;
- In capital Khartoum IDP numbers are conservatively estimated at 1.5 million at least. Unemployment is high, support services such as health, water and education are scarce (Source: Sudan page on www.internal-displacement.org).

**Phase that the country is in today**

From conflict to early reconstruction and development (with peace process in place).

**In-country developments**

The momentum has been slowly building towards the referendum for South-Sudan independence. Elections were held in April 2010. Around 188,000 southern Sudanese returned to the south (Source: UNHCR Update on returns to Southern Sudan 19 – 25 January 2011). Ethnic clashes in several parts of Southern Sudan and activities of the Lords Resistance Army in the border area

with the DR Congo have led to many deaths and further displacement. The border disputes and ethnic conflicts and activities of militia groups in the oil-rich Abyei border area and around Malakal are still increasing. Extreme underdevelopment makes South Sudan one of the least developed countries in the world.

**Children**

Child labour, displacement, abandoned babies, separated and unaccompanied children, street children, female genital mutilation, sexual and gender-based violence and lack of schooling are still ever present in Sudan. In South Sudan limited access to education, early marriages and some military enrolment also affect the lives of children.

**Program information**

**War Child active since** 1999

**CHILD LABOUR, DISPLACEMENT AND LACK OF SCHOOLING ARE STILL EVER PRESENT IN SUDAN**

**Target groups**

- Vulnerable children (street children, orphans, in prisons etc);
- Children and youth:
  - in poor and displaced communities;
  - who are not in school;
  - living in IDP camps;
- Community members in IDP camps;
- Paraprofessionals (teachers) working at schools in IDP camps;
- Ministry of Education and Ministry of Social Affairs.

**Locations**

- Kosti, White Nile State: IDP schools and a child friendly space at the Kosti Way Station to help children in transit to Southern Sudan;
- Khartoum city, Khartoum State: primary schools, kindergartens and children's centres in IDP camps, but also in the poorer settlements within the city;
- Central Equatoria State: (20 communities in 5 districts);
- Eastern Equatoria State: (5 communities in Torit County).

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## SUDAN

Partner	Relation	Developments
Community Based Organisations	Financial support and capacity building (14 CBOs received occasional support for specific activities such as an event or a recreational activity).	Most CBOs were supported in implementing and strengthening their work with communities and schools in child protection and in work with street children and other children out of school.
National NGOs	War Child trained three regional and national NGOs as well as the Ahfad University for Women in northern Sudan.	<ul style="list-style-type: none"> <li>Partner NGOs provided training to Government officials in their responsibilities towards children under the Child Acts;</li> <li>Young female students were trained as Trainers of Trainers for the child rights and organising public awareness days;</li> <li>A new centre for street children was established and exiting ones supported.</li> </ul>
Government Institutions	<ul style="list-style-type: none"> <li>North: Collaboration with the Ministry of Education and the Khartoum Council for Children and Women, National Council of Child Welfare and the Department of Social Welfare.</li> <li>South: Collaboration with the Ministries of Education and Social Welfare.</li> </ul>	<ul style="list-style-type: none"> <li>North: training of government staff in child protection;</li> <li>South: training of government staff on child rights and in the implications of the Child Act 2008 and training of Juba prison authorities on child rights.</li> </ul>

## Employees

Expats: 8

National staff: 32

## Program expenditure

Total: € 1,988,588

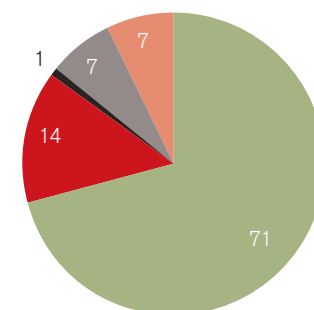
Spent through War Child: € 1,818,327

Spent via partner program: € 170,261

## Activities carried out in Sudan in 2010

in percentages

- Skills enhancement
- Awareness and sensitization
- Lobby
- Capacity building
- Capacity building of partners



## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## SUDAN

## Number of children, youth and adults involved in activities in 2010

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	28,318	1,535	+ 107
2. Awareness and sensitization	64,113	10,550	+ 104
3. Lobby	447	811	- 15
4. Capacity building	13,934	3,285	+ 235
5. Capacity building of partners	1,006	1,829	+ 207
6. Mass media coverage	36,293	18,910	+ 104
<b>Total</b>	<b>144,111</b>	<b>36,920</b>	

## Explanation of deviations

- Lobby (15%): War Child was planning to reach officials during events and rallies, but during the events little concrete lobbying took place. These results were added to the awareness raising category;
- Capacity building (235%): War Child put more effort in the capacity of primary schools in the new program area in Kosti which was not foreseen at the beginning of the year. This additional project improved education for IDP children, reaching an estimated 8,580 children and young people as well as 16 adults.
- Capacity building partners (207%): Additional creative kits and related training provided to partners in the Khartoum Child Rights Promotion and Protection project. New partners also followed more training within the same budget.

## Evaluation

To keep this section as concise as possible, not all projects and their evaluations have been mentioned.

In extensive consultations the experiences of children, young people and others showed how vulnerable and fragmented the communities are where War Child works. These findings served as input for the strategic plan for 2011 to 2013. As a result War Child will:

- work with fewer and more focused local partners;
- give more specific attention to children in contact with the law, displaced children, street children, children with disabilities and children that are out of school;
- increase direct support to children, young people and parents in psychosocial needs, parenting and communal relations.

## Education

Improving access to education was an important goal for 2010:

- Safe learning spaces were established in eight communities and 29 schools, 12,000 children benefitted;
- 1,000 children and 100 youths from four communities in Khartoum were trained in numeracy and literacy via mobile libraries;
- 100 street children and 100 other out-of-school children in Yei County participated in catch-up education.

## Psychosocial support and child protection

- 6,000 children, 2,500 youth and 81 adults joined in activities in children's centres in Khartoum. Creative kits were distributed comprising of teaching and learning materials (stationery, charts, play equipment) that assist teachers in preparing and delivering learner-centred creative activities including sports, role plays, numeracy and literacy sessions;
- In Yei, children from ten schools advocated for their rights by making drawings from articles of the Child Rights Convention and displaying them in the county hall. The exhibition was visited by 93 parents and caregivers, 26 county officials, 28 teachers and 42 children from outside the schools.

## Other highlights

Due to the referendum hundreds of thousands southern Sudanese returned to South Sudan. In Kosti, 'the gateway to the south', War Child established a child friendly space and learning environment, offering travelling children psychosocial support through sports and role playing, reaching a total of 2,126 children (1,094 girls and 1,032 boys).

**Lessons learned**

Two of the main lessons learned during the past year were:

- War Child should involve children and youth more in awareness raising. As a result of this War Child will seek ways of strengthening child led initiatives and use of ICTs to engage children and youth in child rights programming;
- The unprecedented humanitarian needs in Sudan and the absence of similar INGOs requires that War Child have some emergency response capacity and resources; creating a protective and stimulating environment that will give affected children a sense of normalcy, for example through Child Friendly Spaces.

**Future**

In 2011 a new country strategy is formulated for the next three years. It emphasizes working directly with children on awareness raising on child rights and child protection. It is expected that the program is split into two country programs. As a result War Child's office in Southern Sudan will have extra management and program capacity. This will also allow War Child to work more directly with the government and other organisations in the South.



**“WE PLAY TOGETHER WITH OTHER CHILDREN, IT IS LESS SCARY TO SPEAK OUT IN FRONT OF A GROUP.”**

**With his drum Gido can tell his story**

The eighteen-year old Gido goes to the Boys Hope centre in the Sudanese capital Khartoum every week. Until his eight birthday he was unable to go to school, because his mother could not pay for the tuition fees. Out of sheer boredom he hit the streets, sometimes did not come home for days, did not have a place to sleep, sometimes nothing to eat and therefore often found himself in trouble.

His mother intervened and sent him to the Boys Hope centre. Each Friday War Child organises creative activities for children, with which they learn social skills because these were unlearned quickly out on the streets. Gido participates in the drum workshops.

"Before I participated, I was very shy, I never dared to speak in public, but my drum helped me do that. We play

together with other children, which makes it less scary to speak out in front of a group. We all talk about what we have already experienced in our lives. And we made the drums ourselves, great fun to show them to my friends.

Later on in life I want to work for a relief organisation, so I can establish more Boys Hope centres myself."

Around forty boys aged between five and eighteen years old from the streets, who have often fled from the war in Sudan, find a safe place at the Boys Hope centre. The centre is not only a safe haven, it is also a place where they can share their experiences and it offers children from the streets some order in their turbulent lives.

Due to security reasons the name of the child has been altered.



#### 4.10 Uganda

##### Conflict and consequences

##### Duration of the conflict

1986 – 2005, 20 years

##### Type of conflict

Conflict between the UPDF Army of the Government of Uganda and the Lord's Resistance Army (LRA).

##### Children

About 60% of the Northern Ugandan population consists of children and young people (Source: Uganda Bureau of Statistics, Population and housing census 2002) They have suffered from conflict, insecurity and displacement. Their rights were and continue to be violated because of the lack of access to quality education lack of security (Karamoja) and a protective environment. Many children have psychosocial problems, while the social fabric to protect and guide children has eroded due to the conflict.

## MANY CHILDREN HAVE PSYCHOSOCIAL PROBLEMS, WHILE THE SOCIAL FABRIC TO PROTECT AND GUIDE CHILDREN HAS ERODED DUE TO THE CONFLICT

##### Humanitarian aspects

- Human development index: 143;
- According to UNHCR 11,790 Internally Displaced Persons remained in four IDP-camps and 135,515 IDP's are still in seven so called transit sites. Of the original IDP population, nearly 92% have now returned to their communities of origin or settled in locations closer to home; (Source: Uganda country profile on UNHCR website, [www.unhcr.org](http://www.unhcr.org))
- The 1.2 million people living in the Karamoja-region suffer from food scarcity, cattle raiding, crime, armed fighting and human rights violations including arbitrarily arrests (also of youth) by the army.

##### Phase that the country is in today

Resettlement and reconstruction. Karamoja-region: chronic crisis.

##### In-country developments

Attempts at a peace agreement between the UDFP and LRA have failed and because of the consequent military action hopes are low that this will ever happen. Implementation of the 'National Peace, Recovery and Development Plan for Northern Uganda' (since 2009) continued to lead the recovery process. For Karamoja the 'Karamoja Integrated Development and Disarmament Plan' was further rolled out, with disarmament activities by the government and development projects by UN and other NGOs.

##### Program information

*War Child active since* 2004

##### Target groups

- Children;
- Young people (male and female), teenage mothers and commercial sex workers;
- Parents, caregivers, teachers, community leaders and the community as a whole;
- Child Protection Committees (CPC), School Management Committees (SMC), Parent Teacher Associations (PTA), Local authorities.

##### Locations

- District towns, villages/parishes, primary schools in Lango region (Lira), Acholi region (Gulu, Amuru, Nwoya, Pader, Lamwo, Kitgum) and Karamoja (Abim)

## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## UGANDA

Partner	Relation	Developments
Africa Revival	Implementing partner under Building Skills project <sup>1</sup> - school demonstration garden and agricultural clubs	New partner, contract signed in 2010
Arts for Children Uganda (ACU)	Implementing partner – working with youth in prisons and organizing a child lead child rights magazine	Name change from LICHYGAO to ACU
Adult Basic Education (LABE)	Implementing partner under Learning for Life project <sup>2</sup> - (young) adult literacy	Irregular monitoring and reporting by partner. War Child will put more effort in contact with the partner and has implemented a joined monitoring system with the other partners in the project.
ECHO BRAVO!	Implementing partner under new Building Skills project and Learning for Life – short term vocational trainings and catch-up education	No irregularities
Gulu Youth Development Association (GYDA)	Implementing partner under Building Skills project – long term vocational trainings, (young) adult literacy	New partner, contract signed in 2010
Restoring Northern Uganda Respond RENU	Implementing partner under Building Skills project, Learning for Life, Move Forward <sup>3</sup> and Lets Deal with it <sup>4</sup> - small business training, saving groups and income generating activities	No irregularities
War Child Canada War Child UK	Part of consortium under new Keeping Children Safe and Alive <sup>5</sup> project. War Child is lead agency. Complimentary partner – legal expertise related to child protection	New contract signed in 2010

<sup>1</sup> Building Skills: program funded by the European Commission permitting 2,880 youths to acquire life skills training, catch up education, literacy and numeracy, vocational training, business development skills, training on saving and loans and creating economic opportunity and self reliance.

<sup>2</sup> Project to improve access to quality education (formal and/or non-formal) for parents, teachers, youth and children in and out of school in cooperation with Oxfam Novib.

<sup>3</sup> Move Forward: program for commercial sex workers providing life skills, training on HIV/Aids and a network for support (medical support, counselling sessions, training on setting up a small business).

<sup>4</sup> Lets Deal with it: The War Child program which ran from 2008 to 2010.

<sup>5</sup> Keeping Children Safe and Alive: UNICEF funded program, War Child provides awareness raising on child protection, sanitation, nutrition and hygiene.

**Employees**

Expats: 5  
National staff: 80

**Program expenditure**

Total: € 2,210,308  
Spent through War Child: € 1,968,015  
Spent via partner program: € 242,293

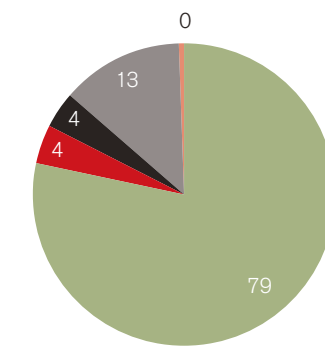
## RESULTS WAR CHILD PROGRAM COUNTRIES 2010

## UGANDA

**Activities carried out in Uganda in 2010**

in percentages

- Skills enhancement
- Awareness and sensitization
- Lobby
- Capacity building
- Capacity building of partners

**Number of children, youth and adults involved in activities in 2010**

	Children & youth	Adults	Planned vs. Actual %
<b>Children/Youth &amp; Adults</b>			
1. Skills enhancement	37,683	11,887	98
2. Awareness and sensitization	85,242	18,041	95
3. Lobby	3,842	4,578	89
4. Capacity building	17,588	8,827	138
5. Capacity building of partners	0	8	72
6. Mass media coverage	14,000	1,410	2
<b>Total</b>	<b>158,355</b>	<b>44,751</b>	

**Explanation of deviations**

- Capacity building (138%): The project funded by UNICEF was postponed which is why War Child intensified capacity building work in schools;
- Capacity building of partners (72%): Nine workshops were organised, but fewer participants of War Child's partners joined the activities
- Mass media coverage (2%): A large number of radio shows was expected in the UNICEF project (which was delayed). More mass media activities will take place in 2011.

**Evaluation**

To keep this section as concise as possible, not all projects and their evaluations have been mentioned.

**Let's Deal with it**

The three year program 'Let's Deal with it' ended in December 2010. Lead by an external evaluator, this overall Uganda program has been evaluated. The evaluation revealed that:

- Through education campaigns, games and sports, children's rights clubs and girls education, enrolment of both boys and girls in schools increased;
- The DEALs proved to be a unique and powerful tool for children to cope with life after conflict;
- Due to the strong relationship with district/local officials impact, sustainability and ownership of the program was enhanced;
- Child protection committees were better able to prevent child abuse and to enhance awareness in communities.

**Lessons learned**

- Quality and implementation of the various DEAL packages vary somewhat. At times, groups are larger than recommended and modules are adjusted to the circumstances. To reach maximum effects of this approach, War Child stresses the importance of increased adherence;
- Policy makers are aware of child rights but translation into tangible policies, amendments and other action has



been limited. This is why War Child will narrow its focus to specific topics to keep emphasizing the importance of follow up;

- Advocacy activities had limited impact. Instead of singular events War Child will use international days more as platforms for child-led activities.

#### ***Supporting children, changing futures in Karamoja***

Vulnerable children in Karamoja are now aware of their rights to protection from violence, abuse and exploitation. The I DEAL program was rolled out in schools, and parents of the involved children joined in Parents DEAL. Some results:

- The children showed increased confidence and improved relationships with their parent;
- Parents took greater responsibility for their children; listening to them and discussing issues with their children;
- Children are now reporting cases of abuse which had not previously been seen.
- Parents DEAL had some impact on parents' alcohol abuse, but the package does not directly deal with this issue. War Child is researching a module on substance abuse. More should be done to have both parents in the workshops, rather than (mostly) the mother.

In the same district the Big DEAL and She DEALS program had many successes: reduced fighting, reduced alcoholism and increased understanding of the importance of cooperation. Many groups have continued their own activities after the program, started their own income-generating and awareness-raising actions. One suggestion for improvement was made: Big DEAL groups requested more training on sexual and reproductive health. War Child will adapt the Big DEAL modules.

#### ***Move forward***

Vulnerable young women, exposed to or involved in commercial sex work, are supported with the She DEALS program, specially adapted for their issues. The women who participated reported increased self esteem and confidence, knowledge how to protect themselves, to look after their children and what referral option they can access when seeking counselling, health care or other basic social services. War Child does not aim to get them out of the trade, but wants the women to make a well-informed decision about their own lives, thereby supporting them in their livelihood.

#### **Future**

The new strategy for 2011-2014 will be operational next year and is based on the changing situation in post-war Northern-Uganda. War Child will shift its focus to youth who need support to rehabilitate and develop their country. Child protection and education activities will continue in a community-based approach. Children and youth will have an even stronger role in the design and implementation of War Child's programs.



COLOPHON

**Colophon**

**Text**

War Child

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**Cover photo:** Geert Snoeijer

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## “WHEN I PLAY SOCCER, I DO NOT THINK ABOUT THE THINGS THAT HAVE HAPPENED TO ME.”

### **Kizza will be the new Ronaldo**

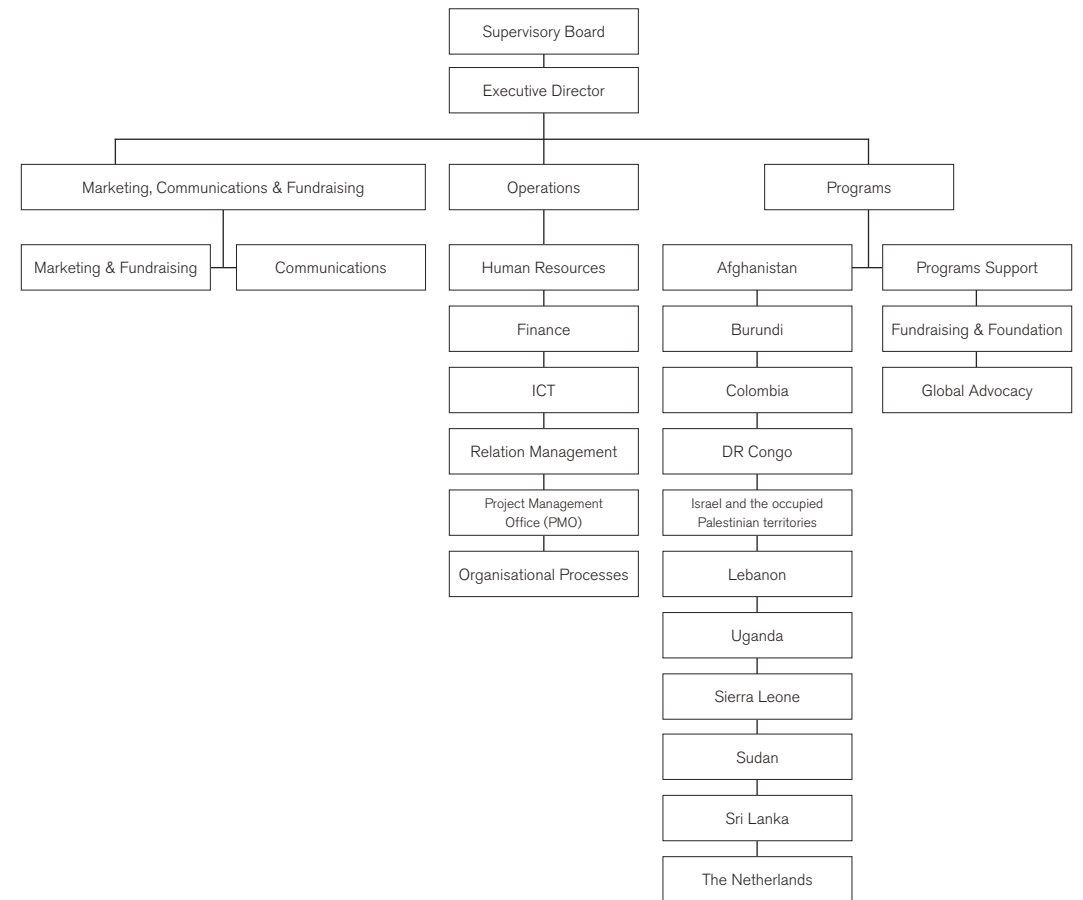
Kizza experienced the war in Northern Uganda from up close. “When I am alone, the images of the war come back; I see the killings before my eyes again. Because of the war my life completely changed. Suddenly, everything was different. I lived in a refugee camp and I was very ill. I was afraid that I would not make it.

When I play soccer, I do not think about the things that have happened to me. I can then have fun again with other children. I want to become a famous professional soccer player, like the English players, or Ronaldo or Fabregas. So the whole of Africa can watch me play. I will simply start here and later on will become famous.”

Kizza participates in War Child's sports programme in Northern Uganda. Sports not only restore mutual trust among children, but also stimulate to go back to school.

Due to security reasons the name of the child has been altered.





**5.1 Internal organisation**

The programs support department in Amsterdam provided more support to field teams on specific themes, like education, child protection, psychosocial support or advocacy. The operations department supported and advised country teams more extensively and in marketing and communication the link between the head office and the field was strengthened.

***Developments in human resources***

Following the overall strategy, an HR strategy until 2015 and a new HR mission was developed: positive empowerment of employees by:

- Providing support to work effectively and deliver results;
- Stimulating the organisational culture and core values;
- Improving recruitment and selection processes;
- Strengthening HR management in the field.

***Development of staff***

A new Performance & Development Cycle focuses on the development of head office and field employees, the in order to increase efficiency

and produce clearer results. Also leadership development was a focus in 2010. War Child stimulated development of its employees with a new learning policy and stressed the importance of informal learning: in brainstorming sessions, network meetings, spending a day with a colleague or at another organisation. These forms of informal learning are often inspirational and cost-effective thus fitting well with War Child.

**Other HR results**

- recruitment of more than 35 positions (new, replacement and temporary) and around 20 interns and volunteers;
- implementation of new terms and conditions for expats;
- increased cross learning and capacity building between those responsible for human resources in different project countries;
- adjustment of the recruitment processes by child protection measures: child safety policy is highlighted in interviews, War Child actively checks on the history of applicants.

**Statistics** (reference date 31 December 2010)

<i>Field offices</i>	<b>2010</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>
Number of expatriates in senior positions	31	26	27	20
Number of local employees in senior positions	17	8	9	6
Project staff	121	170	137	91
Supporting staff	126	128	172	168
Average number of years employed	2.7	2.6	2.4	2.4
Average age	41	42	40	39
Man-woman ratio of expatriates	14/17	11/15	11/16	8/12

**Amsterdam head office**

Number of paid employees	62	62	52	48
Number of FTE	54	48	44	42
Average number of years employed	3.7	3.3	3	3.2
Average age	37	36	38	38
Man-woman ratio	20/42	17/45	18/34	15/33
Sickness absence percentage	2.7	5	3	2.8

**Analysis**

- Expat turnover increased in 2010. Frequently personal reasons of expats, like interest in new work areas, are the reason for switching jobs;
- Rotation between expats is still eminent in order to increase satisfaction and retention. In 2010 rotation in the expat group was around 30%. War Child considers this an acceptable rate, because the experience an expat brings into another country enhances the quality or development of the program;
- The turnover of head office employees decreased strongly, probably as a result of the high turnover rates of recent years and increased clarity and stability at management levels.

**Impact on field employment**

War Child consciously keeps the growth of the field organisation ahead of the growth of head office, which improves field employment and sustainability. This is reflected in the risen number of local employees on senior positions. The decrease in project staff is a result of a different way of counting. Volunteers help in War Child programs with hands-on support at events, selection of children for programs and local communications around War Child's programs.

**Diversity**

People from 20 different nationalities work together at the head office and in the field (managerial positions only). Especially at management positions in the field more non-Western employees joined War Child. In case the knowledge and experience is missing or when the country or if the conflict requires a 'neutral' person, War Child recruits in the international market. At the head office diversity is lower. Greater diversity would be favourable, but targeting other nationalities is not a priority. The temporary stays of field colleagues at head office increases international awareness. As always, the nature of the work and the salary levels attracted more women than men.

**International position**

War Child is increasingly recognised as an interesting employer within the international labour market, mainly due to the quality of its programs, recognition by international committees and the relatively high level of field team autonomy. Recruitment for some countries, like DR Congo, remains difficult due to the security concerns. As a result War Child looked more intensely at internal candidates who might be suitable for the job with extra support from the head office.

**Volunteers**

Volunteers are of great value to War Child. Volunteers bring with them experience and flexibility, and have a motivating effect on paid employees. Even when not working, volunteers also function as goodwill ambassadors for War Child. Their efforts result in extra productivity at very low cost. The dedication of volunteers in War Child programs is of great value too. It increases the impact and range of activities and lowers the threshold to participate, since many volunteers are acquainted with the children who are not in War Child programs yet.

	<i>Volunteers</i>	<i>Interns</i>
Number	24	17
Converted into FTE	2.8	4.3
% of head office staff	5	8
Retention (months)	15*	5.3

\* This number is biased because volunteers generally work on projects for a short period.

Teams and managers increasingly recognise the value of volunteers and interns and are able to clearly define what is needed. There is no extensive policy for volunteers. War Child considers this not a priority since volunteer management is working well. However, job descriptions have improved, creating more clarity, there is more room for initiative, volunteers sign a contract, receive a commuting allowance and lunch, and are invited for informative and informal meetings, in order to involve them in the organisation. War Child has not formally measured volunteer satisfaction, but based on the volunteers retention rate of 15 months on average volunteers seem to enjoy working for War Child.

**Public educators**

In 2010 voluntary public educators gave 214 presentations at Dutch schools, corporate sponsors, sports clubs and private events. When actions or events are organised a War Child informer gives a presentation on War Child's work and collects the funds raised by the event. 43 informers have been active for War Child, reaching around 140,000 people. War Child saw a decline in requests, due to a decline in privately organised actions and events. As a result, War Child more actively stimulated actions and events.

**5.2 Management**

In 2010 executive director Mark Vogt led the organisation. Following War Child's stringent low cost policies, all management fees are set well below the guidelines of the Dutch Fundraising Institutions Association (VFI) for management salaries. The advisory guideline of VFI comprises of a set of criteria and norms for the annual salary. The Director's salary is determined annually by the board on the basis of the evaluation of the director. This led to a gross salary of € 83,022 (including 8% holiday allowance) for the Executive Director who worked 40 hours per week. As for all War Child staff, the pension scheme is the employer's responsibility.

**Management team**

In 2010, the management team (MT) comprised of executive director Mark Vogt, head of programs Hendrik van Gent, head of marketing communications and fundraising Ellen Kooij and head of operations Boris Janssen. The MT meets at least twice a month and assesses the execution of the board-approved annual plan, quarterly reports and the budget. Additionally the MT discusses strategic issues and corporate projects at least four times a year to guarantee ongoing progress and development of the organisation. Once a year the director evaluates the MT.

**5.3 War Child international**

War Child Holland is part of an international network of organisations with the same name and the same logo together with War Child Canada and War Child United Kingdom. The network's goal is to improve the quality and efficiency of its work. To that end the organisations work together as equal partners with the same goal in several project countries, but legally, financially and administratively they remain independent foundations. This is why War Child Holland does not raise funds for an international secretariat, but remains an independent foundation that carries out self-implemented programs with its own funds. In 2010 the directors of the

**VOLUNTEERS ARE OF GREAT VALUE TO WAR CHILD. VOLUNTEERS BRING WITH THEM EXPERIENCE AND FLEXIBILITY, AND HAVE A MOTIVATING EFFECT ON PAID EMPLOYEES**



organisations met twice to work on the international strategy. No financial transactions took place in 2010.

#### 5.4 Partnerships

Cooperation with other (inter)national organisations is a key element of War Child's Strategy 2015. War Child is actively approaching partners for cooperation. War Child is more frequently approached by these organisations with requests for training courses, cooperation, research and exchanging experiences and information.

#### 5.5 Social responsibility

Social activation is part of War Child's strategic goals. One element is to stimulate people to be active in supporting War Child's goals, not only financially but also to be part of the movement to help children all over the world. As an NGO working with children influenced by their social environment, War Child is very aware of the role it plays in direct relation to children in the field and the Netherlands.

War Child does not have an overall social responsibility policy, but has a set of policies and guides by which it operates, such as acknowledgment of and participation in the child rights treaties and a child safety policy. This policy is based on standards in internationally acknowledged child rights treaties. Head office and field staff sign and declare their compliance with it in order to ensure War Child can safeguard the rights of every child who participates in War Child program.

War Child will develop an ethical policy enabling active screening of business partners who sponsor War Child and will implement a new human resources policy with a focus on the development and wellbeing of staff.

Some measures regarding War Child's carbon footprint include:

- strict use of flight transport for staff to limit the impact on CO<sub>2</sub> emissions;
- purchasing of FSC-certified paper according to the ISO 14001 norms, biological food (lunch) and fair trade coffee;
- critical consumption of electricity and paper;
- stimulating use of public transport (War Child covers only costs of residential work traffic with public transport);
- employees volunteers and offering the chance for disadvantaged people to acquire work experience.



**“I CAN TELL AS MUCH AS PEOPLE POSSIBLE HOW ESSENTIAL IT IS TO SUPPORT THE CHILDREN WHO COME FROM WAR.”**

**You can only be free, when the war in your head has ended**

I am part of the War Child movement, because we believe in the power of children, we do not see them as victims of war. Only by living up to that principle, we strengthen children to create a better future for themselves.

I devote a part of my spare time to War Child, because of my father. He has experienced the Second World War and has fought in Indonesia. The older he becomes, the more I see the war reflecting in his eyes. Still, after all these years, he is not entirely free, the experiences from war are edged in his memories. You can only be free, when the war in your head has ended.

With my efforts for War Child, I can tell as much as people possible how essential it is to support the children who come from war. To liberate themselves, to trust, to build their own future. I do not only give presentations at schools, companies or service clubs, I also organise events to raise money for War Child. It is always fantastic to see how other enthusiastically do their best for us. Together, we can really make a difference.

*Aleid Eilinga is public educator of War Child in the province of Friesland.*



Because of the importance and impact on the organisation and its activities War Child has set up an integral risk management monitoring and evaluation system. Using this system War Child has total overview on possible risks, their impact and probability in its worldwide programs and is able to anticipate to them even better than current practice.

Based on risks assessments donated by consulting and auditing agency Protiviti, 20 main risk areas were formulated to enable War Child to minimise, monitor and control the probability and/or impact of potential risks. From 2011 these will be integrated, monitored and evaluated in a risk monitoring tool.

**6.1 Financial risks**

War Child's objectives require multi year commitments. The instability of income can fluctuate over the years, which has to be taken into account.

**Income**

In 2010, War Child generated € 14,8 million total in income, a growth of 3.6% compared to 2009. War Child's total revenue was 16.3% below planned, because a decrease in fundraising in the Netherlands:

- War Child planned this revenue too optimistically;
- Incidental gifts from companies decreased firmly due to the economic crisis;
- Revenues from legacies were lower than 2009.

In the first half of the year War Child adjusted its fundraising targets and the expenditures in the project countries. War Child invested more in loyalty with current corporate sponsors and kept a balance in short term income and long term projects, like a new fundraising event taking place in march 2011. Lastly War Child started exploring a new segment major donors.

Fundraising from institutions has been successful with targets largely met and beyond already contracted. Several contracts run for more than two years, providing stability and spread of income has increased, compared to 2009.

**Managing financial risks**

War Child deals with the risk of fluctuating income and the implications of this on the continuity of projects by:

1. Spreading income. Income is obtained from multiple sources, including individual donors, companies, the National Postal Code Lottery, institutional donors and government bodies;

2. Freely disposable income: to anticipate changes in programs and countries War Child seeks for a balance in earmarked (31.7%) and non-earmarked (68.3%) income. By having sufficient non-earmarked revenues, War Child is able to anticipate quickly to changes;
3. Continuity Reserve: War Child's Continuity Reserve complies with the demands of the 'Vermogensnormering Goede Doelen' committee (capacity norm for charities), chaired by C.A.J. Herkströter. The reserve is adequate to maintain obligations for at least six months so that some activities can continue even if sources of income are indeed lost;
4. Recruitment of structural donors. Structural private donors donate periodically via direct debit, corporate sponsors are committed to War Child with a multi-year contract, both safeguarding a large proportion of War Child's income;
5. Strict and cautious treasury management: temporary superfluous money was and will not be invested in stock markets, but deposited in a renowned bank. War Child has no stocks, because of the uncertainty of these investments. This strict policy has been effective; despite the financial crisis, the continuity of War Child programs has not been at risk.

#### 6.1.1 Best possible use of funds

War Child has a detailed management control cycle supported by financial systems. Both head office and project countries are responsible for achieving the planned income, expenditure and control of resources. War Child agrees on annual budgets per department/project country and monthly financial and budget control at the departmental/project country level and quarterly at the board level. With all systems in place, War Child will improve its planning and control, leading to more stable income planning and therewith guaranteed long term program expenditures.

The roll out of needed financial systems in the project countries has taken a giant leap after piloting Uganda in 2009 and with the 2010 start up in Afghanistan, Colombia, DR Congo and Sudan. All other countries will follow in 2011.

War Child achieves the best possible use of funds by:

1. Monitoring and evaluating its long-term strategy and budget and corresponding annual plan and budget.
2. Setting up internal regulations and guidelines. The following are developed for the field: an operational manual, procurement manual, Human Resources manual, Institutional

fundraising manual, partnership policy and guidelines for Planning, Monitoring & Evaluation. The following are developed for the head office: a handbook for Enterprise Resource Planning (ERP) system, an authorization scheme, budget revision guidelines and an organisational process. War Child has put a lot of effort into implementing relevant procedures and guidelines.

#### 3. Financial audits:

- a) At the head office: the assessment of the organisation's functioning and its internal administration and the audit of its annual accounts are done by an annual audit PricewaterhouseCoopers (PwC) Accountants. As every year the findings of the 2010 audit have been discussed within the newly set up Audit Committee (chaired by the treasurer) and representatives of the Board of Trustees. The agenda covered risk management progress and enforcing finance and IT capacity towards field teams
- b) In the field: War Child's Controller conducts audits in project countries. In 2010 an internal control audit took place in Uganda together with PwC. No major deviations were found, minor improvements were made to enhance efficiency. In all countries external audits were conducted by local PwC-approved account-

tancy firms. These revealed that the projects are up to standard on both a financial and procedural basis.

- c) Lastly, War Child also requires large partner organisations to appoint local auditors approved by War Child for an annual audit.
4. An active low cost policy: War Child is very strict on overhead costs, to ensure that as many resources as possible are allocated to projects in the field. By creating long-term partnerships with corporate sponsors, War Child produces structural support for its programs. Many companies help War Child to minimise (head office) expenditures by sponsoring office equipment, promotional means and communication materials. Their expertise is of significant value to of the joint mission: taking ownership in the collective effort that is War Child. Furthermore, the efforts of many volunteers in War Child's head office and in the field significantly lower program costs.
5. Evaluation: by a continuous evaluation of programs according to the planning, monitoring and evaluation cycle requirements, results and expenditures are closely monitored and adjusted when necessary.





**6.1.2 Vulnerability to fraud**

War Child has gained the trust of individuals, companies and other organisations that donate money and regards it as a responsibility to ensure that money is spent properly. Despite this, there is always the risk of fraud, diverting the funds from their proper destination. This has implications for the implementation of projects as well as for War Child's reputation and credibility.

War Child reduces the risk of fraud by:

1. Strict compliance with the operations manual: Every country office and partner organisation has an operations manual with guidelines for financial administration, procurement, payment, money transfers, cash handling and so on;
2. Training of (new) employees: managers and finance officers receive a financial briefing, with an extensive training of the operations manual;
3. Monitoring of compliance and implementation: internal and external auditing activities;
4. Support partner organisations: when assessing new partner organisations, War Child uses strict guidelines. When a local partner organisation is given support, War Child incorporates improving the partner's capacity into the project plan. Local country teams support partners in the area of strategy, program and

organisational development. By a thorough selection procedure and ongoing training, the quality of the program improves, chances of fraud are reduced and partner organisations can identify their weaknesses more easily;

5. The roll out of a financial system in project countries, providing more budget control to local teams.

If irregularities are too serious to maintain confidence in partners, funding will be suspended and War Child will select new partners.

In 2010 two cases of fraud have been reported in Sudan.

- A bookkeeper of a local office in Sudan has disguised approximately € 1,700. The officer has been discharged and the case has been reported to the local authorities. Due to the limited number of local staff there has been no clear segregation of duties, allowing one person to be responsible for the safe keeping of the cash, procurement and sometimes the delivery, increasing vulnerability to fraud;
- In another Sudan office an amount of around € 500 was supposed to be handed over to a partner organisation, but this did not take place. The funds have been fully recovered and the contract of the staff member concerned is not extended after 2010.

War Child has heightened local control and changed its methods of paying advances. All activity costs within the field locations and all suppliers will be asked to present invoices and requests for payment directly to the War Child field location office and not through the project officer. This will be in place until the procurement procedures, financial accounting policy and supply chain has been put in place and tested.

### 6.2 Operational risks

War Child works in politically unstable areas. Changes in policies and political relationships form major risks for War Child programs. To manage these risks as best as possible, War Child includes the political situation in its analysis for the selection of countries and regions. Excessively unsafe areas will not be selected. If security deteriorates War Child adapts its projects. When problems arise with authorities, the continuation of War Child's projects has precedence over issuing statements that may be politically sensitive and place the work at risk.

#### **Managing security risk**

In War Child's line of work it is impossible to guarantee complete security, but everything is done to manage the risks.

#### **1. Training employees**

Staff that regularly visit or work in project areas receive a three-day security awareness course at the Centre for Safety and Development, including subjects such as dealing with intimidation, land mines and kidnapping. Field managers participate in a security management course, if possible, in-country. While recruiting managers, experience in risk management is an important selection criterion. Field staff is trained to follow local security issues closely and to raise awareness so they can react faster and more adequately.

#### **2. Stringent security policy and location security planning**

War Child's general security policy and guidelines direct local security plans with indicators for security levels based on local governments and other humanitarian organisations. The safety of staff will always have the highest priority for War Child. Security plans are regularly externally audited against the situation requirements and on how it is practically applied by staff. War Child clearly gives all staff responsibility for their own and the organisations security. Final responsibility lies with line management, Country Directors within countries and Director of Programmes at the head office.



**“I AM VERY GLAD WE CAN CONTINUE OUR WORK FOR THE CHILDREN WHO NEED IT SO BADLY.”**

> **Follow up of Frank's story (see page 16)**

Then you have to make a tough decision: we had to stop our work at the schools, because we were not able to visit them anymore and could not monitor their achievements. A very frustrating decision.

The office was around 3 to 4 kilometres from my house. Almost every day I took a different route at a different time. But then the bombings also shook up the town of Herat. Again we had to diminish our freedom of movement, we changed the first floor of our house into the office. The only travelling we did was up and down the stairs.

First expats were not allowed to go out of the city, later this also became a problem for local staff. In their private lives many of them even did not tell they worked for an INGO, not to stand out. Our staff just told they sell groceries on the market. Based on our security policy, we have adapted the program; nowadays our partners are implementing our work. It enables us to reach areas we were cut off from. And of course it is more sustainable in the long-term because these organisations are here to stay. I am very glad we can continue our work through the partners for the children who need it so badly.

**Working with partners**

War Child works with partners in all its programs, from community based organisations, youth groups, local NGOs and school to authorities. War Child makes agreements with partners on the deliverables of both parties in each project. Before entering into an agreement an assessment is made of the capacity of both War Child and its partner to live up to the agreement. Part of the agreement is a plan for monitoring of the project by the partner and War Child during the project.

Monitoring is done on finance and administration, on activities and outputs and on quality of the project. Other essentials include signing of on a child safety policy. Projects are evaluated at the end and when appropriate also at mid-term. The relation between War Child and its partners, including complaints procedures, is governed by War Child's partnership policy.

War Child chooses to have its representation in-country not only to monitor projects, but also to provide support and assistance in project implementation, relations with government bodies, coordination between aid organisations and acquiring alternative funding. In case of weak performance an assessment is made of pos-

sibilities to improve. In few cases the outcome is negative and the project and/or the relation with the partner is terminated.

This happened in 2010 to a partner organisation where breaches of child safety policy were reported. Staff was accused of inappropriate contact with youth in the program. Management of the partner responded, but did not take measures to improve prevention in the future and, more importantly, assistance to the youth involved was insufficient. As a result, War Child severed the relation and reported it to authorities. War Child evaluated its child safety policy and concluded that its use has been effective. No changes were made.

**War Child international**

Together with War Child UK and War Child Canada the team assessed the risks stemming from communication and advocacy actions for security of the other organisations and concluded that security management will benefit from integration between the three branches. In 2011 this will be further worked out.

**6.3 Reputational risks**

For a non-governmental organisation reputation is among its most valuable assets. Despite the professionalism, transparency and legal compliance, a scandal in the media, a financial pitfall or a security incident can seriously affect the organisation's reputation.

Reputation is a concept in the minds of stakeholders. War Child can influence it, but cannot control it. A public debate about the efficiency and accountability of other NGO's or the sector may easily harm public trust. The organisation's reliability and credibility can be damaged for a longer period of time. Because of the democratisation of (mass)media online and offline opinions, attitudes and facts are becoming more public, whether false or true. War Child chooses to participate in the debate with an open and transparent communication policy.

**Managing reputational risks**

War Child pays serious attention to safeguarding its reputation by monitoring stakeholder's perceptions, via an annual quantitative research. The results are used to adjust either strategy or communication decisions. To guard against false

statements about War Child in media, the organisation monitors publications in off- and online media. If appropriate War Child actively engages in discussions or debates. Interviews and other articles are checked prior to publication. If inaccuracies do get published, War Child will, where possible, ensure that the correct information is published after all.

**Other measures:**

- War Child's child safety policy is also a tool to safeguard War Child's reputation. People who are involved in activities organised in the field and the Netherlands have signed the code of conduct;
- By contract War Child makes sure the mission and vision of corporate sponsors are not conflicting with War Child mission and vision;
- In all communications War Child is transparent about its results, also mentioning failures and lessons learned.

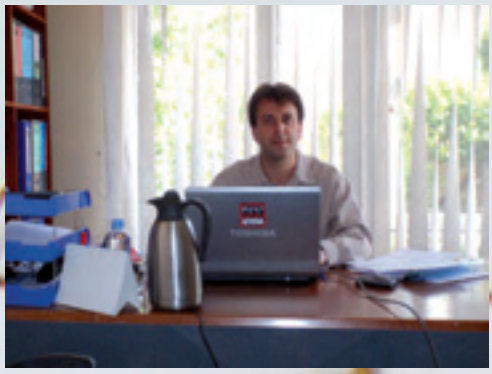
**International**

Alongside negotiating reputational risks, developments also take place worldwide, beyond War Child's control. To be prepared for these events a crisis team is operational, consisting of staff members of the programs, human resources and



communications department. The team meets every six months and undertakes simulations to be prepared for a range of likely scenarios. War Child's field teams communicate actively and openly with local communities and authorities to be as transparent as possible.

## **WAR CHILD CHOOSES TO PARTICIPATE IN THE DEBATE WITH AN OPEN AND TRANSPARENT COMMUNICATION POLICY**



**“WHAT WAS ONCE A RELATIVELY SAFE ENVIRONMENT BECAME THE SCENE OF KIDNAPPINGS AND ROAD SIDE BOMBS.”**

#### **The walls of the work caving in**

Frank Velthuisen has been program development manager for two years in Afghanistan.

The schools War Child worked were 20 to 40 kilometres out of town. War lords around Herat all control their own territories. What was once a relatively safe environment became the scene of kidnappings and road side bombs. We took all kinds of precautions and did not drive the 'iconic' white four wheel drives, our vans were as inconspicuous as the scraggly local cars. We started to drive with two vans, to keep an eye on

each other. But you still can't be sure; we could not carry satellite phones or any documents referring to War Child, and our local colleagues could not carry the names and phone numbers of foreigners because in case they checked their phones it would reveal their ties to an international organisation. I say "they" but you really don't know who you are talking about. You drive into a road block not knowing who built it. They look like police, but it might as well be a criminal gang wearing stolen uniforms.

**> Follow up on page 11**



War Child is dependent on the involvement and support of its constituency. The constituency's growth is a target of its own. War Child feels supported by a growing supportive community to keep working on its targets. That is why War Child activates all possible stakeholders and relations to increase the impact War Child has on the lives of all war children. Private individuals give a donation or organise an action, companies offer goods and services for free, kids become aware of the plight of their peers in other parts of the world and do a lecture in their class, foundations are inspired and support for a long term period.

In order to create a bond, War Child's supporters should have a clear image of how War Child works, raises and spends funds. Transparency, reliability, authenticity and accessibility characterise War Child's fundraising and communications. Fundraising always goes hand in hand with messages regarding the content of War Child's work.

***Peace Concert***

Just before Liberation Day (5 May), the War Child Peace Concert took place in front of the Peace Palace in The Hague. The concert was a mix of music performances from Dutch artists and compelling video stories from Dutch war children from World War II and children from War Child's projects. The community of The Hague has been active the entire year for War Child. Many corporate sponsors made the concert 100% sponsored. The audience at large was moved by the impressive performances and movies, live on stage and during the TV broadcast; 6,000 Friends joined War Child.

### 7.1 Fundraising policy

The main driver for marketing, communications and fundraising in order to realise War Child's ambition in 2015 is to raise sufficient funds, whilst guaranteeing financial independence and diversification of funds and creating broad social buy-in of War Child's vision and mission.

Income is divided into three categories: (1) private fundraising, (2) governmental and institutional grants and (3) income from the Dutch Postcode Lottery.

Within the first two categories, income is diversified over different segments, to keep a balance between private funding and institutional funding, and between earmarked and non-earmarked funding. This balance ensures independence in programming.

War Child has a strict low cost policy, with an active sponsor policy and close monitoring, evaluation and adjustment of activities to ensure that results justify the effort invested. War Child's communications and fundraising code of conduct can be found at [www.warchild.nl/mcfcodes](http://www.warchild.nl/mcfcodes).

### 7.2 Fundraising results

#### Income total fundraising

	2010	% growth compared to 2009	% of total income
A. Private donors	6,714,924	8%	45.4%
B. Companies	1,332,246	-3%	9.0%
C. Foundations	131,500	-23%	0.9%
D. Actions third parties	1,220,852	-11%	8.2%
E. Legacies	88,094	-88%	0.6%
F. Other	3,144	-98%	0.0%
<b>Own Fundraising</b>	<b>9,490,760</b>		
Dutch Postcode Lottery	900,000	-10%	6.1%
Other third parties	1,541,798	68%	10.1
Governmental grants	2,852,410	17%	19.3%
Others	69,783	548%	0.5%
	<b>14,854,751</b>	<b>3.6%</b>	<b>100%</b>

In 2010, War Child generated € 14.8 million total in income, a growth of 3.6% compared to 2009. War Child's total revenue was 16.3% below planned, because a decrease in fundraising in the Netherlands:

- War Child planned this revenue too optimistically;
- Incidental gifts from companies decreased firmly due to the economic crisis;
- Revenues from legacies were lower than 2009.

Private income went down although there was a growth in the biggest segment within private fundraising, being the private donors. As well constituency (mainly structural donors) as income grew compared to 2009.

In the first half of the year War Child adjusted its fundraising targets and the expenditures in the project countries. War Child invested more in loyalty with current corporate sponsors and kept a balance in short term income and long term projects, like a new fundraising event taking place in march 2011. Lastly War Child started exploring a new segment major donors.

Fundraising from institutions has been successful with targets largely met and beyond already contracted. Several contracts run for more than two years, providing stability and spread of income has increased, compared to 2009.

#### **Low costs**

The hallmark of the Central Bureau for Fundraising stipulates that a recognised charity may devote a maximum of 25% of private income to fundraising activities. War Child plans to keep this percentage at 15%. In 2010 this was 14.3% (2009: 14.4%). War Child is thus well below the CBF-limit. This percentage is made possible by a large number of sponsors who donate goods and services to War Child.

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

The costs for raising and coordinating institutional grants were € 250,293 (printing and salary costs). Grant contracts of € 26,400,902 were signed for the coming five years, in addition to the € 900,000 from the Dutch postcode lottery per year.

#### **7.2.1 Private fundraising**

##### **A. Private donors**

War Child aims for a long-term relationship with its Friends (private, structural donors), to ensure the continuity of field projects. Growth was planned in income and number of structural donors. In 2010 this income grew 8% to € 6,714,924 (compared to 2009, including actions, but excluding legacies). The number of Friends grew 13% (27,000) making a total of 103,000 Friends, slightly below the 30,000 new Friends planned. 90% of the income of private donors comes from War Child's Friends, the structural donors.

A loyalty plan has been rolled out to improve the communication with Friends, with:

- a special welcome video for new Friends;
- a service call of volunteers from T-Mobile after three months to thank Friends and ask for suggestions;
- a Friends meeting at the head office with presentations from field staff.

##### **Acquisition**

Main channels for acquisition of new Friends were door-to-door fundraising, telemarketing and street canvassing. War Child invested a lot of time and energy in improving the quality of these channels in order to reduce complaints and cancellations.



**Online**

2,000 new Friends were raised (the same number as in 2009) through online channels. To increase this number online fundraising becomes an important tool in 2011.

**Mailings**

War Child's constituency received three postal mailings. Main goals were to inform about the results of War Child's work and the spending of donations. Extra gift requests were sent to incidental donors (three times) and structural donors (once). Total revenue from mailings in 2010 was € 95,705.

**Complaints and policy**

War Child has received around 50 complaints related to fundraising in 2010, almost 40% less than last year. Most of these complaints were a result of door-to-door canvassing and telemarketing. War Child's request for an extra gift with current donors also generated some complaints.

War Child limits the number of complaints through strict guidelines and detailed briefings to the various fundraising agencies. All complaints are reported back to the agencies, to prevent complaints in the future. Other complaints regarded delay in answers from War Child regarding, for example cancellations, requests for presentations by volunteers or information requests. Every complaint was handled in accordance with CBF guidelines. War Child strives to respond to every complaint within 48 hours. In 2011 a formal complaint procedure for the entire organisation will be implemented.

**B. Companies**

About 9% of War Child's private fundraising comes from companies, an important segment to ensure annual, structural income. War Child received € 1,332,246 (excluding actions) from corporate partners, 35% lower than planned.

As a result of the financial crisis, War Child experienced a decrease in incidental corporate gifts. This resulted in a negative adjustment of the budget. Some consequences and measures of this include:

1. War Child changed its focus to the retention and upgrade of current partners;
2. Structural sponsors are loyal to War Child (for example, the Peace Concert was organised 100% sponsored), but attracting new structural sponsors demands an intensive time consuming approach. Still, in the corporate sector social responsibility is still an eminent theme. That is why War Child keeps targeting these segments and expects a growth. Meanwhile, War Child also focuses on fundraising with small and medium-sized enterprises;
3. Asking for product and services sponsoring, which has a lower impact on the balance sheet of sponsors than a financial donation.

**Actions by companies**

The income of companies organising actions and events increased in 2010 to € 409,631. Apart from fundraising goals, these actions are organised to involve employees in the partnership with War Child and to elevate company pride. War Child stimulates and supports these initiators with advice, assistance and promotional material.

**Business Ambassadors Network**

War Child has a Business Ambassadors Network of 25 companies ensuring 12% of War Child's revenues from companies. The network is an opportunity

for companies to be linked more closely to War Child and to be part of an interesting business network. War Child experienced that growth in members is important, but not self-evident. Members decided to invite other potential members to the meetings to ensure growth of the network.

#### ***Communications with sponsors***

Sponsors are kept informed through regular personal contact and the War Child newsletter (circulation: 2,000). War Child also provides information regarding its programs for internal communication means of sponsors like an intranet, in order to inform and motivate personnel.

#### ***C. Actions***

The number of donations from actions was lower than 2009: € 1,220,852 (- 10,5%). Big fundraising events and growing initiatives of individuals and other NGO's generate more competition in this segment. Furthermore, War Child has not been able to pro-actively approach potential action organisers. That is why War Child has reviewed the internal process of handling actions in order to improve efficiency and win time for a more pro-active approach. War Child stimulates and supports the initiators of actions with written information, tips and tricks, advice on promotional material, and if necessary with an information officer.

#### ***Events***

Next to the Peace Concert a number of big events took place, such as:

- Liberation Day: In 13 cities around the Netherlands thousands of people made a jump for war children during Liberation Day. At a fully sponsored trampoline activity the audience was made aware of the situation of children in war affected areas;

- Den Haag War Child City: Residents, companies, the local government, the entire city of The Hague has been active for a whole year raising € 568,088 for War Child.

#### ***D. Foundations***

Foundations have been more directly targeted in 2010 resulting in € 131,500 in contributions. Two agreements were signed: with the Turing Foundation and the Adessium Foundation (three-year partnership from 2011). This was below the target of € 600,000. Planning was too ambitious, and it takes around 1.5 years from the first contact to the actual gift. Moreover, besides a personal approach, there is a strong programmatic approach needed for foundations. These lessons are now being used to revise War Child's institutional fundraising policy. Foundations remain a primary target group for fundraising in 2011 and beyond.

#### ***E. Legacies***

Legacies generated an income of € 88,094, only 12% of the income in this category in 2009. However this category is very unpredictable, War Child is more actively encouraging its target groups to include War Child as a beneficiary to their estate to increase this revenue in the long term.

#### ***7.2.3 Share in activities by third parties***

War Child's fundraising policy directed at third parties ensures transparency and clarity in efforts to increase institutional funding. Institutional donors are not only important for the income of War Child; they are also key partners in advocacy and programme development, bringing in expertise and knowledge that compliment War Child's work.

***Dutch Postcode Lottery***

War Child receives structural funding from the Dutch Postcode Lottery; in 2010 the contribution was € 900,000. This makes the Dutch Postcode Lottery an important donor and partner for War Child. War Child successfully extended its contract period and therewith secured structural funding for the period of 2010 - 2015.

***Institutional***

Institutional donors contributed € 2,852,410 in 2010. A growth of 17% compared to 2009 was generated. This was the result of continuously active engagement with key United Nations organisations, European Union and other foreign government representatives in War Child project countries. In 2010 War Child signed working arrangements with six different donors, (an increase of 50% compared to 2009) and with the Ministry of Foreign Affairs that will start in 2011.



"Since 2009, War Child receives yearly support from the Dutch Postcode Lottery for its work for children in conflict areas. For example, War Child gave children in northern Uganda a better perspective for the future in cooperation with Oxfam Novib in the project 'Learning for Life'. Furthermore, with our support, War Child trained local social workers in Sierra Leone. Every child has a right to a peaceful life, and I am proud that we can contribute to that."

***Marieke van Schaik***

(Managing Director of the Dutch Postcode Lottery)

**Donor contributions – as per agreements signed in 2010**

<i>Organisation</i>	<i>Contribution in euro</i>	<i>Benefiting War Child country</i>
Dutch Ministry of Foreign Affairs	21,046,883 (from 2011)	Burundi, Colombia, Sudan, Uganda
European Commission	695,631	Sudan
International Olympic Committee	57,122	Uganda, Afghanistan
Oxfam-Novib	700,000	Uganda
PSO	1,043,385	Colombia, DR Congo, Israel and the occupied Palestinian territories, Global
Royal Dutch Embassy in Sudan	1,170,428	Sudan
UNICEF	1,687,453	Uganda

A total of 17 project proposals were submitted to 7 institutional donors and another 4 were still pending from 2009: 16 have been approved, 3 were rejected, 1 was withdrawn, 1 is pending.

**> Follow up of Alexander's story (see page 28)**

T-Mobile and War Child also make efforts to imprint the situation of war children in the minds of as many people as possible in the Netherlands. During yearly concerts organised by War Child, a team of employees work in the call centre voluntarily. Last year our colleagues organised many actions; sponsored running or cycling the Amstel Gold race. Traditionally, the theme of December



CHAPTER

7

**WE ARE ONE**

**ALEXANDER'S STORY**

is War Child, every year. Furthermore we collect old mobile phones for War Child via the return plan for used mobile phones.

The enthusiasm and pride that we have, working together with War Child have a huge impact on our own organisation. Internal research showed that 80% of my colleagues are enthusiastic about the cooperation. We have our own network of ambassadors of T-Mobile employees. We gather a few times per year to think of creative, innovative ways to help War Child. T-Mobile has really turned into War Child a bit."

**"T-MOBILE TURNED A BIT INTO WAR CHILD."**



**Governmental**

War Child's partnership with the Dutch Ministry of Foreign Affairs continued in 2010 with programme funding of € 2,001,072 for the Global Capacity Enhancement Programme (started in 2007). For their Civil Society Subsidy called MedeFinancieringStelsel II (MFS II) a program called Conn@ct.Now was proposed. The proposal was submitted by War Child as the lead agency and Child Helpline International as co-applicant. A wider coalition was formed with RNTC, TNO and T-Mobile. In November War Child received a positive reply from the Ministry and was granted some 21 million funding for the period 2011-2015 of which 11% is allocated to Child Helpline International.

**7.3 Communication with stakeholders**

One of War Child's statutory objectives is to raise awareness of the plight of children in war-affected areas among the Dutch audience. War Child raises the involvement of the Dutch audience with the organisation, by reaching out to the target group to start a dialogue, to inform and to activate.

Fundraising opportunities result from the involvement of target groups, which creates higher revenues for the organisation. War Child actively approaches the media, organises events and has a strong goodwill ambassador, Dutch singer Marco Borsato, who actively spreads War Child's message. War Child's most important target groups are:

- Private donors (Friends);
- Kids (7-12 years old);
- Companies;
- Volunteers (action organisers and informers);
- Other non-governmental organisations (NGOs);
- Media;

- Government;
- Institutional funds.

War Child increases involvement by an active communication policy. War Child regularly measures its reputation, by name recognition, knowledge about War Child activities, the attitude towards the organisation and the intention to support. In 2010 these were measured in December via representative quantitative research of the Dutch general public. Some results:

- Maintain name recognition of 93%: on target: the last research indicated a 89% recognition. This deviation is not significant and is the result of different ways of measuring by different agencies;
- Top 5 listing Transparency Award: on target: winning of Transparency Award for most innovative annual report and a second price for most transparent annual report;
- 500 printed publications: on target.

**Innovative communications**

War Child actively works on its image and reputation, always looking for innovative ways to communicate its core message. Some remarkable achievements were:

- The War Child Peace Concert and its television broadcast;
- Portrait 15 years of War Child online video;
- Den Haag War Child City campaign, winning the City Marketing Innovation Award.
- Stakeholder research revealed that Friends are interested in personal stories and results. To meet this interest, War Child started using storytelling as a strategic communication tool, for example with videos starring children and War Child staff in the field sharing their stories. For example the We are War Child project, a series of videos of people connected to War Child.

***New corporate communication strategy***

In 2010 War Child developed a new corporate communication strategy. The strategy defines the core values of War Child, the brand personality and how War Child positions itself as a distinctive organisation in the Netherlands. To make an open dialogue with stakeholders successful the fast forward development of online communication is priority in 2011.

***Goodwill ambassadors***

Dutch singer Marco Borsato has been active for War Child on a voluntary basis since 1998. In 2010 he was active in raising awareness for the plight of children in war affected areas. Marco acted as the host and performed at the War Child Peace Concert. He was also a spokesperson in printed media and national television.

TV presenter Jetske van den Elsen was again War Child's kids ambassador in order to involve children with War Child's work. She was accompanied by Lisa Wade, who was involved in kids activities on Queens Day. Like Marco Borsato, Jetske and Lisa are active on a voluntary basis. Former child soldier Kon Kelei also contributed to exposure. As educator for War Child and founder of NYPAW, the Network of Young People Affected by War, he was interviewed on several occasions by news papers, magazines and TV programs.

***Publications***

All publications were developed and produced with full sponsorship.

<b><i>Means</i></b>	<b><i>Frequency</i></b>	<b><i>Circulation</i></b>	<b><i>Target group</i></b>
Paper newsletter 'Peace of Paper'	3	May: 86,117 September: 97,114 December: 25,091 (gift mailing only) Total: 208,322	Constituency: • Friends; • Donors (one time or more); • Companies; • Media, relations and other NGOs.
Monthly digital newsletter 'Peace of Post'	12	571,039	Constituency (see above)
Annual Report		250	Constituency, sector, journalists, relations of country offices: donors, partner organi- sations, embassies, those interested in War Child

<i>Websites</i>	<i>Unique visitors (per month)</i>	<i>Page views (average per month)</i>	<i>Target group</i>
www.warchild.nl	23,383	117,725	Constituency, those interested in War Child
www.kidsforwarchild.nl	3,253	15,356	Children 7 - 12 years old, teachers. Around 110 children and 180 teachers downloaded school packages from kids4warchild.nl
www.warchildholland.org	3,002	11,872	Constituency, those interested in War Child
www.annualreportwarchild.org	2,113	952	Constituency, sector, journalists, relations of country offices: donors, partner organisations, embassies, those interested in War Child

### 7.3.1 Kids and school

Every year a lot of children, teachers and primary schools contact War Child with offers of support. To inform, activate and bind them as much as possible, War Child has developed a long-term kids strategy which will be implemented in 2011.

This support was already very much present in 2010:

- Although the number of actions by children and schools decreased, 150 children and 35 primary schools organised fundraising events in 2010, target was 50. 11 year old Cas even won the national Barbara Ohmann Award;
- 400 children requested school packages and delivered lectures at school, which doubled the planned figure;
- More than 1,300 teachers downloaded the War Child school packages, well above the target of 500;
- During Queen's Day almost 100 children requested fundraising packages and raised money, planned was 150;
- 7,500 children built a living peace-sign during International Day of Peace.

Visibility in kids media raised:

- In the TEDx Youth conference on the Universal Day of Children's Rights our young action organiser Jip gave an impressive lecture about his fundraising initiative. Afterwards a live connection between Dutch children and children in Sierra Leone was made;
- War Child was present at the National Sports Week, organised by NOC/NSF, which formed the start of a cooperation between War Child and National Sports Week;
- The children's book 'Where I live, there is war' (Waar ik woon is het oorlog in Dutch) and a school package was published for primary schools;
- A web-based school package was developed for secondary schools, reaching 40,000 pupils the coming years.



War Child increased its efforts to spread its message on national television, printed kids media and kids websites. This resulted in increased awareness of the impact of war on children and a more visible media profile and news coverage (Jeugdjournaal (3x), Kidsweek (4x) and IS Magazine). War Child's goodwill ambassadors for kids Jetske van den Elsen and Lisa Wade helped raise awareness in different ways (such as web videos). In 2010 preparations were made for the War Child school musical, in 2011 it will be performed in thousands of Dutch primary schools.

## **THE MESSAGE: THE WORK OF WAR CHILD IS EFFECTIVE AND HAS A POSITIVE IMPACT**

### **7.4 War Child in the news**

War Child appeared in at least 500 printed articles, realizing the targeted amount. In general, the tone of voice was neutral. Not one of the articles monitored was negative. Only a slight percentage was explicitly positive. Moreover, on 20 occasions War Child was the subject of radio and TV items. The tone of voice of these items was between neutral and explicitly positive.

A highlight of media coverage was the War Child Peace Concert. Print media as well as television paid attention to the concert which contributed positively to the image of War Child. Also the announcement of the Radio 538 for War Child action created visibility.

An example of proactive positive media coverage was the TV-item broadcasted by KRO's Brandpunt, in which founder Willemijn Verloop was portrayed while going back to Sierra Leone to see what ten years of War Child's presence meant for the social well-being of the children who participated in the programs. The message: the work of War Child is effective and has a positive impact.

For 2011 the focus will be on the implementation of a proactive press strategy profiling War Child's expertise, claiming its authority as an independent humanitarian aid organisation that invests in a peaceful future of children affected by war.

**WE ARE ONE****ALEXANDER'S STORY****T-Mobile turned a bit into War Child**

T-Mobile has been partner and main sponsor of War Child since late 2007. Besides being a sponsor of major events in the Netherlands, T-Mobile is also partner in the Conn@ct.Now program. Director of Customer Service, Alexander Hamel, talks about the many efforts of T-Mobile for War Child.

T-Mobile does not only supply equipment for staff members, internet connections and hardware. With our know-how, expertise and manpower in the field, we can ensure that children in the conflict areas who are difficult to reach, can be reached. Furthermore T-Mobile has provided a mobile phone to all staff members in head office and in the field. Sponsoring creates so much more value than donating an amount of money. We connect people, which is exactly what War Child does with Conn@ct.Now.



### 8.1 Income and expenditure

Despite lower income than planned, War Child increased its income compared to 2009 by 3.6%, which made growth of 9% in project activities possible.

<b>Income</b>	<i>Realisation 2010</i>	<i>Budget 2010</i>	<i>Realisation 2009</i>
Income own fundraising	9,490,760	11,445,000	10,005,220
Share in activities of third parties	2,441,798	3,958,258	1,888,703
Government grants and others	2,852,410	2,354,226	2,429,667
Other income	69,783	-	10,767
<b>Sum of income</b>	<b>14,854,751</b>	<b>17,757,484</b>	<b>14,334,357</b>

**Expenditure**

	<i>Realisation</i> <i>2010</i>	<i>Budget</i> <i>2010</i>	<i>Realisation</i> <i>2009</i>
<b><i>Expenditure on behalf of the objective</i></b>			
Project activities	10,457,247	12,572,616	9,592,616
Preparation & coordination	774,895	919,347	885,828
Communication & awareness raising	1,422,196	1,308,134	1,210,661
<b><i>Subtotal expenses on behalf of the objective</i></b>	<b><i>12,654,338</i></b>	<b><i>14,800,097</i></b>	<b><i>11,689,105</i></b>
<b><i>Expenditures fundraising</i></b>			
Costs own fundraising	1,354,529	1,718,684	1,442,104
Costs obtaining government grants	250,293	253,618	201,310
<b><i>Subtotal expenses fundraising</i></b>	<b><i>1,604,822</i></b>	<b><i>1,972,302</i></b>	<b><i>1,643,414</i></b>
<b><i>Costs Management &amp; administration</i></b>			
	<b><i>1,120,085</i></b>	<b><i>1,040,957</i></b>	<b><i>913,558</i></b>
<b>Sum of expenses</b>	<b>15,379,245</b>	<b>17,813,356</b>	<b>14,246,077</b>

**Explanation of income**

In 2010, income increased by 3.6% to € 14.8, which is 16,3% below planned, but still an increase in comparison to 2009.

- Own fundraising: This revenue was 14.8% below planned. In the first half of the year War Child adjusted its fundraising targets because of a downward trend in gifts from companies, incidental gifts from private donors and income from legacies;
- Third parties: The share in activities in third parties shows a too ambitious plan for 2010. Furthermore, contracts were signed at the end of the year, income is expected in the following year;
- Other income and expenses: revenues from interest and currency fluctuations.

**Explanation of expenditure*****Expenditures on behalf of the objective***

In 2010, War Child's total expenditure amounted € 15.4 million, an increase of 8%. It remained 13.7% below planned as a result of the decrease of income.

- Project activities rose by 9% compared to 2009. A growth of 31% was planned but could not be achieved due to decreased income;
- The category Preparation & coordination on behalf of the project activities decreased by 12.5%. In 2009 War Child did extensive preparations for the Conn@ct.Now program, which was rolled out in 2010. At the start of 2010 the expenditures were budgeted higher, but had to be adapted because of lower income;



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**WE ARE ONE**

**FINANCES**

- The increase of communication and awareness raising costs is due to the fact that War Child invested more in fundraising in the streets. Because the impact of this contact is larger and it is more focused on the content of War Child's work than by phone, War Child has allocated more costs to this category.

#### ***Expenditures fundraising***

The Central Bureau for Fundraising stipulates that a recognised charity may devote a maximum of 25% of income to fundraising activities. War Child is well below this limit at 14.3%, which is the result of War Child stringent low cost policy. War Child was able to raise its targeted new structural donors, the biggest expenditure in this category, against the same cost percentage as last year despite the economic situation.

#### ***Management & administration***

The percentage costs Management & administration is 7.3%. This is a result of less expenditures on behalf of the objective. As these expenditures declined, the ratio grew by 0.5% compared to 2009.

**Result****Balance sheet as per 31 december 2010** (in euro)**Assets****Tangible fixed assets**

Property, plant and equipment	97,492
	<b>97,492</b>

**Current assets**

Accounts receivable	1,520,766
Securities	-
Cash and cash equivalents	5,912,085
	<b>7,432,851</b>

**7,530,343****Liabilities****Reserves and funds**

Reserves	
• Continuity reserve	5,050,000
• Earmarked reserve	626,306
• General reserve	-
	<b>5,676,306</b>

## Funds

• Earmarked funds	-
-------------------	---

## Short-term liabilities

Project obligations	-
Accounts payable	612,890
Taxes and social security payments	107,275
Accruals, provisions and other liabilities	1,133,872
	<b>1,854,037</b>

**7,530,343**

The result for 2010 was a deficit of € 524,494. In 2010 the Board of Trustees approved the increase of the continuity reserve to € 5,050,000 to cover short-term risks and to ensure War Child can meet its future obligations. The guideline from the Dutch Fundraising Institution Association (VFI) allows a maximum reserve of 1.5 times operational costs. War Child does not strive towards a maximum, so as not to unnecessarily block reserves which could be used for other ends.



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**WE ARE ONE**

**LOOKING AHEAD**

### ***Strategy 2015***

2011 will be about building on the achievements in 2010:

- Direct reach of beneficiaries will increase in the same portfolio as 2010, while growing in funding, towards its optimum to establish more efficiency;
- War Child will have clearer input and output (number of children involved, expenditures, impact) of its psychosocial support, education and child protection. With a newly implemented information system in the field, monitoring of results and costs will be more specific;
- The participation of children in War Child global advocacy is a priority in 2011, linking to the year of youth participation, voted by the United Nations;
- To enable this growth War Child will further strengthen its backbone by improving its IT architecture, planning and control and risk management.

### ***Country portfolio***

War Child will start new country selection in 2011, in order to have an optimal setup of the country portfolio. War Child revises the criteria for new program areas, investigates the Conn@ct.Now program and sharpens War Child's positioning in the international field.

In Afghanistan three new partners will broaden War Child's work in the volatile country. The Burundi program Promoting a spirit of change will start in 20 communities and 20 schools. War Child's education, psychosocial, child rights and protection, and economic reinsertion programs in DR Congo will continue through 2011.

In Israel and the occupied Palestinian territories the partner organisations will work on protection of children from violence, abuse, exploitation, neglect and discrimination. In Lebanon an agreement will be signed with the Ministry of Labour to consolidate the protection program. War Child continues promoting a culture of peace by bringing youth together from different sectarian, political and geographic areas.

Support for the partner in the Netherlands will be maintained. If stability in Sierra Leone continues, War Child will gradually withdraw from the country. The new Sudan strategy will place more emphasis on working directly with children who will work on awareness raising of child rights and child protection.

As long as there is no decision on the registration of War Child, the partner program in Sri Lanka will be maintained in 2011. War Child in Uganda will shift its focus to youth who need support with the rehabilitation and development of their country. Child protection and education activities will continue via a community based program.

#### ***Conn@ct.Now 2011***

Program activities in education, child protection and psycho-social support will commence in Burundi, Colombia, Sudan and Uganda. In Uganda the Conn@ct.Now partners will deploy several mobile ICT boxes, providing hardware and software to give access to essential information and resources about child protection for the community and to provide additional educa-

tional opportunities and a platform for awareness raising of child rights issues.

The innovation program, with its emphasis on embedding new approaches ICTs and Media, will launch, with the first pilot innovation project planned in South Sudan for the first half of 2011. This pilot will use radio and video technology to promote dialogue between children and caregivers to reduce domestic violence against children. During 2011, the Conn@ct.Now program will reach at least 170,000 children and young people.

#### ***Financial target***

The income target for 2011 is 18.8 million, broadly in line with strategy while remaining under 15% costs for own fundraising. The revenues from own fundraising are expected to grow to 10.8 million (14%), government grants (to 4.6 million) and third parties (to 3.3 million) while keeping total overhead ratio below at 6.5%. Total program expenditure will grow with 25% to 13 million.

#### ***Fundraising and communications***

- War Child will increase its fundraising base outside of the Netherlands;
- In The Netherlands major projects are the 'Radio 538 for War Child' week, the roll out of the War Child school musical for primary schools and a new corporate campaign, supported by a new online strategy.





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**WE ARE ONE**

**MARK'S STORY**

> **Follow up of Mark's story**  
(see page 20)

The world looks completely different now. This year, the last and most disputed peace talks were finished. How terrific that Israelis and Palestinians reached an agreement. Apparently pieces of the Separation Wall are almost sold out from the souvenir shops in Jerusalem. There has also been no stopping neighbour Lebanon for years now. The free elections were conducted to the satisfaction of all. I talked with a father who participated in a War Child programme in 2010 and he mentioned how his children were astonished to hear his story about the divided society of the past.

**“APPARENTLY PIECES OF  
THE SEPARATION WALL ARE  
ALMOST SOLD OUT FROM  
THE SOUVENIR SHOPS IN  
JERUSALEM.”**

**WE ARE ONE****MARK'S STORY**

Afghanistan also continues to move forward. Armed groups have been disarmed and it is now seven years since the last attack took place. According to a recent survey by the UN, 97% of girls attend school. This is quite similar to Colombia, where I recently visited a retrospective of former rebel forces (how long will 'rebel forces' still be an entry in dictionaries?). Admittedly, I almost gave up on DR Congo. While cleaning our archives, I found reports about the cruelties committed there. When you now see the beautiful environment and the kind people, it is unbelievable how quickly the people picked up their lives again. The country follows Sierra Leone as a favourite holiday destination for the Dutch. If you look really well on YouTube, you can still find shaking images of war.

**“OF COURSE I MUST THANK EVERYBODY, BUT THE CURRENT LIST OF PARTNERS IS SHORT.”**

**WE ARE ONE****MARK'S STORY**

Back to the order of the day. We agreed that the 21<sup>st</sup> of September, International Day of Peace, would be a good date for our very last working day. Then our door will close permanently. Of course I must thank everybody, but the current list of partners is short. T-Mobile will keep our mobile network in the air for still a while, Amsterdam local authorities gave us permission to stay in our office for a few months. Their mood was elated there as well of course, since the opening of the North-South metro line this year. Thanks also to the last seven Friends to whom we said goodbye this week, your final donation for 2025 has been returned to your account.

*Mark Vogt, Director of War Child*



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**WE ARE ONE**

**MARK'S STORY**



### **The Moment is coming**

The atmosphere at the office is indescribable. The tension builds up. On to the big day. We are all very proud of what we have achieved. Very excited that The Moment is coming. And yet a little sad to have to say goodbye to each other. But we always had this one big goal in mind. From the moment Willemijn Verloop started War Child 30 years ago.

> **Follow up on page 17**

**WAR**  
child

**Introduction**

In 2010 War Child's mission was as needed and relevant as ever. The War Child teams across 11 (post) conflict areas worked hard and passionate to reach as many children as possible within our mandate and capacity, and that amounted to over 500.000 children in 2010. A highlight of the year was the development of and government support for the Conn@ct Now coalition, with which we expect to reach even more children in coming years. In 2010 important first steps were made in the implementation of War Child 2015 strategy. A lowlight was the unprecedented short-fall in actual income versus budgeted income in 2010. The economic crises had a stronger effect than anticipated and the organisations internal

planning en control systems need to be tightened in 2011. But fortunately, a growth of programmes for war affected children and communities was achieved.

**Board of Trustees regulations**

As of December 31, 2009 the by-laws were changed, such that the War Child Board became a Board of Trustees on January 1, 2010. In 2007 the Board decided to gradually work towards the new model since growth brought further professionalism in management. In 2009 all necessary preparations were made, the by-laws and regulations prepared and submitted for approval to the current administration.

**Composition**

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

<i>Name/function in the Board/ portfolio/year of birth</i>	<i>Term of office Start - Until</i>	<i>Function/additional functions</i>
M.P. (Peter) Bakker/Chairperson/ General Affairs (1961)	2010 - 2013	• CEO TNT NV
A.C.C.M. (Xander) van Meerwijk/ Member/Marketing and Fundraising (1945)	1999 - 2011	• Executive Director LVG Holding BV; • Member of the board of the Dito Foundation; • Member of the board of the Merison Group BV.
J.W. (Willemijn) Verloop/ Vice chairperson/Marketing, Fundraising and Communications (1970)	2010 - 2013	• Founder of War Child • Board member Eureka Achmea Foundation • Board member (RVT) Amsterdam School of the Arts • Board member Movies the Matter • Commissionar at Mundial Productions • Board member European Centre for Conflictprevention • Board member Child Soldier Foundation • Board member War Child International • Advisor Ashoka Europe
E.K. (Evert) Greup/Treasurer/ Finances and Information (1956)	2005 - 2012	
M.G.M. (Marcel) van Soest/ Member/Humanitarian Aid (1965)	2004 - 2011	• Member of the Advisory Committee of the Global Unions AIDS program; • Observer of the IPU Advisory Group on HIV and AIDS (IPU is the Inter-Parliamentary Union); • Member of the HIV Interfaith Steering Committee for the Summit of High Level Religious Leaders on HIV; • Member of the Inter-Agency Task Team on Youth and HIV; • Member of the Task Team on Travel Restrictions

Dr. G.C.A. (Gerd) Junne/Member/  
Post Conflict Development (1947)

2010 - 2013

- Prof. dr. at University of Amsterdam
- Member of the Board of Trustees at International Institute for  
Communication and Development (IICD)
- Director (owner) at Triple L bv

A. G. (Bert) Koenders/Member/  
Advocacy and International  
Networks (1958)

2011 - 2014

- Former Minister of Development Cooperation
- Chair Rutgers-World Population Foundation
- Co-Chair Busan Conference Aid Effectiveness

All members of the previous Board were asked to remain until after the transition to ensure continuity into 2010. After the successful transition, in 2010 two members stepped down.

Shula Rijxman left at the end of her first term in February 2010. War Child congratulates Pink Ribbon to scoop Shula as their new chairman of the Board. War Child has benefitted from Shula's clear views, most prominently in her prime field of expertise: communications. Quite some time after his 'last term' Maarten van Dijk stepped down as the chairman in October 2010. Maarten was an invaluable contributor to the development of War Child since 1999. A special word of thanks would not suffice.

**Board member (re-)election procedure**

The Board has adopted a new rotation scheme, which ensures that the remaining 'old' Board members end their involvement in successive years (Xander van Meerwijk in 2011, Marcel van Soest in 2012 and Evert Greup in 2013), so as to ensure continuity while allowing for continuous renewal.

Each Board position has its own profile. Selection is based on expertise in War Child's fields of operation. A Board member stays in office for four years and can be reappointed once in the interest of Board continuity.

**Accountability statement**

This annual report is drawn up in accordance with the 2009 accounting guidelines for fundraising institutions Directive 650 of the Dutch Accounting Standards Board (DASB). The Board of Trustees' (BoT) accountability statement is part of the new reporting guideline of the Central Bureau for Fundraising (CBF).

The War Child Board of Trustees observes the following general principles:

1. War Child clearly distinguishes between the 'supervisory' role (adopting or approving plans and critically monitoring the organisation and its results) of the Board of Trustees, and the role of the Executive Director, the 'executive' role;
2. Part of War Child's DNA is the fundamental idea to have best possible use of funds, in such a way that it works towards its objectives in an effective and efficient manner;
3. War Child strives to maintain the best possible relationships with interested parties, with specific attention to information provision and to accepting and handling wishes, questions and complaints.

In the context of corporate governance War

**Maarten helped to build War Child:**

- as the ultimate volunteer, who not only gives a lot of energy - but a substantial amount of his time too: four weeks per year, for 11 years;
- as the colleague, that is available for presentations in-country, several travels abroad at own cost, and for social events;
- as a sportsman: every year raising more money (and running a better time) at the sponsor run Dam-tot-Damloop for War Child;
- as the professional: on every occasion with enormous devotion and attention, assessing new ways to reach our goals;
- as the human factor: a true support for the directors Willemijn and Mark, as ever available advisor to the management team.

War Child welcomed three new Board members in October 2010, Peter Bakker (chairman), War Child's founder Willemijn Verloop (vice chairman) and Professor Gerd Junne. Another new Board member joined in January 2011: Bert Koenders.

Child's Board of Trustees supports the guidelines described in the Code Wijffels and emphasises the importance of clarity and transparency in the style of management, supervision and accountability as a charitable organisation.

#### **Jurisdiction and tasks of Board of Trustees and Director during 2010**

The Board of Trustees supervises the organisation, ensuring that War Child's core values and goals are reflected in its operations; Board members will continue to visit programs to be informed in greater detail about War Child's performance. The Board of Trustees:

- monitors the activities of War Child aimed at realising the targets and contribute to War Child's mission;
- approves the strategic long-term plan and the corporate annual plan and budget and monitors the progress of the plan throughout the year;
- approves substantial adjustments of plans, budgets and investments;
- appoints (and can dismiss) the Director;
- ensures there are no conflicts of interests between foundation and Board members and/or officers. In case of conflicting interests those Board members involved will abstain from decision making and voting.

The Executive Board (Director):

is responsible for developing long-term strategy, the annual plan, budget and policy, results as well as all day-to-day operations;

- informs the Board of all relevant facts and developments;
- the Director is accountable to the Board for the progress and results concerning the annual plan and the budget, in quarterly reports and in the annual accounts and annual report. The Board approves these, if necessary, with adaptations, plans and execution;
- prepares the agenda for and generally attends meetings of the Board. The agenda and all necessary financial information and progress updates for these meetings are provided in advance;
- has an external representative role for the organisation.

#### **Meetings**

In 2010, the Board of Trustees held five regular meetings. Main subjects on the board's agenda in 2010 were:

- Information flow and communication between Board and the Executive Director and Management Team;
- Progress of the implementation of the new corporate 2015 Strategy;
- Streamlining Information management including Key Performance Indicators between the Board and organisation;
- The Board's transition process into the Board of Trustees;
- Selection of new members;
- Approval of the global advocacy strategy;
- Visits of Board members to Uganda and Sierra Leone;
- Progress of War Child International;
- The development the Conn@ct.Now program.

Prior to Board meetings, department heads discussed the annual plans and interim reports with their counterparts (as portfolio holder(s)) on the Board.

#### **Committees**

In the second half of the year the Board has established two committees:

1. The Audit Committee (AC), which has a regular mandate (primarily financial matters, risk management, ICT, bi-annual meetings with the external auditor), and consists of Evert Greup, Gerd Junne and Marcel van Soest. In its first meeting in October 2010 the external auditor presented its interim report, which primarily highlights two issues to improve, namely the monitoring of project costs in program areas and the development and implementation of an ICT policy. As part of their corporate responsibility policy the external auditor made available one of their team members to join the controller on a trip to Uganda, so as to advise on the procedures regarding monthly reporting procedures. The findings were discussed at the AC meeting. AC members were also briefed on the developments regarding risk management and the treatment of gifts in kind in the books. Regretfully, it appears auditing rules are moving towards more and more inclusion of gifts in kind in the financial statements – which leads to adding real cash-based transactions to ar-

- bitrarily valued gifts in kind (= non-cash-based amounts), thereby ballooning the 'financial' statements with arbitrary numbers. In War Child's financial statements War Child takes care to limit these effects as much as possible and draw the attention of readers to the effect of the gifts in kind that we had to include.
2. The Selection, Appointment and Remuneration Committee, which selects, appoints, evaluates and remunerates the executive director, and consists of Peter Bakker, Willemijn Verloop and Evert Greup. In 2011 this committee will initiate and execute the self evaluation of the Board.

Prior to the formal existence of these committees, individual Board members or groups of Board members performed these tasks; e.g. the Boards treasurer a.o. meeting the external auditors and the Chairman evaluating the General Manager.

#### **Remuneration of the executive director**

In 2010 Executive Director Mark Vogt led the organisation. Following War Child's stringent low cost policies, all management fees are set well below the guidelines of the Dutch Fundraising Institutions Association (VFI) for management salaries. The advisory guideline of VFI comprises of a set of criteria and norms for the annual salary. The Supervisory Board has determined the amount of the management remuneration and additional benefits to be paid to management. The remuneration policy is regularly reviewed, most recently in 2010.

In determining the remuneration policy and remuneration, War Child refers to VFI's advisory scheme for the remuneration of the management of charitable organisations (in Dutch: Adviesregeling Beloning Directeuren van Goede Doelen) and the code of governance for charitable organisations (Code Wijffels, see [www.vfi.nl](http://www.vfi.nl)). Under the advisory scheme, a maximum annual remuneration is determined on the basis of weighted criteria. At War Child, this weighting was performed by the Remuneration Committee. This resulted in a so-called basic score for management positions (Basis Score voor Directiefuncties - BSD) of 485 points, scale I with a maximum salary of € 124,233 (1 fte, 12 months). In line with her low costs policy War Child chooses to stay explicitly one scale under VFI scheme and adjusts scale I to H with a maximum annual remuneration of € 106,818 (1 fte, 12 months).

In 2010, the actual incomes of management for the purposes of assessment of compliance with VFI's maximum annual remuneration were as follows: € 83,022 (1 fte, 12 months). These incomes were within the maximum set by VFI.

In the financial statements, the size and composition of the management remuneration is reported in the notes to the statement of operating income and expenditure.

#### **Board activities**

Board members regularly take part in activities in order to stay abreast of important developments and support War Child. Several members made total three project visits. To this end the Board's treasurer and vice chairman took part in the fundraising gala of football club Feyenoord (which raised € 113, 000); several Board members joined the yearly golf event (€ 26,000), in an annual tradition, chairman Maarten joined the Dam-tot-Damloop run with 300 other War Child runners. Also, several Board members were present at the International Management Meeting, in which management staff from the field came to head office to exchange information and determine country strategies.

#### **Board expenses**

The Board consists of only volunteers who cover all related costs. As a result 2010 expenses were € 0. All members, as with goodwill ambassador Marco Borsato, travelled and engaged in activities at their own expense.

M.P. (Peter) Bakker  
A.C.C.M. (Xander) van Meerwijk  
J.W. (Willemijn) Verloop  
E.K. (Evert) Greup  
M.G.M. (Marcel) van Soest  
Dr. G.C.A. (Gerd) Junne  
A.G. (Bert) Koenders

**Balance sheet as per 31 December 2010** (after proposed profit appropriation)

	31 Dec 10	31 Dec 09
<b>Assets</b>		
<b>Tangible fixed assets</b>		
2.1 Property, Plant and Equipment	97,492	128,471
	<b>97,492</b>	<b>128,471</b>
<b>Current assets</b>		
2.2 Accounts receivable	1,520,766	1,271,959
2.3 Securities	-	-
2.4 Cash and cash equivalents	5,912,085	6,002,735
	<b>7,432,581</b>	<b>7,274,694</b>
	<b>7,530,343</b>	<b>7,403,165</b>
<b>Liabilities</b>		
<b>Reserves and funds</b>		
<b>2.5.1 Reserves</b>		
Continuity reserve	5,050,000	4,000,000
Earmarked reserve	626,306	1,028,471
General reserve	-	1,172,328
	<b>5,676,306</b>	<b>6,200,799</b>
<b>2.5.2 Funds</b>		
Earmarked funds	-	-
	-	-
<b>Short-term liabilities</b>		
Accounts payable	612,890	471,119
2.6.1 Taxes and social security payments	107,275	198,467
2.6.2 Accruals, provisions and other liabilities	1,133,872	532,780
	<b>1,854,037</b>	<b>1,202,366</b>
	<b>7,530,343</b>	<b>7,403,165</b>

**Statement of income and expenses in 2010**

	Realisation 2010	Budget 2010	Realisation 2009
<b>Income</b>			
<b>Income own fundraising</b>			
Donations, gifts and grants	9,249,165	10,850,000	9,196,158
Legacies	88,094	500,000	723,440
Gifts in kind	153,501	95,000	85,622
	<b>9,490,760</b>	<b>11,445,000</b>	<b>10,005,220</b>
<b>Share in activities of third parties</b>			
Dutch Postcode Lottery	900,000	1,003,021	1,000,000
UNICEF	663,856	1,201,133	302,497
European Union	389,412	798,544	288,609
Other	488,530	955,560	297,597
	<b>2,441,798</b>	<b>3,958,258</b>	<b>1,888,703</b>
<b>Government grants and others</b>			
PSO	851,338	424,903	454,471
Dutch Ministry of Foreign Affairs	2,001,072	1,929,323	1,975,196
	<b>2,852,410</b>	<b>2,354,226</b>	<b>2,429,667</b>
<b>Other income</b>			
Other financial income and expenses	69,783	-	10,767
	<b>14,854,751</b>	<b>17,757,484</b>	<b>14,334,357</b>
<b>Expenses</b>			
<b>Expenditure on behalf of the objective</b>			
3.1.1 Project activities	10,457,247	12,572,616	9,592,616
3.1.2 Preparation & coordination	774,895	919,347	885,828
3.1.3 Communication & awareness raising	1,422,196	1,308,134	1,210,661
	<b>12,654,338</b>	<b>14,800,097</b>	<b>11,689,105</b>
<b>Expenditures fundraising</b>			
3.2.1 Costs own fundraising	1,354,529	1,718,684	1,442,104
3.2.2 Costs obtaining government grants and third parties	250,293	253,618	201,310
	<b>1,604,822</b>	<b>1,972,302</b>	<b>1,643,414</b>
<b>Management &amp; administration</b>			
3.3.1 Costs Management & administration	1,120,085	1,040,957	913,558
	<b>1,120,085</b>	<b>1,040,957</b>	<b>913,558</b>
	<b>15,379,245</b>	<b>17,813,356</b>	<b>14,246,077</b>
<b>Surplus / (Deficit)</b>	<b>(524,494)</b>	<b>(55,872)</b>	<b>88,280</b>
<b>Ratios (%)</b>			
Costs own fundraising	14.3%	15.0%	14.4%
Costs obtaining government grants	4.7%	4.0%	4.7%
Costs Management & administration	7.3%	5.8%	6.4%
Total expenditure on behalf of the objective/Total income (Gross)	85.2%	83.3%	81.5%
Total expenditure on behalf of the objective/Total income (Net)	82.3%	83.1%	82.1%

**The appropriation of results is as follows:**

	2010	2009
Surplus / (Deficit)	(524,494)	88,280
<b>(Addition) / Withdrawal from:</b>		
Continuity reserve	(1,050,000)	-
Earmarked reserve	402,166	(775,494)
General reserve	1,172,328	295,055
Earmarked fund	-	392,158
Balance at the end of the financial year	-	-

**The cash flow statement is as follows:**

	2010	2009
<b>Cash flow from operational activities</b>		
Result	(524,494)	88,280
Adjustment for:		
• depreciation tangible fixed assets	127,838	137,311
<b>Gross cash flow from operational activities</b>	<b>(396,656)</b>	<b>225,591</b>
Change in accounts receivable	(248,807)	(347,520)
Change in short-term liabilities	651,671	(327,389)
<b>Net cash flow from operational activities (A)</b>	<b>6,208</b>	<b>(449,318)</b>
<b>Cash flow from investment activities</b>		
Investments in tangible fixed assets	(96,858)	(12,804)
<b>Cash flow from investment activities (B)</b>	<b>(96,858)</b>	<b>(12,804)</b>
<b>Cash flow from financing activities (C)</b>	<b>-</b>	<b>-</b>
<b>Change in cash and cash equivalents (A+B+C)</b>	<b>(90,650)</b>	<b>(462,122)</b>
Cash and cash equivalents per 1 January	6,002,735	6,464,857
Cash and cash equivalents per 31 December	5,912,085	6,002,735
<b>Change in cash and cash equivalents</b>	<b>(90,650)</b>	<b>(462,122)</b>

**Notes to the cash flow statement**

The cash flow overview is drawn up according to the indirect method. The cash and cash equivalents have decreased by € 90,650 compared to 2009. The difference between 2009 and 2010 can be explained as follows:

**Change in net cash flow from operational activities****Accounts receivables**

The claim on legacies have decreased with 73% (331,000). At the same time the claim on subsidy increased with 50% (443,000).

**Short-term liabilities**

The change in short-term liabilities is mainly due to the category "donations received in advance" and "Received in advance from institutional donors". More was received in advance in 2010 than in 2009.

**Change from investment activities**

More investments were done to develop a system in the field to create up-to-date management information.

**Notes to the Balance sheet and the Statement of income and expenses****11.1 Accounting policies for the Balance sheet and Statement of income and expenses****11.1.1 General**

This report is drawn up following the principle of historical costs. Unless indicated otherwise, assets and liabilities have been admitted against no-par value. The annual accounts are arranged according to "Guideline 650 Fundraising Institutions". The objective of this directive is to give a better insight into the costs of the organisation and expenditure of the resources in relation to the objective for which these funds were brought together. In addition, the revised guideline has a more transparent lay-out than the old version and has to be used uniformly by every fundraising institution.

**11.1.2 Tangible fixed assets**

Tangible fixed assets are valued at purchase price minus depreciation, determined on estimations of their economic life span. Tangible fixed assets which are applied as part of the objective are de-preciated in full. In the notes to the tangible fixed assets this is, as far as it is relevant, additionally clarified. For the value of the assets on behalf of the operational management, a fund assets operational management will be retained at the end of the financial year at the expense of the earmarked reserve.

**11.1.3 Reserves and Funds**

The equity of the foundation are in place in order for the organisation to achieve its objectives. The equity is divided into reserves and funds. The reserves are earmarked by the Board, whereas the funds are earmarked by third parties, like private individuals and corporate sponsors. The reserves within War Child consist of the continuity reserve, the earmarked reserve and the general reserve. The funds consist of earmarked funds on behalf of the objective, in general projects in the field.

**11.1.4 Other assets and liabilities**

The other assets and liabilities are valued against no-par value. The valuation of accounts receivable is made by deduction of a provision because of irrecoverability based on the individual valuation of the accounts receivable.

**11.1.5 Foreign currency**

Transactions in foreign currency are converted to euro at the exchange rate of the transaction date. At

the end of the financial year all accounts receivable and liabilities in foreign currency are converted to euro on the basis of the exchange rate as per balance date. Exchange rate results have been added to the income statement.

**11.1.6 Contributions, donations and grants**

The income consists of the proceeds from contributions, donations, grants and other income which are ascribed to the financial year concerned. Donations are accounted for in the year in which these were granted. Losses are taken into account if they originate in the financial year in question and as soon as these are anticipated. Grants are accounted for in the year of receipt.

**11.1.7 Gifts in kind**

Gifts in kind are valued against fair value in The Netherlands. The fair value is estimated as the regular selling price of the supplier minus a reduction which best reflects the circumstances in which the gift is made (e.g. positive exposure for the supplier, price differentiation due to corporate social responsibility programs, discounts for older products, etc.) Contributions from volunteers are not financially accounted for. In addition, services and products that War Child would purchase when sponsors would not have been found, are treated as contributions from volunteers and are therefore also not recognized in the income statement. Processing gifts in kind does not affect the result and the equity, but only the volume of income and expenses. The income is accounted for under the income from own fundraising. The expenses are accounted for where they are usually accounted for.

**11.1.8 On-charged expenses**

Based on Guideline 650, six main activities can be distinguished within the organisation:

- Project activities;
- Preparation & coordination;
- Communication & awareness raising;
- Fundraising;
- Obtaining grants;
- Management & administration.

The organisation has costs in support of these activities. These costs are recognized to the year concerned and are oncharged based on a fixed distribution formula per staff member. This distribution formula is determined per staff member based on the time spent on an activity. Directs costs on behalf of the main activities are also ascribed to the year concerned.

### 11.1.9 Costs project activities/project obligations

Costs on behalf of the own projects are directly attributed to these projects in the year in which the activities are done. Attributed funds to local partners are accounted for as liabilities in the year of attribution.

### 11.2 Notes to the Balance sheet as per 31 december 2010

#### 11.2.1 Tangible fixed assets

##### 11.2.1 Property, Plant and Equipment (in euro)

	Capital assets	Project goods	Total
Purchase value assets	371,717	604	383,351
Cumulative depreciations	(243,850)	-	(243,850)
<b>Value as per 1 January 2010</b>	<b>127,867</b>	<b>604</b>	<b>128,471</b>
Investments during the financial year	69,470	27,389	96,859
Depreciations during the financial year	(100,518)	-	(100,518)
Directly charged to project	-	(27,320)	(27,320)
<b>Value as per 31 December 2010</b>	<b>96,819</b>	<b>673</b>	<b>97,492</b>
Cumulative purchase value assets	441,187	27,993	469,180
Cumulative depreciations	(344,368)	-	(344,368)
Directly charged to project	-	(27,320)	(27,320)
	<b>96,819</b>	<b>673</b>	<b>97,492</b>
<b>Depreciation percentages</b>	<b>33.33%</b>	<b>0.00%</b>	

#### Capital assets

The investments in 2010 largely involve the development of the Management Information System. The depreciation of these investments will, depending on the development of the module, be attributed to the main activity concerned. Preparation & coordination (€ 16,640), Communication & awareness raising (€ 9,198) and Own fundraising (€ 57,595). Depreciation costs for head office are accounted for under the support costs (€ 17,085).

#### Project goods

The value of the project goods as per 31 December 2010 concerns purchased laptops of which the costs are charged to the project after placing it at the disposal of the project. Other goods on behalf of projects are entirely written off during the financial year. War Child does not depreciate these goods linear, because of the intensive use their life-span in the project countries is lower than one year.

### 11.2.2 - 11.2.4 Current assets

#### 11.2.2 Accounts receivable (in euro)

	31 Dec 2010	31 Dec 2009
Legacies due	127,331	458,800
Subsidy accounts receivable	889,713	438,010
Interest savings accounts	57,032	69,173
Advances	5,774	2,370
Deposits	290	290
Prepayments in project countries	212,053	239,468
Other accounts receivable	228,573	63,848
	<b>1,520,766</b>	<b>1,271,959</b>

#### 11.2.3 Securities

War Child ensures that no relation exists between War Child on the one hand, and socially irresponsible companies on the other hand. With the insecurity that flows with investments, War Child has decided not to include any securities in its portfolio.

#### 11.2.4 Cash and cash equivalents (in euro)

	31 Dec 2010	31 Dec 2009
Savings accounts head office	3,410,086	3,551,450
Current-account head office	1,142,260	1,632,705
Current-account field	1,356,488	817,192
Cash	3,251	1,388
	<b>5,912,085</b>	<b>6,002,735</b>

War Child deposits the cash and cash equivalents in project countries at renowned banks. In some countries it is hard to find a renowned bank, War Child more intensively monitored the financial state of these banks and the impact of the financial crisis on these banks.

#### 11.2.5 Reserves and funds

The reserves are spent in concordance with the designated purpose given to them with the establishment of the income. In view of a correct justification of the tied-up reserves, already at the receipt of gifts, donations and grants the earmarking for projects is taken into account.



## 11.2.5.1 Overview reserves (in euro)

	(A)	(B)		(C)	Total
	Continuity reserve	Earmarked reserve		General reserve	
		Asset			
		operational management	Project activities	General reserve	
<b>Balance as per 1 January 2009</b>	<b>4,000,000</b>	<b>252,978</b>		<b>1,467,383</b>	<b>5,720,361</b>
• Additions	-	-	900,000		900,000
• Withdrawals	-	(124,506)	-	(295,055)	(419,561)
<b>Balance as per 1 January 2010</b>	<b>4,000,000</b>	<b>128,472</b>	<b>900,000</b>	<b>1,172,328</b>	<b>6,200,800</b>
• Additions	1,050,000	52,223	500,000	-	1,602,223
• Withdrawals	-	(83,805)	(870,584)	(1,172,328)	(2,126,717)
<b>Balance as per 31 December 2010</b>	<b>5,050,000</b>	<b>96,890</b>	<b>529,416</b>	<b>-</b>	<b>5,676,306</b>

## Ad A) Continuity reserve

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

## Guideline

For the determination of the size of the continuity reserve, War Child follows the guideline of the Dutch Fundraising Institutions Association (VFI). The guideline allows a maximum reservation of 1.5 times the costs of the operational organisation. The operational organisation is defined according to the VFI-code as: "Costs own staff (for the recruitment as well as the execution of the objective), housing costs, office and administration costs on behalf of the own organisation, management costs, costs for fundraising, as well as the costs of out-sourced services concerning the above-mentioned posts."

War Child does not strive for a maximum reserve, because War Child does not want to unnecessarily block reserves which can be used in project activities. The board of trustees has established a minimum to ensure that the ongoing obligations can be met, set at six months.

For the calculation of this reserve, the costs of the operational organisation were taken into account:

Direct costs fundraising (100%)	€	872,929
Support costs (100%)	€	3,648,484
Costs of project activities - execution own organisation (50%)	€	3,728,796
Costs of project activities - execution local partners (25%)	€	579,347
<b>Costs own operational organisations</b>	<b>€</b>	<b>8,829,555</b>

The current continuity reserve of € 5.050.000 equals 0.6 times the cost of the operational organisation which, in accordance with the guideline, is sufficient.

Development	2010	2009	2008	2007	2006
Continuity Reserve / Costs own operational organisation	0.6	0.5	0.6	0.7	0.7

## Ad B) Earmarked reserve

The earmarked reserve is the part of the reserve which is set aside by the board of trustees for a specific purpose. In 2010, that was the fund 'assets operational management', 'project activities' and 'call for proposals'. The begin balance of € 900,000 from the fund project activities was assigned for the start up for the Conn@ct.now program and for activities in Colombia, Israel and the occupied Palestinian territories and Uganda and have been used in that manner in 2010. The new dotation of € 500,000 will be assigned to Sudan, DR Congo, Colombia and Uganda.

## Ad C) General reserve

The general reserve comprises that part of the reserve which has not yet been appointed to a destination and for that reason can be used for various ends. Until 2009 War Child already allocated the amount towards several purposes, but this was not yet approved in exact amount by the board. This is why it didn't form part of the earmarked reserve. As from 2010 War Child will no longer use the general reserve in this manner and will appoint towards the earmarked reserve. This is also more in line with the guideline 650.

## 11.2.5.2 Earmarked funds

When third parties, thus not War Child's Board, have given a specific destination it concerns an earmarked fund. For 2010 there were no ear-marked funds.

## 11.2.6 Short-term liabilities

## 11.2.6.1 Taxes and social security payments (in euro)

	31 Dec 2010	31 Dec 2009
To be paid income tax - head office	50,872	50,708
To be paid social security charger - head office	26,349	25,137
To be paid gift tax - head office	19,933	19,933
To be paid income tax - field	131	102,570
To be paid national insurance contributions - field	9,990	119
	<b>107,275</b>	<b>198,467</b>

## 11.2.6.2 Accruals, provisions and other liabilities (in euro)

	31 Dec 2010	31 Dec 2009
Provision holiday allowance and holidays	257,568	221,742
Donations received in advance	245,235	58,229
Transistoria credit - head office	131,577	168,035
Provisions staff - field	115,311	20,876
Received in advance from institutional donors	348,181	63,898
	<b>1,133,872</b>	<b>532,780</b>

**11.2.7 Rights and obligations not included in the balance****11.2.7.1 Long-term financial obligations**

In 2008, War Child head office moved to a new location. To that end, in 2007, a rental obligation was engaged for five years for a total amount of € 999,000, of which € 199,800 will expire within one year.

**11.2.7.2 Long-term financial rights**

In 2010, War Child was granted an amount of

**11.3 Notes to the Statement of income and expenses in 2010**

As mentioned in the 'Notes to the balance sheet and statement of income and expenses (1.8)', the on-charge of support costs is based on a fixed distribution key per staff member. It is procentually determined by how much time each staff member has spent per main activity. The other expenses are direct costs and these have also been attributed to the main activity as such.

**11.3.1.1 Costs project activities (in euro)**

	2010		Total per country:	2009		Total per country:
	Own Projects*:	Contracts with local partners:		Own Projects*:	Contracts with local partners:	
Afghanistan	239,201	175,955	<b>415,156</b>	811,722	61,594	<b>873,316</b>
Burundi	116,884	101,724	<b>218,608</b>	3,688	60,000	<b>63,688</b>
Chechnya	-	30,000	<b>30,000</b>	500	120,000	<b>120,500</b>
Colombia	404,246	638,358	<b>1,042,604</b>	265,330	505,340	<b>770,671</b>
Democratic Republic of Congo	1,014,009	159,640	<b>1,173,649</b>	806,364	196,577	<b>1,002,940</b>
Israel/occupied Palestinian territories	340,504	594,587	<b>935,091</b>	250,473	570,893	<b>821,366</b>
Lebanon	44,792	139,571	<b>184,363</b>	-	89,850	<b>89,850</b>
Sierra Leone	1,084,943	-	<b>1,084,943</b>	1,163,968	1,341	<b>1,165,310</b>
Sri Lanka	132,452	65,000	<b>197,452</b>	260	100,000	<b>100,260</b>
Sudan	1,818,327	170,261	<b>1,988,588</b>	1,194,446	137,044	<b>1,331,491</b>
The Netherlands	-	-	-	-	50,000	<b>50,000</b>
Uganda	1,968,015	242,293	<b>2,210,308</b>	1,937,711	248,232	<b>2,185,944</b>
Projects General	294,218	-	<b>294,218</b>	396,765	-	<b>396,765</b>
Support costs	682,267	-	<b>682,267</b>	620,518	-	<b>620,518</b>
	<b>8,139,858</b>	<b>2,317,389</b>	<b>10,457,247</b>	<b>7,451,747</b>	<b>2,140,872</b>	<b>9,592,619</b>

\* If War Child has a contract with a local partner, these expenses are accounted for under the column 'Contracts with local partners'. In addition, War Child works with many partners within its own projects (communities, young people etc), which are accounted for under the column 'Own Projects'.

€ 21.05 million for five years in relation to the Co-Financing System (MFS) by the Dutch Ministry of Foreign Affairs. This contracts will become effective in 2011 when War Child will receive the first payments.

**11.2.7.3 Contracts with partners 2010**

With the board's approval of the 2011 budget, a full obligation has been entered into with local partners for the amount of € 1,823,345 (2010: € 2,500,000).

**11.3.1 Expenditure on behalf of the objective**

War Child distinguishes three main activities on behalf of the objective: project activities, Preparation & coordination and Communication & awareness raising. The costs within these main activities can be divided into direct costs and support costs.

**11.3.1.2 Costs Preparation & coordination (in euro)**

	2010	2009
Methodology development	160,239	191,865
Recruitment, training and preparation field staff	52,122	14,652
Management Information System	15,261	73,925
Other costs	-	71,740
Support costs	547,273	533,646
	<b>774,895</b>	<b>885,828</b>

**11.3.1.3 Costs Communication & awareness raising (in euro)**

	2010	2009
General-interest education	528,976	423,810
Printed news letter	47,913	94,189
Field visits	10,291	4,256
Management Information System	9,198	8,384
Other costs	183,686	149,479
Support costs	642,132	530,543
	<b>1,422,196</b>	<b>1,210,662</b>

**11.3.2 Expenditure fundraising****11.3.2.1 Costs own fundraising (in euro)**

	2010	2009
Recruitment private donors	737,566	909,391
Management Information System	57,595	51,257
Other costs	77,768	93,744
Support costs	481,600	387,712
	<b>1,354,529</b>	<b>1,442,104</b>

	2010	2009	2008	2007	2006
Costs own fundraising	1,354,529	1,442,104	1,201,698	935,139	775,596
Income own fundraising	9,490,760	10,005,220	8,877,454	6,859,712	5,279,698
% costs own fundraising	<b>14.3%</b>	<b>14.4%</b>	<b>13.5%</b>	<b>13.6%</b>	<b>14.7%</b>

The hallmark of the Central Bureau for Fundraising stipulates that a recognized charity may devote a maximum of 25% of private income to fundraising activities. With its 14.3%, War Child is well below the CBF-limit. This percentage is made possible by a large number of sponsors who donate goods and services to War Child and a strict low cost policy.

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

## 11.3.2.2 Costs obtaining grants (in euro)

	2010	2009		
Direct costs	75,165	64,796		
Support costs	175,128	136,514		
	<b>250,293</b>	<b>201,310</b>		
	2010	2009	2008	2007
Costs obtaining grants	250,293	201,310	160,145	160,037
Income grants	2,852,410	2,429,667	3,088,577	2,424,965
% costs obtaining grants	<b>8.8%</b>	<b>8.3%</b>	<b>5.2%</b>	<b>6.6%</b>

War Child succeeded to sign new contracts with institutional donors. Costs for obtaining grants were made in 2010, but because contracts were signed at the end of the year, income is expected in the following year.

## 11.3.3 Management &amp; administration

## 11.3.3.1 Costs management &amp; administration (in euro)

	2010	2009		
Direct costs	-	20,011		
Support costs	1,120,085	893,547		
	<b>1,120,085</b>	<b>913,558</b>		
	2010	2009	2008	2007
Costs management & administration	1,120,085	913,558	742,587	613,871
Total costs	15,379,244	14,246,077	12,526,572	9,378,295
% Costs Management & administration	<b>7.3%</b>	<b>6.4%</b>	<b>5.9%</b>	<b>6.5%</b>

For the percentage costs management & administration War Child maintains a low costs policy. For that reason, War Child has put the long term objective for the percentage at 7% or below. The entire growth in costs should be made on behalf of the objective in order to keep the percentage management & administration low.

The on-charge of people and departments which fall under management & administration are: executive director (100%), facilities department (100%) and ICT department (100%), Management Team (20%), donors management (100%) and other employees of the department operations, in accordance with the time spent. This on-charge is in line with the guideline from VFI.

In 2010 the percentage was slightly above the 7%. This is mainly because of the decision to reduce/postpone the expenses for project activities in the last few months of 2010 and not in management & administration. With the planned budget for 2011 cutting in management & administration, which mainly means reducing staff, was not seen as the appropriate measurement to ensure objectives are going to be met in 2011. Postponing with project activities still ensures that the objectives will be met.

## 11.3.4 Summary: Specification and on-charge expenses to destination (in euro)

Destination	Objective	Income Fundraising			Management & Administration	Total 2010	Budget 2010	Total 2009		
		Own Fundraising	Third party activities	Grants						
Main activity ▶	Communication & Awareness raising	Preparation & Coordination	Project activities							
Expenses ▼										
<b>Direct costs</b>										
Grants and contributions	-	227,622	9,774,980	-	-	75,165	-	<b>10,077,767</b>	12,344,732	8,327,819
Payments	-	-	-	-	-	-	-	-	-	-
Purchases and acquisitions	-	-	-	872,929	-	-	-	<b>872,929</b>	1,234,825	844,363
Outsourced activities	-	-	-	-	-	-	-	-	-	-
Publicity and communication	780,064	-	-	-	-	-	-	<b>780,064</b>	622,943	562,706
<b>Support costs</b>										
Staff costs	536,193	456,982	569,705	402,144	-	146,234	935,291	<b>3,046,549</b>	3,012,727	2,266,862
Housing costs	46,107	39,296	48,989	34,580	-	12,575	80,426	<b>261,973</b>	269,580	226,490
Office and general costs	46,186	39,363	49,072	34,639	-	12,596	80,563	<b>262,419</b>	305,460	68,832
Depreciation and interest	13,646	11,632	14,501	10,237	-	3,723	23,805	<b>77,543</b>	23,088	229,498
<b>Total expenses</b>	<b>1,422,196</b>	<b>774,895</b>	<b>10,457,247</b>	<b>1,354,529</b>	<b>-</b>	<b>250,293</b>	<b>1,120,085</b>	<b>15,379,244</b>	<b>17,813,355</b>	<b>12,526,570</b>
Budget 2010	1,308,134	919,347	12,572,616	1,718,684	-	253,618	1,040,957	<b>17,813,356</b>		
% w/r/t total expenses per group	9.2%	5.0%	68.0%	8.8%	0.0%	1.6%	7.3%	<b>100%</b>		
% w/r/t total expenses per destination			82.3%			10.4%	7.3%	<b>100%</b>		
% on-charge support costs	17.6%	15.0%	18.7%	13.2%	0.0%	4.8%	30.7%	<b>100%</b>		

As mentioned in the 'Notes to the balance sheet and statement of income and expenses' the on-charge of support costs takes place based on the fixed distribution key per member of staff. It has been percentageally determined how much time each staff member has spent per main activity (see total percentages per destination). Other expenses are direct costs and these have also been attributed to the main activity as such.

**11.3.5 % Total expenditure on behalf of the objective / Total income (in euro)**

<b>GROSS</b>				
	<b>2010</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>
Expenditure on behalf of the objective	12,654,338	11,689,105	10,422,140	7,669,247
Total income	14,854,751	14,334,357	13,770,460	10,374,898
<b>% expenditure o.b.o. the objective</b>	<b>85.2%</b>	<b>81.5%</b>	<b>75.7%</b>	<b>73.9%</b>
<b>NETT</b>				
	<b>2010</b>	<b>2009</b>	<b>2008</b>	<b>2007</b>
Expenditure on behalf of the objective	12,654,338	11,689,105	10,422,140	7,669,247
Total income	15,379,245	14,246,077	12,526,570	9,628,295
<b>% expenditure o.b.o. the objective</b>	<b>82.3%</b>	<b>82.1%</b>	<b>83.2%</b>	<b>79.7%</b>

War Child shows both a gross and nett percentage.

The gross percentage shows the percentage without taking into account the possible effects on the statement of income and expenses. The income received in a financial year does not necessarily have an effect on the expenditure on behalf of the objective in the financial year. For that reason, War Child also shows a net percentage, at which the total income is corrected with the results of the financial year. Due to the significant growth of War Child the effect is that more fluctuations will be apparent in the percentage. War Child's aim, therefore, is not to have a percentage as high as possible within a financial year, but to let the percentage grow each year.

**11.3.6 Specification of the support costs (in euro)**

	<b>2010</b>	<b>2009</b>
<b>Salaries and social security charger</b>		
Gross wages	2,173,178	1,775,755
Social security charger	346,513	293,590
Provisions holiday allowance	174,620	144,251
	<b>2,694,311</b>	<b>2,213,596</b>
<b>Other staff costs</b>		
Pension premiums	145,686	136,679
Educational costs	35,619	30,238
Health and safety executive	3,656	6,799
Canteen costs	917	3,867
Absence insurance	22,327	18,978
Recruitment and selection office staff	14,767	11,769
Travel costs living/work	42,939	31,353
Temporary staff	69,995	-
Other staff costs	16,332	6,879
	<b>352,238</b>	<b>246,562</b>
<b>Board/Management Team costs</b>		
Board costs	-	-
Management Team costs	785	-
Field visits management team	4,067	6,460
	<b>4,852</b>	<b>6,460</b>
<b>Housing costs</b>		
Rent	206,818	205,994
Gas, water and electricity	30,386	35,458
Other housing costs	24,769	28,113
	<b>261,973</b>	<b>269,565</b>
<b>Office costs</b>		
Office supplies	26,421	53,299
Communication costs	20,344	10,606
Postage	43,400	39,820
Other office costs	34,109	24,381
	<b>124,274</b>	<b>128,106</b>
<b>Other general costs</b>		
Administration costs	24,931	56,885
Consultancy costs	37,146	45,293
Costs money transfers	58,666	46,703
Subsequent proceeds/costs	(8,696)	(17,153)
Depreciation costs	17,085	18,324
User costs Management information system	75,003	72,717
Other general costs	6,701	15,423
	<b>210,836</b>	<b>238,192</b>
	<b>3,648,484</b>	<b>3,102,481</b>

**11.4 Other information**

equivalents. In the field the number of fulltime equivalents amounted to 264, including 31 expats (2009: total 332; 26 expats).

**11.4.1 Employees**

The number of fulltime equivalents at Amsterdam head office in 2010 amounted to 52,4 (55,7 was budgeted). In 2009 there were 48,2 fulltime

**Reward Board:**  
No remuneration was offered to board members and no loans, advances or guarantees were given.

**Reward director:**

<b>Name</b>	M. Vogt	
<b>Function</b>	General Director	
<b>Employee</b>	Duration	Indefinite
	hours	40
	part-time percentage	100%
	Period	01/01/10 - 31/12/10
<b>Reward (EUR)</b>	Annual income	
	Gross salary	76,872
	Holiday allowance	6,150
	13 <sup>th</sup> /14 <sup>th</sup> month	-
	Variable annual income	-

<b>TOTAL SALARY</b>	<b>83,022</b>
Social security charger (employer part)	6,495
Taxable compensation/add	-
Pension (employer part)	7,809
Remaining rewards	-
Benefits end of service	-

**97,326**

The fee for the remuneration of the director is set well below the guideline of the Dutch Fundraising Institutions Association for management salaries. Management salaries are annually determined by the board of trustees/Remuneration Committee on the basis of the evaluation of management. Based on the so called BSD score the function is weight in a salary scale. As War Child has a low cost policy, the Remuneration Committee determined that the function will be one scale lower then based on this BSD score. The BSD score for 2010 was 485, which reflects function group I. One group lower is H, with a maximum salary of € 106,818. The € 83,022 is well below this maximum.

**11.4.2 Gifts in kind**

In 2010, the gifts in kind amounted to - approximately - € 1,787,000 (In 2009 this was approximately € 1,375,000). This primarily concerns product and service support for head office and support for communication activities in the Netherlands (without taking media exposure into account). In accordance with the notes to the balance sheet (1.7), War Child values gifts in kind against no-par value in the Netherlands (see notes to the Balance sheet and Statement of income and expenses).

**11.4.3 War Child International**

War Child Holland is part of an international network of organisations with the same name and the same logo. The network's goal is to improve the quality and efficiency of its work. For that purpose, the organisations work together as equal partners with the same goal in several project countries, but legally, financially and administratively they remain independent foundations. This is why War Child Holland does not raise funds for an international secretariat, but remains an independent foundation that carries out self-implemented programs

with its own funds. In 2009 War Child United Kingdom joined the War Child International organisation, that already consisted of War Child Holland and War Child Canada. With the completion of this network:

- the organisations will work on a collective governance policy, quality management of programs and mutual auditing;
- more clarity is realized on the roles of the network and the organisations themselves, which reduces chances of reputational damage;
- the War Child brand is better protected against misuse.

In 2010 no financial transactions took place.

**11.5 Analysis of differences of annual accounts 2010 versus budget 2010**

In 2010 total income amounted to € 14.9 million, 16.3% below budget (€ 17.8 million). This is a substantial shortfall, which was primarily caused by the following factors:

- income own fundraising was planned too optimistically (realised € 9.5 million, 17.1% below budgetted € 11.4 million), which related in particular to a shortfall in incidental gifts from companies and in legacies;
- income from UNICEF was about half of what was planned (€ 0.7 million realised versus € 1.2 million planned). A proposal in DR Congo was planned, but due to other priorities within the country it was not finalised;
- income from new donors was planned for € 1.0 million and only half has been achieved as income for 2010. Most are just a shift from 2010 towards 2011;
- War Child aimed for more European support than realised: income from the European Union, ECHO and Euraid amounted to € 0.4 million, 51% below budget (€ 0.7 million). This also is mainly due to postponement of expenditures towards 2011. Contract value has been achieved.

As income fell short of budget, War Child adjusted expenditures accordingly - but not fully. As a consequence, the projected surplus of € 0.2 million turned into a realised deficit of € 0.5 million. The reserves were able to absorb the difference.

Expenditure on behalf of the objective, at € 12.7 million in 2010, was 13.3% below budget (€ 14.6

million); most of this relates to deferral of some projects to 2011.

Expenditure on fundraising, at € 1.6 million, was managed to be 18.6% below budget (€ 2.0 million). The ratio of costs of own fundraising fell slightly to 14.3%, versus 15.0% budgetted.

Management & administration costs came in 7.6% above budget: € 1.1 million versus € 1.0 million. The ratio of costs management & administration rose to 7.3%, well above the budgetted 5.9%. The increase is caused by two components: (1) temporary more FTE for advice on strategy and War Child International and (2) less expenditures on the objective what influence the ratio negatively.

**To:**  
**the Board of Trustees of Stichting War Child**

We have audited the accompanying financial statements 2010 as set out on pages 8 to 23 of Stichting War Child, Amsterdam, which comprise the balance sheet as at 31 December 2010, the statement of income and expenses for the year then ended and the notes, comprising a summary of accounting policies and other explanatory information.

**Director's responsibility**

The director is responsible for the preparation and fair presentation of these financial statements in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board. Furthermore, the director is responsible for such internal control as it determines is necessary to enable the preparation of the 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 foundation'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 foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the director, 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 War Child as at 31 December 2010, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board.

Amsterdam, May 18, 2011  
PricewaterhouseCoopers Accountants N.V.

Original signed by  
**drs. A.C.M. van der Linden RA**

**11.6 Budget 2011 (in euro)**

	<i>Budget 2011</i>	<i>Actual 2010</i>
<b>Income</b>		
<b>Income own fundraising</b>		
Donations, gifts and grants	10,446,000	9,249,165
Legacies	300,000	88,094
Gifts in kind	95,000	153,501
	<b>10,841,000</b>	<b>9,490,760</b>
<b>Share in activities of third parties</b>		
Dutch Postcode Lottery	1,150,000	900,000
UNICEF	384,955	663,856
European Union/ECHO/Euroaid	1,281,066	389,412
Other	493,130	488,530
	<b>3,309,151</b>	<b>2,441,798</b>
<b>Government grants and others</b>		
PSO	287,756	851,338
Embassy	602,800	-
Dutch Ministry of Foreign Affairs	3,777,148	2,001,072
	<b>4,667,704</b>	<b>2,852,410</b>
<b>Other income</b>		
Other financial income and expenses	-	69,783
<b>Sum of income</b>	<b>18,817,855</b>	<b>14,854,751</b>
<b>Expenses</b>		
<b>Expenditure on behalf of the objective</b>		
Project activities	13,057,514	10,457,247
Preparation & coordination	975,051	774,895
Communication & awareness raising	1,740,428	1,422,196
	<b>15,772,993</b>	<b>12,654,338</b>
<b>Expenditures fundraising</b>		
Costs own fundraising	1,460,915	1,354,529
Costs obtaining government grants and third parties	302,461	250,293
	<b>1,763,376</b>	<b>1,604,822</b>
<b>Management &amp; administration</b>		
Costs Management & administration	1,220,219	1,120,085
	<b>1,220,219</b>	<b>1,120,085</b>
<b>Sum of expenses</b>	<b>18,756,588</b>	<b>15,379,245</b>
<b>Surplus / (Deficit)</b>	<b>61,267</b>	<b>(524,494)</b>

	2011*	2010
<b>Reserves and Funds</b>		
Continuity reserve (6 months minimum)	5,050,000	5,050,000
General reserve	-	-
Earmarked funds	-	-
Earmarked reserve	813,938	626,306
<b>Subtotal Reserves and Funds</b>	<b>5,863,938</b>	<b>5,676,306</b>
	<b>2011*</b>	<b>2010</b>
<b>Ratios (%)</b>		
Costs own fundraising	13.5%	14.3%
Costs obtaining government grants and third parties	3.8%	4.7%
Costs management & administration	6.5%	7.3%
Total expenditure on behalf of the objective/Total income (Gross)	83.8%	85.2%
Total expenditure on behalf of the objective/Total income (Net)	84.1%	82.3%

\* The budget 2011 was prepared based on the forecast of august 2010.

#### Notes to the budget

War Child ensures that most of the income will be assigned to the objective. The growth in expenditures on behalf of the objective is therefore forecasted at 25%. The income generated for this part comes from all three income categories (own fundraising, share in activities third parties and government grants/ others). The head office in Amsterdam has established an efficient number of FTEs and therefore the percentage as visible under ratio's show a positive trend: lower percentage costs own fundraising, higher percentages expenditures on behalf of the objective.

#### 11.7 Long-term budget 2011 - 2015 (in € 1,000,000 euro)

	Budget 2011	Strategy 2011	Strategy 2012	Strategy 2013	Strategy 2014	Strategy 2015
<b>Income</b>						
<b>Income own fundraising</b>						
Donations, gifts and grants	10.45	12.33	15.42	18.47	22.13	23.67
Legacies	0.30	0.50	0.63	0.78	0.98	1.33
Gifts in kind	0.10	-	-	-	-	-
	<b>10.84</b>	<b>12.83</b>	<b>16.04</b>	<b>19.25</b>	<b>23.10</b>	<b>25.00</b>
<b>Share in activities of third parties</b>						
Dutch Postcode Lottery	1.15	1.03	1.15	1.28	1.40	1.60
UNICEF	0.38	0.72	0.86	1.03	1.24	1.36
European Union	1.28	0.46	0.55	0.66	0.79	0.91
Other	0.49	0.16	0.25	1.17	1.68	1.59
	<b>3.31</b>	<b>2.37</b>	<b>2.81</b>	<b>4.14</b>	<b>5.11</b>	<b>5.46</b>
<b>Government grants and others</b>						
PSO	0.29	-	-	-	-	-
Embassy	0.60	-	-	-	-	-
Dutch Ministry of Foreign Affairs	3.78	3.75	3.94	4.13	4.34	4.54
	<b>4.67</b>	<b>3.75</b>	<b>3.94</b>	<b>4.13</b>	<b>4.34</b>	<b>4.54</b>
<b>Other income</b>						
	-	-	-	-	-	-
<b>Sum of income</b>	<b>18.82</b>	<b>18.95</b>	<b>22.79</b>	<b>27.53</b>	<b>32.55</b>	<b>35.00</b>
<b>Expenses</b>						
<b>Expenditure on behalf of the objective</b>						
Project activities	13.06	12.50	15.63	19.44	23.01	26.35
Preparation & coordination	0.98	0.96	1.04	1.14	1.18	1.23
Communication & awareness raising	1.74	1.36	1.47	1.53	1.59	1.66
<b>Subtotal expenses on behalf of the objective</b>	<b>15.77</b>	<b>14.82</b>	<b>18.13</b>	<b>22.10</b>	<b>25.78</b>	<b>29.23</b>
<b>Expenditures fundraising</b>						
Costs own fundraising	1.46	1.94	2.40	2.89	3.49	3.80
Costs obtaining government grants and third parties	0.30	0.34	0.37	0.41	0.43	0.46
<b>Subtotal expenses fundraising</b>	<b>1.76</b>	<b>2.28</b>	<b>2.77</b>	<b>3.30</b>	<b>3.93</b>	<b>4.26</b>
<b>Management &amp; administration</b>						
Costs Management & administration	1.22	0.98	1.03	1.11	1.14	1.17
<b>Subtotal Management &amp; administration</b>	<b>1.22</b>	<b>0.98</b>	<b>1.03</b>	<b>1.11</b>	<b>1.14</b>	<b>1.17</b>
<b>Sum of expenses</b>	<b>18.76</b>	<b>18.07</b>	<b>21.93</b>	<b>26.51</b>	<b>30.84</b>	<b>34.67</b>
<b>Surplus / (Deficit)</b>	<b>0.06</b>	<b>0.88</b>	<b>0.86</b>	<b>1.02</b>	<b>1.71</b>	<b>0.33</b>

	<i>Budget 2011</i>	<i>Strategy 2011</i>	<i>Strategy 2012</i>	<i>Strategy 2013</i>	<i>Strategy 2014</i>	<i>Strategy 2015</i>
<b>Reserves and Funds</b>						
Continuity reserve (6 months minimum)	5.05	5.0	6.0	7.0	8.3	8.8
General reserve	-	1.0	-	-	-	-
Earmarked funds	-	-	-	-	-	-
Earmarked reserve	0.81	0.07	0.7	0.7	1.2	1.0
<b>Subtotal Reserves and Funds</b>	<b>5.86</b>	<b>6.05</b>	<b>6.73</b>	<b>7.75</b>	<b>9.46</b>	<b>9.79</b>
<b>Ratios (%)</b>						
Costs own fundraising	13.5%	15.1%	14.9%	15.0%	15.1%	15.2%
Costs obtaining government grants and third parties	3.8%	6.8%	5.5%	5.0%	4.6%	4.6%
Costs management & administration	6.5%	5.4%	4.7%	4.2%	3.7%	3.4%
Total expenditure on behalf of the objective/Total income (Gross)	83.8%	78.2%	79.6%	80.3%	79.2%	83.5%
Total expenditure on behalf of the objective/Total income (Net)	84.1%	82.0%	82.7%	83.4%	83.6%	84.3%

**Notes to the multiple year budget**

In 2009 War Child developed its 2015 strategy. By 2015 War Child wants to directly support 1 million children in 15 to 20 (post-) conflict zones and another 2 million children and young people indirectly. Besides these 3 million children and young people War Child's ambition is to stretch far beyond its own reach. War Child does this for example by sharing its methodology online with as many as possible other organizations working with and for children in conflict areas.

In order to reach the set ambition, War Child's fundraising revenues have to grow to € 35 million by 2015. The income should go to expenditures on behalf of the objective as much as possible. This is visible in the future ratios: the net percentage spent on the objective is increasing, the percentage cost management & administration is decreasing. The results per year are positive to enable to donate towards the continuity reserve to ensure that War Child can meet its obligations for the coming 6 months (according to VFI guidelines this can be a maximum of 18 months). See War Child's strategy for a more detailed explanation.



## "I WILL BE A TRUE FRIEND OF WAR CHILD FOREVER."

**Maarten van Dijk, eleven years chair, professional, volunteer, colleague, social actor, human factor**

I remember the cold, clammy office in Kosovo in a completely bombed city and only one heater in the kitchen. We were visiting a local blind school. Nothing of the desolation of the country was noticeable. We only saw dancing kids, music and smiles.

In Sierra Leone, a village chief had decided to create a safe place for children. But he overlooked the fact that he planned it under, what kids called the 'ghost tree'. They made drawings of scary places, and the tree was all over the place. After all, the centre was built elsewhere. Kids rule!

Children and war, it's a combination that shouldn't exist. It's incomprehensible. I truly believe that the work of War Child is crucial. If children don't deal with their past, their future actions will be driven by happenings of the past and there's a big

chance children will repeat the cycle of violence when they grow up.

I wish my successor Peter Bakker good luck safeguarding War Child's pioneer-mentality and bubbling atmosphere, while continuing its full speed development as an expert on children in armed conflict reaching every year more children. War Child has 'grown up', it was time for me to step down and make way for those who can handle this.

I think I was very lucky to encounter War Child in my life. I had the chance to devote my time, love and attention to a worldly cause that was and still is so important. It gives a deep sense of fulfillment and inspiration. I will be a true Friend of War Child forever."



**Colophon****Text**

War Child

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**Editing and proof read**

David Lee, Kleio Academic Services

**Photography**

All photos in the annual report are made during War Child activities, programs, of War Child employees or locations. We are very grateful to all photographers who cooperated with the creation of this annual report. A special thanks goes out to: Carolien Sikkenk/Photoline, Felipe Camacho, Geert Snoeijer, Han Lans, Marco van Hal, Pep Bonet/NOOR and Raoul Kramer.

**Cover photo:** Geert Snoeijer

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 10 Sudan, 2010, © War Child  
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 11 Afghanistan, 2010, © War Child  
 14 Uganda, 2010, © War Child  
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**Chapter 7:**

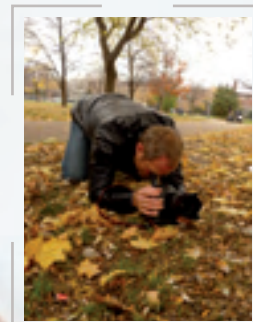
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**Chapter 10 - 12**

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**“IT MAKES THEM PROUD “WOW, I HAVE MADE THAT PICTURE”, IT CREATES SELF CONFIDENCE AND MUTUAL UNDERSTANDING.”**

#### **The camera as a powerful weapon**

“Being a photographer I have seen many countries where war had a devastating effect on humans. The impact it has on children is indescribable. And unacceptable. I met a girl who had experienced the horrors of the Rwanda genocide. I experienced how children in South-Africa were raised with the notion that other children are of less value. In the eyes of orphans I saw what void was left after the death of parents.

Many children are not able to express their feelings, because of their experiences in war. The photo camera is a very powerful weapon. It gives children the freedom to show what they think, without having to express it in words. It makes them proud “wow, I have made that picture”, it creates self confidence and mutual understanding.

In a photography project I organised in South-Africa, I saw how children from various backgrounds explain how they live. Very different from what was common in the divided South Africa; we did not see a single

shot on racial differences, nothing on being rich or poor. They just showed each other their worlds, and it opened their eyes.

Children who were withdrawn opened up and learned to express themselves with words. Because they had learned to do that with the images they made. One father came up to me after the project. Totally overjoyed he said: “You have changed my son.” I replied: “No, your son has changed himself”.

The empowerment of children is what appeals to me in the work of War Child. Children themselves take up their challenges, they show themselves what the war has done to them and what should change. They discover what opportunities life still has. And how to seize these and to make the most out of it.”

*Photographer Han Lans supports War Child with a monthly donation.*

**> Maarten's story on page 29**