War Child Annual Report 2009

The world of a war child
Children do not belong in war. Ever.
# Index

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preface</td>
<td>5</td>
</tr>
<tr>
<td>Summary</td>
<td>7</td>
</tr>
<tr>
<td>1  War Child’s work</td>
<td>11</td>
</tr>
<tr>
<td>1.1  War Child’s identity, vision, mission and approach</td>
<td>11</td>
</tr>
<tr>
<td>1.2  SWOT analysis</td>
<td>12</td>
</tr>
<tr>
<td>1.2.1  Implications of SWOT for strategy and objectives</td>
<td>13</td>
</tr>
<tr>
<td>1.3  Evaluation of strategy and objectives 2009</td>
<td>14</td>
</tr>
<tr>
<td>1.4  War Child’s program in 2009</td>
<td>14</td>
</tr>
<tr>
<td>1.4.1  Impact measurement and capacity enhancement</td>
<td>17</td>
</tr>
<tr>
<td>1.4.2  Trends and highlights of 2009</td>
<td>18</td>
</tr>
<tr>
<td>1.4.3  Relationships with stakeholders</td>
<td>18</td>
</tr>
<tr>
<td>Results War Child Program countries 2008</td>
<td></td>
</tr>
<tr>
<td>1.5  Afghanistan</td>
<td>24</td>
</tr>
<tr>
<td>1.6  Burundi</td>
<td>30</td>
</tr>
<tr>
<td>1.7  Chechnya</td>
<td>34</td>
</tr>
<tr>
<td>1.8  Colombia</td>
<td>40</td>
</tr>
<tr>
<td>1.9  Democratic Republic of Congo</td>
<td>46</td>
</tr>
<tr>
<td>1.10  Israel and the occupied Palestinian territories</td>
<td>52</td>
</tr>
<tr>
<td>1.11  Lebanon</td>
<td>62</td>
</tr>
<tr>
<td>1.12  The Netherlands</td>
<td>68</td>
</tr>
<tr>
<td>1.13  Sierra Leone</td>
<td>72</td>
</tr>
<tr>
<td>1.14  Sri Lanka</td>
<td>78</td>
</tr>
<tr>
<td>1.15  Sudan</td>
<td>84</td>
</tr>
<tr>
<td>1.16  Uganda</td>
<td>92</td>
</tr>
<tr>
<td>2  Organisation</td>
<td>99</td>
</tr>
<tr>
<td>2.1  Internal organisation</td>
<td>99</td>
</tr>
<tr>
<td>2.1.1  Employee policy</td>
<td>100</td>
</tr>
<tr>
<td>2.1.2  Volunteers</td>
<td>101</td>
</tr>
<tr>
<td>2.2  War Child International</td>
<td>102</td>
</tr>
<tr>
<td>2.3  Partnerships</td>
<td>102</td>
</tr>
<tr>
<td>2.3.1  Partnerships with international organisations</td>
<td>103</td>
</tr>
<tr>
<td>2.3.2  Partnerships with Dutch organisations</td>
<td>104</td>
</tr>
<tr>
<td>3  Board and management</td>
<td>109</td>
</tr>
<tr>
<td>3.1  Accountability statement</td>
<td>109</td>
</tr>
<tr>
<td>3.1.1  Governance and management</td>
<td>109</td>
</tr>
<tr>
<td>3.1.2  Jurisdiction and tasks of board and management during 2009</td>
<td>109</td>
</tr>
<tr>
<td>3.2  Board account 2009</td>
<td>110</td>
</tr>
<tr>
<td>3.3  Management</td>
<td>112</td>
</tr>
<tr>
<td>3.4  Best possible use of funds</td>
<td>114</td>
</tr>
<tr>
<td>4  Risk management</td>
<td>117</td>
</tr>
<tr>
<td>4.1  Financial risks</td>
<td>117</td>
</tr>
<tr>
<td>4.2  Operational risks</td>
<td>119</td>
</tr>
<tr>
<td>4.3  Reputational risks</td>
<td>121</td>
</tr>
<tr>
<td>5  Fundraising and communications</td>
<td>123</td>
</tr>
<tr>
<td>5.1  Fundraising policy</td>
<td>123</td>
</tr>
<tr>
<td>5.2  Fundraising results</td>
<td>123</td>
</tr>
<tr>
<td>5.2.1  Own fundraising</td>
<td>124</td>
</tr>
<tr>
<td>5.2.2  Foundations</td>
<td>126</td>
</tr>
<tr>
<td>5.2.3  Dutch Postcode Lottery</td>
<td>126</td>
</tr>
<tr>
<td>5.2.4  Governmental and institutional funding</td>
<td>126</td>
</tr>
<tr>
<td>5.3  Communication with stakeholders</td>
<td>127</td>
</tr>
<tr>
<td>5.3.1  Kids and schools</td>
<td>131</td>
</tr>
<tr>
<td>5.4  War Child in the news</td>
<td>131</td>
</tr>
<tr>
<td>6  Finances</td>
<td>133</td>
</tr>
<tr>
<td>6.1  Income and expenditure</td>
<td>133</td>
</tr>
<tr>
<td>6.2  Annual Account</td>
<td>135</td>
</tr>
<tr>
<td>7  Looking ahead</td>
<td>137</td>
</tr>
<tr>
<td>Annual Account</td>
<td>141</td>
</tr>
</tbody>
</table>
Preface

A peaceful future for all children of war. Because children should never be part of war. Ever. Children have the right to grow up in peace and enjoy their childhood. When they grow up to be well-balanced adults, they will prevent or solve future conflicts. This new generation the cornerstone for a peaceful future. In 2009 War Child redefined its vision, mission and approach. You have just read about some of this work. The new strategy does not change War Child’s direction, but it increases War Child’s focus, strengthens War Child’s uniqueness and make War Child’s dream ever more tangible.

2009 showed that this dream is not yet a reality in many parts of the world. The Gaza war tore the lives of thousands of children apart. Bomb blasts in Afghanistan’s capital Kabul disrupted the lives of its long-suffering people. Children in Sri Lanka were exposed to grave danger as war once again raged in parts of the country.

Despite the awful experiences these children have suffered, many have been able to get their lives back on track. War Child has offered education to Sudanese children who otherwise had no access to school. Almost every week former child soldiers in Colombia enjoyed fun days during which they can forget their history for a moment and be themselves. In 10 ICT4Peace centers in Northern-Uganda children and youngsters have connected with the world beyond their borders and with children in other parts of their country. From a remote IDP camp along a dusty road, this is an amazing step.

War Child has time and again proven its ability to be able to set up programs in war affected areas that help children through a crucial process: coping with their experiences, catching up on education, learning a trade and integrating into society in a balanced manner. Adults and communities surrounding these children are also a key part of our focus: parents, care takers and teachers are involved in our programs. We also engage with and address local and national authorities as part of our focus on child rights and advocacy.

War Child delivered well in 2009. But it was a difficult year as the financial crisis threatened our funding. But we still managed to grow. Our field teams became stronger and more self reliant and local War Child management increasingly raised funds locally. It was a further achievement to be contracted by UN agencies and other organisations to deliver on our mandate. The future will comprise partnering with others in order to further boost our reach and leverage. In 2009, 250,000 children and young people actively participated in our programs and 720,000 were reached indirectly. By 2015, we aim for 1,000,000 children and young people actively participating in a growing portfolio of countries that we intend to increase by 5 more by 2015.

We thank all involved for their commitment and passion. It is the support of our Friends, donors, ambassadors, volunteers and employees from all over the world that makes War Child more than just an office: it is a movement, a movement for peace. Being involved is a statement: “through War Child I can help and contribute towards that peaceful future”. Your engagement has given many children the chance of building a new future.

I am one of those many volunteers. Being part of War Child brings me inspiration, purpose, and fulfillment. I thank War Child for that and sincerely hope that War Child brings as much to all.

Maarten van Dijk - Chairman of the Board War Child
Summary

In 2009 War Child has reconfirmed its vision, mission and approach in response to constantly changing local developments, security situations, organisational developments, the varying presence of other aid organisations and the increasing capacity of and possibility for cooperation with others. These developments raise new challenges from War Child’s target groups, other organisations and governments. This reconfirmation does not change War Child’s course, but clearly it raises expectations regarding program performance, increases War Child’s focus, strengthens War Child’s uniqueness and make War Child’s dream tangible.

**War Child’s vision: A peaceful future for all children of war**

- 10 million children grow up in war. They face violence, loss and destruction. Children who experience war can not develop in a normal way. Children should never be part of war. Ever.
- Children and young people have the right to grow up in peace. Both during and after armed conflicts, we must create safe environments where children and young people can grow and develop in healthy ways - both during and after armed conflicts.
- Children must be allowed to enjoy their childhood. War Child wants a world in which children can live without fear. A world where children have a future, are protected, have hope, can go to school, can have fun, can be proud and have confidence.
- When children grow up to be well-balanced adults, they will be able to prevent or solve future conflicts. This new generation is the cornerstone for a peaceful future.

**War Child’s mission: To help a War Child change the future**

- War Child believes in the strength of children and young people. Despite the horror of war, we make sure that children and young people can develop this strength so that they can change their future and their environment. War Child programs and everyone who contributes to them are part of make an essential and lasting difference.
- War Child uses a creative and engaging approach in its programs to reunite people in (post) conflict areas, to rebuild trust and to connect with children’s way of looking at the world. Together with children, young people, parents, caregivers, teachers and local community leaders, War Child works towards an environment in which the rights of children are respected.
- War Child is determined to:
  - Protect children against armed conflict and all resulting exploitation and violence.
  - Stimulate children’s psychological and social development.
  - Organise education.
  - Let children be heard so that their contributions count.

**War Child’s Identity: A combined effort**

War Child cannot realize these changes on its own. War Child wants, with as many people as possible, to use all the means, talent and inspiration available to help these children affected by war. Together, we can actually change the future.

War Child is an independent and impartial aid organisation. We support all children, boys and girls, irrespective of their religious, ethnic or social background.
- War Child finances or implements projects in (post) conflict areas and in the Netherlands.
War Child develops the capacity of local organisations in (post) conflict areas and in the Netherlands.

War Child provides information and influences local, national and international policies.

Within this focus, War Child works from a rights-based perspective, all programs are based on the rights of the child. In all activities War Child guides children and young people to productively contribute to peace-building and conflict transformation processes at all levels in society.

**Added value**

War Child is active on the ground, in close vicinity 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. This requires the use of creative methods which are appealing to children such as drama, music, sports, media and games. The public summary of the new strategy can be viewed on: [www.warchild.nl/strategy](http://www.warchild.nl/strategy)

**Programs**

In 2009 War Child reached in total 972,018 children and young people and 420,526 adults (parents/caregivers, teachers and (para)professionals) in 12 project countries. € 9.6 Million was spent on project activities of which € 7.5 million went to self implemented programs and € 2.1 million to partner organisations. In 2009 the number of activities carried out in War Child programs slightly decreased as compared to 2008 (-8%) and the number of active participants attending those activities has slightly increased (+5%). An increased number of active participants was especially reported for awareness raising activities, events and individual coaching.

**Other program developments**

- War Child focused on improving existing country programs in 2009. The programs became more efficient by local management, advisory and support teams running larger programs for the benefit of more children and young people.
- Advocacy activities have become more important for War Child. The Dutch Minister of Development Cooperation Bert Koenders visited War Child projects in Colombia together with War Child ambassador Marco Borsato. As a follow up War Child attended the Open Debate of the Third Committee of the General Assembly of the United Nations in New York
- In the Performing for Peace program youths showed policy makers the problems they face in daily life and the solutions that can be taken up by the policy makers, through drama performances.

**Personnel and organisation**

To promote sustainability in War Child’s project countries, War Child worked as much as possible with local people and local initiatives. The number of local project staff employees rose rapidly in 2009 compared to previous years with 46. This is the result of the planned expansion in the program countries, growing program spending and the active recruitment of local people to make the programs more durable. This is reflected in the personnel ratio, i.e., with 26 expatriates compared to 309 local employees.

In 2009 a total of 22 volunteers worked at head office (19% of all head office staff). Because of the rising demand for presentations in the Netherlands, 18 new voluntary public educators were attracted, making a total of 50.

**Board and management**

As of December 31st 2009, the board of War Child reorganised itself in a board of trustees. In 2009 all necessary preparations were made, the statutes and regulations prepared and submitted for decision and determined by the current administration. This Board of Trustees will oversee the functioning of the organisation. Director of external affairs and founder of War Child Ms. Willemijn Verloop left as director per 1st October 2009. Ms. Verloop will join the board of trustees in the course of 2010. Until then, she completes several projects on (international) liaison and strategy as a paid advisor.

**Risk management**

In 2009 War Child anticipated to the following risks:

- Financial risks: As a result of the financial crisis
Summary

in 2009, the income of War Child's own fundraising was slightly lower than budgeted. War Child deliberately increased its fundraising efforts, to show that War Child's work is even more necessary in times of an economic low. The results of these efforts were positive, however War Child's own fundraising was influenced by:

• a higher percentage of cancellations by structural donors (Friends). As a result War Child put more effort in the loyalty program for Friends, by implementing its loyalty strategy;
• lower funds raised with occasional gifts. Therefore, War Child increased its efforts to attain and sustain structural donors and to stimulate actions by companies.
• Security risks: Staff that regularly visit project areas or work there for a longer period receive a three-day security awareness. War Child has drawn up a general security policy and guidelines for local security plans with indicators for security levels based on the United Nations system. In 2009 War Child has developed a Child Safety Policy. Staff at headquarters as well as in the field sign and declare to comply with it in order to make sure War Child can safeguard all necessary actions that ensure the rights of children participating in War Child programs.
• 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 2009, War Child generated €14,334,357 in income, a growth of 4% compared to 2008. 70% was realised by War Child's own fundraising. The hallmark of the Central Bureau for Fundraising (CBF) stipulates that a recognised charity may devote a maximum of 25% of income to fundraising activities. With its 14.4% result over 2009, War Child is well below the CBF-limit.

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 child soldier movie 'The Silent Army' was shown at the International Cannes Film Festival (see below);
• War Child won the Coolest Charity Award for the second time in a row. Cool Charity is initiated by PR agency Porter Novelli and marketing agency Cool Unlimited;
• Partnership with fashion magazine ELLE;
• Den Haag War Child City campaign (see www.warchildcity.nl);
• The fundraising events of Veghel4WarChild.

Finances

Due to a growth in income, the expenditure on project activities has increased as well. War Child anticipated the consequences of the financial crisis by including income above budget in the reserve, so as to ensure the progress of programs in 2009. Still in 2009, income increased by 4% to €14,334,357. The income from own fundraising rose to €10,005,220 (an increase of 13% in comparison to 2008). War Child received the significant amount of €1 million from the Dutch Postcode Lottery. From governments and institutional funds War Child received €3.3 million, a growth of 7% compared to 2008. War Child's total expenditure amounted to €14,246,077, an increase of 14%. €1.3 million more was spent on project activities than last year (increase of 11%).

Forecast

War Child plans to raise its total income to 17,6 million in 2010 (24% more than realised in 2009) while explicitly remaining under 15% costs for own fundraising. In 2010 War Child will leverage the effect of its work by further developing the Conn@ctNow program, intensifying cooperation with its business, research and innovation partners and sharing methodologies online like the IDEAL and Parents DEAL approach.
War Child’s work

In 2009 more than 970,000 children and youth were reached with War Child activities in 11 (post) conflict areas and the Netherlands. These children were able to take up the challenges of today’s world, permitting them to be a child, improving their relations with their peers, catching up on education or integrating them into society after their involvement in armed groups. In addition, War Child reached 420,000 adults. Parents, teachers, social workers and policy makers participated in creative activities, awareness-raising events and trainings to better support children.

1.1 War Child’s identity, vision, mission and approach

In 2009 War Child has reconfirmed its vision, mission and approach in response to constantly changing local developments, security situations, organisational developments, the varying presence of other aid organisations and the increasing capacity of and possibility for cooperation with others. For example, the development of the Conn@ct.Now program is in line with changing security situations. The reconfirmation was also initiated to increase the leverage and reach of War Child programs.

These developments raise new challenges from War Child’s target groups, other organisations and governments. This reconfirmation does not change War Child’s course, but clearly it raises expectations regarding program performance, increases War Child’s focus, strengthens War Child’s uniqueness and make War Child’s dream tangible.

War Child’s vision: A peaceful future for all children of war

• 10 million children grow up in war. They face violence, loss and destruction. Children who experience war can not develop in a normal way. Children should never be part of war. Ever.
• Children and young people have the right to grow up in peace. Both during and after armed conflicts, we must create safe environments where children and young people can grow and develop in healthy ways - both during and after armed conflicts.
• Children must be allowed to enjoy their childhood. War Child wants a world in which children can live without fear. A world where children have a future, are protected, have hope, can go to school, can have fun, can be proud and have confidence.
• When children grow up to be well-balanced adults, they will be able to prevent or solve future conflicts. This new generation is the cornerstone for a peaceful future.

War Child’s mission: To help a War Child change the future

• War Child believes in the strength of children and young people. Despite the horror of war, we make sure that children and young people can
develop this strength so that they can change their future and their environment. War Child programs and everyone who contributes to them are part of make an essential and lasting difference.

- War Child uses a creative and engaging approach in its programs to reunite people in (post) conflict areas, to rebuild trust and to connect with children’s way of looking at the world. Together with children, young people, parents, caregivers, teachers and local community leaders, War Child works towards an environment in which the rights of children are respected.

- War Child is determined to:
  - Protect children against armed conflict and all resulting exploitation and violence.
  - Stimulate children’s psychological and social development.
  - Organise education.
  - Let children be heard so that their contributions count.

**Added value**

War Child is active on the ground, in close vicinity 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. This requires the use of creative methods which are appealing to children such as drama, music, sports and games.

The public summary of the new strategy can be viewed on: www.warchild.nl/strategy

**Children must be allowed to enjoy their childhood. War Child wants a world in which children can live without fear**

**1.2 SWOT analysis**

The formulation of the Strategy 2015 included an analysis of War Child's strengths, weaknesses, opportunities and threats. Next are some elements of War Child's SWOT analysis.

**Strengths**

- Focus on children in conflict and on the 'soft' side of humanitarian and development assistance (psychosocial support, safety, knowledge, social structure, relationships, quality of education);
- Local presence and therefore extensive knowledge of the local context;
- Own funds and therefore continuous programs that are more sustainable, including all forms of local ownership;
- Due to the creative approach of War Child's work, children can easily and importantly participate in programs.

**Weaknesses**

- Little diversification of private funds, which makes War Child dependent;
• Level of replication is too low, little use of own best practices;
• Long start up phase of programs. Due to the nature of War Child work an extensive context and stakeholders assessment is needed before the start of a program;
• Measuring the effect of War Child’s programs can be improved.

Opportunities
• Cooperation between NGOs is stimulated by several governments;
• Major donors ask for more focus in programming and long term commitment;
• In times of financial recession, companies contemplate the social role they play in the world they operate in;
• More external parties are interested in collaboration with War Child, increasing leverage of collective actions.

Threats
• In the discussion on the effect of humanitarian aid, smaller NGOs with a unique approach fall victim to the generalization of the entire sector;
• Deteriorating security in countries like Sudan and Afghanistan, where humanitarian space is decreasing and aid workers became targets of armed groups;
• As well as an opportunity, the financial crisis of course is a threat to revenues;
• War Child’s 100% sponsored events and marketing activities are under pressure from similar fully paid activities of other fund-raising organisations.

1.2.1 Implications of SWOT for strategy and objectives
Some examples how War Child has adapted its work as a result of the SWOT analysis:

a. An increased effort in institutional fundraising, to overcome War Child’s single supplier weakness. This has resulted in a 7% growth in institutional fundraising compared to 2008;

b. In order to produce ‘data based evidence’ of the effect of War Child programs, War Child developed an innovative, participatory and child-friendly monitoring and evaluation tool to measure the quality and effects of its IDEAL method. (see paragraph 1.4.1),

c. More effort in advocacy initiatives as a result of extensive knowledge of the local context. This combined with improved institutional contacts bring a greater opportunity for pleading for structural change, nationally and globally.

Conn@ct.Now case
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 in its programs, under the flag of Conn@ct.Now, to improve accessibility and overall quality of programs, increase replication and scalability of current programs and therefore make War Child’s work more cost-efficient. Together with Child Helpline International, Radio Netherlands TC, TNO and T-Mobile, War Child brought together expertise from humanitarian aid, business and technical expertise, innovation, research and development. This program reflects on the next elements from the SWOT-analysis, including:
1. security: using ICT’s and new media, more children can be reached in insecure areas;
2. cooperation: 5 partners are involved, which enhances potential granting of funds by major donors;
3. discussion on effectiveness of aid: with the involvement of non-NGO’s, the connotation of “aid” in the historical sense is diminished.

3x3x3
A crucial part of War Child’s new strategy is the global programmatic framework combining (a) 3 main thematic program lines: child protection, education, psychosocial support, (b) 3 types of intervention strategies: direct support to children, capacity building, advocacy and (c) 3 cross cutting approaches: promoting participation and inclusion,
using creative methods and being conflict-sensitive. The renewed country strategies for 2010 will be based on this framework, while improving monitoring on quality and impact measurement.

1.3 Evaluation of strategy and objectives 2009

Highlights and lessons learned regarding 2009 strategy and objectives were:
1. To manage War Child’s growth and momentum whilst keeping its unique values like low cost focus, the setup of a new strategy was key, and successfully done in 2009, also thanks to the sponsored support of McKinsey & Company. Implementation of its key elements including a new Programmatic Framework well underway. External and internal stakeholder reception is very positive.

2. As a result of the financial crisis in 2009, the income of War Child’s own fundraising was slightly lower than budgeted. War Child deliberately increased it’s fundraising efforts, to show that War Child’s work is even more necessary in times of an economic low. War Child has put the (intended) General Reserve up front, in order to secure long term program activities. The results of these efforts were positive, however War Child’s own fundraising was influenced by:
   • a higher percentage of cancellations by structural donors (Friends). As a result War Child put more effort in the loyalty program for Friends, by implementing its loyalty strategy, allocating human capacity and train staff on how to deal with people who want to end their Friendship;
   • lower funds raised with occasional gifts from new companies. Therefore, War Child increased its efforts to attain and sustain existing relations with sponsors.

3. War Child invested more in advocacy initiatives, planned for 2010 in line with new Strategy, channeling fast-moving initiatives like the Network of Young People in War, together with the office of the Special Representative on Children in Conflict of the UN Secretary General and UNICEF New York. War Child increasingly was recognised as an expert on children in conflict and was invited in high-profile advocacy initiatives;

4. The inclusion of War Child UK into the War Child International network, setting the base for increased cooperation in global initiatives and on the ground in program countries where more are present (see paragraph 2.3). The challenge remains to improve collective quality standards on governance, marketing and programming and thereby add collective value. This remains a difficult process for the three fully autonomous organisations;

5. The Marketing, Communications and Fundraising department has been reorganised, to align tasks better with the talent and skills of the employees and increased effectiveness. Several (planned) staff mutations took place, also on Management Team level. Consequently, the lack of (institutional) capacity led to re-planning of various projects. Generally, staff retention goes up both on head office as in field teams - as also positively scored in recent sponsored, ‘Employee survey (see results paragraph 2.3.1).

6. Realising strategic objectives: agreement on indicators for success
The value of having Key Performance Indicators is seen across the organisation as crucial for improving effectiveness. This time consuming task needs clear systems, clearer role descriptions. Lesson learned is that War Child needs to put more effort in information management and own learning

7. Instituting internal Child Safety Mechanisms
A Child Safety Policy is implemented. Staff at headquarters as well as in the field sign this policy in order to make sure War Child can safeguard all necessary actions that ensure the rights of children participating in War Child programs.

1.4 War Child’s program in 2009

In 2009 War Child reached in total 972,018 children and young people and 420,526 adults (parents/caregivers, teachers and (para) professionals) in 12 countries.
### Number of people involved in activities in 2009: active participants and reached people

<table>
<thead>
<tr>
<th>Activities</th>
<th>Active participants</th>
<th>Reached people</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creative workshops/life skills courses</td>
<td>33,068</td>
<td>9,697</td>
</tr>
<tr>
<td>2. Training</td>
<td>8,959</td>
<td>9,957</td>
</tr>
<tr>
<td>3. Community meetings</td>
<td>9,475</td>
<td>12,717</td>
</tr>
<tr>
<td>4. Awareness activities</td>
<td>62,817</td>
<td>92,122</td>
</tr>
<tr>
<td>5. Events</td>
<td>60,997</td>
<td>72,576</td>
</tr>
<tr>
<td>6. Educational activities</td>
<td>16,800</td>
<td>19,346</td>
</tr>
<tr>
<td>7. Other</td>
<td>32,154</td>
<td>38,664</td>
</tr>
<tr>
<td>8. Individual case management</td>
<td>10,330</td>
<td>12,494</td>
</tr>
<tr>
<td>9. Not specified*</td>
<td>17,171</td>
<td>17,962</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>251,771</strong></td>
<td><strong>337,037</strong></td>
</tr>
</tbody>
</table>

*Not specified refers to the total number of children, youth and adults reached in Burundi, Sri Lanka and the Netherlands. In these project countries the outputs are not registered according to the general War Child reporting guidelines.

### Program activities 2009

in percentages

- Creative workshops/life skills courses
- Training
- Community meetings
- Awareness raising activities
- Events
- Educational activities
- Other
- Individual case management

---

---
Registered from 2008

** Not specified refers to the total number of children, youth and adults reached in Burundi, Sri Lanka and the Netherlands. In these project countries the outputs are not registered according to the general War Child reporting guidelines.

In 2009 the number of activities carried out in War Child programs slightly decreased as compared to 2008 (-8%) and the number of active participants attending those activities has slightly increased (+5%). An increased number of active participants was especially reported for Awareness raising activities, events and individual coaching.

** Large increase of children, young people and adults indirectly reached in 2009

In 2009 the number of people War Child reached indirectly shows a large increase (53%) compared to 2008. Among the people reached indirectly in 2009, the number of adults has increased significantly (+254%). This growth is mainly accounted for by the programs in Sudan and Uganda, where large numbers of adults took part in awareness activities. Also the number of children and young people who have been reached indirectly by these activities has increased (29%).

** Trends 2006-2009: increased number of reached people

Over a four-year period War Child programs have grown in terms of number of people directly and especially indirectly involved. Up to 2008 a growth is noticeable, as from 2009 numbers of activities stabilize. High impact activities in which children are intensively involved over a longer time period (like life skills courses) remain an important part of War Child’s programs (33% in 2009).

War Child strongly focuses on including the social environment of children and young people like parents/caregivers, teachers and (para) professionals. Over the last four years both the number of adults who actively participated and especially the number of adults indirectly involved strongly increased. Adults are mainly reached through training, awareness activities and advocacy activities that are focused on fulfillment of child rights and prevention of rights violations. This trend shows how involvement of adults like parents/caregivers, teachers and (para) professionals, but also decision- and policymakers, becomes increasingly important in the work of War Child in order to make lasting impact in the lives of children and young people. Although War Child has developed a stronger focus on adults, the children and young people who actively participate in and are reached remain our War Child’s main target group, and hence make up 70% of the total number of direct and indirectly involved participants.
In 2010 War Child is revising its system for planning, monitoring and evaluation, which includes a revision of the output planning and registration tool. Output planning and monitoring will be aligned with the new programming framework.

1.4.1 Impact measurement and capacity enhancement

Monitor of outputs
War Child records the results of all of its programs in an organisation-wide Planning, Monitoring and Evaluation system (PM&E). Information about the number of children, young people and adults involved in programs, as well as number of program activities is available as from 2006. The PM&E system is also used by local partner organisations enabling War Child to chart the inputs and the outputs of its work and the work of partners. In 2010 War Child will further improve the system in terms of reliability, user friendliness as well as the indicators used.

Measurement of results
War Child strongly believes that the creative and participatory approach of its programs has a positive and long-lasting impact on the lives of children and young people. However, to continuously improve programs, it is necessary to collect and share evolving insights into the effects in the field of psychosocial support, child protection and education. Therefore, all program results are evaluated internally, as well as externally, by measuring context-specific signs of improvement (indicators). See the country paragraphs for results of evaluations. By using child-friendly and participatory approaches, both qualitative and quantitative information is collected through observation, interviews and focus group discussions with all people involved in the program.

Effectiveness and sustainability
Half-way and at the end of each program, programmatic results are measured and evaluated in terms of effectiveness and sustainability, next to an operational evaluation of program 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 about the results of War Child’s programs.

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 INGO’s, universities and relevant networks on further developing instruments and tool to measure the effects and limitations of its programs.

Participatory monitoring
In 2009 War Child developed an innovative, participatory and child-friendly monitoring and evaluation tool to measure the quality and effects of its I DEAL method. The tool was successfully tested in Uganda.

The pilot study showed positive effects of I DEAL on children’s relations with peers, parents and teachers. Another key finding shows that children with better knowledge and skills related to relationships with adults, were also better able to achieve their personal goals they set for the intervention. More children are going to safe and child friendly schools and that children and young people improved their peer-support skills. Community evaluations show that children and young people become more dedicated to help other children in their communities, including, for example, lobbying for their rights to parent support, a safe community, and access to education.

War Child developed the tool in consultation with external mental health experts: prof. dr. F. Boer (Academic Medical Center), prof. dr. T. van Yperen (Utrecht University) and M. Jordans (Healthnet TPO). In 2010 this M&E toolkit will be rolled out across the programs in Uganda, Sierra Leone, Sudan, DR Congo, Burundi, Colombia and Israel and the occupied Palestinian territories and a long-term scientific research into the global effects of the I DEAL method will be done.
1.4.2 Trends and highlights of 2009

A number of trends and highlights characterized the overall War Child program in 2009.

**Existing programs**

War Child focused on improving existing country programs in 2009. The programs became more efficient by local management, advisory and support teams running larger programs for the benefit of more children and young people. War Child in the Middle-East started an emergency program in Gaza which has been followed-up with a long term project. The Uganda team has expanded to the Karamoja region where tension between inhabitants and government are rising. The Sudan team expands in the South to more cities.

**Advocacy**

As reported in 2008, advocacy activities have become more important for War Child. The Dutch Minister of Development Cooperation Bert Koenders visited War Child projects in Colombia together with War Child ambassador Marco Borsato. It generated much attention to the situation of children in Colombia locally, and generated free publicity in Dutch media.

As a follow up War Child attend the Open Debate of the Third Committee of the General Assembly of the United Nations in New York discussing, amongst others the latest Report of the Special Representatives on Children and Armed Conflict (SRSG-CAAC), Ms. Coomaraswamy. War Child also co-organised an event at UNICEF in the context of the adoption of the General Assembly Omnibus Resolution on Child Participation, where the movie The Silent Army was shown.

**Other highlights**

- In the Performing for Peace program youths showed policy makers the problems they face in daily life the solutions that can be taken up by the policy makers, through drama performances;
- The child rights approach has been incorporated in more programs;
- The IDEAL methodology has been shared online for other organisations to work with this effective method, so that more children can benefit.

1.4.3 Relationships with stakeholders

Working closely with partners is a key objective in the Strategy 2015. In 2009 War Child invested more in stakeholder participation in the design and evaluation of its activities. In order to improve the quality War Child can learn a lot from stakeholders being critical on War Child programs. An evaluation report of the Middle-East program showed: "other donors exchange money for reports, not War Child" by partner organisation CCRR (see paragraph 1.10).

Child and youth participation has been boosted in all programs, illustrated by the Conn@ct.Now stakeholder workshops. In 2009 the first joint country stakeholder workshop was held in Colombia with international and national organisations. Children and youth active in our programs participated and the workshop sparked the development of many new projects. Other stakeholders involved were local NGOs with related interests, National Ministry staff, University teachers, a Royal Netherlands Embassy representative, a UNICEF representative and specialists from partners TNO, RNTC and CHI.

**Dedicated support**

Some country programs are too small for dedicated support in-country from a War Child expert team, while evaluations showed that War Child’s presence and support is highly valued by partners. In Burundi, Chechnya, Lebanon and Sri Lanka assessments have been done on plans for expansion in 2010.

**Partnership policy**

War Child’s partnership policy was revised in 2009 to realign War Child’s partnership approach with the defined strategic goals, based on evaluations with partners. Partnerships are cherished to help achieving better results for children and young people and ensuring that results endure beyond War Child’s programs. Guiding principles for War Child partnerships are: to maintain equality, transparency and accountability, to focus on (child) rights, child safety, conflict sensitivity, the ‘do no harm’ principle, and to secure each others reputation.
**Used terms in the country paragraphs**

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Development Index</td>
<td>This United Nations index is a ranking of countries based on levels of development (a composite measure of income, education and life expectancy).</td>
</tr>
</tbody>
</table>

**In the country output tables**

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative workshops/ life skills courses training</td>
<td>Weekly gatherings where children and young people work on the improvement of their psychosocial wellbeing. Capacity building event with a specific group of participants, mostly young people and adults (parents/caregivers, teachers) and partner organisations, focused on e.g. child rights, child-friendly teaching methods, planning, monitoring &amp; evaluation, advocacy, etc.</td>
</tr>
<tr>
<td>Community meetings</td>
<td>Meetings of community members (e.g. in child rights clubs, youth clubs) to assess needs, monitor and evaluate projects with children, young people, parents and other stakeholders in the community.</td>
</tr>
<tr>
<td>Awareness activities</td>
<td>Activities to educate, sensitize or advocate for the interest of children and young people (e.g. child rights) through for example panel discussions, drama/theatre performances, exhibitions, radio talk shows or school activities.</td>
</tr>
<tr>
<td>Events</td>
<td>Events organised by communities and other groups (child rights clubs, youth clubs) and War Child, fun days, play days, international days celebrations (e.g. Child Rights day, International Youth day), cultural revival events and ceremonies.</td>
</tr>
<tr>
<td>Individual case management</td>
<td>Mostly response to, referral and/or reporting of individual cases of e.g. neglect, domestic violence, defilement, denying children's education, early marriages, grave violence against children.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IDEAL</td>
<td>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.</td>
</tr>
<tr>
<td>Parents DEAL</td>
<td>These groups run parallel to the IDEAL groups and target the caregivers of the IDEAL participants. The parents participate in separate groups where they discuss themes like child development, parent-child relations, friendship, and conflict resolution.</td>
</tr>
<tr>
<td>BIG DEAL</td>
<td>address 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.</td>
</tr>
<tr>
<td>She DEALS</td>
<td>focuses on topics particularly relevant to girls and young mothers, such as parenting skills, child development, but also relations with peers and men</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Life skills</td>
<td>Abilities for adaptive and positive behavior that enable individuals to deal effectively with the demands and challenges of everyday life (such as communication, interaction, dealing with emotions).</td>
</tr>
<tr>
<td>Livelihood skills</td>
<td>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).</td>
</tr>
<tr>
<td>Expatriates/expats</td>
<td>Country representatives and local managers</td>
</tr>
<tr>
<td>National staff</td>
<td>Program officers, relief workers and financial administrators</td>
</tr>
<tr>
<td>PM&amp;E</td>
<td>training of local staff of War Child and its partner organisations in the areas of planning, monitoring an evaluation of projects.</td>
</tr>
<tr>
<td>Planned vs. Actual</td>
<td>This figure shows the percentage of the planned number of children, young people and adults that were actually reached (actively involved).</td>
</tr>
</tbody>
</table>
1.5 Afghanistan

Conflict and consequences

Duration of the conflict
30 years

Type of conflict
Since the Soviet Union's retreat in 1989 a civil war ensued. To this day a complex conflict is going on between the Afghan government and NATO troops on one side, and armed opposition groups (including Al Qaida and the Taliban).

Humanitarian aspects
- Afghanistan is not included in the Human Development Index;
- Afghanistan has the world’s highest maternal mortality rate and the second-highest child mortality rate (Source: RAWA News);
- The average per capita monthly expenditure of nine million Afghans is less than 66 US cents a day. (Source: IRIN News, UN Office for the Coordination of Humanitarian Affair).

Phase that the country is in today
Chronic crisis, deteriorating security, increased strength of Taliban and other anti-government groups.

In-country developments in 2009
As a result of the ongoing conflict, the situation in Afghanistan deteriorated in 2009. The major political event of the year was the second presidential elections. After widespread fraud in the initial results, a second round was announced. As the main challenger pulled out, President Karzai was confirmed for the second term.

An attack on a Kabul guesthouse killing five UN workers and three Afghans, shocked the humanitarian world. Since then, the UN has withdrawn non-essential staff. As a result War Child has confirmed its decision to work through partners and reduce its number of international staff.

Children
During the first ten months of 2009, more than 2,000 Afghan civilians lost their lives as a direct result of the war – many of these were children. An estimated 5.3 million children do not attend school and those in school receive low quality education.

An estimated 5.3 million children do not attend school and those in school receive low quality education

Program information

War Child active since 2004

Target groups
- School going children;
- Teachers and school management;
- Working children;
- Employers of working children;
- Street children;
- Parents.

Locations

Kabul Province
Qarabagh district, Mir Bachakot District, Paghman district, Kabul City
- 17 schools;
- 5 child centers.

Herat Province
Injil district, Gozara district, Zinda Jan District, Herat City
- 13 schools;
- 4 child centers.
**Partner** | **Relation** | **Developments**
--- | --- | ---
Provincial Council National Union of Herat Employees (PCNUHE) | Financial support and capacity building | Required close supervision. No sufficient capacity and vision to be considered as partner for 2010.

Afghanistan Education Children Circus | Financial support and capacity building | Supported for a three month winter program, starting December 2009 for winter classes, circus training, recreation and capacity building of staff for 2010 project.

ASCHIANA | Financial support and capacity building | Implementation started late October and due to the outbreak of the virus H1N1 (swine flu) activities were postponed.

Help the Afghan Children (HTAC) | Financial support and capacity building | 2009 was mainly a preparation year. Direct work with children and teachers will begin in March 2010.

Sanayee Development Organisation (SDO) | Financial support and capacity building | SDO has been supported to conduct a two month needs assessment with youth to indentify their problems and develop a proposal based on this needs assessment. Project starts January 2010. The International Olympic Committee (IOC) committed $ 21,000 support for this project.

Save the Children Netherlands through Save the Children US – Schokland project | Joint survey on access and retention of school children | Final report not yet finished. Lead agency Save the Children has had staffing problem. The project has been on hold since July 2009.

**Human resources**

<table>
<thead>
<tr>
<th>Expatriates</th>
<th>National staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>72</td>
</tr>
</tbody>
</table>

**Program expenditure**

<table>
<thead>
<tr>
<th>Total</th>
<th>Spent via self implemented program</th>
<th>Spent via partner program</th>
</tr>
</thead>
<tbody>
<tr>
<td>873,316</td>
<td>811,722</td>
<td>1,594</td>
</tr>
</tbody>
</table>
### Activities carried out in Afghanistan in 2009

in percentages

<table>
<thead>
<tr>
<th>Creative workshops/life skills courses</th>
<th>Trainings</th>
<th>Meetings</th>
<th>Awareness raising activities</th>
<th>Other events</th>
<th>Educational activities</th>
<th>Other</th>
<th>Individual case management</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creative workshops/life skills courses</td>
<td>1,622 8 0 0 93</td>
<td>2. Training 682 1,377 34,777 217 69</td>
<td>3. Community meetings 1,722 2,246 0 0 86</td>
<td>4. Awareness activities 1,397 805 49,115 6,213 98</td>
<td>5. Events 7,810 124 13,286 246 202</td>
<td>6. Educational Activities 871 35 0 0 121</td>
<td>8. Training of national staff 0 57 0 0 184</td>
</tr>
</tbody>
</table>

| Totals | 14,804 | 5,220 | 97,178 | 6,676 |

#### Explanation of deviations

- 2. Training (69%): Less people than planned were able to attain the trainings, due to the insecurity inflicted by the elections and the outbreak of the H1N1 (swine flu) virus;
- 5. Events (202%): Events organised by child clubs and communities in Herat were more successful than expected and therefore more people participated than planned;
- 8. Training of national staff (184%): Staff received training in first aid and security, due to increased insecurity in Afghanistan;
- 9. Individual case management (172%): High number of identification, follow-up and referral of working children and youth in project activities.
Evaluation

Child Friendly Schools
The Child Friendly school project was implemented in 9 schools in Kabul and 13 in Herat. Child rights awareness was raised during school assemblies, teacher participation in child rights training and a TV-show on child rights was recorded and broadcasted on 2 TV-stations in Herat. War Child established community centres where children could play and formed Child Clubs.

Children who participate in Child Clubs, advocate for their rights and are role models for other children and community members. A good example is Fatema (age 12), who participated in a Child Club and was nominated for the International Children’s Peace Prize, organised by the Dutch KidsRights Foundation in November. Fatema promotes the right to education and tries to convince parents to send their children to school. She also strives to increase the number of female teachers in schools and fights against the corporal punishment of children in school.

Protecting Urban Children at Risk
The goal of the Protecting Urban Children at Risk project was to decrease the number of working hours for urban children and to increase their learning opportunities. War Child organised literacy and numeracy classes for 140 working children in Herat and 80 in Kabul. 95 working children enrolled in formal schools and War Child facilitated recreational and cultural activities for working children once a week.

Lessons learned
During the implementation of these projects War Child has faced many difficulties. It was not possible to implement all activities as planned due to severe winter weather in the first three months of 2009. But, more importantly, increasing security risks often made it impossible to reach the schools and community centres and War Child had trouble recruiting international personnel. As a result, War Child has concluded that the projects have not had as much impact as initially planned and decided to change its mode of operation in 2010.

Future
As of 2010 the program will be fully implemented through national partners. War Child builds the capacity of partners to ensure quality projects based on child rights. In 2010 the focus of capacity building will be on child protection, monitoring & evaluation, child participation, child rights and advocacy. In 2009, 4 partners were identified, project proposals designed and contracts signed for the 2010 program. With 2 partners there are substantial project components using ICT, this is seen as a first trial in preparation to War Child’s new media and ICT program Conn@ct.Now, in line with previous media initiatives in Afghanistan.
1.6 Burundi

Conflict and consequences

Duration of the conflict
1993 - 2006
Comprehensive ceasefire agreement signed in December between P-FNL (Palipehutu-National Liberation Front) and the Burundian government

Type of conflict
Civil war between various Hutu and Tutsi rebel groups

Humanitarian aspects
- About 100,000 Internally Displaced Persons in 2009 (Source: Burundi page on www.unhcr.org, March 2010);
- In 2009 there were around 280,000 Burundian refugees in Tanzania, DR Congo and Uganda, of which 95,000 returned in the same year. This trend is expected to continue. (Source: Burundi page on www.unhcr.org, March 2010);
- 834,000 Orphans and Vulnerable Children in Burundi, representing 20% of all children (estimate). (Source: www.unicef.org/har08/files/har08_Burundi_countrychapter.pdf  (UNICEF 2008)

Phase that the country is in today
Reconstruction, rehabilitation and development

In-country developments in 2009
Hundreds of thousands of Hutus and Tutsis fled within the country as well as to neighbouring Tanzania and Rwanda, which resulted in the complete disruption of Burundian society. Its traditional structure, providing social security has gone. Crime and extreme violence was widespread. Security has improved, though it remains unstable. The 2010 elections will be a serious test for fragile Burundi.

Children and young people
Protection of children by society and government has suffered on account of the war. Girls and women are very vulnerable. 19% of young women have been the victim of sexual violence (Source: document World Health Organisation 2009: www.afro.who.int) and 60% of reported cases of rape are of minors (Source: One year NAP, Evaluating the Dutch National Action Plan on UNSC Resolution 1325 after one year of implementation, December 2009). Other vulnerable groups include 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.

Program information

War Child active since 2008
Target groups
1. War affected children and other vulnerable children including former child soldiers, orphans, children in conflict with the law;
2. Out of school youth;

Locations
Provinces of Cibitoke, Bubanza and Bujumbura Rural

Partner
HealthNet International TPO (HNI-TPO)

Relation
Implementing partner

Developments
A new contract was signed for a second one year project. In 2010 War Child will start its own program.

Human resources
Expatriates 0
National staff 0
All staff are hired by HNI-TPO

Program expenditure
Total 63,688
Spent via self implemented program 3,688
Spent via partner program 60,000
Evaluation

War Child has supported the work of HealthNet International TPO (HNI-TPO) in Burundi from August 2008 till January 2009 and from October till the end of the year. The psychosocial assistance that HNI-TPO offers fits well with War Child’s mission, and the partnership gave War Child the opportunity to explore the needs and possibilities to start a more comprehensive program in Burundi. The objective of this project is to enhance psychosocial support for children by involving parents, teachers and local authorities in responding to children’s issues.

In 2009 12,459 children and young people and 745 adults were reached directly. The components of this War Child financed program were:

• 2,553 life skills sessions in schools in order to reduce the psychological impact of the war on children, like aggressive behaviour, withdrawal, depression and post traumatic stress;
• 218 awareness raising activities for the community. By means of large events with speeches, banners and music, the wellbeing of children was highlighted;
• 540 children received individual coaching from trained social workers;
• Recreational activities for children such as sports, music and dance.

Assessments for new program

Early 2009 War Child identified the problems of children and youth in Burundi and the root causes of these problems. Later in the year a second assessment was done to further establish relationships with local partners varying from community based organisations to ministries, which resulted in the development of a three year program ‘Promoting a spirit of change’. In November 2009 War Child started the official registration aiming at starting operations in 2010.

The reasons to start a more comprehensive program are:

• The problems of children: inadequate parental support, vulnerability of girls to household and sexual violence, limited attention for psychosocial care in communities, discrimination and stigmatisation of those infected with HIV, street children and minors in prison;
• The opportunity to cooperate and exchange ideas with War Child’s offices in Uganda and DR Congo;
• The widespread Burundi network of local organisations and agencies supporting children and young people. Because their capacity is limited, War Child can provide added value by developing a permanent program fitting local needs and ways of working.

Future

In 2010 War Child will start a comprehensive three year program in Burundi. The program foresees both self-implementation, implementation through partners and capacity building of partners and advocacy activities. 2010, being the first year of the Burundi program, the focus will initially be on establishing the organisation, like setting up offices, security assessment, recruitment of staff and setting up operational support systems. As soon as the registration has been finalized program implementation will start in the provinces of Cibitoke and Bubanza in two communities and 20 villages for the first year. Once the program is underway, priority will be given to the development of a country strategy.
Chechnya
1.7 Chechnya

Conflict and consequences

Duration of the conflict
1994 - 1996, 1999 - present

Type of conflict
Civil war for independence; continuous low intensity conflict, security is improving but mostly unstable.

Humanitarian aspects
- Chechnya is not included in the Human Development Index.
- Most Internally Displaced Persons returned to Chechnya from Ingushetia;
- Slow start of repair of huge infrastructural damage;
- Chechnya has the highest number of landmine/UXO casualties in the world;
- Poverty: half of the population lives on less than 1 US dollar a day.

Phase that the country is in today
Chronic crisis and rehabilitation

In-country developments in 2009

Although the situation has improved, a large part of the Chechen population experiences war-related trauma. A whole generation of children has grown up in an environment of violence, fear, humiliation, poverty and hopelessness, producing severe consequences for their psychosocial development. Feelings of frustration and hopelessness lead many to alcohol and drug misuse. Domestic violence and aggressive behavior drive many into the separatists’ arms.

Program information

War Child active since 2007

Target groups
- Children, from 5 to 18 years old;
- Parents;
- Teachers.

Locations
Shalinsky district, Vedensky district, Achkhoy-Martanovsky district. 11 Schools and a Child Centre.

Partner
Serlo (Centre for Psychosocial Rehabilitation of Children and Youth)

Relation
Financial support

Developments
Due to the security risks War Child was not able to monitor and evaluate the program of this partner properly. In 2010 War Child will end its financial support (see ‘future’).

Human Resources
Expatriates 0
National staff 0
(15 full time and 2 part time national staff hired by the partner organisation)

Program expenditure
Total 120,000
Spent via self implemented program 0
Spent via partner program 120,000

Activities carried out in 2009
in percentages

- Creative workshops/life skills courses 67
- Trainings 4
- Awareness raising activities 0
- Individual case management 29
Number of children, youth and adults involved in activities

<table>
<thead>
<tr>
<th>Children/Youth &amp; Adults</th>
<th>Actively involved</th>
<th>Planned vs. Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creative workshops/life skills courses</td>
<td>2,120</td>
<td>796</td>
</tr>
<tr>
<td>2. Training</td>
<td>0</td>
<td>237</td>
</tr>
<tr>
<td>3. Community meetings</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>4. Awareness activities</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>5. Events</td>
<td>1,996</td>
<td>410</td>
</tr>
<tr>
<td>6. Educational Activities</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. Other</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8. Training of national staff</td>
<td>374</td>
<td>200</td>
</tr>
<tr>
<td>9. Individual case management</td>
<td>4,490</td>
<td>1,643</td>
</tr>
</tbody>
</table>

* No planned figures of Serlo have been reported

Evaluation

Since 2007, War Child supports local partner Serlo (Centre for Psychosocial Rehabilitation of Children and Youth). Serlo means ‘light’, one of the programs is called Kherch, which means ‘fire place’, spreading warmth and a sense of home. Goal of Serlo is to help children and adolescents affected by war in their psychosocial development, by organising individual and group workshops and competitions.

Competitions

In May and October, Serlo organised two competitions to stimulate social activity of children and parents. In the ‘My world’ competition, children expressed their thoughts by writing about the history of their country, family and living in Chechnya. In the ‘Good deeds’ competition school children showed ideas on helping the city or village. For example, in Vendensky District, there was only one bus stop. Three secondary school pupils developed a bus scheme with proper bus stops. ‘Good deeds’ was a valuable experience for the children in order to realize their ideas and to write proposals, which can be used in daily life of the children (for example, to plan their day, to be able to estimate their own opportunities).

Training of adults

Parents were trained to improve their support for their children, working on the main psychosocial problems and their relationships with children. Taking part in discussions, role-play games, metaphor-exercises, *traveling* to their childhood and “turning” into children helped parents to know more about their children and how to interact with them.

The involvement of parents into the process of supporting children increased significantly in 2009. Previously only mothers were interested in the training, in 2009 the number of fathers increased with 11% in comparison with 2008.

Other highlights

• National TV coverage about the realization of the ‘Good Deeds’ projects in Elistangy and Hikalo;
• Four times a week in morning TV programs two social workers of Serlo answered questions of the audience regarding the influence of war on children;

**Future**

Since 2001, War Child had supported Serlo. War Child planned to expand the program to other countries in the Caucasus, but did not succeed because of border disputes. Furthermore, because of security issues, War Child was not able to monitor and evaluate the Chechnya program properly. Therefore, the financial support of Serlo will be terminated in 2010. Serlo is planning to continue its work for children and their parents in the Chechen Republic.
1.8 Colombia

Conflict and consequences

Duration of the conflict
1964 - present

Type of conflict
Internal conflict between government army and various guerrilla groups.

Humanitarian aspects
- According to government figures 3.3 million Colombians have been displaced, while figures from NGOs estimate the number at over 4.2 million (source: Internal Displacement monitoring Center 2009 (www.internal-displacement.org);
- Around 255,000 Colombians are living in refugee-like situations in Ecuador and Venezuela (source: UNHCR Global Appeal 2010-2011);
- Landmines pose a significant threat. A total of 7,204 people became victims of land mines, of which 10% were children (source: Unicef Humanitarian Action Report, 2009);
- Estimates of the number of children participating in illegal armed groups range from 8,000, according to the Ministry of Defence, to 11,000, according to non-governmental sources. The average recruitment age is estimated at 13 years (Source: Report of the Secretary-General on Children and Armed Conflict in Colombia, 2009).

Phase that the country is in today
Chronic crisis

In-country developments in 2009

Millions of civilians remain caught up in the crossfire between army soldiers, guerrilla groups, paramilitary militias and criminal gangs involved in drug production and smuggling. During 2009 relations with Venezuela deteriorated after plans and a subsequent deal, which allowed US troops to use Colombian military bases. The guerrilla groups FARC and ELN announced that they intend to stop fighting each other and concentrate on attacking the armed forces.

Children
Throughout 2009, young people have been victims of serious human rights violations. Several cases of disappearances or homicides of young people have been reported (Source: National newspaper El Tiempo, November 2009). The Colombian government approves the monitoring mechanism of UN Security Council Resolution 1612, and the UN Secretary General’s Report on Children and armed conflict in Colombia (August 2009). Due to the 10 year anniversary of the Reintegration Program of the Colombian Family Welfare Institute it is likely that more attention will be paid to this theme and the recruitment of children by armed groups will turn into a more visible (media covered) problem.

Program information

War Child active since 2005

Target groups
- Children associated with armed groups;
- Children living in or near conflict zones;
- Afro-Colombian and Indigenous children;
- Displaced children;
- Young people and youth groups;
- Teachers, parents and caregivers;
- Community members;
- Policy makers.

Locations
Communities, schools, children and young people clubs and cultural centres in 15 provinces and the city of Bogotá.
### Colombia

<table>
<thead>
<tr>
<th>Partner</th>
<th>Relation</th>
<th>Developments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benposta-Justa Paz</td>
<td>Capacity building and financing</td>
<td>In 2009, War Child continued to support this protection network for children and youth who are directly at risk of being recruited by armed groups.</td>
</tr>
<tr>
<td>The coalition against the use of children and youth in the armed conflict of Colombia</td>
<td>Capacity building and financing</td>
<td>War Child was accepted as member of the Coalition. War Child is co-funding (together with the European Commission) a project of the Coalition for three years on monitoring UN Security Council Resolution 1612.</td>
</tr>
<tr>
<td>Casa Amazonia</td>
<td>Capacity building and financing</td>
<td>Start of funding in 2009. Because of good results funding will extend in 2010, as part of an EU funded program.</td>
</tr>
<tr>
<td>Corporación Sumarse</td>
<td>Capacity building and financing</td>
<td>Sumarse is promoting child rights and child participation using the power of photography and video. In 2009 the organisation was involved in an exchange with Sierra Leone and the Performing for Peace project (see paragraph 1.13).</td>
</tr>
<tr>
<td>Corporación Cultural Nuestra Gente</td>
<td>Capacity building and financing</td>
<td>New partnership with the organisation that played an important role in the Performance for Peace project (see ‘Evaluation’). Cooperation is continued in 2010</td>
</tr>
<tr>
<td>Fundación para la Educación y el Desarrollo</td>
<td>Capacity building and financing</td>
<td>New partnership in 2009. Because of a successful protection project, funding continued for three years.</td>
</tr>
<tr>
<td>Taller de Vida</td>
<td>Capacity building and financing</td>
<td>Taller de Vida has entered its 4th year of partnership. Its activities against recruitment of child soldiers will be funded within an EU funded project.</td>
</tr>
<tr>
<td>Corporación Juan Bosco (CJB)</td>
<td>Capacity building and financing</td>
<td>CJB has been a partner since the start-up of War Child in Colombia. In 2009, the relationship between both organisations was disrupted, due to fundamental differences of views (and standards) on how to deal with child protection issues. That is why the partnership has ended.</td>
</tr>
<tr>
<td>Fundación Restrepo Barco</td>
<td>Capacity building and financing</td>
<td>War Child initiated exchange of methodology with the organisation. As it did not show interest in exchange or maintaining a fruitful relationship, cooperation will end in 2010.</td>
</tr>
<tr>
<td>Fundación Cultural Rayela</td>
<td>Capacity building and financing</td>
<td>Lack of understanding concerning creative methodologies used for working with young people. Partnership will end in 2010.</td>
</tr>
</tbody>
</table>
Human Resources

Expatriates 1
National staff 5

Program expenditure
Total 770,670
Spent via self implemented program 265,330
Spent via partner program 505,340

Activities carried out in 2009
in percentages

- Creative workshops/life skills courses
- Trainings
- Meetings
- Awareness raising activities
- Other events
- Educational activities
- Other activities
- Individual case management

Number of children, youth and adults involved in activities

<table>
<thead>
<tr>
<th>Children/Youth &amp; Adults</th>
<th>Actively involved</th>
<th>Reached otherwise</th>
<th>Planned vs. Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creative workshops/ life skills courses</td>
<td>8,193</td>
<td>805</td>
<td>0</td>
</tr>
<tr>
<td>2. Training</td>
<td>3,322</td>
<td>1,335</td>
<td>5,783</td>
</tr>
<tr>
<td>3. Community meetings</td>
<td>1,264</td>
<td>1,230</td>
<td>0</td>
</tr>
<tr>
<td>4. Awareness activities</td>
<td>9,459</td>
<td>3,006</td>
<td>10,170</td>
</tr>
<tr>
<td>5. Events</td>
<td>4,021</td>
<td>1,484</td>
<td>2,018</td>
</tr>
<tr>
<td>6. Educational activities</td>
<td>371</td>
<td>71</td>
<td>0</td>
</tr>
<tr>
<td>7. Other</td>
<td>1,651</td>
<td>288</td>
<td>3,839</td>
</tr>
<tr>
<td>8. Training of national staff</td>
<td>0</td>
<td>219</td>
<td>0</td>
</tr>
<tr>
<td>9. Individual case management</td>
<td>826</td>
<td>210</td>
<td>0</td>
</tr>
</tbody>
</table>

Totals 29,107 8,648 21,810 18,447

Explanation of deviations

- 2. Training (286%): Partner Juan Bosco was able to attract more adults for trainings, to involve them more with the situation of children in Colombia;
- 5. Events (240%): Events are always planned at the beginning of the year, with a modest estimation of a target audience;
- 7. Other (240%): Events are always planned at the beginning of the year, with a modest estimation of a target audience;
- 8. Training of national staff (238%): In the course of the year the staff of the partners expressed more need for trainings, on which War Child reacted.
- 9. Individual case management (273%): Partners came across more cases than planned while working with the children.
**Evaluation**

War Child’s local partner organisations contributed to the protection and prevention of the recruitment of child soldiers. They also promoted the constructive reintegration in society of former child soldiers. Peace building activities encouraging political and social change were carried out by various youth organisations. War Child has put extra effort into capacity building, following last year’s recommendation by partners, including training on methodology, child participation and protection, advocacy and legal assistance. Various major advocacy events took place:

- The four day visit of Dutch minister of Development Cooperation Bert Koenders, together with War Child’s ambassador Marco Borsato;
- Performing for Peace, a theatre project where children and youth design and perform their own play, showing what war does to them, what kind of solutions they see and what responsible policy-makers should do;
- An international seminar on the recruitment of children, marking the 10 year existence of the Coalition against the use of children and youth in the armed conflict of Colombia;
- Visit of the international Network of Young People affected by War (NYPAW), which led to the foundation of a new Colombian youth network: Aliarte.

In December the European Union approved co-funding for a project named “Building a future for children affected by the armed conflict in Colombia”, combining the work of War Child and Minga, Casa Amazonia and Taller de Vida. The project focuses on prevention of recruitment of child soldiers and their reintegration.

**Lessons learned**

Some results were only partly achieved in 2009. More realistic planning taking into account unexpected issues (like unforeseen fundraising opportunities, visits, advocacy chances) can help to mitigate this in the future. As a result of the intensity of work the planning, monitoring and evaluation of the projects could not be realized. However, the number of capacity building events provided opportunities to monitor work and progress of partners.

**Future**

In December 2009 a call for proposals for new partners was launched and concept notes were submitted in January 2010. Organisations with interesting proposals that meet the requirements will be invited to submit full proposals. Selected organisations will benefit from initial training organised in June 2010. In this training conditions and terms of collaboration will be established.

War Child will organise and support a whole range of capacity building activities for partners: security management, advocacy, child participation and protection and finance management. War Child will support its partners in implementing a Code of Conduct and will follow-up on standards of child protection. New partners will be trained in Planning, Monitoring & Evaluation, child protection and participation. Finally, the capacity of the newly created network Aliarte will be built.

**Other highlights**

- War Child welcomed three new partners: Casa Amazonia, Nuestra Gente and Fedes. All one year projects were positively evaluated. Activities with Casa Amazonia for 2010-2012 will be co-funded by War Child and the European Union. Fedes and Nuestra Gente will also receive more structural funding;
- The IDEAL methodology is actively used by partner organisations;
- Taller de Vida organised 39 creative and recreational (day) sessions/workshops with demobilized children in Bogotá (Usme) and Pereira;
- Numerous fruitful exchanges nationally and internationally. In the frame of the project Photography for Child Rights, staff of Sumarse visited the War Child program in Sierra Leone;
- Approval of various proposals submitted to institutional donors, including an EU-funding (€ 600,000 for 2,5 years), recognizing the quality of the Colombia program.
Democratic Republic of Congo
1.9 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 Forces Democratie du Liberation du Rwanda (FDLR), Mai Mai and Federalist Republican Forces (FRF). Movements and conflict areas change constantly.

Humanitarian aspects
• Human Development Index 2009: 176 (2008: 177);
• Approximately 5.4 million people died as a result of war;
• Little or no access to health care and humanitarian help;
• 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 in the East. Recovery in the rest of the country. Lack of peace and safety are the most important obstacles towards sustainable development.

In-country developments in 2009
South Kivu province was very unstable in 2009. A government-led and UN-supported military offensive against the FDLR rebel group caused displacement and a humanitarian crisis for thousands of civilians. Active combat between rebels and Congolese national army forces resulted in attacks on villages, looting, destruction of infrastructure and sexual violence inflicted on women and girls. A new military operation will commence in January 2010 and South Kivu remains a deeply insecure environment, with open conflict and a deteriorating humanitarian situation.

Children
Children continue to be recruited into armed groups; the disarming, demobilisation and reintegration of former child soldiers is not sufficiently resourced; alarming numbers of girls are being raped by both armed groups and civilians. Education has been disrupted for hundreds of thousands of children. Due to tuition fees for primary education, many children 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 employees of partner organisations;
• Teachers, school principals, student and parent committees in schools;
• Volunteers for sports, play and children's rights;
• Community leaders and organisations; religious groups;
• Minors in prison.

Locations
Province of South Kivu: the city of Bukavu and at the countryside Walungu territory
Partner Relation Developments

Laissez L’Afrique Vivre (LAV) Financing, organisational and methodological support; capacity building Specialised in vocational training and supporting youth to develop sustainable microenterprises. In 2009 War Child supported LAV to recruit and train a psychologist who will further develop LAV’s activities to provide psychosocial assistance to the youth it trains. Furthermore the staff of LAV was coached intensively on program level, good governance and human resource management. The partner has developed well and systems are in place.

Dynamique de Soutien aux Enfants Vulnérables (DSEV) Financing, organisational and methodological support; capacity building Implementing partner in economic reinsertion, non-formal education and psychosocial support of vulnerable children and youth. War Child organised the same coaching and training activities as for LAV.

Association des mamans pour la Lutte contre la Delinquance Feminine et l’Encadrement des Enfants Abandonnes (AMALDEFEA) Financing, organisational and methodological support; capacity building Implementing partner in economic reinsertion, non-formal education and psychosocial support of vulnerable children and youth. Same coaching and training activities as LAV. Due to continued poor performance the partnership will be discontinued after 2009 for every area except non-formal education, given that War Child wants to ensure children supported in previous years can complete their primary education.

Human Resources

Expatriates 7 National staff 32

Program expenditure

Total 1,002,941
Spent via self implemented program 806,364
Spent via partner program 196,577

Activities carried out in 2009 in percentages

- Creative workshops/life skills courses 13
- Trainings 17
- Meetings 16
- Awareness raising activities 11
- Other events 8
- Educational activities 22
- Other activities 22
Number of children, youth and adults involved in activities

<table>
<thead>
<tr>
<th>Children/Youth &amp; Adults</th>
<th>Actively involved</th>
<th>Reached otherwise</th>
<th>Planned vs. Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creative workshops/ life skills courses</td>
<td>6,746</td>
<td>933</td>
<td>0</td>
</tr>
<tr>
<td>2. Training</td>
<td>755</td>
<td>761</td>
<td>12,120</td>
</tr>
<tr>
<td>3. Community meetings</td>
<td>36</td>
<td>609</td>
<td>0</td>
</tr>
<tr>
<td>4. Awareness activities</td>
<td>4</td>
<td>1,766</td>
<td>811</td>
</tr>
<tr>
<td>5. Events</td>
<td>2,529</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6. Educational activities</td>
<td>874</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. Other</td>
<td>136</td>
<td>980</td>
<td>0</td>
</tr>
<tr>
<td>8. Training of national staff</td>
<td>0</td>
<td>12</td>
<td>0</td>
</tr>
<tr>
<td>9. Individual case management</td>
<td>43</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Totals | 11,123 | 5,061 | 12,931 | 17,354 |

Explanation of deviations
Due to lack of staff capacity the registration of children, youth and adults in War Child’s projects was poor in the first half of 2009. In some categories more activities were planned than actually implemented, due to delay in budget approval and therefore in project implementation. Expected expansion of the War Child program to new territories, did not take place due to understaffing.

In the following categories, there were other causes for the deviations:
5. Events (2,634%): more children than planned attended the community games days, and the participation of adults was not planned for, which also leads to this large deviation;
9. Individual case management (68%): This is very difficult to plan, as child protection cases are always encountered in project activities.

Evaluation
Towards the end of 2009, a mid-term evaluation was carried out for the community program at village level in Walungu Territory. The evaluation showed that:
• Knowledge of child rights increased significantly in the communities since 2008;
• Activities and games organised by War Child are well known and well attended;
• Teachers are well trained and in seven out of eight schools, exam results were excellent.

All schools now have school management committees. School fees remain the main obstacle for children’s access to education, although War Child’s income generation program has enabled parents to pay for these. War Child is continuing to work with the management structures of these groups to increase transparency and accountability and resolve conflicts, mainly regarding budget. After approximately two years of support, War Child leads groups to become independent in continuing their activities to support children to access education.

Other learning points in the mid-term evaluation were: War Child should relate awareness raising to subsequent actions that are necessary to protect children. In this way, awareness raising activities will be more effective.
Education
In eight formal and two non-formal schools, the training of teachers and school directors resulted in 96% of the participants showing an increased knowledge of didactic materials and child-centred teaching methods. They had been previously untrained in these subjects and had been unable to apply the new curriculum. An increased number of pupils began attending these schools in 2009. Therefore didactic materials supplied by War Child were not sufficient for all children.

Child rights and child protection
Local community volunteers were trained and organised community awareness-raising sessions on child rights as planned. The staff of War Child and its partners received initial trainings on child protection by the child protection specialist. Finally, a methodology was developed to undertake a community-based evaluation on children’s needs for protection (against domestic violence, abuse, exploitation and child labour).

Lessons learned
Next to the lessons learned mentioned in the paragraphs above, security remains an issue in DR Congo, with increased fighting by various armed groups during the year 2009. In response, preventive measures are clearly stipulated in order to minimise risks; an evacuation plan is in place, communications system are updated and radio contact with other NGOs has intensified.

Future
The education, psychosocial and economic reinsertion programs will continue until 2011. The child rights program has been expanded into a child rights and protection program. Based on the outcome of the evaluation mentioned above, this program will relate awareness raising on child rights to child protection needs. War Child will be looking for more local partners with potential to implement activities. Future programming will move towards 100% local partner implementation in order to increase sustainability.

Vocational training
This training program was implemented as planned. Youth were successfully supported in the creation of their micro businesses. A challenge remains for the 25% of trained youth who have abandoned their micro enterprises due to health, marriage, travel or a lack of vision and determination about their future. Close monitoring will be increased in the early stages of establishing their businesses to overcome these issues.

War Child leads groups to become independent in continuing their activities to support children to access education

School management committees and parent committees were trained in good governance and monitoring of the quality of education. In 80% of the schools the committees prepared the school’s budget and action plans and presented them to parent committees. This was a great improvement, since previously the parents were not interested in monitoring the quality of education and there was little accountability of budget and teaching standards within the schools.
Israel and the occupied Palestinian territories
1.10 Israel and the occupied Palestinian territories

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.

Humanitarian aspects

- The number of Palestinian refugees has grown from 700,000 in 1948 to 4.6 million in 2009 (Source: UNWRA, www.un.org/unrwa, 11-02-2010);
- 1,441 Palestinian children were killed by army or settler violence between September 2000 and December 2009, 124 Israeli children were killed in the same period by Palestinians (Source: www.rememberthesechildren.org, 11-02-2010);
- More than 10,000 Palestinian children wounded (Source: Defense of Children International – Palestine Section (www.dci-pal.org, 11-02-2010);
- Each month an average of 330 Palestinian children are in Israeli prisons and an average of 750 children are taken to prison each year (Source: The Israeli Center for Human Rights in the Occupied Territories, www.btzelem.org, 11-02-2010);
- Almost all children living in Gaza have experienced one or more traumatic events (Source: Gaza Community Mental Health Programme (GCMHP), www.gcmhp.net, 11-02-2010);
- Whereas in Israel, 35.9% of children live under the poverty line, in the West Bank the figures are around 40% and in Gaza up to 80% (Source: UNWRA, www.un.org/unrwa, 11-02-2010).

Phase that the country is in today

- Ongoing occupation, chronic crisis with outbursts of violence which claim a high number of civilian casualties;
- For more than 15 years political attempts have been made to end the conflict, so far without results.

In-country developments in 2009

In spite of international efforts, especially by the new US administration, also in 2009, the two sides remained far from the negotiation table. Work on the Separation Wall and Jewish settlements in the West Bank was maintained, where road blocks and check points have an ongoing effect on the economy and quality of life. Raids and house demolitions in the West Bank and East Jerusalem also continued. The political deadlock between the parties has remained. The Israeli military onslaught in January further crippled the infrastructure of the Gaza Strip. The poverty rate has climbed to over 80% (Source: UNWRA, www.un.org/unrwa, 11-02-2010). The violence has further increased the rift between the Palestinian and Jewish population of Israel and has made peace building even more difficult.

Children

Children are seriously affected by the daily violence. Killings, malnutrition, limited access to clean water and the closure and destruction of schools all seriously affect the children. Moreover, hundreds of Palestinian children from the West Bank are in Israeli prisons and many more are traumatized by ongoing threats, harassments, arrests and house demolitions.
### Program information

**War Child active since** 2004

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

### War Child locations
- Palestinian refugee camps in the districts of Bethlehem and Hebron;
- High schools in the West Bank;
- Neglected Palestinian villages close to the Separation Wall; Schools and community centers throughout the Gaza Strip;
- Israeli schools in Jaffa/Tel Aviv, Haifa, other small towns on the coast and in the Galilee.

### Partner | Relation | Developments
---|---|---
Association for Civil Rights in Israel | Financial, methodological and networking support for fundraising and exchange of expertise. | Continued capacity building in Planning, Monitoring & Evaluation (PM&E) and exchange of knowledge on the rights of the child. An effective and trustful relationship has developed.

Baladna – Youth Center | Financial, methodological support and capacity building. | The initial year of the partnership has proven the program’s impact. The partnership will grow stronger in the coming years.

Basma Society for Culture and Arts | Financial, methodological support and capacity building; networking support for fundraising and exchange of expertise. | Partnership continues through the same program. Increased PM&E training will be necessary.

Center for Conflict Resolution and Reconciliation | Financial, methodological support and capacity building; networking support for fundraising and exchange of expertise. | Successful support in the past five years. Improved evaluation tools are being tested.

Dalal Institution for Culture and Arts | Financial, methodological support and capacity building; networking support for fundraising and exchange of expertise. | Close cooperation in PM&E continues. The IDEAL program will be launched in 2010. Motivation remains high and capacities have improved remarkably.
### Israel and the occupied Palestinian territories

<table>
<thead>
<tr>
<th>Partner</th>
<th>Relation</th>
<th>Developments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peace Child Israel</td>
<td>Financial, methodological and networking support for fundraising and exchange of expertise.</td>
<td>The organisation remains a strong partner in the region. Exchange of knowledge and experience continues.</td>
</tr>
<tr>
<td>Sharek Youth Forum</td>
<td>Financial, methodological and capacity building; networking support for fundraising and exchange of expertise.</td>
<td>Partnership continues through the same program. Increased PM&amp;E training will be necessary.</td>
</tr>
<tr>
<td>Yes Theatre for Communication among Youth</td>
<td>Financial, methodological support and capacity building; networking support for fundraising and exchange of expertise.</td>
<td>Close cooperation has shown continued motivation and improved capacities in PM&amp;E. Strong partnership and support remain.</td>
</tr>
<tr>
<td>Young Artist Forum</td>
<td>Financial, methodological support and capacity building; and capacity building.</td>
<td>Partnership remains intact with a shift from psychosocial intervention to child rights advocacy.</td>
</tr>
<tr>
<td>Windows – Channels of Communication</td>
<td>Financial, methodological support and capacity building; and capacity building.</td>
<td>Partnership remains intact with a shift from psychosocial intervention to child rights advocacy.</td>
</tr>
<tr>
<td>Windows from Gaza for Contemporary Arts</td>
<td>Financial, methodological support and capacity building; networking support for fundraising and exchange of expertise.</td>
<td>Strong and close partnership with a highly motivated partner showing important initiatives for groups from both sides of the conflict.</td>
</tr>
</tbody>
</table>

### Human Resources

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expatriates</td>
<td>1</td>
</tr>
<tr>
<td>National staff</td>
<td>2.5</td>
</tr>
</tbody>
</table>

Staff of partner organisations are not registered here. These figures only regard the War Child head office in Jerusalem

### Program expenditure

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>821,366</td>
</tr>
<tr>
<td>Spent via self implemented program</td>
<td>250,473</td>
</tr>
<tr>
<td>Spent via partner program</td>
<td>570,839</td>
</tr>
</tbody>
</table>
### Activities carried out in 2009

in percentages

- Creative workshops/life skills courses
- Trainings
- Meetings
- Awareness raising activities
- Other events
- Educational activities
- Other activities
- Individual Case Management

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

<table>
<thead>
<tr>
<th></th>
<th>Actively involved</th>
<th>Reached otherwise</th>
<th>Planned vs. Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Children/Youth &amp; Adults</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Creative workshops/ life skills courses</td>
<td>1,751</td>
<td>25</td>
<td>0</td>
</tr>
<tr>
<td>2. Training</td>
<td>470</td>
<td>542</td>
<td>610</td>
</tr>
<tr>
<td>3. Community meetings</td>
<td>57</td>
<td>397</td>
<td>0</td>
</tr>
<tr>
<td>4. Awareness activities</td>
<td>1,068</td>
<td>5,696</td>
<td>6,510</td>
</tr>
<tr>
<td>5. Events</td>
<td>552</td>
<td>188</td>
<td>59,281</td>
</tr>
<tr>
<td>6. Educational activities</td>
<td>642</td>
<td>277</td>
<td>0</td>
</tr>
<tr>
<td>7. Other</td>
<td>33</td>
<td>77</td>
<td>0</td>
</tr>
<tr>
<td>8. Training of national staff</td>
<td>0</td>
<td>101</td>
<td>0</td>
</tr>
<tr>
<td>9. Individual case management</td>
<td>3</td>
<td>182</td>
<td>0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>4,576</strong></td>
<td><strong>7,485</strong></td>
<td><strong>66,401</strong></td>
</tr>
</tbody>
</table>

Not included are:

- ACRI: Video broadcasting “Wake up from the fantasy”: direct 40,000 adults; indirect 200 adults. Category ‘awareness’ activities.

### Explanation of deviations

4. Awareness activities (217%): Twice as much adults were reached by partner organisation ACRI through various awareness raising activities focused on human rights and child rights, e.g. demonstrations, distributions of several reports and fact sheets, and a conference.

6. Educational activities (46%): Partner organisation Peace Child Israel (PCI) conducted fewer activities than planned for two reasons: PCI decided to work more intensive with the same number of young people rather than reached more ‘new’ people and secondly there was a lack of staff capacity to carry out a part of the planned activities;

9. Individual case management (30%): This is very difficult to plan, as child protection cases are always encountered in project activities.
Evaluation

In 2009, a mid-term evaluation of the program was conducted by an external evaluator, covering 1.5 years of programming. The War Child team, other NGOs, partner organisations and the children participating in the program were involved. Goals of the evaluations were:

• To assess whether the choice of working on both sides of the conflict is positive;
• To measure whether War Child was able to achieve its program objectives;
• To identify innovative components of the program which can be shared and replicated.

Outcomes

The major outcomes of the evaluation were:

• The choice of working on both sides (Israeli and Palestinian) is positive, and even preferred. It helps the team and the programme be more aware and responsive to the context and help reaching the most vulnerable children;
• The program did achieve its overall goal of contributing to the improvement of the psychosocial wellbeing of the most vulnerable children and of promoting children rights through advocacy.
• The team’s strength- according to the evaluator- is its “ability to promote true and inclusive partnerships”. The partnership approach includes close collaboration, frequent discussions and identifying needs, which War Child complements with training. During an annual conference the partners meet, share and exchange their ideas and achievements. The conclusions of this conference are translated in the development of new programs.

At the same time, the following recommendations were made:

• To create long-term partnerships in order to strengthen the partners’ sense of security towards their programs and allow for long-term planning which is essential for bringing change to the life of children;
• To build capacity of partners in the area of private fundraising;
• To increase child rights awareness and child-rights programming among the partners.

Lessons learned

The evaluation report is overall positive and recommends War Child to continue its program. War Child has to keep the balance of working on both sides to ensure its credibility. Experiences of working with partners need to be documented more. In 2010 the recommendations of the evaluation will be implemented; strengthening child protection and child participation among partners, developing more realistic monitoring tools and increasing the War Child staff to be able to provide more support to the partners.

The choice of working on both sides (Israeli and Palestinian) is positive, and even preferred

Evaluation of the partners

Association for Civil Rights in Israel (ACRI) is a human rights organisation involved in legal aid, education and outreach activities. In 2009 War Child increased its support to the legal unit of ACRI, in order to continue with legal research related to children. This has allowed ACRI to:

• increase their support to 15,000 Palestinian children in East Jerusalem who currently cannot go to school;
• increase their support to Bedouin children in South Israel whose health and education rights are forsaken and live in sub-human conditions. Some 80,000 children have benefited;
• continue to challenge the discrimination against Palestinian minors by the Israeli “military justice system”;
• continue their campaign on the situation in the Gaza Strip.

Center for Conflict Resolution and Reconciliation (CCRR) strives for a peaceful society by giving marginalized groups a say. War Child completely financed the Young Negotiators Project, teaching
Palestinian young people and their parents values like peace, human rights and democracy, while providing them with tools for non-violent conflict resolution. An intensive training for children, social workers, and parents was given in 13 schools, with an emphasis on the parents. Many Palestinian parents lack knowledge, capacities and tools in constructive parenting. Due to the harsh situation, they find it difficult to provide adequate support to their children. Although CCRR has made special effort in the follow-up and monitoring on the sustainability, a more systematic monitoring system is still needed.

Dalal Institution for Culture and Arts improves children’s well-being through drama, dancing, drawing, painting and cultural activities for 100 children in the Bethlehem district. The organisation remains based on volunteerism, and its capacities have considerably increased. New volunteers have joined and will be trained in I DEAL. Dalal is enthusiastic to launch the implementation of I DEAL in 2010.

Peace Child Israel (PCI) promotes peaceful co-existence by bringing children together through drama. War Child supported 50% of the project “Crossing the Segregation Divide”. In the aftermath of the war in Gaza in January 2009, PCI adjusted its program to ensure effectiveness while relations between the youth from various backgrounds have deteriorated and the stigma associated with participation in a peace-building program has grown. For the first time, bi-lingual adaptations of plays have been made, all performed for school students and the public at-large. New in 2009 were outreach activities to parents of the participants and teachers of schools participating in the youth program. An external evaluation, including interviews, observations and questionnaires was launched in September 2009 and will be completed by August 2010.

Windows – Channels of Communication promotes understanding and reconciliation between the various ethnic groups. War Child has supported the “Young Journalists” workshops and the production of the Windows Magazine, a Hebrew/Arabic periodical. Through the magazine and published letters and discussions, youth groups in both areas communicate with each other and learn to understand how the other side thinks and feels. In 2009, 15,000 copies were printed, which were read by an estimated 30,000 youngsters, parents and teachers. War Child also supports Windows in monitoring and evaluating the impact of the magazine.

Young Artist Forum (YAF) improves the psycho-social well-being of children in the occupied Palestinian territories through visual arts and psycho-drama. In 2009, War Child supported YAF’s drama and painting workshops in schools in the West Bank. Villages are marginalised mainly due to the presence of the Wall. Working in schools included training in the psychosocial methods to teachers. In 2009, 720 students, 60 mothers and 30 teachers were reached directly. An estimate of 25,000 persons benefitted indirectly.

Yes Theatre for Communication among Youth offers children theatre, drama and creative activities to develop their self-expression and life skills. In 2009, War Child has supported the ‘Play for Kids’ project, in which 7000 students and teachers are involved. Moreover, the ‘Kids for Kids’ project has been funded, in which young 45 marginalized Palestinians develop theatrical skills and perform in front of their friends and families. A large part of the audience revealed that they had never seen their relatives in such a self-expressive and self-confident way. Yes Theatre is quickly becoming a renowned organisation in the Hebron District, continuously improving its quality.

A large part of the audience revealed that they had never seen their relatives in such a self-expressive and self-confident way.
Basma Society for Culture and Arts contributes to the development of civil society by supplying theater, drama, and training programs which enable Palestinian children and youth to express themselves. In 2009, 30,300 affected children were reached through 60 theater shows and 11 drama workshops.

Sharek Youth Forum is a leading Palestinian organisation run by youth for youth. It’s goal is to support the Palestinian society through youth empowerment. In 2009, War Child supported Sharek in implementing educational and psycho-social activities for 370 children who were displaced and/or lost family members in the Gaza war. The project succeeded to achieve its goals through the work of 50 volunteer mentors in the Gaza Strip.

Windows from Gaza for Contemporary Arts is a group of artists, painters and photographers. With the support of War Child, it conducted a two months training on photography and video arts for 20 boys and girls with the goal to portray Gaza through the children’s eyes. The project used the outcomes for the War Child advocacy program. According to those who visited the exhibition, the program succeeded in positively influencing the Palestinian society and planting some hope for the future.

Future

War Child revises its regional strategy in 2010. A stronger focus will be put on (a) child rights based programming (b) awareness raising concerning child rights (c) protection among partners and local communities, (d) advocacy with the local and national governments, and (e) child participation. The I DEAL training which was launched in 2009 will be continued, and later on, Parents DEAL trainings will be held as a response to the partners’ request. The long-term goal is to promote and implement the DEAL methodology in the Middle East program.
1.11 Lebanon

Conflict and consequences

Duration of the conflict
1920 - present

Type of conflict
Complex ethnic, religious, social and geopolitical. Seventeen different ethnic and religious groups live next to one another. Christians, Sunni Muslims and the more marginalized Shiites have been in conflict, as well as external players.

Humanitarian aspects
- Human Development Index: 83;
- Internal displacement of nearly one million people, due to violence in the past (Source: Amnesty International Lebanon Annual Report 2007);
- Children are vulnerable to socio-economic deprivation and suffer from the slow return of displaced families;
- Harsh social and economic living conditions of Palestinian refugee children in camps, limited access to social and health services and education, and exposure to violence at home, in schools and in the community;
- One million unexploded cluster sub-munitions in 592 strike locations in southern Lebanon are a major threat. (Source: Lebanon Mine Action Center).

Phase that the country is in today
Reconstruction and rehabilitation, but continued tensions and crises among political/religious parties. Intermittent violent hostilities between Israel and Hezbollah, claiming the lives of numerous civilians. Intermittent violence among different Palestinian armed groups.

In-country developments in 2009
It is estimated that more than 100,000 people were killed, and another 100,000 permanently handicapped by injuries (Source: US Department of State ‘Background Note Lebanon’). In addition, 450,000 Palestinian refugees live in the country, most of them without civil rights. 2009 was another tense and uncertain year for Lebanon, with a political dead-lock, turmoil because of the Gaza war and fierce rhetoric between Israel and Hezbollah.

Children
Children fear renewed violence, resulting in aggression and frustration. In combination with the poor conditions in Palestinian camps, growing resentment between Lebanese communities, indoctrination of the youth wings of most political parties and, in some cases, military training is increasing the potential for children to become involved in armed conflict. Moreover, young people are still struggling with the sectarian divisions in society, distrusting interacting with others.

Program information

War Child active since 2008

Target groups
- Palestinian and Lebanese children and youth between the ages of 8 and 18;
- Working children;
- Palestinian and Lebanese parents, caregivers, social workers, employers, instructors and employees of partner organisation;
- Community members, government bodies and the population as a whole.

Locations
- South Lebanon (Saida): schools, communities, refugee camps and the gatherings;
- North Lebanon (Tripoli & Zghorta): schools;
- Beirut: schools and youth clubs;
- Bekaa: Community Based Organisations, youth clubs;
- Nabatieh: schools and communities.
Partner Relation Developments

The Sustainable Democracy Center (SDC) works on conflict resolution and reconciliation between the various groups in Lebanon. The organisation brings children from various backgrounds together in order to work on building a peaceful society.

Financial, technical support, capacity building, and mutual learning.

Continuation of the partnership, strengthening the relationship through close collaboration, active technical support and exchange of knowledge.

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, technical support, capacity building, and mutual learning.

Renewed partnership; technical support and support on Planning, Monitoring & Evaluation (PM&E) are provided by War Child.

Solidarity Association for Social and Cultural Development (SASCD) organises literacy and numeracy classes, recreational activities and vocational training for working and out of school Palestinian children. To build their life and reintegrate them into regular education.

Financial, capacity building, and technical support.

New partner. A local organisation that is already active in the community, starting cooperation to tackle the problem of out of school and working children. War Child is providing active technical support and support in PM&E.

2009 was another tense and uncertain year for Lebanon, with a political dead-lock, turmoil because of the Gaza war.

Human Resources

Expatriates 1
National staff 1

Staff of partner organisations are not registered here. These figures only regard the War Child office in Beirut. Furthermore, the Country Director (expatriate) for Israel and the occupied Palestinian territories is also responsible for the Lebanon program.

Program expenditure

Total 89,850
Spent via self implemented program 0
Spent via partner program 89,850
Activities carried out in 2009

in percentages

- Creative workshops/life skills courses
- Trainings
- Meetings
- Awareness raising activities
- Other events

Number of children, youth and adults involved in activities

<table>
<thead>
<tr>
<th>Children/Youth &amp; Adults</th>
<th>Actively involved</th>
<th>Reached otherwise</th>
<th>Planned vs. Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creative workshops/ life skills courses</td>
<td>585</td>
<td>99</td>
<td>0</td>
</tr>
<tr>
<td>2. Training</td>
<td>357</td>
<td>84</td>
<td>551</td>
</tr>
<tr>
<td>3. Community meetings</td>
<td>306</td>
<td>135</td>
<td>0</td>
</tr>
<tr>
<td>4. Awareness activities</td>
<td>117</td>
<td>34</td>
<td>429</td>
</tr>
<tr>
<td>5. Events</td>
<td>4,299</td>
<td>1,328</td>
<td>46,614</td>
</tr>
<tr>
<td>6. Educational activities</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8. Training of national staff</td>
<td>0</td>
<td>59</td>
<td>0</td>
</tr>
<tr>
<td>9. Individual case management</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>5,664</td>
<td>1,739</td>
<td>47,594</td>
</tr>
</tbody>
</table>

Not included is the distribution of promotional materials. Direct: 13,500 children; 8,000 young people; 4,400 adults. Indirect: 10,000 children; 10,000 young people; 20,000 adults. Category ‘events’

5. Events (6,669%): The events were implemented on national level with a huge number of people who participated. The number of children, young people and adults who participated in workshops and exhibitions was much higher than expected in the beginning of the year.

Evaluation

In Lebanon programs are implemented through three partners.

The Sustainable Democracy Center (SDC) has successfully established 8 peace clubs that are independently being managed by youth in five districts of Lebanon and the Palestinian refugee camp of Ain El Helweh. 200 youth coming from different confessional, geographical and social backgrounds followed an intensive training on citizenship, identity, acceptance and coexistence with the other, rights and
duties, conflict resolution, child rights, child participation, strategic planning, and advocacy. The training has provided a unique opportunity for interaction, dialogue, trust-building and sharing of experiences among different hostile groups. They act as agents of change and have actively planned and implemented seven outreach activities focusing on peace building practices all over Lebanon and have planned a media campaign for advocating child rights.

**Nabaa** offers daily recreational and psychosocial activities for 1,500 Palestinian and Lebanese children and adolescents between the age of eight and 16, with the goal of decreasing violence and improve communication and interaction among children. In 2009, an evaluation was conducted by War Child to evaluate effectiveness, results and sustainability of the Nabaa project. The activities have improved the quality of communication, increased self-confidence, and improved relationships among children. Children reflected that violence is not the best way to solve a problem but remains their second choice if dialogue does not work out.

Two recommendations were made. One was to build the capacity of the school teachers to conduct psychosocial activities for the children and improve their teaching methodology. The other one was to strengthen and increase the cooperation between the children, teachers, parents, community members, and social workers as well as mobilizing males (who are often the main cause of the violence) and school teachers to participate and take a more active role in the project. A new project proposal has been written to meet the above recommendations.

**Solidarity Association for Social and Cultural Development (SASCD)** has created a safe space for children who are in child labor. 20 artistic workshops were held for 100 working children. The workshops focused on building self-confidence and expression skills. In addition, literacy and numeracy lessons were held weekly for 40 working child, aiming at integrating dropped out children into mainstream education. The project is still in its initial phase and will be developed in 2010 to reach other stakeholders including parents, school teachers of The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNWRA) and employers.

**Other highlights**

In coordination with the Ministry of Social Affairs War Child with its partners has supported a National Awareness Raising Campaign for combating violence against children. The campaign reached over 60,000 children, caregivers, parents, teachers, ‘parents and teachers associations’, childhood organisations, media agencies and the general public at large. Messages on responsible parenting and the effects of violence were transmitted through promotional materials, a press conference, a national exhibition on child protection, TV and radio talk shows.

**Lessons learned**

- Due to the fact that War Child’s partners are very experienced, it was difficult for War Child to be perceived as a partner, rather than a donor organisation. However, with the increasing support, capacity building, joint cooperation and enhancement of communication, War Child is being increasingly appreciated by the partners and government departments.

- Another challenge was to mobilize people from different political backgrounds who have their own agendas. Since few could commit themselves to the overarching goals, the partner ended up creating a sub-committees.

**Future**

War Child continues to support its three partner organisations in 2010 with technical support for developing their own Planning, Monitoring & Evaluation systems. War Child develops a three year strategy and program for Lebanon, starting in 2011. The cooperation with the Ministry of Social Affairs will be strengthened, in leading the work of a National Strategy for Child Participation and conducting awareness raising campaigns and events for promoting child rights. By the end of the year a full time War Child Representative will be based in Lebanon to support the program and to strengthen the capacities of the War Child staff.
De Nederlandse Kinderen
1.12 The Netherlands

There are about 20 million refugees worldwide and about 25% of them are in Europe. In the past two years about 10,000 refugees sought asylum in the Netherlands. At this moment, some 19,000 people live in more than 45 asylum seekers’ centres. Over 6,000 of them are children and young people. Many refugees are originally from countries where violence and repression are part of daily life, such as Afghanistan, Chechnya, DR Congo, Iraq, Sudan and Somalia.

In-country developments in 2009
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 much privacy. Their past has left an indelible impression 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.

Children
A qualitative study of the University of Utrecht showed that children in asylum seekers’ centres generally find their environment unsafe and boring. They are ashamed of their poor circumstances and have the feeling that Dutch people, both peers and adults, have little understanding for their situation. This makes them feel ‘different’. Most children enjoy going to school, because this offers a diversion and gives them the opportunity to show their potential. The children indicate that above all they want to be accepted and appreciated, to be ‘just like other children’.

Program information

War Child active since 2005

Target groups
• Children in asylum seekers’ centres

Locations
• Asylum seekers’ centres in The Netherlands

Partners
National Foundation to Encourage Happiness (in Dutch: Nationale Stichting ter Bevordering van Vrolijkheid or ‘De Vrolijkheid’ for short).

Human Resources
Expatriates 0
National staff 0
420 volunteers work for ‘De Vrolijkheid’

Program expenditure
Total 50,000
(Total budget of ‘De Vrolijkheid’: 800,000)

The children indicate that above all they want to be ‘just like other children’

Evaluation

In 2009 ‘De Vrolijkheid’ reached the targets below:
• Improving children and adolescents psycho-social development in asylum seekers’ centres through visual arts;
• Involving artists who are (former) refugees themselves and the established arts institutions in the project;
• Involving the Dutch public and inspiring them to contribute to social cohesion within the Netherlands.

In 2009 a total of 2,872 children aged between four and 18 was reached in 31 centres. 822 more then in 2008. The projects ‘working individually’ and ‘parent-child’ were continued. Moreover, coordinators, social workers and volunteers have been trained in this methodology. This way, contact with children increased.
Working individually
In this project children who need extra attention and appreciation are approached individually. Other children take part in regular workshops. A needs assessment is done through playful workshops with children either with or without their parents present. 27 workshop cycles have been realised.

Parent-Child
The parent-child project helps children and parents gather positive experiences together to improve interaction, from picnics to photo projects. 19 parent-child projects were realised.

Station Holland
‘De Vrolijkheid’ organised an exhibition of films called ‘Station Holland’, and visual art made by the children together with artists who have been refugees themselves. In 2009 the pieces of art were exhibited in the libraries of Amsterdam and the cultural youth center ‘Huis van Aristoteles’.

Lessons learned
‘De Vrolijkheid’ aims to offer weekly activities for all children in asylum seekers’ centres. Owing to financial limitations, the foundation works on a project basis. This implies that work is done on an ‘ad hoc’ basis instead of via a structural program. In 2009 there was a strong emphasis on the expansion of local networks financially supporting the organisation.

Future
In 2010 War Child will support ‘De Vrolijkheid’ with minimally € 25,000, half of the budget of last year. War Child thinks it is important to support ‘war children’ in the Netherlands, but because ‘De Vrolijkheid’ can directly target a large amount of potential donors, and because the urgency for War Child’s work is higher in war affected areas, War Child has decided to lower the budget for the moment.
1.13 Sierra Leone

Conflict and consequences

Duration of the conflict
1991 - 2001

Type of conflict
Civil war between the government and the rebels of the Revolutionary United Front.

Humanitarian aspects
- Human Development Index: 180 (of 182 countries, in 2008: 179);
- 75,000 killed including 40,000 children;
- 72,500 disarmed combatants;

Phase that the country is in today
Slow post war economic recovery hampered by very high unemployment and the large informal economy which impedes employment growth and social development.

In-country developments in 2009
Sierra Leone's post war recovery has been slow due to a lack of political and economic reforms and their negative impact on the economy's capacity to generate employment, together with the government's lack of resources to provide adequate basic services. Outbursts of violence between rival political parties' supporters in early 2009 and widespread dissatisfaction over widening socio-economic problems and corruption comprise sources of potential political instability, as do increasing drug trafficking and political/military instability in neighbouring country Guinea.

Children
While the war ended in 2001, children still live in poverty, lacking access to health and education services and supportive family environments. A tradition prevails of not listening to children.

Issues affecting children are low on the agenda in a political and economic environment continuing to reward patronage politics. The ever-growing number of unemployed and socially alienated young people increases.

Program information

War Child active since 2001

Target groups
- Children and young people aged 10 to 25;
- Community members playing a significant role in children and young people’s lives (parents, teachers, community members);
- Public officials in district towns and national politicians.

Locations
Rural communities in districts of Port Loko and Bombali
**Partner**  
16 support groups for children in 16 communities (Child and Youth Support Structures, CYSS) in Bombali and Port Loko district.

**Relation**  
Joint-implementation

**Developments**  
The structures planned, coordinated and monitored the implementation of activities by Community Action Groups (CAGs). This year support groups were trained in advocacy and lobbying skills to implement activities advocating for children’s rights, particularly for child protection. These groups work on a voluntary basis.

---

56 Community Action Groups (CAG’s) comprising child, young adult and parents groups and eight Community Trainers and Facilitators’ groups (CTF) – in 16 communities.

**Relation**  
Joint-implementation

**Developments**  
The CAGs implement the activities set out by the CYSS (see above).

The CTFs are a new group in the communities who implement livelihood activities (such as numeracy and literacy training) together with external trainers and with coaching and support of War Child Project Officers. These groups also work on voluntary basis.

---

**Human Resources**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expatriates</td>
<td>6</td>
</tr>
<tr>
<td>National staff</td>
<td>81</td>
</tr>
</tbody>
</table>

**Program expenditure**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,165,309</td>
</tr>
<tr>
<td>Spent via self implemented program</td>
<td>1,163,968</td>
</tr>
<tr>
<td>Spent via partner program</td>
<td>1,341</td>
</tr>
</tbody>
</table>

**Activities carried out in 2009**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative workshops/life skills courses</td>
<td>14</td>
</tr>
<tr>
<td>Trainings</td>
<td>25</td>
</tr>
<tr>
<td>Meetings</td>
<td>26</td>
</tr>
<tr>
<td>Awareness raising activities</td>
<td>6</td>
</tr>
<tr>
<td>Other events</td>
<td>7</td>
</tr>
<tr>
<td>Educational activities</td>
<td>25</td>
</tr>
<tr>
<td>Other activities</td>
<td>17</td>
</tr>
</tbody>
</table>
Number of children, youth and adults involved in activities

<table>
<thead>
<tr>
<th>Children/Youth &amp; Adults</th>
<th>Actively involved</th>
<th>Reached otherwise</th>
<th>Planned vs. Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creative workshops/life skills courses</td>
<td>997</td>
<td>238</td>
<td>0</td>
</tr>
<tr>
<td>2. Training</td>
<td>893</td>
<td>860</td>
<td>403</td>
</tr>
<tr>
<td>3. Community meetings</td>
<td>4,810</td>
<td>2,041</td>
<td>0</td>
</tr>
<tr>
<td>4. Awareness activities</td>
<td>593</td>
<td>257</td>
<td>7,997</td>
</tr>
<tr>
<td>5. Events</td>
<td>1,914</td>
<td>468</td>
<td>7,411</td>
</tr>
<tr>
<td>6. Educational activities</td>
<td>241</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>7. Other</td>
<td>1,377</td>
<td>908</td>
<td>0</td>
</tr>
<tr>
<td>8. Training of national staff</td>
<td>0</td>
<td>114</td>
<td>0</td>
</tr>
<tr>
<td>9. Individual case management</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>10,825</td>
<td>4,886</td>
<td>15,811</td>
</tr>
</tbody>
</table>

Explanation of deviations

3. Community meetings (54%): Fewer new communities have been selected in 2009 than planned due to budget limitations. As a result, fewer people directly participated in community meetings, although this is still the majority of all active participants in 2009;

5. Events (199%): Particularly outings for children and community sports events were very popular and attracted more children;

8. Training of national staff (134%): Next to own War Child staff, external trainers, interns, temporary staff also were involved in training on child protection policy.

Evaluation

In December 2009 an evaluation was conducted in eight communities. The community members indicated that they notice improvement in the interaction and peaceful coexistence between community members, particularly young adults and adults. They also see positive impact of livelihood activities such as numeracy and literacy skills. Some progress has been noticed in awareness and support of child rights. As some is not enough, War Child will continue in 2010 to improve on this result.

Highlights

Child Friendly Centres

War Child opened eight new child friendly, non-formal education centres where the community organises meetings, cultural festivities, and numeracy/literacy trainings. The official opening of the centres attracted a lot of people including parliamentarians, representatives from ministries and the chiefs responsible for the communities where War Child is active. Some of the events were shown on national television which increased War Child’s visibility in the country.

Child Protection Policy

As in many communities a lot of child abuse cases take place, War Child started to organise child protection trainings for the Child and Youth Support Structures (CYSS). When the course is finished, participants have to sign a child protection policy and elect people that community members, including children, could address to report abuse cases. Community members stated that the training and policy will protect children since there is now a clear understanding of what child abuse is as well as a clear reporting system.
Celebrations and events

With the support of War Child, various celebrations took place in several communities:

The Day of the African Child was celebrated in Makeni with a photography exhibition developed and presented by children. Children themselves appealed to authorities directly to work on the rights of children, which the government has committed to do. The exhibition drew the attention of radio, TV and several internet newspapers. Another community used the Day of the African Child to present the Child Protection Policy, with the community chief asking those present not to see the policy as a ‘Western way of working’ but to take it as their own protective measure for their children.

The World Day for the Prevention of Child Abuse was celebrated in Port Loko and Freetown with the drama performance Performing for Peace. This activity gave children and young adults the opportunity to show their parents, teachers and local and national policy makers what problems they are facing relating to child abuse. In addition, they had the chance to ask once more for commitments to establish the Child Welfare Committees. One of the big achievements of the performance in Port Loko was the presence of the district council. He said his support will not stop at establishing the Child Welfare Committees but he will also make sure that they are fully strengthened to take up their roles.

Lessons learned

In 2009 War Child selected eight new communities to work with. Some communities had an initial reluctance to respond to War Child because of negative experiences they had with other Non-Governmental Organisations giving false promises and demanding money for registration before becoming potential beneficiaries. The fact that War Child does not request any money helped to take away some of the reluctant feelings. Instead, a locally hired project officer stays overnight so War Child activities can take place in the evening hours when community members have returned from their work. This increased the trust of community members.

The selection of children to participate in activities such as Performing for Peace could be more inclusive and participatory to increase the involvement of children. Sometimes time constraints mitigate against children being chosen to represent their peers using transparent and democratic processes. When children are selected by their peers in ways ensuring that they feel properly represented, they are more likely to feel that they are genuinely participating in the process.

Future

If the stability in Sierra Leone continues, War Child expects to gradually withdraw from the country. Therefore, 2010 will be the final year of attempted program expansion, preparing communities to continue the work. The planned phasing out is intended to be done gradually, over a two year time frame, rather than terminating programs suddenly.
1.14 Sri Lanka

Conflict and consequences

Duration of the conflict
From 1983 to 2009 (victory declared by Government of Sri Lanka in May ‘09)

Nature of the conflict
Civil war between the Sri Lankan Government and the Tamil Tigers (Liberation Tigers of Tamil Eelam, LTTE), striving for an independent state in the northeast.

Humanitarian aspects
• Human Development Index: 102 (2008: 99);
• Hundreds of thousands of displaced Tamil civilians placed in massive and over-crowded government run ‘welfare’ camps located across the country’s northern region;
• This new wave of internally displaced persons (IDPs) added to 280,000 Sri Lankans who had already been displaced by the conflict in other regions and the Asian Tsunami of 2004. (Source: UN Common Humanitarian Action Plan, Mid-Year Review 2009, www.humanitarianinfo.org/srilanka_hppl/);
• Over 100,000 still remain in their camps, many have left their belongings with the intent to return, but may find their homes destroyed or their families missing.

Country’s current phase
• East: rehabilitation and development;
• North and East: Reconstruction, rehabilitation and development.

In-country developments in 2009
In 2009 military presence increased surrounding the closure of the conflict which augmented tensions between government/military and Tamil communities in the Batticaloa district and elsewhere. Support and resources for development and rehabilitation in Batticaloa have been drawn away due to the heightened conflict and increased displacement in the north, leaving many projects and areas under-resourced and at risk of being discontinued. Finally, there has been some resettlement of displaced Tamils from northern communities in Batticaloa, putting additional stress on already over-burdened systems of support.

Children
Children and adolescents are a highly vulnerable group in Sri Lanka. Children in the east are still recovering from 30 years of conflict and the tsunami that destroyed their community. In particular, the psychosocial impact has not received adequate attention and focus from local and international rehabilitation and recovery efforts. Children in Batticaloa District have suffered the loss of parents, grandparents and siblings and the trauma of displacement. Slow economic recovery in the region has delayed community rebuilding and the development of adequate education infrastructure, limiting access to resources for families and support for children’s health and education.

Program information

War Child active since 2006

Target groups
• Children;
• Social workers of partner organisations;
• Other Sri Lankan relief organisations focussing on children.

Locations
• 2 village garden centres in Thiraimadu and Karballa permanent resettlement communities;
• 5 pre-schools and 9 play-centres throughout conflict and tsunami-affected areas surrounding Batticaloa Town.
Partner Relation Developments

New contracts were signed in 2008.
Koinonia received training on psychosocial programming and BPG received training on website development and maintenance. War Child has re-engaged with each partner for 2010 programming.

<table>
<thead>
<tr>
<th>Partner</th>
<th>Relation</th>
<th>Developments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Butterfly Peace Garden (BPG)</td>
<td>Beneficiary of War Child Canada and implementation organisation. Capacity building in financial management and monitoring and evaluation.</td>
<td>New contracts were signed in 2008. Koinonia received training on psychosocial programming and BPG received training on website development and maintenance. War Child has re-engaged with each partner for 2010 programming.</td>
</tr>
<tr>
<td>Koinonia</td>
<td>Beneficiary of War Child Canada and implementation organisation. Capacity building in financial management and monitoring and evaluation.</td>
<td></td>
</tr>
</tbody>
</table>

**Human Resources**

<table>
<thead>
<tr>
<th>Expatriates</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>National staff</td>
<td>0</td>
</tr>
</tbody>
</table>

All employees were hired by the partner organisations themselves.

**Program expenditure**

<table>
<thead>
<tr>
<th>Total</th>
<th>100,260</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spent via self implemented program</td>
<td>260</td>
</tr>
<tr>
<td>Spent via partner program</td>
<td>100,000</td>
</tr>
</tbody>
</table>

**Evaluation**

War Child financially supports War Child Canada’s (WCC’s) psychosocial and educational program, which improves the welfare of children and adolescents affected by the civil war in Sri Lanka and (at the start of the program in 2006) by the tsunami. Butterfly Peace Garden (BPG) stimulates the healthy psychological development of children through creative activities. Koinonia focuses on rebuilding communities comprising Tamils who have fled the conflict in the north and who have survived the current conflict. The activities consist of:

- Education and care for children under primary school age;
- Workshops increasing awareness about the child protection;
- Providing health care in cooperation with the Ministry of Health;
- Cultural programs for parents;
- Training of social workers and teachers.

In addition to building the capacity of WCC’s partners, knowledge and ability of other local NGOs was increased to implement psychosocial programming. Towards this end, BPG held four trainings at the Monkey’s Tale Training Centre, with a total of 88 trainees.

**Other highlights**

WCC and partners continued to successfully run two centres of BPG (Thiraimadu and Karballa) and the 9 play-centres and 5 pre-schools of Koinonia, serving a total of 1840 children, 5,000 family members, 46 teachers and animators. In addition, 9 community events were held, engaging families and community leaders and community members. Children at all pre-schools received child rights and protection lessons, a lunch program, and had an opportunity to participate in the annual cultural concert for all Koinonia participants.
Unanticipated but beneficial outcomes have been achieved in the area of community harmony. In mixed communities where programs are being implemented for both Tamil and Muslim populations, community harmony, reconciliation, genuine friendship and trust are flourishing among neighbors who were before rigid and suspicious of each other.

**Lessons learned**
Due to the increasingly restrictive entry regulations imposed by the Sri Lankan government, a permanent office in Batticaloa was not established. This presented major challenges with regards to direct capacity building of partners. Therefore in-country consultants were hired specializing in the areas of finance, monitoring, and evaluation to work closely with both partners on improving their capacity in these areas. Regular monitoring visits from head office were arranged through the Sri Lankan department of immigration by obtaining business visas. These two approaches combined to successfully overcome the challenge.

**Future**
In 2010 Sri Lanka will suffer the appalling aftermath of 26 years of warfare that has come to an end: thousands of IDP’s in overcrowded camps, loss of family and friends, a disrupted infrastructure, violence around new elections, et cetera.

An entire generation knows nothing but living in war. Now the war has ended, there is an immense need of children to deal with their experiences and to work on their future. That is why War Child increases its activities in 2010. At the end of 2009 War Child Holland is working on the registration of an own office in Sri Lanka and hopes to have a partner program up and running early 2010.

---

**Now the war has ended, there is an immense need of children to deal with their experiences and to work on their future**
1.15 Sudan

Conflict and consequences

Duration of the conflict
- North–South: 1956 to 2004 until the signing of the Comprehensive Peace Agreement. There are still border disputes and conflicts over distribution of oil revenues;
- Darfur: since 2003.

Types of conflicts
- North-South: Conflict over oil and autonomy, cattle raiding and abductions between various ethnic groups;
- South: Lord’s Resistance Army in border areas with DR Congo and Uganda. Inter-ethnic rivalries;
- Darfur: Armed conflicts between government forces, rebel factions, militias and armed bandits from Sudan and Chad.

Humanitarian aspects
- Human Development Index: 150 (2008: 146);
- Sudan has the largest number of internally displaced persons (IDPs) in the world, at least 4.9 million (Source: Internal Displacement Monitoring Centre);

Phase that the country is in today
- Northern Sudan: reconstruction, there are major long term IDP-camps outside Khartoum and other areas. Otherwise Northern Sudan is generally underdeveloped and heavily armed;
- South: early reconstruction and fragile state. Massive arms build up and great food insecurity;
- Darfur: The security and humanitarian situation is still extremely precarious.

In-country developments in 2009

The implementation of the Comprehensive Peace Agreement between North and South Sudan is significantly delayed with problems around e.g. the integration of armed forces and border demarcation between North and South Sudan, especially in the oil rich areas. A census has been held that will lead to the first elections during April 2010 under the Government of National Unity. During a referendum planned for January 2011, the population of Southern Sudan will decide over possible independence. A vote for Southern secession seems all but certain and could well lead to increased insecurity because of conflicts over oil, most of which is situated in Southern Sudan. In the period leading to the referendum, tensions are rising and significant re-armament is taking place.

When the International Criminal Court at the Hague indicted the Sudan president Bashir for war crimes in March 2009, 13 of the largest international NGO’s were evicted, impeding delivery of essential assistance to the population of Darfur.

Estimates are that over 2.7 million children are currently out of school

Children
The situation of children in Sudan is precarious. UNICEF estimates that half of the displaced people in Sudan are children. Around 1.8 million displaced are concentrated in Khartoum State, of whom only about 250,000 are in officially designated camps. The majority resides in unofficial squatter camps and the poorer urban suburbs. Estimates are that over 2.7 million children are currently out of school. There are still an estimated 8,000 child soldiers in Sudan as well as many abducted children (Source: UNICEF, The government of Sudan and United Nations Children’s Fund country programme action plan 2009-2012).
## Program information

**War Child active since** 1999

### Target groups
- Children without family protection, including street children;
- Children not attending schools (living in prison or orphanages), children in IDP/refugee camps;
- Working children;
- Parents and teachers in communities.

### Locations
- Khartoum (in town and IDP camps);
- Juba (Juba, Torit and Rajaf town. Prisons, orphanage, schools, market places);
- Yei River county (10 communities in 3 districts);
- Morobo county (1 community);
- Lainya county (2 communities).

### Partner Relation Developments

<table>
<thead>
<tr>
<th>Partner</th>
<th>Relation</th>
<th>Developments</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 Community Based Organisations</td>
<td>Project implementing partner, capacity building, assistance by War Child for organising events and activities by the partner.</td>
<td>Good improvement of quality of their work in implementation of activities, reporting, active participation in training and feedback sessions. Many CBO's took initiative in organising (amongst others) learning activities for school children, training sessions on child protection and organising Child Welfare Committees.</td>
</tr>
<tr>
<td>Government Institution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Council for Child Welfare (NCCW) in Khartoum</td>
<td>The National Council of Child Welfare is War Child's counterpart in the national government that advises on implementation processes, and methodologies. KCCW is a government counterpart in Khartoum State, as well as an implementing partner.</td>
<td>• The Khartoum State Council for Child Welfare is responsible for protection activities for children, women and families. War Child supports KCCW through a small grant for awareness raising and networking activities to fulfil its coordination role. • War Child assisted KCCW to improve the quality of education. • KCCW was able to organise discussion meetings with education officials to address the barriers to education and awareness raising activities on specific issues such as disability and exam fees.</td>
</tr>
<tr>
<td>Khartoum State Council for Child Welfare (KCCW) in Khartoum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered National NGO</td>
<td>War Child supports these partners to organise creative activities, play days, awareness raising and events with street children.</td>
<td>• Sabah is established a mobile library for Street Children in Khartoum and Omdurman. • Sabah social workers and Amal Staff were trained by War Child to be trainers themselves in subject areas such as Child Rights and Protection, Active Learning and Participatory Techniques. • The Sabah and Amal staff also collaborated on project planning and conducting the annual review for 2009.</td>
</tr>
<tr>
<td>Amal Association in Khartoum</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sabah in Khartoum</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sudan

**Human Resources**

<table>
<thead>
<tr>
<th></th>
<th>Expatriates</th>
<th>National staff</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>57</td>
</tr>
</tbody>
</table>

**Program expenditure**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Spent via self implemented program</th>
<th>Spent via partner program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,331,490</td>
<td>1,194,446</td>
<td>137,044</td>
</tr>
</tbody>
</table>

**Activities carried out in 2009**

in percentages

- Creative workshops/life skills courses
- Trainings
- Meetings
- Awareness raising activities
- Other events
- Educational activities
- Other activities
- Individual case management

![Pie chart showing percentages of activities](chart.png)

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

<table>
<thead>
<tr>
<th></th>
<th>Actively involved</th>
<th>Reached otherwise</th>
<th>Planned vs. Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Children/Youth &amp; Adults</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Creative workshops/ life skills courses</td>
<td>5,159</td>
<td>681</td>
<td>0</td>
</tr>
<tr>
<td>2. Training</td>
<td>867</td>
<td>1,280</td>
<td>16,649</td>
</tr>
<tr>
<td>3. Community meetings</td>
<td>8,166</td>
<td>5,572</td>
<td>0</td>
</tr>
<tr>
<td>4. Awareness activities</td>
<td>19,861</td>
<td>7,448</td>
<td>52,968</td>
</tr>
<tr>
<td>5. Events</td>
<td>10,528</td>
<td>3,171</td>
<td>44,375</td>
</tr>
<tr>
<td>6. Educational activities</td>
<td>5,254</td>
<td>317</td>
<td>0</td>
</tr>
<tr>
<td>7. Other</td>
<td>5,730</td>
<td>2,007</td>
<td>9,829</td>
</tr>
<tr>
<td>8. Training of national staff</td>
<td>0</td>
<td>135</td>
<td>0</td>
</tr>
<tr>
<td>9. Individual case management</td>
<td>5,168</td>
<td>1,106</td>
<td>0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>60,733</strong></td>
<td><strong>21,717</strong></td>
<td><strong>123,821</strong></td>
</tr>
</tbody>
</table>

**Explanation of deviations**

In 2009 more activities were carried out and more people were reached than planned. This was due to the unplanned initiation of the Child Rights project with two local partners through which more activities could be implemented and thus more children, youth and adults could be reached. Also the extension of an education project, the implementation of a Child Rights Promotion and Protection program and an increased number of workshops, fun and play days contributed to the higher numbers.
Evaluation

In August 2009, a formal evaluation took place. The most important outcomes and recommendations:

- **War Child should continue its community protection work**
  There is a critical need for an organisation such as War Child to monitor vulnerable children and arrange a dialogue between the government and communities to bring children’s issues to the government’s attention and work together to find solutions. War Child has formed a policy networking group consisting of government officials and community members, to ensure that the government takes responsibility on child welfare and protection. This group will advocate on child rights to relevant government authorities. War Child is one of the very few organisations at community level and empowers communities to take responsibility and accountability for the protection of their children.

- **War Child should continue working with youth groups and promote awareness raising**
  Youth Groups offer a way for young people to join in team games, such as football. War Child successfully brought groups together for advocacy purposes. Children and youth raised awareness on child rights issues through discussions, messages, banners and marches.

- **War Child should strengthen parental and community support networks for children without family protection.**
  War Child formed 15 Child Welfare Committees (CWC) to take care of children without family protection (street children, orphanage and children in the prison). Committees developed an action plan for children in prison or on the street. War Child trained CWC members and social workers.

- **War Child should follow up with advocacy initiatives across the four project areas.**
  In Yei, War Child explores the possibility of a new community radio broadcasting office, to use radio to promote child rights and protection. This is an opportunity for War Child to promote its work as well as further advocacy for protection.

Other highlights

**Education**

War Child worked with seven out-of-school-centres, which provide basic classes for approximately 30 children who are not in school. In Yei, War Child organised focus group discussions with children, parents and teachers, to identify the barriers of going to school, like lack of school materials, corporal punishment, limited toilets or no toilets specially for girls and dangers of travelling to schools.

**Child Rights Promotion and Protection (CRPP)**

Children and teachers have been raising awareness on Child Rights violations, based on focus group discussions they have had around the Convention on the Rights of the Child. Teachers...
and children developed songs about discrimination, child labour, corporal punishment, early marriage and child recruitment. These were demonstrated during the international events by young girls and boys at the school.

War Child will work together with teachers, parents and state authorities in at least ten communities to establish Child Welfare Committees

Community Awareness
War Child increased the awareness of child and youth psychosocial and protection needs with the children and youth themselves and amongst communities and government authorities. In November the 20th year of the Convention on the Rights of the Child was celebrated. The message “Our Rights ... Our Responsibility!!” was spread through speeches, songs, drama radio coverage in order to promote the rights of Sudanese children, to focus more on children. Communities were stimulated to protect children and young people as well as creating safe spaces for them to study, play and to form children’s associations. Other international events celebrated in Sudan were African Child Day, International Youth day, International Peace Day and World HIV/AIDS day. Each event was participated by more then 1000 children and 500 Adults.

Lessons learned
The major challenge for the Sudan program is to make sure communities are more self sufficient. Projects that focus on child development, welfare and protection should have more ownership by the communities involved. War Child stimulates this by investing in training of parent teacher associations and government workers and by advocating with the Sudan government for policy change on issues affecting children.

War Child experienced problems with some of the new partners. ASRA struggled to organise an active staff team to implement project activities, causing delays in the project implementation and reporting. War Child was forced to discontinue work with the organisation, as the local authority has also cancelled the organisation’s operations permit.

Future
A new program will be implemented in Kosti in Northern Sudan as well as in Torit in the South. War Child will work together with teachers, parents and state authorities in at least ten communities to establish Child Welfare Committees that will create Safe Learning spaces where out of school children are educated about their rights and are supported to (re)enter formal education through the use of creative teaching methods. The project is funded by the European Union for a two year period.

War Child will continue to implement the Child Rights Promotion and Protection project in North and South Sudan with funds from the Dutch Embassy. The future of the community, street children, prison- and education projects will be evaluated as the present programs are entering their final year. A new three to four year strategy for War Child Sudan will be developed in 2010. The problems that confront children in this country as a result of multiple wars and armed conflicts are enormous and War Child will carefully decide where and how we can continue to make the most effective contribution.
Uganda
1.16 Uganda

Conflict and consequences

Duration of the conflict
24 years

Type of conflict
Conflict between the Lord’s Resistance Army (LRA) and the Ugandan Government;

Humanitarian aspects
- Human development index: 157 (2008: 156);
- Around 928,000 internally displaced people have returned to their own villages from the camps, 218,300 have gone to “satellite” camps closer to home and around 276,000 people are still remaining in Internally Displaced People (IDP) camps;
- 141 out of 243 IDP camps have been closed. In the Acholi region 72% of the population have returned to their villages of origin and only 10% of the population remains in IDP camps (Source: IASC, Population movement September 2009; UNHCR IDP Camp status report October 2009).

Phase that the country is in today
Return and reconstruction.
- The conflict affected population of Northern Uganda needs support to resettle, reconstruct and rebuild. The most vulnerable children, including child-headed households, orphans, and formerly abducted children continue to require humanitarian assistance;
- Peace talks have been underway since 2006, no final agreement has been signed as yet. Currently, the LRA is not active in Northern Uganda.

In-country developments in 2009
Implementation of the ‘National Peace, Recovery and Development Plan for Northern Uganda’ started off this year to boost the recovery process. A child protection recovery strategy for Northern Uganda (2009 to 2011) was developed by the Ministry of Gender Labour and Social Development, actively engaging a large and diverse group of duty bearers from the conflict affected districts.

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 and a protective environment in schools and communities. Many children have psychosocial problems, the social fabric to protect and guide children has eroded.

About 60% of the Northern Ugandan population consists of children and young people

Program information

War Child active since 2004

Target groups
- Children;
- Young people, teenage mothers, teenage fathers;
- Parents, teachers, child protection committees, community leaders and the community as a whole;
- School management committees;
- Parent teacher associations;
- Local authorities.

Locations
IDP and satellite camps, villages, district towns, primary and secondary schools and child friendly spaces in the districts of Amuru, Gulu, Lira, Pader and Kitgum.

War Child active since 2004
<table>
<thead>
<tr>
<th>Partner</th>
<th>Relation</th>
<th>Developments</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRY Uganda</td>
<td>Partner in peace building</td>
<td>CRY was one of the implementing partners in a larger project in peace building, their main activities were organising a peace camp and peace theater.</td>
</tr>
<tr>
<td></td>
<td>project financed by NUREP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Northern Uganda Rehabilitation program)</td>
<td></td>
</tr>
<tr>
<td>Kitgum Concerned Women’s Association (KICWA)</td>
<td>Partner in NUREP financed project</td>
<td>KICWA is one of the implementing partners in a larger project in peace building, KICWA implemented the BIG DEAL program for youth.</td>
</tr>
<tr>
<td>I Network</td>
<td>Partner in NUREP financed project</td>
<td>No developments</td>
</tr>
<tr>
<td>ECHO Bravo!</td>
<td>Implementation partner in two year education project financed by the Dutch Postcode Lottery (NPL)</td>
<td>Late 2009 Echo Bravo together with War Child developed an education program as a follow up to the NPL project. In 2009 they implemented an accelerated education project and livelihood activities</td>
</tr>
<tr>
<td>Gulu Women Economic Development and Globalisation (GWED-G)</td>
<td>Implementation partner in two year education project (NPL funded) focussing on life skills training</td>
<td>GWED-G implemented IDEAL and parents groups as an implementing partner in the NPL education project.</td>
</tr>
<tr>
<td>Respond RENU</td>
<td>Implementation partner that focuses on small business training and saving groups*</td>
<td>New partner in 2009</td>
</tr>
</tbody>
</table>

* Saving groups consist of people who collectively save money on a monthly basis. When one of the members needs the money, it can be used.

**Human Resources**

<table>
<thead>
<tr>
<th>Expatriates</th>
<th>National staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>67</td>
</tr>
</tbody>
</table>

1 Includes staff shared service center. The shared service center delivers financial, fundraising and grant management services to War Child projects in Sudan, Burundi, DR Congo and Uganda;
2 These are only staff on contracts. During 2009 10 temporary staff member were hired and 15 interns/volunteers worked for War Child.

**Program expenditure**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Spent via self implemented program</th>
<th>Spent via partner program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2,185,943</td>
<td>1,937,711</td>
<td>248,232</td>
</tr>
</tbody>
</table>
Activities carried out in 2009

in percentages

- Creative workshops/life skills courses
- Training
- Community meetings
- Awareness raising activities
- Events
- Educational activities
- Other activities
- Individual case management

Number of children, youth and adults involved in activities

<table>
<thead>
<tr>
<th>Children/Youth &amp; Adults</th>
<th>Actively involved</th>
<th>Reached otherwise</th>
<th>Planned vs. Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creative workshops/ life skills courses</td>
<td>5,895</td>
<td>6,112</td>
<td>0</td>
</tr>
<tr>
<td>2. Training</td>
<td>1,613</td>
<td>3,481</td>
<td>124,127</td>
</tr>
<tr>
<td>3. Community meetings</td>
<td>0</td>
<td>487</td>
<td>0</td>
</tr>
<tr>
<td>4. Awareness activities</td>
<td>44,607</td>
<td>10,293</td>
<td>158,476</td>
</tr>
<tr>
<td>5. Events</td>
<td>30,428</td>
<td>4,406</td>
<td>33,996</td>
</tr>
<tr>
<td>6. Educational activities</td>
<td>10,630</td>
<td>1,846</td>
<td>0</td>
</tr>
<tr>
<td>7. Other</td>
<td>23,227</td>
<td>2,098</td>
<td>18,102</td>
</tr>
<tr>
<td>8. Training of national staff</td>
<td>0</td>
<td>109</td>
<td>0</td>
</tr>
<tr>
<td>9. Individual case management</td>
<td>3,216</td>
<td>50</td>
<td>0</td>
</tr>
</tbody>
</table>

Totals | 119,616 | 28,882 | 334,701 | 211,456 |

Not included are:
- Child Rights magazine. Indirect: 34,000 children. Category ‘awareness’ activities
- Radio shows. Indirect: 10,000 children; 20,000 adults. Category ‘awareness’ activities

Explanation of deviations:

1. Creative workshops (145%): More young mothers and parents have participated as a result of additional funding that was received towards the end of the year.
2. Training (80%): Due to the fact that many people have been moving back to their villages of origin from the camps, the numbers that could be reached through awareness activities, resulted to be significantly lower. This could not be predicted, as the speed of return was unclear.
3. Events (141%): More communities than anticipated participated in events around 21st of September and 20th of November. On the latest date the 20th anniversary of the Convention of the Rights of the Child was celebrated, War Child organised events together with other NGOs and UNICEF.
9. Individual case management (159%): The fact that social workers became field based during 2009 (living in the community during the week) resulted in more individuals/families reporting abuse cases to them. Furthermore, the availability of the Community Child Protection Committees, and the awareness that something can be done about abuse, has increased the number of cases being reported. Lastly, additional funding has come in towards the end of the year.

Evaluation

The majority of activities were implemented as planned. Where activities were not achieved fully, it was a result of less external funding or target groups were smaller than anticipated, in part due to the continued return to villages of origin. For the same reason, community members were increasingly engaging in making a living, rather than joining War Child activities.

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

Learning for life in Uganda

The goal of the project was to improve access to quality education (formal and/or non-formal) for parents, teachers, youth and children in and out of school. An evaluation performed by War Child revealed that:

• Access to education of illiterate parents and child mothers has been increased;
• Capacity of teachers to deliver quality lessons to children has been enhanced;
• School drop-out rates has been reduced;
• The resilience among the learners has been strengthened;
• The feeling of self worth and capacity to cope with life by the youth has been increased;
• Parental and community support to children is increased.

Based on the findings, the project will continue for two years. Recommendations made by the evaluators are taken into account.

ICT4Peace centres

In the ten ICT4Peace centres young people, children and other community members were able to work on their writing and reading skills. Some have found paid jobs because of their improved IT skills. The possibilities to interact with others and connect to the world have improved their sense of belonging. The centres have become a valued meeting place in the communities.

Other highlights

• Violence free schools: Children demanded an end to violence in schools through the ban on corporal punishment. At the local and regional level exhibitions were launched by children under the theme ‘Our right to an education free of violence’. A briefing paper on physical and humiliating punishment of children was developed and disseminated to key duty bearers. A text message campaign was issued on the subject of beating children;

The goal of the project was to improve access to quality education for parents, teachers, youth and children in and out of school

• Peace activities: Community peace groups were formed and trained in ten communities. Peace parks were created in ten locations; in the peace parks people can come together, relax, discuss, celebrate, etc. A peace camp for young people brought together over 200 youngsters from all over the country to discuss and work on peace building in Uganda;
• Teachers DEAL development and training: 150 teachers from 20 schools were trained on the Teachers DEAL method, an interactive work
shop cycle for teachers. After the cycle 70% of the teachers were more motivated and 60% indicated that they had developed a more positive relationship with students.

Lessons learned

In three sub counties War Child worked on prevention of and response to sexual violence. The communities generated solutions to this problem themselves cumulating in the development of a booklet. Teachers in 17 schools were engaged in prevention workshops. Engaging men in these issues continues to be a challenge. War Child has responded by actively including more men in the community dialogue by raising awareness in the communities. Furthermore, the husbands of girls who participate in She DEALs are participating in the Big DEAL program.

Peace parks were created in ten locations; in the peace parks people can come together, relax, discuss, celebrate, etc.

Future

A new strategy and new programs will be developed in 2010, as the present strategy and programs are entering the final year. Planned evaluation will specifically look at the sustainability of the results. With a new fundraising strategy in place and increased capacity War Child expects to increase its local funding possibilities. War Child will further develop its partnership program and assess the role it can play in providing livelihood skills, like working together, leadership skills and conflict resolution, highly needed in a country that is rebuilding. The use of ICT and media in our programs will remain a focal point in the coming years. An advocacy strategy will be finalized and implemented in 2010.
2.1 Internal organisation

The organisation is structured around the three departments ‘operations’, ‘marketing, communications and fundraising’ and ‘programs’. This structure contributes to the strategic objectives of the organisation: effective programs and efficient and diversified fundraising. Operations provides the necessary support to make this possible.

In 2008, War Child developed a HR plan for two years that anticipates the growth of the organisation, while maintaining quality and low costs. The following was achieved in 2009:

- Development of a policy on employment conditions for head office and field. Goal is to comply with law on employment conditions, to make War Child a safe working space and to improve the support of employees with long time illnesses;
- Development of a new system to include taxes (that are raised by the countries where War Child works) in the salaries of employees. More countries are starting to raise taxes and War Child is one of the first Dutch NGOs that includes this in its salaries;
• Rotation of country directors. Several country
directors chose for a different project country;
• A child protection paragraph (see paragraph
4.2) has been added to the HR policies;
• An introduction day for new employees and exit
interviews have been implemented.
Due to high recruitment rates in 2009 and many
other changes, some parts of the plan were post-
poned and are on the agenda for 2010:
• Development a policy for training and perso-
nal development of employees and Terms of
employment for head office;
• Development of a HR strategy that defines what
kind of employer War Child is and wants to be.
All other HR instruments, such as development
of training, can be derived from this strategy,
which will make choices easier.

Other priorities for 2010 are to clarify role des-
criptions (following the outcomes of the employee
satisfaction survey) and, related, the improvement
of the appraisal process of employees.

Department changes
This year the Marketing, Communications and
Fundraising: The Marketing and Fundraising
department was integrated with the
Communications department in order to have
a more efficient cooperation and sharing of
knowledge. Secondly functions have been more
specialized whereby roles became clearer, the
potential of employees was maximised and more
efficient working methods could be applied. A
restructuring of the Programs Support Department
(PSD) has been prepared, to facilitate field teams
better. All PSD members will focus more on their
own (thematic) specialism, like education, child
protection or advocacy. The new structure will be
implemented in 2010.2. Finally, the new Project
Management Office (0,8 fte) was created, that will
coordinate organisational projects with strategic
importance, like the development of key perform-
ance indicators.

2.1.1 Employee policy
War Child had a strong position in the market as
an employer. An average of 50 applicants per ope-
ning responded to the 25 external vacancies at
the Amsterdam head office. For the 11 vacancies
in the field, over a 100 responses per vacancy
were received.

Statistics (reference date 31 December 2009)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of expatriates in senior positions</td>
<td>26</td>
<td>27</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Number of local employees in senior positions</td>
<td>8</td>
<td>9</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Project staff</td>
<td>170</td>
<td>137</td>
<td>91</td>
<td>101</td>
</tr>
<tr>
<td>Supporting staff</td>
<td>128</td>
<td>172</td>
<td>168</td>
<td>187</td>
</tr>
<tr>
<td>Average number of years employed</td>
<td>2.6</td>
<td>2.4</td>
<td>2.4</td>
<td>1.5</td>
</tr>
<tr>
<td>Average age</td>
<td>42</td>
<td>40</td>
<td>39</td>
<td>39</td>
</tr>
<tr>
<td>Man-woman ratio of expatriates</td>
<td>11/15</td>
<td>11/16</td>
<td>8/12</td>
<td>10/13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amsterdam head office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of paid employees</td>
</tr>
<tr>
<td>Number of FTE</td>
</tr>
<tr>
<td>Average number of years employed</td>
</tr>
<tr>
<td>Average age</td>
</tr>
<tr>
<td>Man-woman ratio</td>
</tr>
<tr>
<td>Sickness absence percentage</td>
</tr>
</tbody>
</table>
Main reason was longer sick periods. 2009 was characterized by a high turn over, which in the field was stimulated by the organisation itself. Some country managers were transferred to a different location in order to:

- replicate the successes of one country to another;
- have War Child capacity in countries which are harder to recruit good staff for;
- enhance retention rates.

40% of the functions at head office were filled with new employees. Reasons for employees to leave War Child were various: they had been working for more than five years with War Child and were looking for a new challenge, they did not find opportunities to develop professionally within War Child and because of the changing organisation.

Employee satisfaction
In 2009 a survey of employee satisfaction was done, fully sponsored by Effectory. War Child employees show a high involvement and general satisfaction compared to the Dutch benchmark. For head office, an important point of attention was a high perceived unclarity of roles. This is probably due to the stage the organisation is in: 2009 was characterized by change: quick growth, changing structures, more process-oriented working methods and a high turnover of employees. Clarification of roles and responsibilities is a priority in 2010.

Local power
To promote sustainability in a project country, War Child works with local people as much as possible. By strengthening their abilities, they are able to execute projects independently. Managers in the project countries can parts of their human resource management autonomously. They recognize needs more clearly and are more often independently tuning positions to the projects. In 2009 the Operations Support Managers of all countries, who are also responsible of HR, came together during a week to exchange expertise on this matter. Focal point for head office is to enhance the autonomy of field teams.

Diversity
Twenty nationalities are represented in management positions in the field. War Child recruits in the international market and work permits are relatively simply to obtain in most project countries. At the Amsterdam head office diversity is lower. Management and employees are favourable to a larger diversity, but there are very few non-Dutch people among the large numbers of applicants. There is no policy for targeted recruiting in this group, as this was not a priority in 2009. The nature of War Child’s work and the salary continued to attract more women than men in 2009.

Employment in the field
The number of local project staff employees rose rapidly in 2009 compared to previous years with 46. This is the result of the planned expansion in the program countries, growing program spending and the active recruitment of local people to make the programs more durable. This is reflected in the personnel ratio, i.e., with 26 expatriates compared to 309 local employees.

2.1.2 Volunteers
Volunteers are of great value for 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 against low costs. The dedication of volunteers in War Child programs is of great value too. It increases the impact and the range of the activities and lowers the threshold to participate, since many volunteers are acquainted with the children who are not in War Child programs yet.

Volunteers at head office
In 2009 a total of 22 volunteers worked at head office (19% of all head office staff). Thanks to an active volunteer policy, the use of trainees and permanent office volunteers has grown, both in number, diversity and level of tasks. They are performing more substantial work than in previous years, and have their own responsibilities, freedom and support from executives. Volunteers get a
contract, sign War Child’s code of conduct and get a remuneration of travelling expenses. In 2009 volunteers participated in the employee satisfaction survey (see above). They rated their general satisfaction with an 8,6 out of 10.

Because of the rising demand for presentations in the Netherlands, 18 new voluntary public educators were attracted, making a total of 50. 240 presentations were given by these information officers, a number of 85,804 persons was reached. These are for example school children, corporate sponsors, sports clubs members and private donors.

The high number of new volunteers is a result of a natural attrition of educators who have been with War Child for a long time. War Child organised four meetings with educators: two selection meetings, one training course and one information meeting on War Child programs. Nine trainees worked for War Child in 2009 at various departments. Two trainees/volunteers moved into paid positions. Several volunteers assisted during one or two days at donor services and events.

2.2 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, the two other current War Child organisations. With the completion of the 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 2009 two financial transactions took place:

- a grant of € 100,000 for War Child Canada for its program in Sri Lanka from War Child Holland (see paragraph 1.14)
- a grant of € 12,262 for War Child UK for its program in Iraq from War Child Holland

2.3 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. Partnerships are listed on the next pages. War Child’s partners in program countries are shown in the country chapters.
### 2.3.1 Partnerships with international organisations (alphabetical)

<table>
<thead>
<tr>
<th>Partner</th>
<th>Connection/Goal</th>
<th>Added value</th>
<th>Financial transactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Protection Working Group (UN Cluster) Geneva</td>
<td>Member since the beginning of 2009. Invited to be member of core decision-making group mid-2009.</td>
<td>Key strategic platform for all child protection and actors in the humanitarian field. Provides link to UN clusters and gives access to learning initiatives, training opportunities and centre of international child protection work and development.</td>
<td>Financial transactions: none</td>
</tr>
<tr>
<td>European Committee-UNICEF reference group for toolkit on child rights</td>
<td>Joint development and roll out of module for strengthening children and young people’s participation</td>
<td>• The membership positions War Child as partner-contributor to key initiatives, state-of-the-art thinking/international principles on children participation together with European Committee, UNICEF and Save The Children</td>
<td>Financial transactions: none</td>
</tr>
<tr>
<td>Inter-agency group on children’s participation</td>
<td>• Collective development of Omnibus Resolution on Child Participation to the 3rd Committee of the UN General Assembly. • Hosting of event for UN missions • Production of Child Participation film</td>
<td>Using networks and contacts of our colleagues at UNICEF, Plan International and Save the Children for access to relevant stakeholders.</td>
<td>Financial transactions: € 10,418</td>
</tr>
<tr>
<td>Inter-agency Network on Education in Emergencies (INEE).</td>
<td>Member since 2006. Exchange of knowledge and experience. War Child was invited to participate as resource expert in the Teaching &amp; Learning initiative, and the working group on Minimum Standards.</td>
<td>War Child’s expertise in psychosocial support and education are regarded by INEE as a very relevant addition to the work of other members. War Child is regularly invited to expert panels.</td>
<td>Financial transactions: € 3,768 (Conference Istanbul + participation in working group Minimum Standards)</td>
</tr>
<tr>
<td>Inter-agency working group on Child Friendly Materials</td>
<td>Joint development and publication of child and youth friendly versions of the Optional Protocols to the Child’s Rights Convention.</td>
<td>Effective collaboration and wide dissemination with stakeholders such as UNICEF, the Office of the Special Representative of the Secretary General of the UN, Save the Children and others.</td>
<td>Financial transactions: none</td>
</tr>
</tbody>
</table>
Network of Young People Affected by War (NYPAW)  
Founding partner (with the United Nations) in 2008. Support of the network in awareness raising and advocacy activities.  
War Child spokesman and former child soldier from Sudan Kon Kelei is participating in the network. His participation means War Child is more closely involved with the network and strengthens its position as an expert in the area of child soldiers.  
Financial transactions: €12,002  
Payments for Secretary fee and several international visits.

NGO Group on the Child Rights Convention (CRC), including Working Group on violence and children  
Participation in and agenda setting of several Working Groups.  
Membership includes all relevant rights based organisations. Provides critical platform for our programming and advocacy work.  
Financial transactions: €3,281

People in Aid  
Member since 2004. Network gathers knowledge and develops policy regarding human resource management in the development field and organises training courses.  
War Child participated in a benchmark study on terms and conditions for local staff (for three project countries).  
Financial transactions €723 (membership contribution)

### 2.3.2 Partnerships with Dutch organisations (alphabetical)

<table>
<thead>
<tr>
<th>Partner</th>
<th>Connection/Goal</th>
<th>Added value</th>
<th>Financial transactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ars Donandi</td>
<td>Since 2007 this foundation, consisting of professors of Dutch universities and institutions has guided/supervised a monitoring and evaluation tool (see paragraph 1.4).</td>
<td>Supervision/knowledge from high profile professionals, which provides War Child a link to the academic world.</td>
<td>Financial transactions: grant for War Child of €80,000 – spread out over 2.5 years. The experts who supervised the research done by War Child, have provided their services pro bono.</td>
</tr>
<tr>
<td>Capacity building in developing countries (PSO)</td>
<td>Member since 2001. Exchange of knowledge and financing in the area of capacity building of organisations in developing countries.</td>
<td>A learn-work trajectory has been developed, for the further development of capacity building in fragile states. PSO puts War Child in contact with similar Dutch organisations to exchange knowledge and experience. Besides PSO finances projects in Colombia, DR Congo, Lebanon and the occupied Palestinian territories. There is a danger that this organisation is less recognizable as a (network) partner. To guarantee a mutual added value, an exchange on content and experience is important.</td>
<td>Financial transactions: received project funding of €454,471.</td>
</tr>
<tr>
<td>Organisation</td>
<td>Description</td>
<td>Financial transactions</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td></td>
</tr>
<tr>
<td>Centre for Safety and Development (CSD)</td>
<td>Exchange of knowledge and development regarding safety.</td>
<td>€ 22,153 (19 training courses).</td>
<td></td>
</tr>
<tr>
<td>Child Helpline International</td>
<td>Cooperation in development of programs related to child protection and</td>
<td>none</td>
<td></td>
</tr>
<tr>
<td></td>
<td>psychosocial support, using ICTs and media to increase reach and impact for children and young people</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Knowledge and experience exchange and joint development of the <a href="mailto:Conn@ct.Now">Conn@ct.Now</a> program.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colombia Platform (of Dutch organisations)</td>
<td>Member since 2006. Lobbying the Dutch and Colombian government.</td>
<td>membership contribution: € 2,710</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Close consultation and lobby activities with other Dutch relief organisations that are active in Colombia, which strengthens War Child's advocacy work in Colombia.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>War Child is actively lobbying for human rights in Colombia. An overly critical attitude towards governments could undermine progress of the programs, which is why War Child has joined a platform of which several international relief organisations are members. War Child can therefore remain critical without jeopardizing its programs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dutch Dialogue Marketing Association (DDMA)</td>
<td>Member of this professional association for companies and organisations in the Dutch direct marketing and sales promotion industry.</td>
<td>€ 1,887</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Exchange of knowledge and ideas within the group of charities and self-regulation in the area of marketing and fundraising.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education in Fragile States Project (part of the Millennium (former Schokland) Agreements)</td>
<td>Member since 2007. Knowledge- en experience exchange and joint development of projects</td>
<td>none.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improved collaboration in Afghanistan, Sudan and Colombia in regard to access and quality of primary education. The risk does exist that the costs-benefit analysis of the announced projects within the framework of Millennium Agreements, turns out negatively.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partner</td>
<td>Connection/Goal</td>
<td>Added value</td>
<td>Financial transactions</td>
</tr>
<tr>
<td>---------</td>
<td>----------------</td>
<td>-------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Hague Centre for Strategic Studies (HCSS) Knowledge network for Peace, Safety and Development (part of the Millennium (former Schokland) Agreements)</td>
<td>Member since 2008. Monitor of the Millennium project ‘Greater than the Sum of its Parts.’</td>
<td>HCSS leads the development of a comprehensive approach to interventions in fragile states, and to enhance understanding of what works and what does not. The project establishes two web-based ‘Communities of Practice’ for Sudan and Burundi, with the aim to enhance communication and coordination between Dutch ministries, NGOs and businesses.</td>
<td>Financial transactions: none</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs – Development cooperation</td>
<td>Capacity strengthening of organisations in (post) conflict areas.</td>
<td>Financing through the Co-Financing System (MFS) of the War Child Global Capacity Building Program for organisations in (post) conflict areas. A large turnover of government administrators might result in policy changes which are difficult to anticipate. Developing application for the Co Financing System 2011 - 2015 (MFS 2) first round for the <a href="mailto:Conn@ct.Now">Conn@ct.Now</a> program in seven War Child project countries.</td>
<td>Financial transactions: Received program funding € 1,975,196</td>
</tr>
<tr>
<td>Nationaal Comité 4 en 5 Mei (National Committee 4th and 5th of May)</td>
<td>Partner on the 5th of May/Call for attention to the situation of children in war zones to a wide audience</td>
<td>The publicity of the liberation festivals offers a stage for War Child’s messages.</td>
<td>Financial transactions: € 10,000. War Child’s sponsor T-Mobile pays for this amount, so War Child does not incur expenses.</td>
</tr>
<tr>
<td>Partos</td>
<td>Member since 2006. Knowledge exchange between organisations focusing on international development cooperation.</td>
<td>Organisation offers an opportunity for a professional and open exchange with other like-minded organisations. Ambitions of members vary, so there is a risk that the effect of joint action is not bigger than independent efforts.</td>
<td>Financial transactions: € 5,407</td>
</tr>
<tr>
<td>People Building Peace</td>
<td>Member since 2006. Support in the Netherlands for peace activities and lobbying with Dutch politicians.</td>
<td>Partnership of about 50 organisations (unions, peace and development organisations) that are involved in various ways in the theme ‘peace and conflict’. The membership is cancelled in 2009, because of too limited added value for War Child’s strategic objectives.</td>
<td>Financial transactions: € 15,000 (membership contribution).</td>
</tr>
<tr>
<td><strong>Psychosocial Social</strong> Network of professionals from the sector Mental Health and Psychosocial Work in Conflict</td>
<td>Member since the group started in 2008. Purpose is (informal) exchange and knowledge sharing, networking</td>
<td>Networking, positioning, learning</td>
<td>Financial transactions: none</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>RNTC</strong> (for media and development, connected to Radio Netherlands Worldwide)</td>
<td>Cooperation in development of programs related to child protection and education, using ICTs and Media to increase reach and impact for children and young people</td>
<td>Knowledge- en experience exchange and joint development of the <a href="mailto:Conn@ct.Now">Conn@ct.Now</a> program.</td>
<td>Financial transactions: none</td>
</tr>
<tr>
<td><strong>TNO</strong></td>
<td>Cooperation regarding ICTs and Media projects, including the development of the program <a href="mailto:Conn@ct.Now">Conn@ct.Now</a>.</td>
<td>Support in conducting an Evidence Based Research on the use of ICT and Media tools in programs. TNO conducted a (partly sponsored) quick scan of ICTs to be used in the <a href="mailto:Conn@ct.Now">Conn@ct.Now</a> program. Knowledge sharing and technical expertise on the use of ICTs and Media, including development of Knowledge and Innovation Systems.</td>
<td>Financial transactions: € 7,925, costs of quick scan ICT.</td>
</tr>
<tr>
<td><strong>VFI, professional association of national fundraising charities</strong></td>
<td>Candidate member. VFI spreads awareness about the social contribution that the sector offers and the faith and quality of the sector.</td>
<td>VFI supports members in business management and increasing efficiency.</td>
<td>Financial transactions: € 4,227 (Membership contribution)</td>
</tr>
<tr>
<td><strong>Violence against Children group, Netherlands</strong></td>
<td>Member since 2009</td>
<td>Access to key child protection actors in the Netherlands and to platform which specifically follows up recommendations of the UN Study on Violence against Children with the Dutch government.</td>
<td>Financial transactions: none</td>
</tr>
</tbody>
</table>
3.1 Accountability statement

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

War Child’s board observes the following general principles:
1. Within War Child, a clear distinction should exist between the ‘supervisory’ role (adopting or approving plans and critically monitoring the organisation and its results) and the ‘managerial’ role or the ‘executive’ role (see paragraph 3.1.1 and further);
2. War Child strives to achieve the best possible use of funds, in such a way that it works towards the realisation of its objectives in an effective and efficient manner (paragraph 3.8);
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 (see paragraph 5.2).

In the context of corporate governance the board of War Child supports the guidelines described in the Code Wijffels and supports the importance of clarity and transparency in the style of management, supervision and accountability as a charitable organisation.

3.1.1 Governance and management

At the end of 2009 War Child adopted the board of trustees’ governance model (in Dutch: Raad van Toezicht). From inception up to and including 2009 the board has been a formal board with managerial responsibilities (in Dutch: Bestuur). As War Child grew to the current mature organisation, the board mandated most of its tasks and responsibilities to the managing director. Thus, the change of model was a logical step in the development of War Child.

3.1.2 Jurisdiction and tasks of board and management during 2009

The board:
• is ultimately responsible for strategy, policy, budget and results;
• sees to it that the activities of War Child are aimed at realizing the targets and contribute to War Child’s mission;
• examines the strategic long-range plan and the individual annual plans and budgets and reviews the progress of the plan throughout the year;
• decides adjustments of plans, budgets and investments;
• decides about appointment and dismissal of management;
• guards against mixed interests between foundation and board members and/or officers. In the case of conflicts of interest the board members involved will abstain from decision making and voting.
Management:
• is responsible for developing long term strategy, annual plans and policy;
• informs the board of all relevant facts and developments;
• evaluates the execution of War Child's annual plans. Management accounts to the board by means of the annual plan and the budget, four-monthly reports and the annual accounts. The board approves these, if necessary, with adaptations, plans and execution;
• prepares, and generally attends, board meetings. Board members will receive a financial account and progress update from management before these meetings.

3.2 Board account 2009

As of December 31st 2009, the by-laws were changed, such that the board of War Child became a Board of Trustees. Though this change may be 'evident' as it enhances the clear distinction between supervision and management, the board felt that the new model should only be applied when the War Child organisation would be 'ready' for it. In 2007, the board decided to gradually work towards the new model, since growth of War Child also brought further professionalism in management.

In 2009 all necessary preparations were made, the by-laws and regulations prepared and submitted for decision and determined by the current administration. While discussing the new set-up, the main questions were: how does the board want to materialize its role and responsibility as board of trustees? Where does supervision begin and where does it end? At what level does the board of trustees intervene? And to what level should the board be informed (need to know, need to understand, nice to know)?

It appeared that individual board members adhere to different views on what is 'nice' or 'need' to know. This is quite common, as society on the one hand demands boards to be 'strong' supervisors, checking upon management in a rigorous way, and on the other hand demands boards to 'keep distance' from daily operations so as to be able to perform a sounding board role with a 'helicopter view'. Thus, the board concluded that duality can and must be incorporated in its functioning. Some examples:
• Although the board is responsible as a team, it decided to continue to work with fields of expertise that reflect the key aspects of the operation. Besides chairman (general) and chairman of audit committee (finance and risk) the main fields of expertise are in programming and marketing, communication and fund-raising).
• The board of trustees has the right to be informed by - and to advise (even if not asked by management) on any level in the operation as long as it does so in the course of its governing capacity (as opposed to executive capacity).
• The board will supervise the organisation, ensuring that War Child's core values and goals are reflected in its operations; board members will continue to visit programs and thereby be informed from time to time in greater detail about the way we perform the operations.

Composition of the board

All members of the board were asked to remain in position until after the transition in order not to disturb the process and ensure continuity. The appointment schedule remains in tact. In 2010 two or three members will step down, amongst who the chairman. An additional new member will be searched for the field of expertise programming to complete the present representation. In 2009 no formal changes in board members have taken place.

Drs R.J. (Rob) van den Dool, member of the War Child founding board, ended his long term involvement as advisor to the board in December 2009. Rob was one of the founders of War Child and dedicated a great deal of the last 15 years in supporting War Child as a board member, voluntary online specialist and advisor of the board. War Child wants to thank him for his dedication, passion and valuable contribution to the evolution of War Child - from the start to its current presence.
### Composition of the board

<table>
<thead>
<tr>
<th>Name/function in the board/portfolio (year of birth)</th>
<th>First appointed term of office until</th>
<th>Function/additional functions</th>
</tr>
</thead>
</table>
| Mr. M.R. (Maarten) van Dijk/chairman/General Affairs and Organisational Developments (1964) | 1999/Aug 2010 | • Management consultant and Partner in VictoriaLofts and Sequoia Residences;  
• Member of the Advisory Committee Extratalent B.V.;  
• Member of the supervisory board of the BiD network foundation;  
• Member of the board of the Kilimanjaro Film Institute Foundation. |
| A.C.C.M. (Xander) van Meerwijk/member/Marketing and Fundraising (1945) | 1999/Aug 2010 | • Executive Director LVG Holding BV;  
• Member of the board of the Dito Foundation;  
• Member of the board of the Merison Group BV. |
| Dr. M.G.M. (Marcel) van Soest/member/Humanitarian Aid (1965) | 2004/Apr 2010 | 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 |
| S.J. (Shula) Rijxman/member/Communication and Information (1959) | 2007/Feb 2010 | Chief Commercial Officer IDTV;  
Member of the management of Women Inc.;  
Member Advisory Council Lof;  
Initiator BtheChange, board member Zuiderzeemuseum. |

### Board account

In 2009, the board held five regular meetings, in which interim reports of all project countries and departments, the 2008 annual report and the 2010 annual plan were discussed and approved. Prior to board meetings, department heads discussed the annual plans with the 'portfolio holder' in the board.

Main subjects on the board’s agenda in 2009 were: the new 2015 Strategy, the boards’ transition, security audits performed in Afghanistan, Sudan and DR Congo, the integration of the Marketing, Communication and Fundraising departments, progress of War Child International and the development of War Child’s Conn@ct.Now program.
**War Child strategy**

The board values the prime aspects of the War Child culture: a constant search for improvement, a strong desire to be a leading NGO in its field of expertise, a great sense of urgency to grow (so as to be able to help many more children), transparency to all stakeholders and a low cost policy. Thus, the Strategy 2015 needs to be and is ambitious; the board fully supports the ‘aim high’ approach, but considers the targets in the strategy as extremely challenging. The board feels confident that strong growth in income can be put to work in an efficient and effective manner.

War Child programs have developed and the field offices work with more autonomy – within the guidelines set by head office. In short, the board’s opinion on the new strategy is positive.

The board has asked management to develop a coherent framework to manage the risks of the organisation. Many, if not all, aspects are covered in a diligent manner, but a clear top-down approach and report on risk management is currently missing. This will be developed during 2010.

**Board activities**

Board members regularly take part in activities in order to stay abreast of important developments and to support War Child. To this end the board’s treasurer took part in the fundraising gala of football club and main sponsor Feyenoord (which raised € 135,000); several board members joined a golf event (€ 125,000), in a yearly tradition the chairman exemplary joined the Dam-tot-Damloop run with 300 other War Child runners. The majority of the board was present at the International Management Meeting, in which management staff from the field came to head office to exchange information and determine policy. A planned field visit by the chairman to Sudan was re-scheduled to early 2010 to Uganda.

**Board expenses**

The board consists of only volunteers who cover all related costs. As a result the 2009 expenses were € 0. All board members, as with good-will ambassador Marco Borsato, travelled and engaged in activities at their own expense.

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

For each portfolio there is a profile on the basis of which new board members are selected. The board selects new board members on the basis of their expertise in and knowledge of War Child’s fields of operation. The board consists of five members, each with their own portfolio (see table). A board member stays in office for three years and can be reappointed once. A second reappointment is possible if it is in the interest of board continuity. The board deliberately utilized this ‘exception clause’ with a view on the transformation to the new model. Members of the board resign according to a schedule drawn up by the board. Members with concurrent terms will by preference not resign at the same time, but will phase their resignations within their terms, in the interests of continuity.

---

**The board consists of only volunteers who cover all related costs. As a result the 2009 expenses were € 0**

**3.3 Management**

In 2009 the general management was formed by War Child’s executive director, Mr. Mark Vogt, who led the executive organisation, and director of external affairs Ms. Willemijn Verloop. Founder Willemijn Verloop left as director per 1st October 2009, after a detailed handover to the executive director was completed as originally planned. Ms. Verloop will join the Board of Trustees in the course of 2010. Until then, she completes several projects on (international) liaison and strategy as a paid advisor.
In every way, Willemijn is War Child and will stay related to the organisation.
Remuneration
By the end of 2009, the Executive Director, who worked 40 hours per week received a full time gross salary of € 5,828 per month. The Director of External Affairs who worked 24 hours per week, received a full time gross salary of € 5,056 per month, which resulted in a salary of € 3,033 per month. Intentionally, these fees are set well below the guideline of the Dutch Fundraising Institutions Association for management salaries. Management salaries are annually determined by the board on the basis of the evaluation of management. As for all officers, the pension scheme is the employer’s responsibility to oversee. With the transition of board tasks to the executive director per December 31st, a new remuneration will be decided, again explicitly under the VFI benchmark.

Sidelines
Mark Vogt had no (un)paid sidelines in 2009. He represented War Child in the Nationaal Comité 4 en 5 mei, in contact with the Ministry of Foreign Affairs and in cooperation with PSO and Partos (see paragraph 2.1).

Willemijn Verloop was board member of Eureko Achmea Foundation, the Amsterdam School of Arts, Movies that Matter Foundation, The European Centre for Conflict Prevention, The Child Soldier Foundation, Mundial Productions and War Child International. She was a member of the advisory council of ‘Foundation Mara’ (Stichting Mara), ‘The Hungerproject’ and was a member of the board of The Value Agency.

Management sidelines are discharged outside working hours on a voluntary basis and only the function expenses at Mundial Productions, Amsterdam School of Arts and Eureka Achmea were refunded. These sidelines with social organisations improve exchange of knowledge and expand interesting networks for War Child.

Management team
In 2009, the management team (MT) comprised of executive director Mark Vogt, head of programs Hendrik van Gent, head of marketing and fundraising Ellen Kooij and head of operations Paula Frankema (up to February) and Boris Janssen (from October onwards). Interim managers supported the management team with respect to operations and marketing and communications.

The MT meets at least twice a month and assesses the execution of the board-approved annual plan, four-monthly reports and the budget. The MT supervises the progress of programs, finances, fundraising, communication, operational and personnel affairs on the basis of management information. Once a year, the management evaluates the MT and its various portfolios.

War Child is very strict on overhead costs, to ensure that as many resources as possible are allocated to projects in the field

3.4 Best possible use of funds
War Child has a detailed budget cycle supported by financial systems. Both head office and project countries are responsible for achieving the planned income, expenditure and control of resources. The management control cycle provides monthly financial and budget control at departmental level and every four months at board level.

War Child achieves the best possible use of funds by:
1. Monitoring and evaluating its long term strategy and budget and the corresponding annual plan and budget. Key Performance Indicators (KPI’s) have been set;
2. Setting up internal regulations and guidelines.

The following is developed for the field: an operational manual, procurement manual, Human Resources manual, Institutional fundraising
manual, partnership policy and guidelines for Planning, Monitoring & Evaluation. For head office: a handbook for Enterprise Resource Planning (ERP) system, an authorization scheme, budget revision guidelines and organisational process scheme have been developed. War Child has put a lot of effort into implementing all procedures and guidelines. An improvement is required regarding the revision of the guidelines, since this is not yet sufficiently embedded in the organisation;

3. Financial audits:
   a. At head office: the assessment of the organisation’s functioning and its internal administration and the audit of its annual accounts is done by means of an annual audit by PricewaterhouseCoopers (PwC) Accountants. PwC Accountants have been War Child’s accountants for the past nine years and perform no other non-auditing tasks. The audits are done by the firm’s financial experts. The findings of the 2009 audit have been discussed in this account year with the treasurer and reported to the board;
   b. In the field: War Child’s financial controller conducts internal audits in project countries, in 2009 this took place in Sierra Leone. No major deviations were found, minor improvements were made to enhance efficiency. In all countries external audits were conducted by local PwC-approved accountancy firms. These revealed that the projects are up to standard on both a financial and procedural basis. Lastly, War Child also requires large partner organisations to appoint auditors approved by War Child for an annual audit (for more risk management issues, see chapter 4);

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 minimising expenditures by sponsoring office equipment, promotional means and communication materials. 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 (PM&E) cycle requirements, results and expenditures are closely monitored and when necessary adjusted.
4.1 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. There is always a risk of fraud, diverting the funds from their proper destination. War Child works in many politically unstable areas. Changes in policies and political relationships constitute major risks for War Child programs. Furthermore, a scandal in the media can seriously affect the organization’s reputation, be it true or false. Generalisation of the sector also influences War Child’s reputation being an NGO.

Income
As a result of the financial crisis in 2009, the income of War Child’s own fundraising was slightly lower than budgeted. War Child deliberately increased its fundraising efforts, to show that War Child’s work is even more necessary in times of an economic low. The results of these efforts were positive, however War Child’s own fundraising was influenced by:

- a higher percentage of cancellations by structural donors (Friends). As a result War Child put more effort in the loyalty program for Friends, by implementing its loyalty strategy;
- lower funds raised with occasional gifts. Therefore, War Child increased its efforts to attain and sustain structural donors and to stimulate actions by companies.

Income from institutional donors can also fluctuate as the policies of both the Dutch Government and the international community change. Planning of grant management is therefore even more important. In 2009 the growth in institutional fundraising continued and covered more programs. This sometimes requires a change in War Child accounting methods. Agreements with institutional parties are accompanied by many reporting and accounting demands. War Child staff is therefore trained to match reports and processes. The Uganda office, where most donor contracts are signed, is using an enhanced accounting system since 2009. Roll out to other countries is planned in 2010.

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 of income. Income is obtained from multiple sources, including individual donors, companies, the Dutch Postcode Lottery, institutional donors and government bodies;
2. Freely disposable capital: to anticipate changes in programs and countries, War Child has a General Reserve and an Earmarked Reserve;
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 donors donate periodically via direct debit, safeguarding a large proportion of War Child’s income. War
War Child also prefers to establish long-term relationships with sponsors and donors;
5. Very strict and cautious treasury management: temporary surplus money was and will not be invested in stock markets, but deposited in a renowned bank. War Child has no stocks, as a result of the uncertainty of these investments. This strict policy has been effective; despite the financial crisis, the continuity of War Child programs is not at risk.

War Child incorporates improving the partner’s capacity into the project plan. Local country teams support the partners in the area of strategy, program and organisational development.

4.1.1 Vulnerability to fraud
War Child has gained the trust of individuals, companies and other organisations that donate money, involving a large responsibility to ensure that money is spent properly. Despite the fact that War Child considers this very important, there is always a 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 (among others) 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 (see paragraph 3.5);
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 the 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, financing will be suspended and War Child will start selecting new partners. The aim is to fulfil the agreements made with both local communities and Government authorities as much as possible and to achieve the objective as much as possible in alternative ways.

In 2009 no cases of fraud have been reported.

4.2 Operational risks
War Child works in many politically unstable areas. Changes in policies and political relationships constitute major risks for War Child programs. To manage political risks as best as possible, War Child includes the political situation in its analysis for the selection of countries and regions. Areas in which the risk is too high will not be selected. When problems arise when War Child is already on the ground, security measures are increased. When there are problems with authorities, the continuation of War Child’s projects has precedence over issuing statements that may be politically sensitive and place projects at risk. Finally, War Child monitors political developments through the
Managing security risks
In War Child’s line of work it is impossible to guarantee complete security, but everything is done to manage the risks as well as possible.

1. Training employees
Staff that regularly visit project areas or work there for a longer period 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 their area of work. While recruiting managers, experience in risk management is an important selection criteria. Field staff are trained to follow local security issues closely and to raise their awareness so they can react faster and more adequately.

2. Stringent security policy
War Child has drawn up a general security policy and guidelines for local security plans with indicators for security levels based on the United Nations system. This way War Child clearly gives all staff responsibility for own and the organisation’s security. Final responsibility lies with the country representatives. The policy also makes clear that safety and security of staff will always have the highest priority for War Child.

3. Child Safety Policy
In 2009 War Child has developed a Child Safety Policy. This policy is based on standards in international acknowledged Child Rights Treaties. Staff at headquarters as well as in the field sign and declare to comply with it in order to make sure War Child can safeguard all necessary actions that ensure the rights of children participating in War Child programs.

Violence to staff
In Uganda and Sierra Leone robberies took place at staff houses and office compounds by armed assailants. Fortunately, no staff were harmed in either incident. War Child has since installed a security alarm system, additional razor wiring and improved security lighting and intensified its training for security guards.

Under the general security policy, a security plan has been drawn up with specific guidelines and criteria for each country where War Child is active. The Country Director is responsible for the development of and compliance with the security policy. The policy is reviewed annually and adapted if necessary. In 2009, security management support and training was provided in particular to the Afghanistan team, to assist them in keeping up with the risk-identification and response.

Afghanistan
2009 saw an escalation of conflict in Afghanistan, with bombing of the Indian Embassy in Kabul, an attack on a UN guest house, killing 5 UN International Staff members and the abduction of 59 NGO staff. Armed opposition groups control or exert significant influence over 50% of the country (Source: Reports of the Afghanistan NGO Safety Office, www.afgsno.org) Increased threats to NGO’s combined with elections, affected program implementation. From late 2008 War Child started improving it’s internal measures, a security consultant trained and advised War Child, the security plan was updated, radio handsets were introduced and War Child staff were housed above its office. During election periods expat staff were re-located outside country and field visits for national staff were cancelled.
4.3 Reputational risks

Despite the professionalism, transparency and legal compliance, a scandal in the media can seriously affect the organisation’s reputation, be it true or false. Rectification after the event will not repair the reputational damage. Generalisation of the sector also 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.

Managing reputational risks

To guard against false statements about War Child in the media, the organisation requests access to interviews prior to publication to check them for factual accuracy. If inaccuracies do get published, War Child will, where possible, engage in open discussions to ensure that the correct information is published after all.

International

Alongside negotiating reputational risks, developments also take place world-wide, beyond War Child’s control. Consequently, humanitarian organisations sometimes appear in the news, rightly or wrongly. This can have an indirect effect on War Child’s work. Staff members of various departments (including programs, human resources and communications) form a crisis team, which meets every six months to be prepared for events like these. The crisis team also undertakes simulations to ensure that it can deal with 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.
5.1 Fundraising policy

In order to do its work, War Child is dependent on the involvement and financial support of its constituency. That is why the constituency’s growth is a target on its own. Besides that, War Child feels supported by a growing supportive community. As a return, War Child’s supporters should have a clear image of the way War Child works, raises and spends funds. Transparency, reliability, authenticity and accessibility characterize War Child’s fundraising and communications. Fundraising always goes hand in hand with messages regarding the content of War Child’s work.

War Child has a strict low cost policy, with an active sponsor policy and close monitoring, evaluation and adjustment of activities to ensure results justify the effort invested. War Child’s fundraising Code of Conduct can be found at www.warchild.nl/codeofconduct.

5.2 Fundraising results

Income

In 2009, War Child generated €14,334,357 in income, a growth of 4% compared to 2008. 70% was realised by War Child’s own fundraising.

Income War Child 2009

<table>
<thead>
<tr>
<th>Own Fundraising (5.2.1)</th>
<th>2009</th>
<th>% of total income</th>
<th>% growth compared to 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Private donors</td>
<td>6,223,919</td>
<td>43.4%</td>
<td>13%</td>
</tr>
<tr>
<td>B. Companies</td>
<td>1,376,570</td>
<td>9.6%</td>
<td>-3%</td>
</tr>
<tr>
<td>C. Foundations</td>
<td>170,000</td>
<td>1.2%</td>
<td>-7%</td>
</tr>
<tr>
<td>D. Actions</td>
<td>1,365,262</td>
<td>9.5%</td>
<td>7%</td>
</tr>
<tr>
<td>E. Legacies</td>
<td>723,440</td>
<td>5.0%</td>
<td>181%</td>
</tr>
<tr>
<td>F. Other</td>
<td>146,029</td>
<td>1.0%</td>
<td>-32%</td>
</tr>
<tr>
<td>Dutch Postcode Lottery (5.2.3)</td>
<td>1,000,000</td>
<td>7.0%</td>
<td>-38%</td>
</tr>
<tr>
<td>Governmental and institutional grants (5.2.4)</td>
<td>3,318,370</td>
<td>23.1%</td>
<td>7%</td>
</tr>
<tr>
<td>Others</td>
<td>10,767</td>
<td>0.1%</td>
<td>6%</td>
</tr>
</tbody>
</table>

14,334,357 100% 4%
**Low costs**
The hallmark of the Central Bureau for Fundraising stipulates that a recognised charity may devote a maximum of 25% of income to fundraising activities. War Child planned on 13%, but decided to invest more in private fundraising channels to anticipate to the consequences of the financial crisis. With its 14.4% result over 2009, War Child is well below the CBF-limit. This percentage is made possible by a large number of sponsors (see section B under 5.1.1).

The only expenses War Child incurs for fundraising are salary costs 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 bring in profit in subsequent years.

**5.2.1 Own fundraising**
According to plan, War Child’s 2009 own fundraising totalled € 10,005,220, a growth of 13% compared to 2008. Revenues on actions and legacies were more than planned. Corporate sponsoring decreased with 3% compared to 2008, due to the financial crisis. Own fundraising with private donors came out lower than expected due to a postponed fundraising event.

**A. Private donors**
War Child aims for a long term relationship with its Friends (private, structural donors), to ensure the continuity of War Child’s field projects. In 2009 the income from private donors was € 6,223,919, a 5% growth compared to 2008. The growth was mainly realized from the increase in the number of structural donors (Friends).

**Friendship**
In December, War Child launched ‘The Friendship Store’, a pilot with a retail approach to fundraising. A Friendship box was sold in the warehouse chain De Bijenkorf, Schiphol airport and on www.friendshipstore.nl. Although the concept generated much publicity, financial results were substantially lower then expected. The concept will be evaluated in 2010 to see if it is worthwhile to improve and re-introduce this concept.

**Structural gifts**
War Child postponed a Fundraising event to 2010, due to lack of a sponsor and personnel capacity and therefore telemarketing and street fundraising were the most important channels for the acquisition of new Friends. War Child has invested a lot of time and energy in improving the quality of these channels in order to reduce complaints and cancellations. The number of complaints decreased but the cancellations are higher than years before. Donors declared that this is mainly due to the financial recession.

Improving the loyalty of War Child’s constituency was an important goal for War Child. A loyalty plan has been developed and will be rolled out in 2010. Most of the results from our loyalty activities will be visible in the long term. War Child has followed up on the outcome of a research among donors by implementing their wishes and suggestions in War Child’s external communication; focusing more on results and personal stories from the field.

**Online**
War Child has tested new online fundraising activities. Online fundraising is cost effective and relates to War Child’s young targets groups which is active online. The number of new Friends from online fundraising remained at the same level as in 2008. War Child will expand efforts in online fundraising in 2010 to seize its opportunities.
Mailings
War Child’s constituency received three postal mailings. Main goals were to inform about the results of War Child’s work and the expenditure of donations. Extra gift requests were sent to incidental donors (3 times) and structural donors (once). Total revenues in 2009 were €131,612.

Online fundraising is cost effective and relates to War Child’s young targets groups which is active online

Complaints
War Child has received around 80 complaints related to fundraising in 2009, mostly about telemarketing and street fundraising. War Child’s request for an extra gift of current donors generated some complaints. War Child does everything to limit 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 them in the future. Other complaints regarded delay in answers from War Child on for example cancellations, requests for presentations by volunteers or information requests. All the complaints were handled in accordance with the CBF guidelines.

B. Companies
War Child seeks structural cooperation with companies, to ensure an annual, structural income. Companies can design their Corporate Social Responsibility policies with War Child in a creative way. Corporate sponsors of War Child are divided into different segments, with a corresponding service level (e.g. visibility of the sponsorship, communication possibilities). The biggest structural donations came from War Child’s main sponsors T-Mobile, Tempo Team and Feyenoord. Also see www.warchild.nl/bedrijven (in Dutch only). Some 700 companies, from one-person businesses to multinationals, supported War Child in 2009 with a donation or sponsoring of a product or service. As a result War Child received €1,376,570 from corporate partners, 9.6% of own fundraising. Due to a decrease in incidental gifts and a lack of new partners, both results of the economic crisis, War Child stimulated the actions by companies.

Actions by companies
The income of partners organising actions and events increased in 2009 to an amount of €604,627. Apart for 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 printed information, advice on promotional material, and if necessary with an information officer.

Business Ambassadors Network
War Child has a Business Ambassadors Network of 27 companies ensuring 21% of War Child’s revenues coming 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. In 2009 War Child visited the projects of Sierra Leone with the founder of the network for retention and acquisition purposes.

Communications with sponsors
Sponsors are kept informed through regular personal contact, information and the War Child newsletter. 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 occasional gifts and donations from actions remained approximately on the same level as in 2008: €1,365,262. War Child stimulates and supports the initiators of actions with written information, advice on promotional material, and if necessary with an information officer. In 2009, 987 actions were organised for War Child. Slightly lower than 2008, but the average donation
per action was higher. The total income from actions increased with 7% compared to 2008. War Child organises events itself and participates in events organised by third parties, including the May 5th Liberation Day festivals.

D. Legacies
The amount of legacies increased from 11 to 15, generating an income of €723,440, which is almost three times as much as in 2008. Despite the fact that War Child targets a younger market segment, revenues from legacies are growing substantially. To increase this revenue War Child will target this segment more actively in 2010.

5.2.2 Foundations
In 2009, War Child reached its target of €200,000 of contributions from foundations, totalling €170,000. 59% comes from structural donations, the remaining 41% from incidental gifts. Co-operation with the Eureka Achmea Foundation continued with a contribution of €125,000. Foundations will become a primary target group for fundraising in 2010.

5.2.3 Dutch Postcode Lottery
War Child receives structural funding from the Dutch Postcode Lottery of €1,000,000 annually. This makes the Dutch Postcode Lottery an important donor and partner for War Child. In 2008, War Child successfully extended its contract period with the Dutch Postcode Lottery and therewith secured structural funding for the coming five years (2010 – 2015). In 2008 the ‘Learning for Life’ (see: www.lerenomteleven.com) project was approved for additional funding by the Dutch Postcode Lottery in collaboration with Oxfam Novib. As a result of the positive outcomes of the project, Oxfam Novib and War Child are negotiating further cooperation.

5.2.4 Governmental and institutional funding
War Child’s Institutional Fundraising Policy ensures transparency and clarity in it’s efforts to increase institutional funding. Moreover, it supports War Child’s ambition to keep a balance between private funding and institutional funding, and between earmarked and non-earmarked funding. This balance ensures independence in programming. Institutional donors are not only important for the income of War Child, they are also key partners in advocacy and program development, bringing in expertise and knowledge that compliment War Child’s work.

Institutional donors are also key partners in advocacy and program development

In 2009, War Child signed contracts with institutional donors for a total value of €3,417,388, a growth of 76% compared to 2008. This increase was the result of continuous active engagement with key United Nations organisations, European Union and other foreign government representatives in War Child project countries.

A total of 38 project proposals were submitted to 11 institutional donors, of which 15 (39%) have been approved (see table). This is well above the expected 25%. Another 15 proposals have been rejected or withdrawn, while War Child is awaiting final decisions on the remaining eight projects in 2010.

War Child’s partnership with the Dutch Ministry of Foreign Affairs continued in 2009, with a visit of Minister Koenders and War Child ambassador Marco Borsato to Colombia and program funding of €1,975,196 for the Global Capacity Enhancement Programme (started in 2007).
War Child approaches the media, organises many events and has a strong goodwill ambassador, Dutch singer Marco Borsato, who spreads War Child’s message

Approved project proposals

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Grant</th>
<th>Benefitting War Child country</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Commission</td>
<td>€ 1,777,111</td>
<td>Colombia and Sudan</td>
</tr>
<tr>
<td>PSO</td>
<td>€ 488,586</td>
<td>Colombia, DR Congo, Israel and the occupied Palestinian territories</td>
</tr>
<tr>
<td>Royal Dutch Embassy in Sudan and Uganda</td>
<td>€ 1,015,516</td>
<td>Uganda and Sudan</td>
</tr>
<tr>
<td>UNICEF</td>
<td>€ 124,128</td>
<td>Uganda</td>
</tr>
<tr>
<td>UNFPA</td>
<td>€ 12,047</td>
<td>Uganda</td>
</tr>
</tbody>
</table>

5.3 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. By informing the public, War Child raises the involvement of the Dutch audience. This created opportunities for fundraising, since a higher involvement positively influences donations. War Child actively approaches the media, organises many 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, kids (7-12 years old), companies, volunteers, other non governmental organisations (NGOs) and media.

War Child increases involvement of the Dutch audience by an active communication policy. War Child regularly measures its name recognition, knowledge of people about War Child activities, the attitude towards the organisation and the intention to support. In 2009 these were measured in February after the child soldier campaign.

Innovative communications

War Child actively works on its image, always looking for an innovative way of communicating its message. Some remarkable achievements were:

- The child soldier movie ‘The Silent Army’ was shown at the International Cannes Film Festival (see below);  
- War Child won the Coolest Charity Award for the second time in a row. Cool Charity is initiated by PR agency Porter Novelli and marketing agency Cool Unlimited.  
- Partnership with fashion magazine ELLE;  
- Den Haag War Child City campaign (see www.warchildcity.nl);

The constituency research of 2008 revealed that our Friends (structural donors) are interested in personal stories and results. To meet this wish, War Child used more video in its communications in which children affected by war and War Child staff in the field shared their stories. War Child promoted the weblog www.lerenomteleven.com about the Uganda program, where children, teachers and local staff shared their personal stories.

Ambassadors and spokespersons

Dutch singer Marco Borsato has been active for War Child on a voluntary basis since 1998. Also in 2009, he has been active in raising awareness...
for the plight of children in war affected areas. He accompanied Dutch minister for Development Cooperation Bert Koenders on his trip to Colombia, presented the book of former child soldier Emmanuel Jal and paid a surprise visit to the volunteers of the Dutch municipality of Veghel.

Publicity around Marco Borsato also had its challenges in 2009, stemming from the bankruptcy of The Entertainment Group, of which Marco Borsato was one of the key shareholders considering the tremendous effort of Marco Borsato for War Child’s cause, War Child sincerely regrets this development. Subsequent negative reports seemed to have its consequences for War Child, e.g. resulting in some cancellations of private donorships. Nevertheless, effective and transparent communication in which it was stressed that there is no financial relationship between War Child and its ambassador, prevented further impact on War Child’s reputation at that moment.

TV presenter Jetske van den Elsen once again dedicated herself as kids’ ambassador in order to involve children with the work of War Child. Like Marco Borsato, Jetske does all her work for War Child on a voluntary basis. Becoming a tradition, Jetske made a motivating clip calling on children to organise actions for War Child on Queen’s Day.

Former child soldier Kon Kelei also contributed to extra exposure. As educator for War Child and founder of NYPAW, the Network of Young People Affected by War, he was interviewed on several occasions.

Publications
All publications were developed and produced with full sponsorship.

<table>
<thead>
<tr>
<th>Means</th>
<th>Frequency</th>
<th>Circulation</th>
<th>Target group</th>
</tr>
</thead>
</table>
| Printed newsletter     | 3         | 294,539 (Total of 3 mailings) | Constituency:  
  • Friends;  
  • Donors (one time or more);  
  • Companies;  
  • Media, relations and other NGOs. |
| Digital newsletter     | 12        | 70,000       | Constituency (see above)                                                   |
| Annual Report          | 250 Dutch | 100 English  | • Dutch version: Constituency, sector, journalists, those interested in War Child  
  • English version: relations of country offices: donors, partner organisations, embassies, those interested in War Child |
<p>| Corporate Brochure     | 1         | 50,000       | Constituency (see above)                                                   |</p>
<table>
<thead>
<tr>
<th>Websites</th>
<th>Unique visitors (per month)</th>
<th>Page views (average per month)</th>
<th>Target group</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="http://www.warchild.nl">www.warchild.nl</a></td>
<td>21,760</td>
<td>124,335</td>
<td>Constituency, those interested in War Child</td>
</tr>
<tr>
<td><a href="http://www.kidsforwarchild.nl">www.kidsforwarchild.nl</a></td>
<td>2,510</td>
<td>14,352</td>
<td>Children 7 - 12 years old, teachers. Around 110 children and 180 teachers downloaded school packages from kids4warchild.nl;</td>
</tr>
<tr>
<td><a href="http://www.warchildholland.org">www.warchildholland.org</a></td>
<td>1,336</td>
<td>5,615</td>
<td>Constituency, those interested in War Child</td>
</tr>
<tr>
<td><a href="http://www.jaarverslagwarchild.nl">www.jaarverslagwarchild.nl</a> (launched 1st of June)</td>
<td>213</td>
<td>1,565</td>
<td>Constituency, sector, journalists, those interested in War Child</td>
</tr>
<tr>
<td><a href="http://www.annualreportwarchild.org">www.annualreportwarchild.org</a> (launched 1st of September)</td>
<td>24</td>
<td>120</td>
<td>Relations of country offices: donors, partner organisations, embassies, those interested in War Child</td>
</tr>
</tbody>
</table>

**Child soldier campaign**

To increase involvement with War Child’s work, a theme campaign on child soldiers was conducted in 2007-2009. In 2009:

- Together with the United Nations (UN), War Child supported the Network of Young People Affected by War (NYPAAW), that includes young people from war-affected areas, such as Ishmael Beah (author of the best seller Far from home), Emmanuel Jal (rapper and writer) and Kon Kelei (former child soldier from Sudan and actor in the movie The Silent Army). War Child facilitated a meeting of the NYPAAW members. In April War Child participated in the Dutch launch of Jal’s book and movie War Child.
- A re-edit of the child soldier movie Wit Licht was made for an international market, renamed The Silent Army. The movie was shown at the International Cannes Film Festival. War Child contributed by providing knowledge about the situation of child soldiers. Their situation got a lot of publicity in 2009 as a result of The Silent Army, which was also shown at the United Nations in New York.

A sponsored research done by War Child on the effect of the campaign on child soldiers showed that even though it was a long lasting campaign,
63% of our target group acknowledged that War Child not only helps child soldiers but all children affected by war. The public became more familiar with the term child soldiers and their problems. The campaign was rated with a 7.1, which is higher than the average rate of Dutch communications campaigns (6.5).

**Transparency Award**

War Child’s annual report was nominated for the Transparency Award 2009. After winning this award in 2006 and 2007, War Child ended with a third place in 2009. The prize is awarded to the charitable institution with the clearest reporting.

### 5.3.1 Kids and schools

In 2009 War Child focused on increasing the scope and strengthening ties with the target audience of kids and primary schools in The Netherlands. War Child was active on child and teacher focused events, such as the football games during Feyenoord-events, the flee market during Queen’s Day and the information stand during the NOT trade fair. Positive media attention was raised in ‘kids media’ like the BZT television show, the Kameraadjes newspaper and in the online community Habbo, but also in ‘teachers media’ like the online community Prima.

**Other activities and results:**

- Over 5,000 new children were added to War Child kids database. The database has grown significantly with 56% (from 8,000 to 13,000 children);
- The kids newsletter was sent to 13,000 children;
- 70 children and 190 primary schools organised actions. One action won the prestigious Barbara Ohmann Award;
- Ten primary schools were reached during the ‘school tour’ in Veghel, a town that raised funds for War Child collectively;
- More than 2,000 children ran the ‘Enschede kids run’ for War Child. After a successful first collaboration with Enschede Marathon, the organisation choose War Child as their structural partner for the coming years;

In June the community of Veghel was active for War Child. The initiative turned out as one of the largest events for War Child in 2009. Hundreds of volunteers, companies, schools and other organisations were involved with Veghel4WarChild. The community raised €135,000 for War Child’s projects in Afghanistan.

### 5.4 War Child in the news

War Child appeared in at least 640 printed articles. In general, the tone of voice was neutral. 15% of the media coverage was explicitly positive and less than 2% was negative.

The year started with broad coverage (television, radio and news papers) of the visit of the Minister for Development Cooperation Bert Koenders to War Child’s programs in Colombia, together with War Child’s ambassador Marco Borsato. It contributed positively to the image of War Child. Publicity also helped to reinforce War Child’s image as an expert on the topic of child soldiers. Publicity around the movie The Silent Army gave War Child the opportunity to communicate its expertise on this topic.

Actions organised by others generated more than half of the total publicity in 2009. Den Haag War Child City and Veghel4WarChild are good examples of how groups, even whole communities, can support War Child. Resulting publicity inspires others.
6.1 Income and expenditure

Due to a growth in income, expenditures on project activities has increased as well. War Child anticipated the consequences of the financial crisis by including income above budget in the reserve, so as to ensure the progress of programs in 2009.

### Income

<table>
<thead>
<tr>
<th></th>
<th>Realisation 2009</th>
<th>Budget 2009</th>
<th>Realisation 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income own fundraising</td>
<td>10,005,220</td>
<td>1,024,000</td>
<td>8,877,454</td>
</tr>
<tr>
<td>Dutch Postcode Lottery</td>
<td>1,000,000</td>
<td>1,082,500</td>
<td>1,614,948</td>
</tr>
<tr>
<td>Government grants and others</td>
<td>3,318,370</td>
<td>3,472,665</td>
<td>3,088,577</td>
</tr>
<tr>
<td>Gifts in kind</td>
<td>-</td>
<td>-</td>
<td>576</td>
</tr>
<tr>
<td>Other financial income</td>
<td>10,767</td>
<td>120,000</td>
<td>188,905</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>14,334,357</strong></td>
<td><strong>14,915,165</strong></td>
</tr>
</tbody>
</table>

### Expenditure

<table>
<thead>
<tr>
<th></th>
<th>Realisation 2009</th>
<th>Budget 2009</th>
<th>Realisation 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure on behalf of the objective</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project activities</td>
<td>9,592,616</td>
<td>10,948,181</td>
<td>8,612,609</td>
</tr>
<tr>
<td>Preparation &amp; Coordination</td>
<td>885,828</td>
<td>790,544</td>
<td>822,489</td>
</tr>
<tr>
<td>Communication &amp; Awareness raising</td>
<td>1,210,661</td>
<td>1,101,449</td>
<td>987,042</td>
</tr>
<tr>
<td>Subtotal expenses on behalf of the objective</td>
<td><strong>11,689,105</strong></td>
<td><strong>12,840,174</strong></td>
<td><strong>10,422,140</strong></td>
</tr>
<tr>
<td>Expenditures fundraising</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs own fundraising</td>
<td>1,442,104</td>
<td>1,276,223</td>
<td>1,201,698</td>
</tr>
<tr>
<td>Costs obtaining government grants</td>
<td>201,310</td>
<td>246,017</td>
<td>160,145</td>
</tr>
<tr>
<td>Subtotal expenses fundraising</td>
<td><strong>1,643,414</strong></td>
<td><strong>1,522,240</strong></td>
<td><strong>1,361,843</strong></td>
</tr>
<tr>
<td>Management &amp; Administration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs Management &amp; Administration</td>
<td>913,558</td>
<td>862,011</td>
<td>742,587</td>
</tr>
<tr>
<td>Subtotal Management &amp; Administration</td>
<td><strong>913,558</strong></td>
<td><strong>862,011</strong></td>
<td><strong>742,587</strong></td>
</tr>
<tr>
<td>Total</td>
<td><strong>14,246,077</strong></td>
<td><strong>15,224,425</strong></td>
<td><strong>12,526,570</strong></td>
</tr>
</tbody>
</table>
6.1.1 Explanation of the income
In 2009, income increased by 4% to €14,334,357. Income from own fundraising rose to €10,005,220 (an increase of 13% in comparison to 2008). Income from Friends (structural donors), actions and corporate sponsoring have also risen. War Child received the significant amount of €1 million from the Dutch Postcode Lottery. From governments and institutional funds War Child received €3.3 million, a growth of 7% compared to 2008. Main donors are the Ministry of Foreign Affairs, the European Union, UNICEF and various embassies.

6.1.2 Explanation of expenditures

Expenditures on behalf of the objective
In 2009, War Child’s total expenditure amounted to €14,246,077, an increase of 14%. €1.3 million more was spent on project activities than last year (an increase of 11%). The ‘Preparation & Coordination’ expenditure, on behalf of project activities, increased by 8% where as ‘Communication & Awareness’ raising increased by 23%. This was the result of the larger target group War Child reached and extra costs for interim management due to the fall out of management in the department.

The income from Friends (structural donors), actions and corporate sponsoring have risen

Expenditures on fundraising
The Central Bureau for Fundraising stipulates that a recognized charity may devote a maximum of 25% of income to fundraising activities. At its 14.4%, War Child is well below this limit. The expenditure ‘obtaining grants’ is 14% lower than the budget estimate and 17% higher than last year. This is the result of hiring more staff for obtaining grants. The expected result of the investment will be next year.

Management & Administration
War Child’s costs for ‘Management & Administration’ amounted to €913,558, accounting for 6.4% of the total expenditures, compared to 5.9% in 2008. Further downsizing this percentage remains a goal for 2010 and beyond (see Annual report, multiple year budget War Child).
**Result**

**Balance sheet as per 31 december 2009** *(in euro)*

*(after proposed profit appropriation)*

<table>
<thead>
<tr>
<th>Assets</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible fixed assets 128,471</td>
<td>Reserves and funds 6,200,799</td>
</tr>
<tr>
<td>Accounts receivable 1,271,959</td>
<td>• Continuity reserve 4,000,000</td>
</tr>
<tr>
<td>Securities -</td>
<td>• Earmarked reserve 1,028,471</td>
</tr>
<tr>
<td>Cash and Cash equivalents 6,002,735</td>
<td>• General reserve 1,172,328</td>
</tr>
<tr>
<td></td>
<td>• Earmarked funds -</td>
</tr>
<tr>
<td></td>
<td>Short-term liabilities 1,202,366</td>
</tr>
</tbody>
</table>

7,403,165 7,403,165

The result for 2009 has amounted to €88,280 which will be added to the general reserve. For 2009 the Board of Trustees has earmarked €900,000 from the general reserve for project activities, taking into account the effects of the financial crisis. In this way, the progress of the 2009 programs is ensured. Four million from reserves and funds is locked in the continuity reserve to cover risks in the short-term and ensure that War Child can also meet its future obligations. The guideline from the Dutch Fundraising Institution Association (VFI) allows a maximum reservation of 1.5 times the operating organisation. War Child does not strive towards a maximum, because it does not want to unnecessarily block reserves which can be used for other ends. The board, however, does establish a minimum to ensure that ongoing obligations can be met. The minimum is set at 6 months, which means a reserve of €4.0 million in 2009.

**6.2 Annual account**

War Child Holland’s annual account has been audited by PricewaterhouseCoopers (PwC). The annual account can also be downloaded from [www.annualreportwarchild.org](http://www.annualreportwarchild.org)
Looking ahead

In 2010 War Child will gradually implement the core elements of its new Strategy 2015.

Financial target
War Child plans to raise its total income to 17.6 million in 2010 (24% more than realised in 2009) while explicitly remaining under 15% costs for own fundraising. The Central Bureau on Fundraising maintains a standard of 25%. The total income out of own fundraising has to grow to 11.4 million (+14%), institutional funds to 5.3 million (+60%) while keeping Management & Administration costs below 5.9%.

Key Performance Indicators
Successfully functioning as an ambitious, decentralized and goal oriented organisation, with growing field programs and expanding projects, brings along the necessity to set and evaluate clear targets and objectives. In line with the new Strategy 2015, Key Performance Indicators (KPI’s) will give board, management, departments and staff guidance a more detailed elaboration of strategies, programs and annual plans and budgets. In 2010 the KPI’s will be finalized for the total organisation.

Advocacy and networking
Global advocacy objectives and actions will be developed, including campaign plans and external positioning in the field of advocacy. War Child will link existing advocacy activities in project countries to the global platform like the United Nations and the Network of Young People Affected by War (see paragraph 2.1).

Leverage
In 2010 War Child will leverage the effect of its work by further developing the Conn@ct.Now program, intensifying cooperation within the coalition and looking for new partners and sharing the IDEAL and Parents DEAL approach through www.warchildlearning.org.

War Child will further demonstrate the effectiveness of its programs, strengthen international recognition for its work and enable War Child to increasingly share the programs with other (local and international) organisations, whereby reaching out effectively to more children.

War Child International
In 2010 the network develops the first War Child International Global Strategy, focusing on governance, field presence coordination and liaison capacity in fundraising and advocacy, whilst guarding full autonomy of the three partners.
Programs
Planned programs and activities of 2010 in the War Child project countries.

Primarily because of security constraints, in Afghanistan more local partners are found for the implementation of the programs that focus on child rights promotion and advocacy. In 2010 the Burundi program is up and running for the psychosocial support of the children. In Colombia the 2nd phase of the youth participation project with 20 youth organisations the Performing for Peace project is developed. Child protection is the focal point of the program in DR Congo. New donors are approached in country in order to expand the scope of the current program.

In 2010 the Burundi program is up and running for the psychosocial support of the children

A regional child protection policy and partnership policy will be created in Israel and the occupied Palestinian territories. It is expected that an independent War Child office in Lebanon will be operational in 2010. The support for the partner in the Netherlands will be maintained. The livelihoods and literacy, numeracy and life skills training will continue as the centre piece of the 2010 community based program in Sierra Leone.

In various programs more effort is put in changing duty bearer’s behavior through awareness raising, attitude changes and political leveraging.

A new Sudan strategy will be developed, since 2009 was the last year of the current strategy. Early 2010 a child rights situation analysis is conducted to provide a basis for new planning. The new program in Sri Lanka will be established early 2010. As soon as the registration with the government has been finalised, War Child will develop a comprehensive programmatic strategy for the country including refugee camps. Five Uganda programs will be evaluated. Expansion has been planned into the districts of Karamoja and Teso.
Colofon

Text
War Child

This report has been made fully sponsored thanks to:

Design and graphics
52 graden noorderbreedte, www.52graden.com

Paper and printing
Ricoh The Netherlands B.V., www.ricoh.nl

Elastics
Drukgoed & Paardekoper, www.drukgoed.nl

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: Felipe Camacho, Marco van Hal and Paul Ridderhof.

4  Uganda, 2009, © War Child  
6  Sierra Leone, 2008, © War Child  
10  Afghanistan, 2009, © War Child  
20  Burundi, 2010, © War Child  
22  Afghanistan, 2009, © War Child  
28  Burundi, 2010, © War Child  
32  Chechnya, 2009, © War Child  
36  Chechnya, 2008, © War Child  
38  Colombia, 2008, © Marco van Hal  
44  DR Congo, 2009, © War Child  
50  Occupied Palestinian territories, 2009, © War Child  
57  Occupied Palestinian territories, 2009, © War Child  
60  Lebanon, 2009, © War Child  
66  The Netherlands, 2009, © Paul Ridderhof  
70  Sierra Leone, 2008, © War Child  
76  Sri Lanka, 2008, © War Child  
80  Sri Lanka, 2008, © War Child  
85  Sudan, 2009, © War Child  
78  Sudan, 2009, © War Child  
90  Uganda, 2009, © War Child  
94  Uganda, 2009, © War Child  
98  Afghanistan, 2009, © War Child  
108  Sierra Leone, 2008, © War Child  
113  Sierra Leone, 2004, © War Child  
116  DR Congo, 2008, © War Child  
118  The Netherlands, 2009, © Paul Ridderhof  
122  Sri Lanka, 2009, © Sri Lanka  
130  Colombia, 2009, © Felipe Camacho  
131  The Netherlands, 2009, © War Child  
132  The Netherlands, 2009, © Paul Ridderhof  
136  Sierra Leone, 2008, © War Child  
138  DR Congo, 2010, © War Child  
140  R Congo, 2010, © War Child  
160  Sierra Leone, 2008, © War Child  
166  Uganda, 2009, © War Child
Afghanistan
Burundi
Chechnya
Colombia
DR Congo
Israel and the
countries
occupied Palestinian territories
Lebanon
The Netherlands
Sierra Leone
Sri Lanka
Sudan
Uganda