



# Summary

In 2009 War Child has reconfirmed it's 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.

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- 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 impor-

tant 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

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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](http://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@ct.Now program, intensifying cooperation with its business, research and innovation partners and sharing methodologies online like the IDEAL and Parents DEAL approach.