

# Annual Report 2019

**Fidèle from Benin** dreams of a world in which everyone is accepted

**Jetta Klijnsma:** "Children with a disability want to be taken seriously"

**Nicky Bor** develops a strong network with partner organisations

## Doing what is necessary for a fair opportunity



**O**n the cover of this Annual Report you can see Venace from Benin with his father Cosme.

Venace (15) suffered brain damage during birth. Venace is enterprising and inquisitive. He is particularly interested in technology and enjoys tinkering with bulbs, wires and batteries. But his body is affected by a short circuit. His legs refuse to cooperate, and to get around Venace has to shuffle across the floor.

Caring for Venace rests on the shoulders of his father, Cosme, since his mother succumbed to the burden of the disability and left. Literally, because he carries his son on his back everywhere he goes, even right through the lagoon that surrounds their village. It is becoming increasingly difficult. Venace's care demands more physically, emotionally and financially than Cosme can bear.

Venace requires care and therapy, but much more is needed to achieve a structural change. Their home is seriously run down and Cosme has no income since he lost his job as a fisherman. Our local partner organisation supports Venace through education, day care and therapy. The leaking roof of their small house has also been repaired. The family faces other major challenges. We keep an eye on things and provide support where we can.

THE PHOTOGRAPH WAS TAKEN BY RONNIE DANKELMAN, AN EMPLOYEE OF THE LILIANE FOUNDATION.

**Venace enjoys tinkering with bulbs, wires and batteries. But his body is affected by a short circuit.**



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**Accessibility** | We believe it is important that this Annual Report is also accessible for people with a visual impairment. When designing it we took this fundamental principle into account as much as possible.



## 1 | FOREWORD



FOREWORD BY STEVEN BERDENIS VAN BERLEKOM

## Together we succeed

**Sempeta is a determined fourteen-year old boy. We were introduced to him in the Netherlands in the Liliane Foundation TV commercials seen by viewers at the beginning of 2019. Sempeta lives in Kenya, wears orthopaedic shoes, moves around with the help of his crutches or wheelchair, has friends to hang out with, tries to join in with them as much as possible and minimise the suffering caused by his brittle bones. He doesn't always manage the latter because his brittle bones break easily and you can tell by looking at Sempeta that it has happened to him more often.**

Sempeta is a prime example of the children the Liliane Foundation supports. Their disabilities are just one aspect of their lives and Sempeta illustrates this better than anyone. Indeed, he plays the main role in our first digital picture book, in which he demonstrates that you can

still have ambitions even if you have brittle bones, old fractures and find it difficult to walk. Sempeta wants to be a doctor!

At school they call Sempeta 'the director' because he knows what he wants and clearly has his own opinions. This gave me the idea of having Sempeta jointly write this foreword as a fellow director. I asked him a few questions.

- Why is your motto 'together we succeed'?
- What do you think is the secret of doing things together?
- What would you invest in if you had money to choose your own support?
- And what would you choose first if you could make life easier for yourself and your family?

The fact that he did not let this opportunity pass him by is proof of his character. This was his reply:



PHOTOS: RONNIE DANKELMAN

Dear Steven,

*It was great to receive your message. And what an honour for me that my motto plays a key role in your foreword. Why did I choose this motto? Because I believe that I have got where I am today thanks to the generosity and solidarity of people I do not know and have never met.*

*This unconditional support and love means a great deal to me. In 2019, I was unable to go to school for two months because I spent a lot of time in hospital. I was still able to move up to group 8, which was only possible because I have really good teachers.*

*If I was director of the Liliane Foundation, I would first invest in care, and then in education. Because if you are in good health you can continue to learn. And if I get a good education I can also make a difference for my family.*

*And I would like to mobilise even more people so that we could support even more children with a disability. From Kenya I wish everyone who reads this lots of success in 2020. And remember: **together we succeed!***

Best wishes, Sempeta

Sempeta has hit the nail on the head. Of course, we can only carry out our work for Sempeta and for all the other children thanks to the generosity, the solidarity, the unconditional support and love of many, many people. And just like him, I would like to mobilise even more people so that we can make it possible for more children with a disability to 'participate'.

In this Annual Report we offer you a bird's eye view of our approach, activities and results in 2019. You can read how we do indeed apply 'Sempeta's policy'. I hope you enjoy reading this report and thank you from the bottom of my heart for your commitment to the Liliane Foundation. Also on Sempeta's behalf.

**Steven Berdenis van Berlekom**  
Director of the Liliane Foundation

## Development goals

This year we have rigorously defined our primary goals. We decided to align them with the United Nations Sustainable Development Goals. Together with our partner organisations we are focusing on Goals 3, 4, 5, 8 and 10, with 17 serving as a tool. These numbers may not mean very much to you, so let us explain them below:

### 3 GOOD HEALTH AND WELL-BEING



#### GOAL 3: GOOD HEALTH AND WELL-BEING

When providing our support, we monitor the natural development of growing children. Good food, enough quality sleep and much love and attention from family and friends. For children with a disability good health includes a rehabilitation package. This means: equipping parents for their role and their care tasks in raising their child, practising with their child that which initially still proves difficult and compensating for that which remains impossible using equipment. And once the child is strong and proficient at using his or her equipment, we can also adapt the surroundings to his or her capabilities.

### 4 QUALITY EDUCATION



#### GOAL 4: QUALITY EDUCATION

This goal not only concerns good education but also being able to participate with peers. So, if at all possible, we ensure that children with a disability can go to school. This sometimes requires adjustments to the building (to make it wheelchair accessible) or adapted teaching resources. And the teacher needs specific skills too. We strive to facilitate all these conditions.

### 5 GENDER EQUALITY



#### GOAL 5: GENDER EQUALITY

During their school days all growing children learn who they are and how to interact with other children. This is not always self-evident for children with a disability. Playing and working together also require the other children to acquire certain skills. This is certainly the case during puberty, when children discover and develop their identity, as well as their sexual identity. It is even more difficult for children with a disability than it is for other children, because crutches, wheelchairs, having a visual impairment or looking different, can get in the way at first. This goal concerns gender equality, discovering that you can be yourself, how you deal with it and how you tell others how you want to deal with it.



ILLUSTRATIONS: UNITED NATIONS AND SHUTTERSTOCK

### 8 DECENT WORK AND ECONOMIC GROWTH



#### GOAL 8: DECENT WORK AND ECONOMIC GROWTH

This goal applies when children grow to become youths or even young adults. Our partners examine, together with young people, parents and the school, what the child wants to be, the vocational training needed and what needs to happen to facilitate this training, followed by securing a job. If at all possible, we ensure that young people are provided with vocational training and, if the situation is more complicated, that he or she can at least be part of a society in which he or she feels safe and valued.

### 10 REDUCED INEQUALITIES



#### GOAL 10: REDUCED INEQUALITY

This goal concerns equality and reducing inequality: something that is incredibly important to us. Society has to make a special effort to ensure children and young adults with a disability feel they belong. Sometimes young people take things into their own hands to achieve this, as demonstrated by the story about Fidèle on page 18. But it is not always self-evident. This is why we work with (local and regional) authorities on their knowledge and understanding of our target group. We try and persuade the authorities to ensure their policy and rules promote equality for all.

### 17 PARTNERSHIPS FOR THE GOALS



#### GOAL 17: PARTNERSHIPS TO ACHIEVE THE GOAL

Which (international) partnerships do we need in order to achieve the Sustainable Development Goals? The Liliane Foundation works with an international and national strong network: organisations that can work more effectively for children with a disability thanks to our support. We ensure that these partners also meet each other, so that they can learn from one another and collectively form a movement that defends the interests of children, young adults and adults, who are naturally entitled to their place on this earth.

## 2 | WHAT DRIVES US



Joy Joy (14) helps her mother sort plastic at a refuse dump in Muntinlupa City, Philippines. The girl has an intellectual disability and lives with her family in a hut near the dump. Poverty is the greatest cause of disability and conversely, a disability generally leads to even more extreme poverty. Together with our local partner organisation Birthright we ensure Joy Joy can go to school. As a result, we break the vicious circle and improve Joy Joy's quality of life and chances in the future. PHOTO: LILIANE FOUNDATION

## Mission, vision and strategy

### Doing what is necessary for a fair opportunity

Eighty percent of all children with a disability live in the poorest parts of the world (source: United Nations Development Programme). This is no coincidence. Poverty is the greatest cause of disability. It is often the result of malnutrition, ignorance, inadequate medical care and poor sanitary facilities. Conversely, a disability generally leads to even more extreme poverty. A family living in poverty with a child with a disability bears the additional burden of medical costs, and care is often intensive and very time-consuming. What's more, the possibility of education, paid work and personal development decreases.

The greatest impairment is the lack of a fair chance. Despite international agreements on the rights of people with a disability, they rarely have access to education, healthcare or the labour market. They are impeded by their impairment, but also as a result of social exclusion and stigmas.

The Liliane Foundation breaks this vicious circle and improves the quality of life and future opportunities of these children. We make their living, playing and learning environment more accessible, and we contribute to an inclusive society in which they can participate.

We always do this together with local partner organisations, which are familiar with the actual situation on the ground like no other and possess the network to optimally provide support. By providing direct medical assistance and rehabilitation for children with a disability, by working on education in which everyone can participate and by ultimately enabling young people to be as independent as possible, by helping them find work.

## Mission: What motivates us

The Liliane Foundation contributes to a world that is open to everyone and in which children with a disability growing up in extreme poverty can also participate in their community.

## Vision: What we want to achieve

For children and young people with a disability to be equal and participate as fully as possible: at home, at play and in sport, at school, in employment and in the community in general. For them to enjoy the highest possible quality of life.

## Strategy: Our approach

Together with our partner organisations we make children with a disability stronger. We do this in two ways:

- **By supporting individual children in their development;**
- **By making their physical and social environment more accessible.**

For example, we provide children with a disability with access to medical assistance and rehabilitation. Where necessary, we reduce the obstacles resulting from their impairment using equipment such as a wheelchair. We also ensure they can go to school, learn a trade and find work. We make children and their parents more resilient and self-assured. This makes it easier for the children to participate and learn to stand up for themselves. The local circumstances and wishes and needs of the child always form the basis of the support. The parents or caregivers and local communities have a key role to play in the process and that's why we adopt an approach founded on 'Community Based Rehabilitation' (CBR).

- > *An employee from our Philippine partner organisation KAISAKA carries out the intake for Ajay (16) who has a brain damage. PHOTO: LILIANE FOUNDATION*



We reduce the obstacles the children encounter. These are often physical obstacles, such as infrastructure or a lack of equipment, as well as mental, social and cultural obstacles, such as the attitudes and behaviour of other people. To tackle these obstacles not only do we need parents, caregivers and people from the child's immediate environment; the involvement of local and national authorities and institutions is also indispensable. This is why, together with our strategic partner organisations, we ensure the interests of people with a disability are placed on the political and social agendas, and that their rights are respected.

- > *Wanbait Tang, a fieldworker from our partner organisation Bethany Society in India, on a home visit in the Shillong area. PHOTO: JAN-JOSEPH STOK*



**We make children and their parents more resilient and self-assured.**



## How we support our strategy

### Strengthened by our partner organisations

The Liliane Foundation collaborates with local partners. They are responsible for organising effective treatment and guidance for children and parents. They are familiar with the circumstances and the possibilities in their particular country or region, and know the most effective way of organising and assessing support for the children and their parents better than anyone.

We support our partner organisations by sharing our knowledge and expertise with them so they are, and remain, adequately skilled and equipped to achieve our common goals. We do this, for example, by training them in improving the care, and in fundraising, so they are less financially dependent on foreign aid, such as from the Liliane Foundation.

### Influencing policy

Via our programmes our partner organisations confront national and local authorities with regard to their responsibility for children with a disability. By, for example, respecting laws

and international agreements, such as the UN Convention on the Rights of Persons with Disabilities. Since 2015, we have conducted research with local partners and academics into effective strategies for this positive policy influencing. Read more in the article on knowledge sharing on page 32. In addition we advocate safeguarding the interests of people with a disability in Dutch policy related to international cooperation. We do this in association with the Dutch Coalition on Disability and Development (DCDD), a coalition of Dutch organisations that defend the interests of people with a disability in low-income countries.

### Involving people in the Netherlands

Offering children with a disability the possibilities they deserve, wherever they may be in the world, is not something we can achieve alone. Therefore, we involve as many people in the Netherlands as possible in our work, by inspiring donors, volunteers and organisations to invest their time, money or knowledge in children with a disability.



### RESULTS

Along with over 75,000 donors and 116 volunteers we make it possible for children with a disability to participate again.

> At work in the day care centre run by Le Laurier, our partner organisation in Benin. PHOTO: DIANA PUTTERS





> The Liliane Foundation collaborates with local partners. They are responsible for organising effective treatment and guidance for children and their parents. Children like Moses (8) and his mother Indra and father Otapyani from Indonesia. PHOTO: SASJA VAN VECHGEL

## THE STORY OF FIDÈLE



PHOTOS: RONNIE DANKELMAN



## FIDÈLE A VOICE OF HOPE IN BENIN

How do you find your way in the dark if you are unable to ask someone for directions and have to crawl your way through life? It sounds like a bad dream, but this was the reality for Fidèle (18) from Benin.

Fidèle weighed just 1,500 grams when she was born two and a half months prematurely. She survived her premature birth, but the price was high: she suffered permanent brain damage. In other words, Fidèle's legs are paralysed, her development lags far behind and she couldn't talk until she was seven.

Fidèle lives in the coastal city of Ouidah, where most people practise voodoo, the traditional belief in spirits, incantations and elusive powers. In the world view of most people here a disability is explained as a curse, a bewitchment. All that remained was the hope for a miracle.

### Voice

A miracle, that's how people from her surroundings describe the moment Fidèle, seven years old, suddenly began to speak. Soon afterwards this special little girl caught the attention of our local partner organisation, Le Laurier. Fidèle went to school and learned to read, write and do

maths. She is now also learning how to weave baskets, so she can earn a wage. She no longer crawls through the dust to school, thanks to a handcycle. She is finally receiving serious treatment from a physiotherapist. Fidèle is building her future. Will she ever stand on her own two feet? Fidèle sets the bar high: she wants to learn to walk.

Basket weaving is enjoyable but Fidèle wants to be a lawyer. So when Le Laurier founded an interest group for and with young people with a disability, she immediately got involved. The group's objective is to defend the interests of children with a disability, and draw attention to their rights and position in society. And specially to tackle traditional views and the way disability is perceived. Just like a lawyer, Fidèle now gives a voice to others and stands up for children with a disability in Benin.

"I dream of being able to organise my life myself, just like everyone else," she says. "It saddens me that there are still people that believe my disability is a curse and that I do not deserve help. This is why I am happy when I think about the support and love I have received. And I can now do something to help children. I dream of a world in which everyone is accepted as he or she is. That day will come."

## DOING WHAT IS NECESSARY



## THE LILIANE FOUNDATION IN BENIN

There are over 840,000 people with a disability in Benin. Inclusive education is scarce there and young people with a disability often have no access to work. Benin is largely rural. In these rural areas specialist help for people with a disability is particularly hard to find. What's more, people living in some parts of the country view disability as a curse or punishment from God. This means that parents do not always seek help for children with a disability.



IN 2019,  
THE LILIANE  
FOUNDATION  
SUPPORTED

**774 CHILDREN**

**WITH A DISABILITY  
IN BENIN**

### 3 | OUR INTERNATIONAL APPROACH



> Fieldworkers treat children in remote areas, such as Vijaya Lakshmi in India, with the support of the physiotherapist via a tablet. Read more on page 39.  
PHOTO: LILIANE FOUNDATION



# Methodology



> The Liliane Foundation network focusing on the child and mother in India: executive director Steven van Berlekom (centre) observes how Digital Reach (see page 39) works in practice.

PHOTO: LILIANE FOUNDATION

In the countries where we operate we work on an equal footing together with local partner organisations. They know the children with a disability in their region, the local circumstances, legislation and customs. They are in contact with local authorities, service providers, parent groups, advocacy organisations that stand up for people with a disability, and other relevant actors. In each country we jointly develop a programme in association with a strategic partner organisation (SPO), which will bring about real change in the lives of children with a disability.

Each SPO provides financial and substantive support to a network of partner organisations (POs). These include advocacy organisations that stand up for people with a disability,

**The strategic partner is responsible for implementing the programme and developing and managing a partner network in the country.**

hospitals, educational institutions, healthcare centres and so on. On behalf of the partner network the SPO collaborates with authorities and employers to highlight the

possibilities of partner organisations and to obtain support for their work.

The strategic partner is responsible for implementing the programme and developing and managing a partner network in the country. The 'Community Based Rehabilitation' (CBR) approach is key. It means that in the rehabilitation of children with a disability the parents, care providers, teachers and others directly connected from the community are involved in the child's development. The fundamental principle is the effective and sustainable implementation of the programmes. This is why we impose strict quality requirements for our strategic partner organisations. We discuss the opportunities and possibilities or impossibilities of new ideas, closely monitor the progress of the programme and work together on their capacity development. In this regard our goal is for all children with a disability to participate in their community and to enjoy the highest possible quality of life.

We involve strategic partners in policy amendments that could have consequences for our relationship and encourage them to jointly reflect on this matter. The voice and input of partners are extremely important: the partnership is based on equality. (Read also page 33.)

## Sustainable Development Goals

The Liliane Foundation's programme is aligned with the United Nations Sustainable Development Goals (SDGs).

In the foreword of this Annual Report executive director Steven van Berlekom explains how the Liliane Foundation contributes to the following goals.



GRAPHIC: SHUTTERSTOCK

## Strategic partner organisations

### AFRICA

COUNTRY	STRATEGIC PARTNER
<b>BENIN</b>	<b>Oblates Cathéchistes Petites Servantes des Pauvres (Les Soeurs OCPSP)</b> www.ssph-ocpsp.org
<b>BURKINA FASO</b>	<b>Organisation Dupont pour le Développement Social</b> www.oddsburkina.org
<b>BURUNDI</b>	<b>Union of Disabled Persons of Burundi</b> www.uphb.bi
<b>DR CONGO</b>	<b>Association pour la Promotion et la Protection Sociale des Vulnérables en RDC</b>
<b>ETHIOPIA</b>	<b>Cheshire Services Ethiopia</b> www.cheshireservicesethiopia.org
<b>IVORY COAST</b>	<b>Dignité et Droits pour les Enfants en Côte d'Ivoire</b> www.ongddec.org
<b>CAMEROON</b>	<b>Cameroon Baptist Convention Health Services</b> www.cbchealthservices.org
<b>KENYA</b>	<b>Cheshire Disability Services Kenya</b> www.cheshiredisabilityservices.org
<b>NIGERIA</b>	<b>Daughters of Charity of St. Vincent de Paul</b> www.daughtersofcharitynigeria.org
<b>UGANDA</b>	<b>Katalemwa Cheshire Home for Rehabilitation</b> www.katalemwacheshire.org
<b>RWANDA</b>	<b>National Union of Disabilities' Organisations of Rwanda</b> www.nudor.org
<b>SIERRA LEONE</b>	<b>One Family People</b> www.onefamilypeople.org
<b>TANZANIA</b>	<b>Karagwe CBR Programs</b> www.kcbrp.or.tz
<b>TOGO</b>	<b>Fédération Togolaise des Associations de Personnes Handicapées</b>
<b>ZAMBIA</b>	<b>Cheshire Homes Zambia Society</b> www.cheshirehomessocietyzambia.org
<b>ZIMBABWE</b>	<b>Leonard Cheshire Disability Zimbabwe Trust</b> www.leonardcheshire.org.zw
<b>SOUTH SUDAN</b>	<b>Episcopal Church of South Sudan</b> www.southsudan.anglican.org

- In **Eritrea** we fund one partner organisation annually in association with a Dutch foundation.
- In **Chad** we fund a programme by a partner with its own rehabilitation centre.
- Our former strategic partner in **Ghana** is now a member of the LINC network and received specific support from the Liliane Foundation in 2019 to make its organisation and partner network more sustainable.
- We phased out funding in **Ivory Coast** in 2019. You can read more about this in the next section 'Independent as a result'.

### ASIA

COUNTRY	STRATEGIC PARTNER
<b>BANGLADESH</b>	<b>Disabled Rehabilitation &amp; Research Association</b> www.drara-bd.org
<b>THE PHILIPPINES</b>	<b>NORFIL Foundation</b> www.norfil.org
<b>NORTH INDIA</b>	<b>Jan Vikas Samiti</b> www.janvikassamiti.org
<b>SOUTH INDIA</b>	<b>Catholic Health Association of India</b> www.chai-india.org
<b>INDONESIA</b>	<b>NLR Indonesia</b> www.nlrindonesia.or.id
<b>VIETNAM</b>	<b>Research Center for Inclusion (RCI)</b> www.rci-nlr.org



- The strategic partner in **North India** also works for **Nepal**. This support was phased out in 2019.
- As of 2019, the strategic partner for the **South India** region is being guided to a network partner organisation. Over a three-year period we are strengthening this organisation and phasing out financial programme support. From then on it will no longer be an official strategic partner, but will continue to be part of our LINC network (see page 27).
- The strategic partner in **Vietnam** also works for **Cambodia** and **Myanmar**. Structural support was scaled down in 2019, but the Research Center for Inclusion (RCI) continues to be part of the LINC network.
- In 2019, we contributed a small amount to a specific project in **Sri Lanka** for the last time.

### LATIN AMERICA

COUNTRY	STRATEGIC PARTNER
<b>BOLIVIA</b>	<b>La Asociación Cruceña de Ayuda al Impedido</b> www.acai.org.bo
<b>COLOMBIA</b>	<b>Fundación A-KASA</b> www.fundacionakasa.org
<b>NICARAGUA</b>	<b>La Asociación Los Pipitos</b> www.lospipitos.org

- In **Guatemala** we fund a network of seven partner organisations. These partners jointly organise coordination. The Liliane Foundation monitors the progress of the programme and provides advice.
- The support provided to A-KASA (**Colombia**) was almost phased out in 2019.
- In **Peru** we work with our former strategic partner Fundades on a livelihood project.

## Independence as a result

Our goal is for strategic partner organisations to ultimately be able to implement the programme independently and in a future-proof manner, together with their networks. This is why we devote attention to partners' capacity development. In addition to professional advice to continuously improve the quality of programmes for children with a disability, we offer (practical) training and knowledge exchange to help our partners become more professional organisations. For example, in the field of monitoring and evaluation, communication and fundraising, lobbying and advocacy and financial management. Most strategic partner organisations with which we phased out our partnership in 2019 continue to

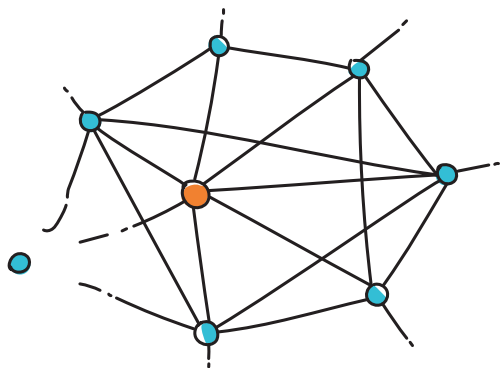
be part of our international LINC network. This means we remain close network partners.

Former programme coordinator, Odonel Urbano, from our former strategic partner organisation in Brazil looks back on our years of collaboration with satisfaction.

### RESULTS

**"Together with the Liliane Foundation we have helped thousands of Brazilian children and youngsters with a disability. The Liliane Foundation helped us considerably in organisational terms. We have strengthened our own organisation and that of the partners in our network and are now able to continue our activities independently of the Liliane Foundation."**

ODONEL URBANO, FORMER PROGRAMME COORDINATOR FROM OUR FORMER STRATEGIC PARTNER ORGANISATION IN BRAZIL



The Liliane Foundation helps its strategic partners strengthen their capacities in three different areas:

- 1 An effective network
- 2 High-quality knowledge and skills regarding inclusion
- 3 Targeted communication and fundraising



> The LINC steering group, meeting here in 's-Hertogenbosch, includes the chairs of the regional networks (from the left): Greaterman Chivandire (English-speaking African countries), Daniel Castrillon (Latin America) Rev. Dr. Mathew Abraham (Asia), María Zuñiga (Latin America, front centre), Jacques Chirac (French-speaking African countries, middle, third from the right) and Farida Yesmin (Asia, front, first from the right). PHOTO: LILIANE FOUNDATION

## LINC network



In the Liliane Foundation Inclusive Network (LINC) we develop and maintain a platform for knowledge and skills together with the participating strategic partner organisations. They use it to further improve the situation of children with a disability in their specific country. In 2019, LINC celebrated its third anniversary. Experiences are evaluated externally. This evaluation demonstrated that the LINC network has made a good start and offers considerable potential.

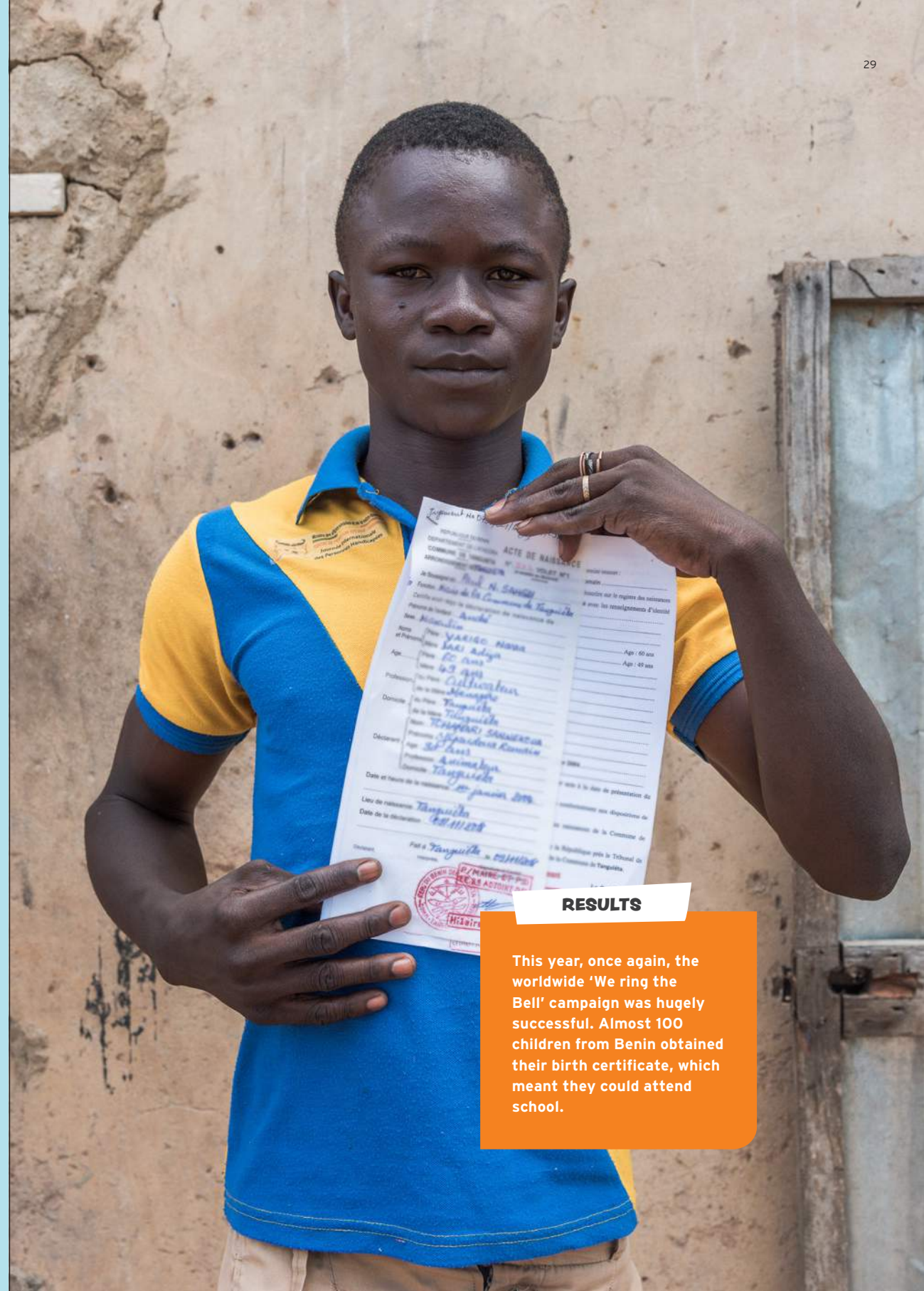
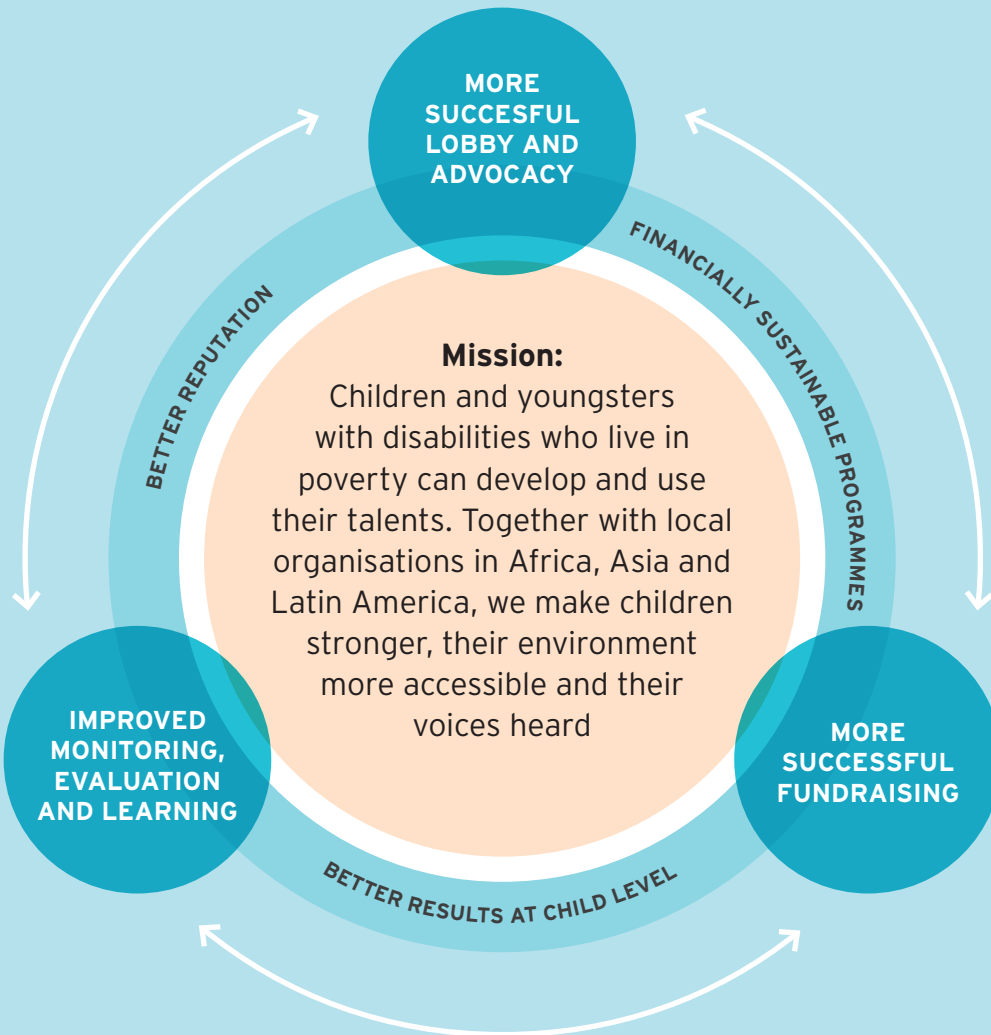
Members have benefited greatly from jointly learning from and sharing experiences, online as well as during regional meetings. The evaluation also revealed that LINC partners

would like the Liliane Foundation to assume a greater role as a knowledge broker. We will develop this further in the coming year.

Major steps were also taken in the area of joint lobbying, advocacy and fundraising. In the coming years, LINC members are going to raise funds in their own country to fund the network and their activities. This point is high on the agenda.

LINC is increasingly profiling itself in the international playing field of 'disability engaged networks'; in 2021 a LINC delegation will attend the CBR World Congress in Uganda. For more information visit [linc-network.org](http://linc-network.org)

The LINC partners strengthen their capacities by learning from each other and jointly working on lobbying, influencing policy and fundraising. As a result the organisations strengthen their capacity, the quality of the programmes improves and we jointly achieve our mission.



**RESULTS**

This year, once again, the worldwide 'We ring the Bell' campaign was hugely successful. Almost 100 children from Benin obtained their birth certificate, which meant they could attend school.

> André (15) from Benin proudly displays his birth certificate. He obtained the document thanks to our partner organisation Eclipse, as did dozens of other children who were never formally registered due to their disability. PHOTO: RONNIE DANKELMAN

# Themes

**In line with the previously cited United Nations international development goals, we focused our work for children and young people with a disability on the following themes in 2019:**



## HEALTH AND REHABILITATION

We improve the physical health, the functionality

of children and their access to services and facilities that are important in this respect. We fund operations, therapy and equipment needed to enable a child to participate as much as possible in society. We also ensure the necessary changes to the home environment. We contact local authorities and medical facilities to make them aware of the needs and rights of children with a disability, helping to make facilities accessible. We train parents, medical and paramedical service providers and local authorities, so they increase their knowledge and skills for caring for and rehabilitating children in their particular environment. Our basic principle is that children are able to rehabilitate as much as possible in their own familiar environment.



## EDUCATION

Attending school gives children with a disability a fair chance in society. Nine out of ten children with a disability in a developing country do not attend school (source: Education Commission, 2016).

However, it is their right. Most authorities have ratified international treaties that state all children have the right to education. The Liliane Foundation strives for lasting positive change, helps partner organisations in confronting the authorities with regard to their responsibility and urges them to proceed to implementation. School buildings must be

accessible and teachers must be trained to provide tailored education for children with a disability. In addition we develop adapted teaching resources and course materials and ensure the children really can participate. We also advise on making vocational training courses and secondary education inclusive.

## RESULTS

**In 2019, 1,310 schools in 27 countries took part in our worldwide 'We ring the Bell' campaign. 270,331 children made their voices heard about their right to education.**

**CEPETRI, a school in Peru, participated for the third time in this campaign. Thanks to the campaign, the school has improved the infrastructure of all its buildings so that children with a disability can also attend school, and teachers were trained in the field of inclusive education.**



## TRANSPORT AND COMMUNICATION

Many partner organisations work in areas that are hard to reach and have

to rely on good means of transport. To reach children, for example, or take them to school or to a health centre. Along with MIVA we offer partners financial support in purchasing means of transport. MIVA also provides support for purchasing communication resources such as computers, tablets and telephones for performing remote diagnoses.

In 2019, MIVA funded 249 transport and communication resources. Read more about MIVA on page 68.



## LIVELIHOOD

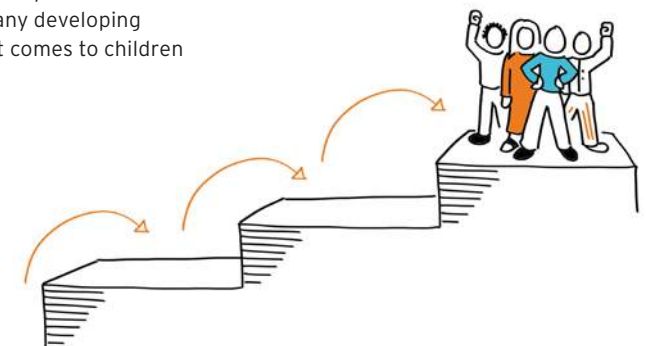
According to estimates, in some countries up to 80 percent of all people with a disability are unemployed. Young people with a disability are often unable to attend school and have no chance to learn a trade. Together with our partner organisations we promote employment programmes that do offer young people with a disability the opportunity to become financially independent. We also help them acquire the (social) skills necessary to find and work a job. In addition we support parents in setting up a small business or finding a job. For example, in 2019, over 500 youngsters with a disability found a job in Rwanda and Ethiopia thanks to our EmployAble II project. Read more on page 36.

and young people with a disability. They are often forgotten in the related education and services and are more vulnerable to sexual abuse. The Liliane Foundation supports partners in, for example, Indonesia, Bangladesh and Nicaragua, in developing teaching and educational material and making them accessible, educating young people and their parents, teachers and healthcare workers. This means that children and young people with a disability have access to the right information and learn how to stand up for their rights. In 2019, we invested in research into the abuse of children with a disability in Cameroon. The results are used to influence policy and develop new methods. Our strategic partner organised a conference and the staff developed a book containing information about children's rights and abuse. They also work with the national authorities to set up more effective child protection systems. In the Liliane Foundation we have reviewed our 'Child Protection Policy' based on the insights acquired and we are working on a fine-tuned implementation plan.



## SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

Everyone is entitled to sex education, self-determination, access to contraception and medical care. This is essential for positive relational and sexual development. It allows you to make decisions later on and engage in desired and equal relationships. There is a taboo on sexuality in many developing countries, especially when it comes to children







> *Training meeting for parents in Guatemala.*  
PHOTO: LILIANE FOUNDATION

## Knowledge sharing, networks and learning trajectories

**We occupy a central position in our international network and are developing as a knowledge institution. We provide access to knowledge about treatment, rehabilitation, schooling, advocacy and support for children with a disability. In 2019, we carried out two research programmes and completed a knowledge programme.**

In association with the African Studies Centre in Leiden, partners and scientists from Cameroon, Sierra Leone and Zambia, we conducted the **'Breaking Down Barriers'** learning trajectory. The aim of the learning trajectory was to gather knowledge about effective, local strategies for lobbying and advocacy related to the rights of children with a disability. We shared the insights

on [www.barriersfree.org](http://www.barriersfree.org). They now form the basis for our partner organisations' activities in the field of advocacy and influencing policy.

In 2019, in association with the Dutch Coalition on Disability and Development (DCDD) and VOICE ([www.voice.global](http://www.voice.global)) we also launched the special **'Voices for Inclusion'** learning trajectory. Intersectionality was a key element of this project. Intersectionality means that people are excluded as a result of different aspects of their identity. A young girl with a disability may encounter discrimination based on her disability, her gender and her age. In order to improve the effectiveness of advocacy it is necessary to examine different aspects. People from a number of marginalised groups in Nigeria, Sierra Leone, Indonesia, the Philippines and Rwanda exchanged their experiences of projects in the field of influencing policy. They shared their conclusions at meetings in their own country and at a concluding conference in the Netherlands at the beginning of 2020.



> *Good communication: our staff member Marieke Verhallen accompanies Philippine consultant Veronica Esther I. Mendoza on a visit to our strategic partner organisation NORFIL in the Philippines.*  
PHOTO: LILIANE FOUNDATION

In September, the Liliane Foundation organised the **STEP symposium** in 's-Hertogenbosch. STEP (Support Tools Enabling Parents) was a pilot project in Uganda, Tanzania, Kenya and Cameroon. The aim of STEP was to improve the quality of life and participation of children with a neurological disorder. Fieldworkers and parents were trained in basic skills to improve the rehabilitation of this target group. During the symposium, the results of the pilot were shared and we reflected with international experts on the lessons learned. It was attended by a broad target group of organisations and individuals that work in the field of rehabilitation in developing countries. During an interactive session we considered the possibilities for integrating the positive results and lessons in our regular programmes. This task will be elaborated in 2020.



> *STEP-symposium.* PHOTO: LILIANE FOUNDATION

**All strategic partner organisations have access to Connect, our new online community.**



## Communication with our partners

Effective, two-way communication forms the basis of our strategic partnerships. It enables us to properly understand the local context and the issue, and to align our support and our policy accordingly. This is why we aim to visit them at least once a year. We also have almost daily contact by e-mail, telephone or Skype. Strategic partner organisations are responsible for communication with the implementing partner organisations in their country. Our employees visit the implementing partner organisations to observe their work and discuss the collaboration first-hand. In 2019, we launched a new platform to further improve communication: Connect. All strategic partner organisations have access to this online community. They can use it to communicate with each other and with the Liliane Foundation, and we use it to share our best practices. Therefore, there is interaction, we keep each other on our toes and aid our mutual development. All this is a huge help in achieving our common goals.



> *STEP training meeting in Cameroon.*  
PHOTO: LILIANE FOUNDATION

# Inclusive employment

**“Now that I have a job, I dare to dream about the future again.”**

The Liliane Foundation is fully committed to increasing the opportunities for young people with a disability to find work. This goal is effectively anchored in our policy. Initiatives providing specific training for this target group to find work are few and far between. Together with our strategic partner organisations we have launched structural employment projects all over the world. They produced some great results in 2019.

## RESULTS

We support young people in finding work so they can provide for themselves. This is how we break the circle of poverty and disability.



> At work in the call centre in Peru. PHOTO: FUNDADES

## LABORA IN PERU

In 2019, the Labora project was launched in Peru. Young people with a disability acquire skills from training and support provided by a specially designed call centre. This enables them to find paid employment at other call centres.

The two main objectives of this two-year project are:

- To enable 240 disadvantaged young people, half of whom are women, to find a job.
- For at least four companies a year to become 'inclusive' and offer the trained youngsters a job.



> Young people with a disability acquire skills through training and support at a specially equipped call centre. PHOTO: FUNDADES

## RESULTS

In 2019, 72 young people, including 39 women, successfully found a job in a call centre. Alberto has a prosthetic leg, but he also has leadership abilities. Alberto: “Now that I have a job, I dare to dream about the future again and to even think about starting a family, because I can now give my children what they need.”

Gustavo also works in a commercial call centre. It means he can support himself and he knows exactly what he wants. “My disability gives me the strength to be myself.”

## CAFEBILITY IN NORTH INDIA

In two different shopping centres in the North Indian city of Varanasi, since April 2017, our strategic partner organisation (SPO) has run two café-restaurants, called Cafability. People with different disabilities work in the kitchen and wait on the tables. The aim is to train people with an impairment to work in the catering and hospitality sector. It prepares them for another job in these establishments in the city.

Cafability proved to be incredibly popular. As a result, the management of both shopping centres decided to improve access for people with a disability. By, for example, altering the main entrance and the toilets.



> PHOTO: LILIANE FOUNDATION

## RESULTS

With the knowledge acquired in Cafability over two years, in 2017 and 2018, together with our strategic partner we continued to build on making this training course and workplace more sustainable. A positive result is that 40 of the 52 youngsters trained found decent, paid jobs in 2019.



> Deepak, Manoj, Bhim and Sanju (from left to right) receive catering and hospitality training to improve their chance of finding a job. PHOTO: LILIANE FOUNDATION



Negalign, Basha and Tamene (in the forefront, from left to right) start their own welding company in Ethiopia, thanks to the Employable II programme. PHOTO: LILIANE FOUNDATION

## EMPLOYABLE II IN RWANDA, ETHIOPIA AND KENYA

The Liliane Foundation is committed to sustainability. This is why we encourage the foundation of projects between multiple countries. This approach enables us to build up shared knowledge. Employable II is an example of this type of collaboration.

The programme implemented in Rwanda, Ethiopia and Kenya ran from 2017 to 2019, with the aim of developing an effective model for training and making the workplace inclusive for young people with a disability. There is now an effective plan for Employable III, based on the lessons learned in previous years.

> Hairdresser Qashure Galacha is deaf and has speech problems. Thanks to the training course he now has an income. PHOTO: LILIANE FOUNDATION



## RESULTS

- 859 young people with a disability were trained.
- 52% of those trained were women.
- In Rwanda, Ethiopia and Kenya a total of 101 employers signed an agreement related to inclusive workplaces.
- Over 500 young people with an impairment found a job.
- Ethiopia developed a national government policy: guidelines for the inclusion of people with a disability in technical and other vocational training courses.
- In Kenya young people with a hearing impairment received training and lessons in sign language. It means they are in a better position to find work and be admitted to regular training courses.

> At a 'sari-sari' you buy each item individually, from sweets to toilet paper. PHOTO: LILIANE FOUNDATION



## MICRO FINANCE IN THE PHILIPPINES

If you have a disability and want to start your own business, there are many hurdles to overcome. Micro finance offers a good solution as it often concerns a very small business. Since 2011, the Liliane Foundation, in association with the SPO in the Philippines has helped people with a disability obtain access to micro finance from local lenders. For example, they receive training in business and financial management to substantiate the purpose of the loan in their application.

Unfortunately, this approach did not deliver the anticipated result. Ninety percent of participants pulled out prematurely. Therefore, it was decided that a study would be carried out. Who did succeed and why? In 2019, the study revealed that successful participants often already had experience with their small company prior to applying for a loan. And they distinguish themselves with their self-confidence and entrepreneurial spirit. The training we offered may have been too technical and insufficiently focused on increasing self-confidence.

## RESULTS

Willie Houben, Organisational Development Adviser: "It is extremely interesting for us to draw lessons from the results of this kind of study. It is important we remain critical. What does work and what doesn't? Research helps us better understand how some systems work, and why."



> One of the many small market stalls selling food in the Philippines. PHOTO: LILIANE FOUNDATION

**RESULTS**

Digital Reach's (North India) scope in 2019 included:

- 21 partner organisations (POs)
- 48 CBR facilitators
- 412 children with a disability.

**Remote therapy**

**In many countries where the Liliane Foundation operates the geographic distances between fieldworkers, healthcare centres and children are vast. As a result, a strategic partner organisation (SPO) usually only reaches a relatively small part of the country. Therefore, in 2018, we launched two innovative pilot projects in India in association with the Groot Klimmendaal rehabilitation centre (Arnhem): Telemedicine (South India) and Digital Reach (North India).**

Both projects focus on digitising some of the work of physiotherapists in India. It means that they do not always have to be on site to provide support. In the first instance fieldworkers of partner organisations were trained in the basic principles of physiotherapy. Now, a physiotherapist can provide them with guidance remotely via WhatsApp or Skype. In other words, the physiotherapist works through the fieldworker's hands. This approach facilitates direct contact between the therapist, fieldworker, parent and the child. Even if they are sometimes separated by hundreds of kilometres.

Fieldworkers share their findings with the physiotherapist in the office in Delhi, for example, using special digital forms. By comparing the forms, photos and videos the therapist can often make a diagnosis after just ten minutes and compile a treatment plan. Thanks to this innovative working method POs save a lot of time and money providing children with a disability in remote areas with the care they need. What's more, knowledge and skills structurally increase among local fieldworkers thanks to the training and practical (digital) advice during the fieldwork.

The idea for the pilot emerged in 2016, when paediatric physiotherapist, Jeroen Abraas from the Groot Klimmendaal rehabilitation centre, visited a number of projects in India with the Liliane Foundation. Jeroen was involved from the outset of both digital projects.

A peer review was carried out at the end of 2019. Jeroen Abraas visited the SPOs concerned and put them in touch with one another to share methods, practical experience and interim results. Jeroen: "The energy released by bringing people together was very uplifting. By mutually strengthening each other where possible, we achieve better results."

The final results of the pilot will be evaluated at the end of 2020. By sharing them with our international network and our SPOs, we can encourage them to possibly set up a similar project using the lessons learned. It enables us to reach more children in remote areas. And to invest in innovative options in the field of high quality, tailored child care.

**Jeroen: "The energy released by bringing people together was very uplifting."**

**RESULTS**

Telemedicine's (South India) scope in 2019 included:

- 8 POs
- 16 CBR facilitators
- 202 children with a disability.

> *The physiotherapist makes an assessment and provides advice remotely.*

PHOTO: LILIANE FOUNDATION

## THE STORY OF CELESTINE



> Celestine works on her dream for the future.

## CELESTINE HAS AN AMBITIOUS DREAM

Celestine (8) wants to be a nurse or perhaps a doctor. It will enable her to help children with a disability. Celestine will undoubtedly be a great support to her young patients, and understand them perfectly. After all, she was born with a cleft lip and misses a leg and an arm.



> Celestine fits right in at school.

The fact that her first child was not born in perfect health was a huge blow to Pauline, her mother. Celestine is clearly different from most children. Celestine's impairments were a double burden for Pauline. First because she had to carry her daughter everywhere, and second because she was ashamed of what others would think.

Celestine's father abandoned the family when his daughter was born. This meant Pauline had yet another worry: earning an

PHOTOS: RONNIE DANKELMAN



> Celestine and her best friend at school during a maths lesson.

income. She left her small rural village and set off in the direction of Nairobi in search of work. This is where Celestine currently lives with her mother, stepfather and little brother, in a small house with a corrugated iron roof but no toilet, in one of the poorest and most dangerous neighbourhoods.

### The support Celestine receives

Despite this, the move to the slum also set in motion a positive change in Celestine's life. After a tip from friends, Pauline carried her then three-year-old daughter to our partner organisation's rehabilitation centre. A great deal has changed since that day. Pauline obtained a job at the centre's day care facility and Celestine now goes to school. After school she likes to help her mother look after the little ones. Celestine has friends and feels much more accepted.

Pauline's burden is now lighter. Not only figuratively but also literally, because Celestine received a prosthesis and learned how to walk. As she is still growing she regularly needs an operation and an adapted prosthesis. Celestine can count on our support. So that she can make her dream come true and become a nurse or a doctor, to help children with a disability.

## DOING WHAT IS NECESSARY



## THE LILIANE FOUNDATION IN KENYA

There are circa 4.6 million people with a disability in Kenya. Lots of communities do not have the necessary facilities for children with a disability. Most children with a disability in Kenya come from poor families. The parents often have no idea where to find suitable support. This hinders the access of children with a disability to healthcare, education, social services and ultimately, employment.



IN 2019, THE LILIANE FOUNDATION SUPPORTED

**2,864 CHILDREN**

WITH A DISABILITY IN KENYA



## RESULTS

We train fieldworkers, village communities and the staff of healthcare centres and schools to be able to properly support children and their families. We also support fieldworkers in practical matters such as mobile accessibility.

> Nicky Bor (Organisational Development Adviser) on a working visit in Uganda. PHOTO: LILIANE FOUNDATION

## Building on effective programmes

**In our collaboration with strategic partner organisations we work towards independence. This means that over time, partners can also continue to implement a successful programme for children with a disability without our structural, financial support.**

As an Organisational Development Adviser, Nicky Bor is responsible, among other things, for managing the process to increase the capacity and professionalism of strategic partner organisations. Nicky: "Our aim is to develop sustainable and high quality programmes for children and young people with a disability. This is inextricably linked to capacity development. Our strategic

partners are responsible for implementing the programme, and are preferably leaders in championing the rights of people with a disability in their country. They safeguard and advocate social inclusion, being part of and participating in society. Therefore, it is important that their organisation is in good order and able (or wants to learn) to set up and strengthen the capacity of local networks. No organisation can sustainably improve the situation for children with a disability on its own. To do so you need a strong network. Our role is to support them in this objective, in material and tangible terms. Kenya is a prime example of this. Our strategic partner there has an improved system for planning, monitoring

**Nicky Bor: "What we really want is for our partners to learn from each other. This is why we organise exchanges in which our partner organisations can take a look behind the scenes of each other's operations"**

and evaluation, thanks to the training courses we facilitated. It provides the organisation with a clearer picture of its results. This helped it convince other donors to contribute to its activities in 2019."

To map out the strong points and points for improvement, and sometimes jointly reflect on whether we see sufficient grounds for continuing the partnership, we conduct an organisational study at each strategic partner every three years. "In association with the partner we establish an organisational development plan, which is consistent with its needs and possibilities, with the aim of continuously improving its role as a strategic partner. We monitor and facilitate progress of this plan and where necessary we involve the right internal SPO advisers and content-related experts. Our partnership is a two-way street: our partners can also point out areas of improvement for us to focus on. They provide feedback related to policy documents and new materials we develop. We also regularly invite partners to talk to stakeholders in their capacity as experienced experts."

Each organisation has its own expertise, which we gratefully use. "What we really want is for our partners to learn from each other. This is why we organise exchanges in which our partner organisations can take a look behind the scenes of each other's operations. For example, our partner in Cameroon has considerable expertise in the field of inclusive education. We put several staff members in contact with our partner in Benin because

the latter needed more specific knowledge of this issue. After the visit the partner in Benin substantially enhanced its approach. Because we encourage our strategic and partner organisations to share their knowledge and expertise with each other, we also develop a strong, regional network of organisations that can jointly work on common goals."

We are now gradually reducing our financial contribution in a number of countries. In 2019, this was the case in, for example, South India. "With a little help, the SPO in South India is more than capable of standing on its own two feet. We are now using the budget this frees up in other places where the situation is less favourable, such as in South Sudan. Therefore, we are doing what is necessary to optimally guarantee the quality of our work for the poorest children with a disability."

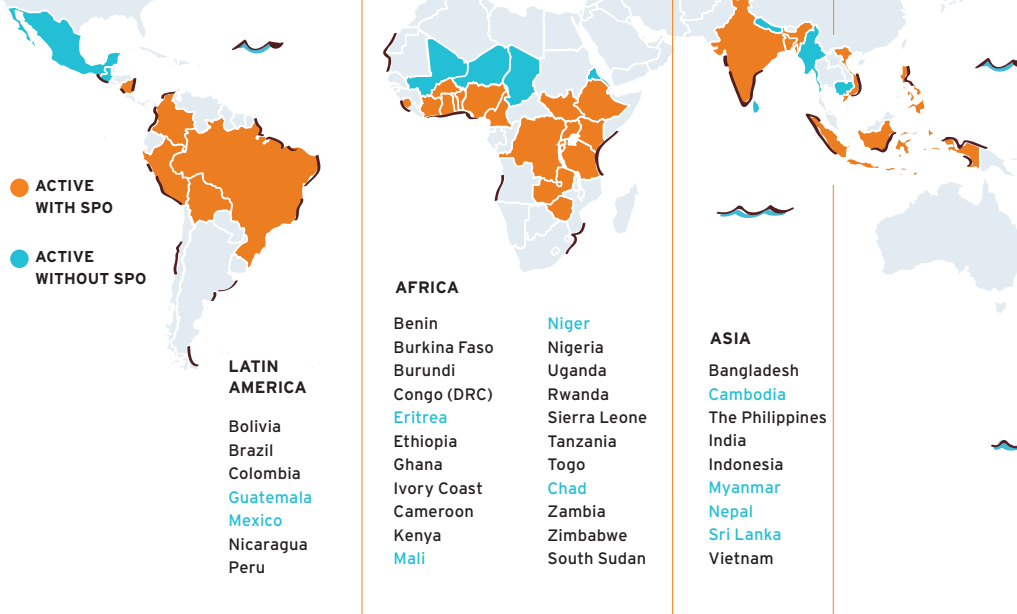
> Nicky Bor (fourth from the left) and Maartje van Eekeren-Verhoeven (Operational Manager of the Liliane Foundation, third from the right) and our strategic partner organisation DRRA in Bangladesh celebrate the launch of a project for children with Down's syndrome. PHOTO: LILIANE FOUNDATION



# Which countries did the Liliane Foundation support in 2019?

## NUMBER OF STRATEGIC PARTNERS

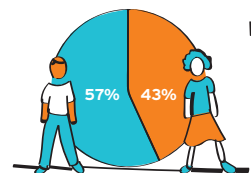
	LATIN AMERICA	AFRICA	ASIA	TOTAL
Number of countries	7	22	9	38
Number of partner organisations	149	405	257	811
Number of children	6,767	28,410	41,403	76,580



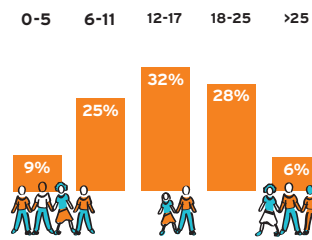
## CHILDREN

### NUMBER OF CHILDREN

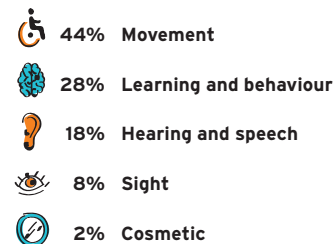
76,580



### AGE CATEGORIES



### PRIMARY DISABILITY



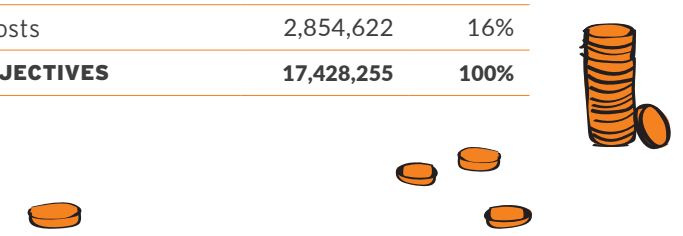
# The effect of our support

Our financial statements reveals that we spend 83% of our total expenditure on our goals. In this article we explain the expenditure on the goals in more detail. In Chapter 5 of this Annual Report you can read more about how we ensure the money from our donors is carefully allocated using audits and quality control.

We can divide total expenditure on the objectives into five categories:

- Expenditure allocated to our strategic partner organisations.** This concerns expenditure based on annual plans and additional applications by our partners.
- Costs incurred by the Liliane Foundation related to monitoring and improving our partners' programme management.** This includes: consultants for evaluations, assessments and training of our strategic partner organisations, and travel, and accommodation expenses.
- Projects we manage and that directly contribute to our mission.** Such as 'Breaking Down Barriers', LINC, STEP, the Albinism Inclusion Programme (ALINC), 'Voices for Inclusion' and a project to improve the quality of devices like prostheses and orthoses in Rwanda, which we implement with our social partner LIVIT. You can find more details about these projects elsewhere in this report.
- Direct costs incurred to increase awareness with the aim of making the public aware of the obstacles encountered by children with a disability in developing countries.**
- Costs incurred by our organisation attributable to the goal.** These mainly concern personnel costs of staff directly involved in monitoring SPO expenditure and in implementing our own projects. For additional information regarding the allocation please refer to the financial statements.

	1	2	3	4	5
		€			%
Allocated via strategic partner organisations	■	12,353,725			71%
Monitoring and improving programme management	■	487,273			3%
Own projects	■	931,867			5%
Public engagement	■	800,768			5%
Allocated own organisational costs	■	2,854,622			16%
<b>TOTAL EXPENDITURE ON THE OBJECTIVES</b>		<b>17,428,255</b>			<b>100%</b>



2019

38

countries

81

partner organisations

76,580

children

75,884

donors

116

volunteers

> Pupils in Benin speak up during "We ring the bell". PHOTO: JOHANNES ODÉ



### Skilled local organisations

The largest share of our expenditure on the objectives (71%) is allocated via our strategic partner organisations. They allocate 64% of this amount to their local partner network. This is in line with our strategic choice of working with skilled, local organisations. The SPO manages its own partner network and is responsible for managing and monitoring the local programmes. Our SPOs have diverse procedures for this purpose. In addition to the formal reporting obligations, both in terms of content and finances, the SPO visits the partners on site three or four times a year to assess the programmes.

### Types of interventions

We support the monitoring activities carried out by the SPOs with project management software used by all the organisations. This also provides us with an overview of the

reported interventions, the related results and the amount spent on them. We know the frequency of the intervention, the nature of the interventions, whereby we distinguish between health and healthcare, education, livelihood or social inclusion, and the results SPOs produce for individual children with a disability and their family. It gives us the opportunity to steer in a timely manner where needed. It reveals the distribution between the interventions focused on the child, the environment or strengthening the capacity of the partner organisations.

### An effective organisation

In 2019, our support directly helped 76,580 children. This is fewer children than in 2018 (88,380). This difference is the result of our strategy related to capacity development. Investing in capacity, such as knowledge, quality and the possibilities of (strategic) partner organisations enables fieldworkers and

> *Skilled local organisations: staff members of our Indonesian partner organisation Sabatu stand shoulder to shoulder with parents and children. PHOTO: SASJA VAN VECHGEL*



## “Children who are ‘detected’ earlier and start treatment sooner, generally obtain better results.”

on their primary disability virtually remains unchanged. Our aim is for all children with a disability to have access to effective support and be able to participate in their community. In 2019, we had slightly more young children in our programme. In 2018, 0-5 year-olds accounted for 7% and 9% in 2019. This is desirable because children who are ‘detected’ earlier and start treatment sooner, generally obtain better results. The age group older than 25 consists of young people that became involved in the programme as children. We do not apply any strict age limit for leaving the programme.

### A new measurement method

Every year an Organisational Development Adviser from the Liliane Foundation assesses the capacities and quality of the strategic partner. Since 2019, we have applied a new, uniform measurement method in this process, based on twelve indicators. We have now conducted two measurements for seventeen strategic partners, so that we can compare the results and monitor development. We see that the organisations have particularly improved at increasing the number of sources of income. Most organisations work on developing and improving their strategy in the field of fundraising. The measurement also reveals that SPOs are facilitating more training for staff of the partner organisations. This increases the quality of education and care for the children. In the coming years this new measurement method will deliver more information so we can measure our results even more effectively.

### Programme evaluations

Every year the Liliane Foundation performs programme evaluations. They provide insight into the programme’s effectiveness and the information necessary for policy development. In 2019, we conducted regular evaluations in seven countries. In Zimbabwe, Zambia and Rwanda we conducted a themed evaluation related to ‘Community Based Rehabilitation’ (CBR). It demonstrated that the quality of rehabilitation is highly dependent on the knowledge and skill of the fieldworker. In the coming years we will devote considerable attention to adequate training for this occupational group. The STEP project has



> *Liliane Foundation staff member Clara van Eijk - Bos during a working visit to our partner organisation in Guatemala. PHOTO: LILIANE FOUNDATION*

therapists to be better equipped. It means that schools acquire better facilities and teacher training, and resources are more effective and more sustainable. As a result, more children with a disability can attend an accessible school and benefit from the improvements.

### A strong network

The same thing happens when, as a result of advocacy by our partners, a local authority allocates budget to children with a disability in their community. This benefits many more children than just those who are formally involved in our programme. A stronger partner network results in more effective programmes and better, good quality and sustainable aid for children who need it.

### Distribution of the aid

The percentage of boys and girls is the same as in 2018, and the distribution of children based

served as a major first step in this direction. We are also going to invest more widely in substantive knowledge of rehabilitation. The SPOs are well informed of the developments and strategies of CBR, partly thanks to their training. They will pass on this knowledge to their partner organisations. One important outcome of the evaluations is that it is still difficult for our partners to reach the target group comprising 0-5 year-olds. We are jointly going to examine how we can identify the youngest children with a disability sooner. Data related to the oldest target group shows that young people with a disability still find it hard to obtain work. We aim to improve this scenario with our livelihood projects.

#### Field visits and assessments

We mainly observe whether our capacity development activities lead to the intended results during field visits to and assessments of strategic partner organisations. During the field visits we see the developments the organisation has undergone with regard to the points that are important to be able to manage and finance the programme independently in the future. We also observe first-hand how children with a disability are assisted and any potential improvements.

In 2020, we will optimise our policy and our procedures where needed based on the outcomes of the programme evaluations.

> *John Veron, Organisational Development Adviser at the Liliane Foundation, visits our strategic partner organisation Katalemwa Cheshire Home for Rehabilitation Services in Uganda. Representatives of partner organisation Kumi Hospital and CBR specialist Ruth are also present.*  
PHOTO: LILIANE FOUNDATION



John Veron is responsible for the organisational development of a number of strategic partners at the Liliane Foundation:

"In 2019, we visited almost all the countries in which we operate. We visited the partner organisations and talked to them about their successes, challenges and requirements to make more things possible for children with a disability in their country. We helped organise training courses and to boost their network. Naturally we visited children in their environment, at school and in their families, with the aim of seeing for ourselves how local organisations have improved the lives of these children through support. That is the best part of my job. To be able to see and experience that."

## THE STORY OF PAUL JOSHUA



PHOTOS: LILIANE FOUNDATION



## PJ'S FORMULA

**His name is Paul Joshua, but everyone calls him PJ. He is 14 and wants to be a maths teacher when he's older. In following his dream he does not allow himself to be limited by his congenital brain damage. "Always take a positive view of life, despite all your setbacks", says PJ.**

In one of the poorest districts of Manila you will find the Mary Johnston Hospital, where PJ regularly visits the rehabilitation department, thanks to the support of our partner organisation CPREF. Grandma Consuela (58), who accompanies him, smiles encouragingly. But she is no stranger to tears. When PJ's mother was pregnant, she took drugs or an overdose of medication - the exact circumstances are still unknown - to end the pregnancy. Nobody knows for certain whether this abortion attempt caused PJ's brain damage. But the youngster can barely walk and his speech falters when he's nervous. When he was a baby, PJ lived with his mother, who had another baby a year later: Catheline. But she could not cope with the care they needed. She abandoned her two children and they ended up with an adoptive family. Their relief was short-lived. Several years later the foster parents decided to divorce. From then on PJ and Catheline would grow up under the wings of Grandma and Grandpa.

### Maths whizz

The physiotherapy session at Mary Johnston Hospital has finished. PJ can take a breather. He isn't crazy about therapy. He'd rather go to school. Even though he has brain damage his mind is as sharp as a Swiss army knife. He attends Highschool Tondo, works hard and takes part in maths tournaments. Physics is another of his favourite subjects. This comes in handy, because PJ is very ambitious. He is the best pupil in his class. It is quite remarkable, since the headmaster of the school initially refused to admit PJ. He thought that brain damage by definition constituted an intellectual disability.

### Secret concern

PJ wants to be a maths teacher when he's older. A wheelchair does not rule out a career. He hopes to have an operation on his legs paid for by his future savings. He certainly doesn't lack self-confidence. PJ's motto is: "Always take a positive view of life, despite all your setbacks." Grandma is proud of him. However, she will secretly tell him later that she is also worried about him. She will not live forever. Neither will her husband. Who will take care of PJ when they are no longer around? This is why she wants to ensure her grandson is as self-reliant as possible. PJ explains what his grandmother means to him. "My love for my grandmother is taller than Mount Everest in Nepal."

## DOING WHAT IS NECESSARY



THE LILIANE FOUNDATION IN

## THE PHILIPPINES

It is estimated that there are 5.1 million children with a disability in the Philippines. Many of these children live in slums or on one of the 7,000 islands. Facilities such as education and healthcare are mainly located in the large cities. These facilities are out of reach for many children. Because a large part of the population believe that children with a disability 'can't do anything', they are often excluded. They are not given the opportunity to develop.



IN 2019, THE LILIANE FOUNDATION SUPPORTED

**3,642 CHILDREN**

**WITH A DISABILITY IN THE PHILIPPINES**



## 4 | OUR APPROACH IN THE NETHERLANDS



## Public engagement, campaigns and events

**We strive to involve and create awareness among as many people as possible of the circumstances in which children with a disability in the poorest places in the world have to live. By creating awareness among a broad public, with campaigns and events, we show people the injustice suffered by millions of children with a disability. Because the more people know about it, the greater the support for measures that improve the life of children with a disability. It allows us to jointly open the world to a child with a disability.**

This is why we are incredibly grateful that in 2019 at least 75,884 people supported the Liliane Foundation as donors. And that 116 volunteers in the Netherlands supported us by devoting their time and commitment. This support for our work is crucial.

In 2019, we strived to increase the visibility of the Liliane Foundation. We launched a radio and TV campaign revolving around Sempeta (12) from Kenya, who wants to be a doctor. The campaign was well received. It appeared that people who had seen and recognise the campaign are more likely to consider the Liliane Foundation for a subsequent charitable donation. We are continuing the campaign in 2020.

In addition to recruiting donors we also invested in involving and binding our support base more effectively. For new donors we have established a new welcome programme and in September our donors were able to take a look behind the scenes during the Open Day in 's-Hertogenbosch. We organised diverse meetings throughout the country for our support base, during which we explained about our work and the different options for supporting the Liliane Foundation. We also experimented with new fundraising activities, such as the collaboration with 'De Nacht van het Kind' and the RTL programme 'Jij maakt het verschil'. Below we provide more information about the results of a small selection of the many activities we organised.

› *The Liliane Foundation's former good-will ambassador Jaap Jongbloed and entrepreneur Ron Simpson share a table in restaurant Buitensluiting. (see also on page 59).*

PHOTO: JORDY BRADA





> PHOTO: LILIANE FOUNDATION

### JIJ MAAKT HET VERSCHIL

In the RTL 4 programme 'Jij maakt het verschil' Mariska Pieterse and Alwin van Gils, two committed donors, and actor Ruud Feltkamp saw for themselves the conditions in the Philippines in which children with a disability grow up and the impact of the support provided by the Liliane Foundation. Plus Magazine also devoted considerable attention to the experiences of Mariska and Alwin. The broadcast generated a lot of commitment from our donors. Among donors that signed up to travel, like Mariska and Alwin, who journeyed to the Philippines.

> See also: [www.lilianefonds.nl/jij-maakt-het-verschil](http://www.lilianefonds.nl/jij-maakt-het-verschil)



> PHOTO: MENSJESRECHTEN EO IKON DOCS

### JUST KIDS- GRACIOUS

Just Kids is a youth documentary series that revolves around the rights of children established in the United Nations Convention on the Rights of the Child. We collaborated on the episode related to Article 19 of the Convention: 'Every child has the right to protection against abuse and violence.' This is consistent with our policy objective on sexual and reproductive rights and health. The documentary tells the story of Gracious from Zimbabwe.

> See also: [www.lilianefonds.nl/mensjesrechten](http://www.lilianefonds.nl/mensjesrechten)



> PHOTO: NACHT VAN HET KIND

### DE NACHT VAN HET KIND

During 'De Nacht van het Kind', we joined forces with the other charities KIKA, Edukans and Het Vergeten Kind. We called on everyone in the Netherlands to stay awake all night in support of the children who lie awake at night, because they are seriously ill, because they cannot go to school due to a disability or because it is not safe at home.

**In total 'De Nacht van het Kind' raised €204,150 in donations.**

### AFAS FOUNDATION PARTNERSHIP DOCUMENTARY

The AFAS Foundation supported our entire programme in DR Congo from 2009 to 2019. The partnership focussed on sustainable development by strengthening the capacity of local partner organisations, as well as that of children with a disability.

The AFAS Foundation had a documentary produced about the partnership. The film was used to inspire their business partners, involve AFAS staff and generate enthusiasm for becoming active in the Foundation, and show the general public what the AFAS Foundation does. The documentary was translated into French so that our strategic partner organisation can use it in its own communication.

> See also: [www.afas.foundation](http://www.afas.foundation)

> Gerben Eversdijk from the AFAS Foundation met Dieu Merci, among others, in DR Congo. PHOTO: LILIANE FOUNDATION



> PHOTO: MARIEKE VIERGEVER

### GUEST LESSONS IN PRIMARY SCHOOLS

Approximately 13,800 pupils from 118 primary schools in the Netherlands participated in a guest lesson about the Liliane Foundation in 2019. The guest lessons were given by our amazing volunteers. Children in the Netherlands learn what it is like to grow up with a disability in a developing country.



> Volunteer Anne van Mulken tells visitors the story of the Liliane Foundation during the Open Day. PHOTO: LILIANE FOUNDATION

### OPEN DAY

On 14 September, during 'Open Monumentendag', we opened the doors of our office in 's-Hertogenbosch to our donors and business relations. The day was a huge success. Many people were informed about our work by our volunteers. People listened to lectures by the photographers Sacha de Boer and Ronnie Dankelman and took a look behind the scenes in our historical building. Donors who visited our office were extremely enthusiastic. As one of the visitors expressed in the evaluation: "It is great to see how enthusiastic, skilled and professional the Liliane Foundation is in its work to benefit people with a disability."



> PHOTO: RONNIE DANKELMAN

### PHOTOGRAPHIC EXHIBITION

Sempeta (12) from Kenya has a dream: he wants to be a surgeon. But can you make your dreams come true if you grow up in poverty in a developing country and have a disability? The photographic exhibition 'Sempeta's dream' demonstrates how the Liliane Foundation supports children with a disability in fulfilling their dreams. In 2019, the exhibition travelled to six locations around the country and can also be visited at a number of locations in 2020.

See also: [www.lilianefonds.nl/sempeta](http://www.lilianefonds.nl/sempeta)



> PHOTO: JURGEN NIENHUIS

### MEJORANDO VIDAS

Four Communication & Journalism students from Hanze University of Applied Sciences, Groningen, produced the film *Mejorando Vidas*, or *Improving Lives*, in Peru as their graduation project. The film shows how youngsters with a disability follow vocational training that enables them to stand on their own two feet, via our partner organisation Fundades. Part of the assignment involved the students organising the entire production, including the budget. It was quite a challenge, because none of the students spoke Spanish. The result was a moving film and an exam grade of 9.

### RESTAURANT BUITENSLUITING

In Amsterdam the Liliane Foundation opened the first pop-up restaurant from which guests were deliberately excluded based on their appearance: hence the name restaurant Buitensluiting (Exclusion restaurant). Exclusion is a problem experienced on a daily basis by children with a disability, especially if they grow up in the poorest countries in the world, where, for example, nine out of ten children with a disability do not attend school. In restaurant Buitensluiting Tooske Ragas used a rotating wheel, which sealed the guests' fate, picking the guest with, for example, the lightest colour eyes who would be served just bread and water and have to watch the other guests enjoy a delicious dinner prepared by Miljuschka



> Tosti Creative helped us develop restaurant Buitensluiting. PHOTO: JORDY BRADA

Witzenhausen. The pop-up restaurant enabled us to successfully draw attention to the problem of exclusion encountered by children with a disability. RTL Nieuws, Algemeen Dagblad, RTL Boulevard, Radio 2, Trouw and Het Parool reported on the initiative. We reached 1,670,000 people through television alone.

### LOBBYING AND ADVOCATING

When people with a disability are excluded, it is more difficult to break the cycle of poverty and marginalisation. Therefore, in order to improve the opportunities for people with a disability in the poorest countries and to advocate for their inclusion in international cooperation, we work with the Lepra Foundation, Light for the World, SOFT Tulip and other Dutch organisations in the Dutch Coalition on Disability and Development (DCDD).

In 2019, DCDD organised workshops for fellow organisations in the field of international cooperation, about how they can implement an inclusive policy for people with a disability. During the Amplifying Voices of People with Disabilities learning session, best practices were shared related to supporting people with a disability. During the Partos Innovation Festival we gave a workshop on Target group-led advocacy, during which we shared methods for involving the different policy target groups (such as youngsters and people with a disability) in influencing policy.

In September a DCDD delegation was invited by Minister Kaag from Foreign Trade and Development Cooperation to discuss the



> An appropriate gift for Minister Sigrig Kaag (second from the left) from Amber Bindels (left), Lieke Scheewe (second from the right) of DCDD and our director Steven Berdenis van Berlekom (right): an illustration in braille and sign language of the United Nations 10 Sustainable Development Goals. This is how we underline our joint plea for a targeted focus on people with a disability in development cooperation.

PHOTO: LILIANE FOUNDATION

inclusion of people with a disability. Minister Kaag wants to focus more on the 10th Sustainable Development Goal: reducing inequality for everyone. We discussed specific ideas to ensure people with a disability benefit from more equal rights and opportunities.

## INFORMATION

Volunteer Nick Velt on the interactive guest lessons:

**“It creates the necessary hilarity. But it also makes quite an impression.”**



**How do you attend school if you have a disability and live in a poor country? Pupils in the Netherlands find out during our interactive guest lessons. During a lesson full of short films, stories and assignments they briefly step into the shoes of their peers with a disability.**

Nick Velt (59) is one of the 35 volunteers who give the guest lessons for the Liliane Foundation. And he has a special motivation. “When I was a child I lived in Nigeria with my family. I saw a great deal of misery there. In developing countries ‘the devil sits on a great pile’, as people there say. And people with a disability are at the bottom of the pile. I believe it is very important that we all break the vicious circle together. And this begins at a very young age.”

When Nick retired two years ago, it was a logical decision. “I wanted to do something for children with a disability in developing countries. And I have always dreamed of teaching.” So he began working as a guest teacher with the Liliane Foundation.

Nick was faced with a fun challenge right away, to jointly devise an interactive teaching programme with colleagues. “For young children in particular it is difficult to just listen for a whole hour. There’s now a good balance between the interactive aspect and the listening part.” In 2019, all the educators were trained to prepare them to use the new material.

“Children experience first-hand what it’s like to have a disability. We get them to write wearing socks on both hands, move from one chair to another without walking, read a sentence in braille blindfolded and make themselves ‘comprehensible’ to another child who is wearing noise-cancelling headphones.”

“It naturally creates the necessary hilarity. But it also makes quite an impression.”

After the practical part of the lesson, Nick discusses the problems children with an impairment face. “I can effectively link them to examples of children supported by the Liliane Foundation. Such as Sempeta who has brittle bones, or Ruwanthika who is deaf. Sometimes the children think of Down’s syndrome when they hear the word ‘disability’. Using these examples I demonstrate that there are people with a physical and an intellectual disability.” Nick loves children’s spontaneity. “Primary school children are incredibly interested. Their reactions are not fake. At times they can be more hesitant, and sometimes there are a few know-it-alls in the group. Nevertheless, I think we leave the same impression on all children. You can see in their eyes that their brains are working really hard. It gives me a lot of

pleasure.” When Nick sees the children re-enact the lesson during break time, he knows that it made an impression.

“Teachers often react surprised too. They don’t really know what people with a disability have to cope with in developing countries. If, for example, I explain that a disability in Africa is sometimes viewed as a curse or burden, I notice that they had no idea.”

Nick is looking forward to the evaluation of the new teaching programme in 2020, along with a number of schools and volunteers. In the meantime he continues to give the guest lessons with plenty of enthusiasm. “Educating children. Broadening their horizons. That’s why I do it.”

> Do you want to know more about our guest lessons? Visit [www.lilianefonds.nl/speciaal-voor/scholen](http://www.lilianefonds.nl/speciaal-voor/scholen)



## RESULTS

- The number of schools in the Netherlands visited to give guest lessons: 118.
- The number of groups that received a guest lesson: 552.
- The number of pupils who followed a guest lesson: 13,800

> Nick makes the guest lessons as interactive as possible. He uses a presentation showing the children we support. PHOTO: LILIANE FOUNDATION



## Cooperation partnerships

We collaborate with diverse organisations, which want to help people with a disability or vulnerable children, each in their own way. In our cooperation partnerships we strive for both parties to benefit. In 2019, we worked with:

### DEVELOPMENT ORGANISATIONS

- **Enablement:** we work on family-oriented child rehabilitation, with the aim of improving children's possibilities.
- **Human Rights Watch:** together we improve the situation of children with albinism in Tanzania.
- **Lepra Foundation:** in Vietnam the local branch of the Lepra Foundation continues under the name of the 'Research Center for Inclusion' as our strategic partner organisation and is a member of LINC Asia. The same goes for Yayasan NLR Indonesia, our SPO in Indonesia.
- **Leonard Cheshire Disability:** our strategic partner organisations in Ethiopia, Uganda, Zambia and Zimbabwe are part of the network of this English organisation, our partner since 2008.
- **Light for the World:** we are continuing the EmployAble project, which improves the employment prospects of young people with a disability in Rwanda, Kenya and Ethiopia.
- In the countries where we are active, we collaborate with other international organisations involved in improving the situation of children with a disability as much as possible, such as **Christian Blind Mission (CBM)** and **Humanity & Inclusion**.
- In the autumn of 2019, with **VSO** and **Wemos** we started developing a project plan for a grant application for 2020 related to the Dutch government SRHR partnership fund. At the beginning of 2020, this coalition will be supplemented with a number of African organisations. **Akina Mama wa Afrika**, **the Forum for African Women Educationalists** and **the Circle of Concerned African Theologians**.
- In June 2019, the Liliane Foundation organised 'De Nacht van het Kind', a recruitment campaign for children in need, in association with the children's organisations **Kika**, **Het Vergeten Kind** and **Edukans**.

> *Gerben Eversdijk from the AFAS Foundation meets 11-year-old Obride in DR Congo. PHOTO: LILIANE FOUNDATION*





## DUTCH POSTCODE LOTTERY

Since 2000, the Liliane Foundation has been one of the permanent beneficiaries of the Dutch Postcode Lottery. In 2019, the amount of its annual contribution was €1.35 million. 2019 was the third year in which the Liliane Foundation and Human Rights Watch, thanks to an additional contribution in 2017, cooperated to improve the everyday lives of children with albinism in Tanzania. Thanks to this additional contribution we can provide direct support to children with albinism, and their families, run local campaigns to increase awareness, engage in lobbying activities and strengthen the capacity of our local partners.

## SOCIAL PARTNERS

The Liliane Foundation has been able to rely on broad social support in the Netherlands for years. In 2019, we cooperated intensively with businesses, foundations and equity funds. This cooperation and their involvement is extremely important to us. What's more, we received highly valued support from schools, associations and service clubs. Last year we were able to count on the support of the following social partners:

- 2019 was the final year of the 10-year collaboration with the **AFAS Foundation** in DR Congo. The long-lasting financial support from the AFAS Foundation has made a world of difference to many children with a disability in DR Congo. During this period, the quality of life and future prospects of thousands of Congolese children and young people with a disability have improved considerably. In 2020, we will provide further support to children with a disability through specific, sustainable projects that we jointly believe in and that do justice to the vision and dream of

the Liliane Foundation, the AFAS Foundation and the local organisations with which we work worldwide.

- Every year, the **Sligro Food Group Nederland** donates a fixed amount of a special Christmas parcel. Employees also contribute a small share of their salary. In 2019, we jointly implemented several projects, including providing support to children with a disability on tea plantations in Sri Lanka and in Varanasi (India) on extending the centre for vocational training and day care for children and young people with a disability.
- Every year, **Hanssen Footcare** supports 90 Indian children with a disability.
- **Gaston Schul** contributes to two different projects in India and Cameroon.
- **Livit** specialises in orthopaedic equipment and is an active partner of the Liliane Foundation in improving the quality of orthopaedic aids throughout Rwanda to a responsible level by making knowledge, expertise, materials and machines available for our partner in Rwanda.
- For years the **Paul Foundation** has supported a special project in Indonesia, the Philippines and Bangladesh related to children and young people with Down's syndrome.
- Every year, the **Monique Velzeboer Foundation** donates the net profit from the Kaag en Braassem Poldertocht to the Liliane Foundation, to support one of our implementing partner organisations in Africa.
- In May 2019, we organised a special evening for donors and business relations. In association with **Holland Dance** our special guests could enjoy a delicious dinner,



> PHOTO: PATRICIA ARENDS

interspersed with dance performances by the famous Godard dance company in **Hotel Legend the Grand in Amsterdam**. The proceeds from the evening were earmarked for a work experience project in Peru.

- In 2019, we also worked with, for example, **Summerfund, Claeren Risicobeheersers, NICA Recycle, Euromaster, Pluimen** and **Stichting Fokus Exploitatie**.

## COLLABORATION WITH UNIVERSITIES AND EDUCATIONAL INSTITUTIONS

The Liliane Foundation actively seeks collaboration with universities. This ensures the activities we finance are scientifically substantiated. In 2019, we worked with:

### The African Studies Centre Leiden (Leiden University)

During the four-year learning trajectory 'Breaking down Barriers' (see also page 32) we researched which factors increase success in lobbying and advocating focused on respecting the rights of children with a disability in Cameroon, Zambia and Sierra Leone. One of the most striking conclusions was that there are often multiple factors, such as age, gender, sexual orientation and ethnicity, which exacerbate the exclusion of people with a disability. The African Studies Centre coordinated all the studies. In 2019, 'Breaking down Barriers' won the ABN AMRO Impact Challenge Award, an award for Dutch charities.

### Voices for Inclusion

The VOICE Fund of the Dutch government supported 'Voices for Inclusion' with a

contribution of €200,000. The fund is managed by Oxfam Novib and Hivos. This contribution is earmarked for the 'Voices for Inclusion' follow-up project, which we implemented together with DCDD in 2019.

### Radboud University

In 2010, we became a partner in the Advanced Master in International Development programme (AMID) of Radboud University. In addition to a diverse network, trainees from the post-doctoral AMID study programme offer the Liliane Foundation access to current knowledge of relevant topics such as poverty, inequality, inclusion, as well as collaboration with the business community and the authorities. In 2019, trainee Laura Honders was involved in developing our policy related to the theme of sexual and reproductive health and rights, culminating in the publication of the position paper 'Sexual and Reproductive Health and Rights of people with disabilities'.

### Hanze University of Applied Sciences, Groningen

Four students from the Medialism study programme produced a documentary in Peru about a work experience project by Fundades, our former strategic partner organisation. Fundades uses the film, Meorando Vidas, for communication purposes.

### Fontys University of Applied Sciences

With Fontys University of Applied Sciences, Eindhoven we worked on the project 'These shoes are made for walking', during which we trained young people in Southeast Asia to be an orthopaedic shoemaker. We are examining whether we could continue this successful project in Tanzania.

### Hotel Management School Maastricht

A group of students was commissioned by the Liliane Foundation to study accessibility for people with a disability in a number of hotels in Addis Abeba (Ethiopia). This graduation assignment produced a method that can be used to quickly demonstrate whether a hotel is accessible for people with a disability.





## PARTNER SUPPORT

## Collaboration with Livit

**The Liliane Foundation is able to rely on the support of many committed partners in the business community. All these partners are vitally important for us to reach our goals. Collaborating with businesses produces additional financial resources. But in some cases it goes much further than that.**

Since 2019, the Liliane Foundation has been working with Livit, a specialist in orthopaedic devices. Livit possesses in-house resources, knowledge and expertise to strengthen the capacity of the Liliane Foundation's partner organisations. For the next five years we will jointly support an ambitious project in Rwanda. Together with local experts we are developing the orthopaedic workplace of HVP Gatagara in Nyanza.

In March 2019, Jan Willem van der Windt, managing director of Livit, travelled to Rwanda. One in twenty people in Rwanda has a serious disability. Many cases of mutilation are a legacy of the civil war in the 1990s. However, poverty, accidents and inadequate medical facilities contribute to the staggeringly high percentage of serious disabilities.

> *Livit and the Liliane Foundation around the table with the SPO in Rwanda. PHOTO: LILIANE FOUNDATION*

Together with colleagues, Jan Willem held intensive discussions with local orthopaedic workplaces. "We wanted to identify the greatest needs and examine whether Livit could do something to help. It produced a mine of useful information." For example, Jan Willem saw that orthopaedic aid is still in its infancy. "There is a lack of effective techniques. Materials are limited and there is no further training." Nevertheless, Jan Willem is by no means despondent. On the contrary: "Our conclusion is that you can have a major impact with relatively few resources."

A substantive cooperation like this is quite unique. Companies generally make a financial contribution to child development or to make their environment accessible, strengthen the capacity of local organisations or a combination of these options. Livit clearly provides added value to our work with its knowledge and materials. Sharing this knowledge at the national and international level boosts the project in Rwanda as well as the Liliane Foundation and Livit itself. Jan Willem: "We are learning from it. As a result of the partnership we are examining our resources and recycling more closely."

> *The working visit by Jan Willem van der Windt to, for example, HVP Gatagara ended in a plan that illustrates the partnership with Livit. PHOTO: LILIANE FOUNDATION*

> *The Rwandan toolmakers at work. PHOTO: LILIANE FOUNDATION*



**HVP Gatagara is one of the few Rwandan centres focusing on care, education and reintegration for people with a disability. In the centre eight hundred children with a disability can attend an inclusive school. The working visit by Jan Willem van der Windt to, for example, HVP Gatagara ended in a plan that illustrates the partnership with Livit.**

**The plan revolves around developing and sharing knowledge and techniques. In this context Livit is launching a pilot to study whether, and if so, how good quality semi-finished products of, for example, prostheses could be reused. "Laminating prosthetic tubing is top of the wish list in Rwanda. In Rwanda they use plastic, which can be measured less accurately. This results in pressure points and sores. At Livit we use a technique that we are keen to teach the technicians there."**



> *Livit visiting the orthopaedic workplace in Rwanda. PHOTO: LILIANE FOUNDATION*



## RESULTS

- Collaboration plan with Livit since August 2019.
- Jan Willem van der Windt, managing director Livit "Visit to Rwanda produced a mine of useful information."
- "Our conclusion is that you can have a major impact with relatively few resources."

**Finally, Livit, together with the University of Rwanda, among others, is going to help give practical training courses to experienced technicians throughout Rwanda. "Knowledge transfer is essential", exclaims Jan Willem. In orthopaedic terms: everything stands or falls with it. This is why two Rwandan toolmakers are coming to Livit in 2020. They will learn practical techniques, which they can subsequently pass on to others in their own country."**



**“For each form of telecommunication we need people and technology. MIVA provides the technology and the Liliane Foundation supplies the people. It is a very good combination.”**

FARIDA YESMIN, DIRECTOR SPO BANGLADESH

Internet financed by MIVA, children with a disability now receive the care they need, wherever they live.

#### **MIVA: Transport and communication resources**

Technical resources are indispensable for this project's success. MIVA provides a laptop, cameras, Internet connection and a TV screen. Via the laptop and the screen the physiotherapist in the hospital supports the fieldworker in the remote community with advice. On the laptop the fieldworker produces a report of the problem, takes photos and shares this information with other fieldworkers and therapists. It means they learn from each other.

#### **The Liliane Foundation: Manpower**

Many children in the area surrounding

Harirampur need care. The Telemedicine project cannot yet help everyone. There are ambitious plans. A small part was implemented in 2019. In 2020, the SPO aims to set up the complete concept as a pilot. Not only involving a laptop, but also tablets, smartphones, special care apps and a larger team. There is a need for a call centre that can be reached at all times and a team of rehabilitation therapists. More therapists and fieldworkers must be trained to use the communication tools. The Liliane Foundation is helping to find the right people. So that we can reach and help even more children.

**miva**<sup>®</sup>  
Ondersteunt met  
vervoer en communicatie

## Cooperation increases the impact of our work

The Liliane Foundation and MIVA have worked closely together since 2015. The Liliane Foundation makes children with a disability stronger and their environment more accessible. By increasing the possibilities of children with a disability and training their parents, and making them more resilient and self-aware. MIVA supports local pioneers with transport and communication resources. This is how we make basic facilities such as healthcare and education accessible for those most vulnerable.

> *The fieldworker communicates with the physiotherapist via the laptop sponsored by MIVA. PHOTO: DAPHNE OP DEN KAMP (MIVA)*

Our collaboration strengthens the capacities of the Liliane Foundation's partner organisations in terms of transport and communication. The MIVA projects are currently closely supervised and monitored by the Southern partners of the Liliane Foundation. Together we have an even greater impact.

#### **Telemedicine in Bangladesh**

In Harirampur, Bangladesh, the strategic partner organisation (SPO) supports a Telemedicine project. Thanks to a laptop with



> *Physiotherapists in the hospital provide advice to the fieldworker via the laptop sponsored by MIVA. PHOTO: GILLES VAN LEEUWEN*



> After going to the bathroom wash your hands!  
The sanitary facilities at this school in India were improved thanks to the support of our partners.  
PHOTO: JAN-JOSEPH STOK



> These staff members of our strategic partner organisations successfully completed our fundraising training course in Uganda. They proudly display their certificate. PHOTO: LILIANE FOUNDATION

## Fundraising customisation

**Our support to over 76,000 children with a disability is only possible because in turn, thousands of people, businesses, foundations and organisations want to support us. The support they give us concerns customisation, as does our support for children with a disability because each donor has his/her own wishes and requires a specific approach. And this is successful, observe fundraisers Kees Karstel (partnerships), Angelique Groeneweg (private individuals) and Henk van Dam (institutional funds).**

**Kees Karstel:** "The fact that at the Liliane Foundation it concerns customisation is evident from the support and guidance the children in our programmes receive as well as in the way we involve donors. The Liliane Foundation adopts a unique position in this regard, compared with other aid organisations."

**Angelique Groeneweg:** "This personal approach trickles down to everything we do, also in contact with our private individual donors. In my view a prime example is how we regularly update the relatives of someone who makes a bequest to the Liliane Foundation, to inform them of what we are doing with the legacy. As a rule the relatives are genuinely surprised in a positive way by this personal attention."

**Henk van Dam:** "We also want to provide customisation for our strategic partner organisations when it comes to fundraising. For example, we provide training in fundraising. Especially for partners that are highly dependent on us for their income. All strategic partners in Asia and Africa have now been trained and since then are coached and monitored with regard to all fundraising activities, both local and institutional. Training is provided, for example, via webinars. Customisation can also mean that in some cases we visit the partner organisation on location and spend a week jointly writing a proposal for donors. All these forms of capacity development focus on sustainable increased independence of our strategic partners."

### Going further

Kees: "We want to go further than donors expect of us. It might involve more work for us, but we see that donors really appreciate the fact that we involve them so personally and directly. You observe it in the donor's commitment. A good example is our partnership with the orthopaedic firm Livit (see also page 66). A delegation from the firm joined us on a visit to an orthopaedic workplace in Rwanda. The experts there have to cope with various technical and material limitations. Back in the Netherlands Livit involved its own experts to devise solutions that could be applied in Rwanda. A great example of how our personal approach led to a partnership that goes much further than financial support alone."

Henk: "Our objective is that our partners become financially independent of the Liliane Foundation, through international and national, institutional and local fundraising. And we are very successful in this objective: between 2017 and 2019, on average income from sources other than the Liliane Foundation tripled. Our strategic partner organisations are clearly becoming less dependent on the Liliane Foundation: between 2017 and 2018 the decrease was around 5%. There is another trend in which donors are focusing directly on local organisations. This offers our partner organisations many opportunities. For example, in 2019, we were able to link five projects by our strategic partner organisation to Voice. It is a fund used by the Dutch government to give a voice to the most marginalised groups in developing countries in the policy development of the authorities and businesses."

**"The added value of the Liliane Foundation is that we do not have expensive offices and employees in the countries where we operate, but work with local, strategic partners."**

KEES KARSTEL

### Retention and involvement

Angelique: "We see that lots of people are willing to give something for others. But also that they want to feel more involved in what they are supporting. Therefore, we devote more attention to retaining donors by involving them in our organisation and our work. We did so in diverse ways in 2019, ranging from a revamped welcome programme for new donors to a very popular Open Day. As Kees mentioned: this type of customisation may be labour intensive, but donor retention is ultimately easier than binding new donors to us. And we observe that this approach works, because most of our donors are very loyal: almost half have been supporting the Liliane Foundation for over seven years."

Kees: "It is certainly not easy to recruit new donors, because the trend is that many people have become more critical of charities and development cooperation. However, I believe that the added value of the Liliane Foundation is that we do not have expensive offices and employees in the countries where we operate, but work with local, strategic partners. They possess the expertise, are familiar with the local situation and culture, and know what is needed. Indeed, customisation."



## A dream for the future with a clear message

**What do you want to be when you grow up? This question plays a key role in the media campaign we used to attract attention for the second year in 2019. This key question is universal because every child, wherever he or she lives in the world, dreams of the future.**

But for many children dreaming is the limit. This is because nine out of ten children with a disability that grow up in a developing country, do not attend school. This amounts to 33,000,000 children worldwide. And these children would absolutely love to go to school, but they either cannot, dare not or may not. Countries have mutually agreed in multiple conventions that all children must be able to attend school. This includes children with a disability. But it is this vulnerable group that is usually left behind at home. And if we do nothing, they will be left behind in life.

In order to highlight the injustice that millions of children with a disability have to suffer

worldwide, and also increase our name recognition among the Dutch public, we developed a striking campaign, in association with the advertising agency Heldergroen. "This issue is not the easiest subject for communication", says Sander Veenendaal from Heldergroen. "It concerns complex issues somewhere far away, and the subject often conjures up negative associations. The challenge is to get people to identify with their fellow man and to mobilise them. Therefore, the campaign revolved around universal values and children's dreams. Everyone recognises part of him or herself in the emotions and dreams of a child. And as a result something far, far away, feels nonetheless very close by."

The main characters for the campaign were found in Kenya: the then 12-year-old Sempeta (see Foreword) and 8-year-old Celestine (see page 40). One dreams of becoming a doctor and the other a nurse, so that they can help children who, just like them, have a disability. In addition

> *Wearing her white doctor's coat Celestine talks about her dream for the future. PHOTO: RONNIE DANKELMAN*



> *On the set of the commercial in Kenya. All the sets and attributes were built by local craftsmen. (above) Sempeta's teacher Sila knows what it is like to grow up with a disability. (to the right) PHOTOS: RONNIE DANKELMAN*



to a TV and radio commercial, narrated by Fedja van Huêt, the campaign also includes mini documentaries that tell the stories of Sempeta and Celestine, and describe the approach of the Liliane Foundation and its partner organisations in Kenya.

The message that all children, including those with a disability, must be welcome at school, is also a common theme in our international 'We ring the Bell' school campaign. Via the campaign, our partner organisations in their countries, demand attention for the right to education for all children. The Liliane Foundation continues to work on this dream for the future together with its international partners. Communication and public engagement helps us in this endeavour.

> *Liliane Foundation staff member Ronnie Dankelman photographed Sempeta and Celestine. PHOTO: LILIANE FOUNDATION*





Laura Honders

**“Stimulating dialogue and seeing the commitment, that really energises me.”**

- **Name:** Laura Honders
- **Job title:** Theme adviser sexual and reproductive health and rights
- **Age:** 25
- **Education:**
  - HBO (higher vocational education) in Social Innovation, Breda University of Applied Sciences
  - Master in anthropology and development studies, Radboud University
  - Advanced Master in International Development (AMID), Radboud University

**Laura Honders (25) is at the beginning of her career, but already has a very clear goal: to fight injustice. In her capacity as theme adviser she sets sexual and reproductive health and rights for children and young people with a disability on the map. She advises our strategic partner organisations and shares knowledge in the sector to emphasise the importance of this theme for this target group.**

Laura knew at a young age that she wanted to combat injustice. “When I was 16, I went to Nicaragua in relation to a project with my secondary school. I spoke with a little girl in a wheelchair during home visits in a slum. Three young children were playing next to her. She told me: ‘These are my sons, who I conceived with my father.’ I was deeply affected by the fact that she had no right to choose and no justice. That this could simply be done to her. Everyone

#### The Liliane Foundation SPOs involved in SRHR are working on:

- Four ongoing projects;
- Eight countries have new and ongoing projects;
- Two new project proposals have been developed;
- Fourteen projects in which sexual and reproductive health and rights is included (in varying degrees).

#### A selection of Laura’s activities in 2019:

- She made a field trip to the strategic partner in Nicaragua, where she spoke to young people who advocate for a project and exert influence.
- She launched two new partnerships with other organisations. In addition to the

collaboration with Rutgers (see article) we embarked on a collaboration with VSO, WEMOS, Akina Mama Wa Africa, FAWE and the Circle of Concerned African Women Theologians for the Strategic Partnerships for the Ministry of Foreign Affairs.

- She participated in two international working groups. One of them is the World Health Organisation (WHO) expert group on sex education. Laura was part of the focus group in developing guidelines for sex education for young people with a disability.
- She attended three conferences and gave three lectures. Laura sat on a panel at an event in Nairobi to talk about the WHO guidelines on sex education.

> Laura during her workshop at the #Inspire 2019 Conference in Athens. PHOTOS: NIKOS PAPANGELIS



to, for example, sex abuse and compulsory sterilisation.

Laura: “My role as a central point is to share knowledge with and between partners. So that partners can apply it within their particular context. I am also involved in developing programmes and new project proposals for donors together with our partners. I share information externally too. Such as with other development organisations at conferences and in publications.”

is entitled to love and a healthy and enjoyable (sex) life. Also people with a disability.”

The sexual wishes and needs of people with a disability often go unrecognised in developing countries. As a result they have no access to information and care, such as sex education or HIV tests. They are also more vulnerable

Laura regularly visits projects and engages in dialogue with young people with a disability: “In many countries children with a disability are told that they cannot fall in love. However, I have noticed that many parents have questions about the sexual and relational development of their children. They are very willing to talk, because they want to learn how they can best

support their children. Stimulating dialogue and seeing this commitment, that really energises me.”

Laura also encourages this dialogue during conferences. In the spring of 2019, Laura gave a workshop during the #Inspire conference on sexual and reproductive health and rights in Athens. “I was able to demonstrate that the Liliane Foundation is one of the few organisations active in this area. I place the emphasis on the fact that sexual health is just as important for people with a disability. It enables us to position ourselves as a knowledge organisation.”

The Liliane Foundation currently has projects on this theme in Indonesia, Bangladesh and Nicaragua. A study is also being conducted

into access to and knowledge of sexual and reproductive healthcare in Zambia, Zimbabwe and Ghana. Laura sees that interest in the theme is increasing. “Our strategic partners in Indonesia, Vietnam and the Philippines have developed a project proposal for a multi-country programme together with the Liliane Foundation and Rutgers (Netherlands knowledge centre for sexuality). The aim of the project is to help at least 8,000 young people with a disability, so they can independently develop their sexual and relational life.” South Sudan, Kenya and Burundi, among others, are also developing project proposals or making it a priority in their annual plan. And that’s something Laura is extremely pleased about, after all: “the theme is an integral part of life, also for children and young people with a disability.”

**The Liliane Foundation considers sexual and reproductive health and rights as part of every human life, also of children and young people with a disability. We base our policy on the four general principles of the right to healthcare:**

**Availability**

Information and services are available to young people with a disability.

**Accessibility**

Services and information are accessible to children and young people with a disability, physically, financially and institutionally.

**Acceptance**

Families accept the fact that their children have sexual and reproductive needs and develop in sexual and relational terms. Care providers, fieldworkers and teachers support children and their families in responding to these needs.

**Quality**

Sex education is comprehensive, good quality and based on facts.



**“Sexual and reproductive health and rights is an integral part of life, also for children and young people with a disability.”**

> PHOTO: RONNIE DANKELMAN

LAURA HONDERS



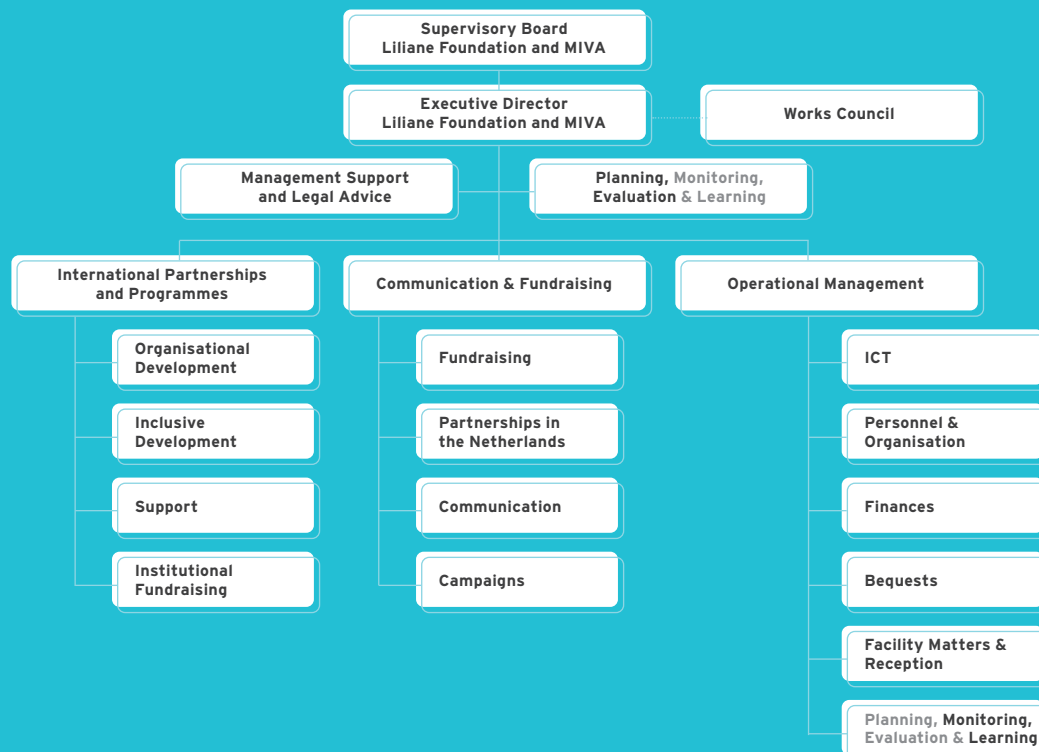
## 5 | OUR ORGANISATION

# Employees and organisation

The seed of the Liliane Foundation was sown when two people met on Java: Liliane Brekelmans and Agnes. A seed that has now germinated and matured to become an elaborate network comprising many people. It requires a robust organisation and transparent operational management.

### Structure

The Liliane Foundation consists of the following departments: International Partnerships and Programmes, Communication and Fundraising, and Operational Management. There is a Planning, Monitoring, Evaluation & Learning team and the executive director is supported by the executive secretary and the management assistant.



> Around the table in our courtyard garden during volunteer day. PHOTO: LILIANE FOUNDATION

### Permanent staff members

- The average number of FTEs in 2019 was 48.5. This is a slight decrease compared with 2018 (49.3 FTEs).
- The employees' salaries are established based on function groups. The value of each function profile is calculated and categorised in a function group using a number of fixed criteria.
- There are no Liliane Foundation employees working outside the Netherlands.

### Volunteers

The Liliane Foundation could not function without the selfless efforts of 116 volunteers. At the end of 2019, there were 37 office volunteers, 35 regional volunteers and 43 on-call volunteers working for the Liliane

Foundation. They form an integral part of the organisation.

We regularly organise a special volunteer day. It is used to keep our volunteers up-to-date regarding developments in the Liliane Foundation, we teach them how to handle the educational material for guest lessons and stay in touch in a convivial manner. In April, we jointly visited a secondary school for special education in Rosmalen to learn how to effectively align our guest lessons with this group of pupils.

We also devoted adequate attention to the quality of the guest lessons via targeted training sessions given by the Podium agency from Utrecht.



- › Erica Terpstra has highlighted our work with great passion since 2009. During this period she has met lots of children, their family members and staff of our strategic and other partner organisations, as here, during a visit to Colombia. PHOTO: LILIANE FOUNDATION

#### Good-will ambassadors

Our good-will ambassadors promote our activities to the outside world. Each of our good-will ambassadors, in his or her own way and in accordance with his or her specific background, draws attention to the situation of children with a disability in the world's poorest countries and to the work of the Liliane Foundation. In 2019 our ambassadors were:

- › Erica Terpstra
- › Monique Velzeboer
- › Jetta Klijnsma

From personal experience Jetta Klijnsma knows how important it is for children with a disability to have a fair chance in life.



- › Former short track star Monique Velzeboer became paraplegic following a training accident. Monique has supported the Liliane Foundation for many years, in the Kaag en Braassem Poldertocht for example, in 2019. PHOTO: LILIANE FOUNDATION

- › "In Zimbabwe and Uganda I have seen for myself the difference we can make together." Jetta Klijnsma visits the STEP project in Uganda, together with project leaders Kees van den Broek and Kenneth Nangai. PHOTO: HANNEKE VAN HOUWELINGEN

## "Children with a disability want to be taken seriously"

From personal experience Jetta Klijnsma knows how important it is for children with a disability to have a fair chance in life:

Jetta Klijnsma, King's Commissioner in the province of Drenthe, is a good-will ambassador of the Liliane Foundation. From personal experience she knows how important it is for children with a disability to be taken seriously: "Every child must be able to participate!"

"I believe the theme of this Annual Report, 'Doing what is necessary', is absolutely fitting for the Liliane Foundation. Of course the main thing is that children with a disability receive support in their own environment. That, together with our local partner organisations, we continue to work on a loving environment for these children, in which they are accepted and can participate, in short: on an inclusive society. Children with a disability mainly want to be taken seriously, like everyone else. I was lucky to have grown up in a family where I was given plenty of space to develop and was always able to participate. Throughout my life people have, sometimes literally, removed obstacles for me.

In Zimbabwe and Uganda I have experienced how people with a disability are often viewed in a negative manner, met with raised eyebrows. Some people I encountered were astounded when I told them about my work in public administration. They simply couldn't imagine that someone with a disability could be State Secretary and King's Commissioner in the Netherlands.



But in those two countries I also observed first-hand the difference we can make together. By applying knowledge and infrastructure available there. That's why I am delighted to be able to serve as an ambassador for the Liliane Foundation.

I also know that here in the Netherlands it is not always self-evident for people with a disability to be taken seriously. In general I feel I am taken seriously but there are occasions, for example, when my husband and I are out and about and I am in my wheelchair, and people ask him what I would like to drink. I laugh, because it is meant well, but still... At the same time in the Netherlands we really do our best and many things are very well organised. We have all kinds of facilities for people with a disability. For example, there is quite a difference when I walk with my rollator through Kampala compared with Amsterdam. I have been involved with the Liliane Foundation for around ten years and see the changes the organisation is going through. Compared with the early years, much more attention is now devoted to structural changes to the surroundings and the environment in which children with a disability live.

I think that children with a disability benefit more from an environment that is open to them and people prepared to give them an encouraging nudge in the right direction, than from a wheelchair fitted with the latest technical gadgets.

As far as I am concerned, we are continuing to invest in the environment of children with a disability, in an inclusive society. So that these children are also taken seriously and are loved, and do not have to go through life as ballast or a curse. That's why I think the STEP project is a wonderful, very successful example. We equip parents to help their child themselves in spreading their wings, because every child must be able to participate!"



#### Internal communication

Staff are informed about new plans, results and developments via meetings, the intranet and a TV newspaper. For volunteers that mainly work outside the office there is a separate, interactive website and a meeting event is held at least once a year.

#### Works Council

Employees and (office) volunteers can become a member of the Works Council. It convenes twice a month, and the executive director takes part in one of the meetings. The Works Council also consults at least once annually with (a representative from) the Supervisory Board and periodically with the management team. Employees elected a new Works Council in 2019. Read the Works Council's report on page 89.

#### Complaints in the Netherlands

We handle complaints with care through various regulations: the general complaints regulation, a regulation for complaints about improper conduct and a regulation for dealing with suspected misconduct ('Whistleblower regulation'). In 2019, twelve critical comments and complaints were registered in the Netherlands, six fewer than in 2018.

Most comments or complaints concerned door-to-door fundraising or other contact moments with (potential) donors. All notifications could be dealt with by providing an explanation or an apology and rectifying the mistake. When it concerned door-to-door fundraising we also reported the complaint to the relevant fundraising agency.

#### Complaints abroad

In 2019, we handled one complaint submitted at the end of 2018. This complaint concerned a strategic partner organisation and could be resolved early 2019, in association with the strategic partner organisation concerned.

#### Risk and quality management

The world around us is changing rapidly and our organisation is changing too. As a result new risks are emerging and the risk assessment

is changing. Therefore, in 2019, we performed a risk analysis. The analysis increases risk awareness and helps us to adequately respond to risks (prevention, management, transfer or acceptance).

Risks such as damage to our reputation, cybercrime and unlawful expenditure were identified during the risk analysis performed in 2019. Conclusion: adequate control measures are in place. Where needed immediate steps are taken in terms of policy and in practice to further mitigate risks, such as an updated Privacy & Security policy.

We safeguard the effective operation of the ICT system by regularly testing the backup and recovery plan and by conducting security scans. In 2019, we also increased awareness of digital security within the organisation using a test with a fake phishing mail.

There are also a number of control measures related to the collaboration with partners, which include:

- We assess the capacity of our strategic partner organisations using a number of criteria before collaborating with them. Afterwards a joint plan is drafted to strengthen the organisation. In 2019, we performed six assessments specifically aimed at the strategic partner organisations' internal management. The strategic partner organisation follows up the outcomes of these assessments, where necessary with our support, and this is monitored by our staff.
- The strategic partner organisation performs a prior assessment of the capacity of the implementing partner organisations. Implementing partner organisations are screened using several criteria and jointly draft a plan for improvement.
- The Liliane Foundation concludes a multi-year partner agreement with the strategic partner organisation and, within this agreement, annual contracts are signed as

well as contracts for specific projects. These contracts are based on a critical assessment of each application and budget. The strategic partner organisation does the same with the partner organisation.

- The Liliane Foundation monitors the country programmes of the strategic partner organisations using (content-related and financial) reports. We examine how each strategic partner organisation implements the programme's objectives. Implementing partner organisations must provide substantive and financial accountability to the strategic partner organisation and the latter's staff visits the implementing partner organisations on site.
- Each strategic partner organisation is also obliged to have the financial statements inspected by a certified external accountant, applying our guidelines. The strategic partner organisations determine when implementing partner organisations must perform an external audit.
- We have (external) evaluations carried out for country programmes and projects. Read the main conclusions of the evaluations performed in 2019 on page 49.
- The collaboration agreement between the Liliane Foundation and the strategic partner organisation and between the latter and the partner organisation contains a paragraph related to 'irregularities' and the steps to be taken in the event of the possible misuse of funds.
- To reduce the risk of a drop in income, such as due to changes in the charitable market, we take great care in our relationship management and our communication with donors. We evaluate donor satisfaction, monitor contributions and donor development, and we implement a well-thought-out financial reserve policy.
- To prevent any illegal domestic payments - after the authorisation of invoices - payments

are authorised by at least two competent persons.

We reduce the risk of non-compliance with laws and regulations by staying abreast of changes in relevant laws and regulations, such as CBF standards and performing (fiscal) scans.

To reduce the risk of incapable or dissatisfied employees we devote attention and budget to:

- Adequate implementation of the performance and assessment cycle;
- Employee development;
- Effectively giving employees a say;
- Employee satisfaction surveys (once every three years);
- Employee engagement surveys (once every six months);
- Good internal communication.

#### Quality

Our quality manual describes our main organisational processes. Compliance with and effectiveness of the processes are audited annually by a group of employees from different departments, trained for this purpose. Points for improvement arising from this audit are taken up by the organisation.

As mentioned above, there are minimum requirements that strategic partners must satisfy, which we monitor using working visits, reports, audit reports and evaluations.

The quality of the programmes is essential to what we do. Experts on the strategic themes advise partner organisations accordingly.

**The quality of the programmes is essential to what we do. Experts on the strategic themes advise partner organisations accordingly.**



› Along with executive director Steven van Berlekom, staff member Erik van Grinsven (left) reveals his portrait of Liliane Brekelmans. The painting has occupied a prominent position in our office since February 2019.  
PHOTO: LILIANE FOUNDATION

#### Integrity

All Liliane Foundation employees sign a code of conduct. It describes which conduct is acceptable and unacceptable for our employees. The code of conduct includes sections related to the abuse of power, fraud and corruption, as well as improper conduct and conduct towards children. Parties that carry out assignments for us, such as freelancers, also sign the code of conduct.

In 2019, new employees attended a meeting during which the code of conduct was discussed using a number of realistic scenarios. The employees were also informed about the way in which improper conduct, or an integrity violation, can be reported.

The Liliane Foundation has a complaints committee for improper conduct. It did not receive any complaints in 2019. The external confidential counsellor received one report in 2019. It has been resolved. Reports can also be submitted via the confidential counsellor in accordance with the Whistleblower Regulation. It was not used in 2019.

We do everything in our power to prevent improper conduct within our organisation and at our (strategic) partner organisations. Despite this, we cannot rule out the fact that it could still happen. We continuously strive to prevent it and ensure that it is easy to report any such conduct. All employees that travel on behalf of the Liliane Foundation possess a Certificate of Good Conduct issued by the Ministry of Justice and Security. In 2019, we also began improving our procedures in the case of a report, so we can respond quickly and adequately. This is being completed early 2020.

In 2019, we also assessed and updated our policy that guarantees the safety of children in our programmes (Child Protection Policy). It now includes additional preventive measures focused on children, such as:

- Improving the coping skills of caregivers
- Setting up structures in communities
- Increasing the children's resilience.

Preventive measures within organisations and reporting and reaction procedures remain unchanged.

It is essential, especially in developing countries that there is consideration of the local understanding of child abuse. Culture, religion, local legislation, traditional practices, and cooperation partnerships must not, in any case whatsoever, be used as an excuse for child abuse. The Liliane Foundation invests time, financial resources and personnel to ensure the effective implementation of this policy.

### Corporate Social Responsibility

The Liliane Foundation attaches great importance to Sustainable Business Operations (SBO) and Corporate Social Responsibility (CSR). In 2019, we compiled an inventory of the possibilities of making our premises more sustainable. In 2020, we expect to start working on this objective. We also apply CSR in practice in diverse ways:

- We attach considerable importance to diversity in the workplace. We encourage people with a disability to participate in the labour market. We made various entrances accessible for wheelchair users in our premises and we are constantly alert to both temporary and permanent modifications to our facilities.
- The Liliane Foundation does not collaborate with businesses or organisations that may be associated with child labour or other forms of exploitation, environmental pollution, the arms trade or animal abuse.
- All our paper and printed materials are FSC certified.
- One of the selection criteria we apply to our suppliers concerns their CSR policy.
- Our work is performed digitally as much as possible.
- We compensate for CO2 emissions caused by our air travel.
- We opt for sustainable solutions in and around our office premises. We have energy-efficient lighting, we sort our waste, and we mainly use environmentally friendly materials and promote recycling.

- We encourage employees to use public transport.
- Our courtyard garden is open to the public. We maintain it together with our neighbours, the Koningstheateracademie. It is used to host diverse public performances and children's activities.

In our financial management we attach considerable importance to criteria which aim to protect people, the environment and animals. In this regard children's rights, including those of children with a disability, are by far the most important criteria. If, for example, when selecting a new bank it is not possible to act in accordance with these criteria due to risk distribution, we explicitly confront the bank about its actions.



> Our sun-drenched courtyard garden during the Open Day. PHOTO: LILIANE FOUNDATION



> On 31 December 2019, the Liliane Foundation Works Council was made up of (from the left): Birgit Pans, Chiara Beltramini, Kees Karstel (chair), Nicky Bor (vice chair and secretary), Marja Rijerse, Gemmy Gladdines and Milou Rietveld (not in the picture). PHOTO: LILIANE FOUNDATION

## Works Council

**The Works Council defends the interests of paid and volunteer staff of the Liliane Foundation and MIVA, and advises and co-decides on matters that have an impact on the organisations' operations. The chair Kees Karstel looks back on a busy 2019.**

"Last year was an interesting one for the Works Council. The Liliane Foundation and MIVA are in good shape. And the six-monthly engagement survey revealed that staff feel involved in the organisation. Consultation and cooperation with the administrator ran smoothly and a large number of diverse topics were on the agenda throughout the year. The Works Council handled twelve requests for consent and advice as well subjects that were not directly required for advice or consent.

The structure of the Liliane Foundation's Communication & Fundraising department will

be changed. The Works Council indicated that we received insufficient information on this matter to be able to issue the correct advice considering the impact of this change on the staff concerned. The administrator then agreed to provide additional information. This request for advice will be further handled in 2020.

Another subject that has a major impact is the review of the working conditions regulation (AVR). The Liliane Foundation and MIVA do not follow a CLA. The review emerged following advice from an internal committee, which includes members of the management team, Personnel & Organisation and the Works Council.

The advice from this committee regarding the review of the AVR was virtually adopted in its entirety by the administrator and presented for discussion to the Works Council that will handle this matter in 2020.

**The year ended with elections for the new Council in December. Three members from the old Works Council put themselves forward for re-election and five new candidates registered.**

Staff who encounter a problem in the organisation have a number of options for addressing it. Staff can report suspected abuse or irregularity via the Whistleblower Regulation. This regulation was amended in 2019 and now also applies to MIVA staff. The Works Council agreed to the new Whistleblower Regulation. There is also a complaints regulation: staff and business relations that have a complaint about conduct, an action, or failure to act by the Liliane Foundation/MIVA or one of their staff members, can contact a complaints committee. In 2019, the Works Council was involved in compiling the committee. Besides the complaints committee, staff can also contact an external confidential counsellor.

The Liliane Foundation and MIVA staff regularly travel to countries where we operate. For example, to evaluate the collaboration with a local partner. For these trips we adopt a special traveller safety policy and the travelling policy has been amended. One thing we did was to establish what should be done if a staff member finds him or herself in an emergency situation during a mission. For example, there is a special 24/7 emergency number staff can use to contact the office in the Netherlands in an emergency. The Works Council agreed with the policy and the related forms and protocols.

The year ended with elections for the new Council in December. Three members from the old Works Council put themselves forward for re-election and five new candidates registered. The candidates actively campaigned, not only good for their own profiling but also for that of the Works Council. This was also revealed by the turnout: eighty percent of staff members voted and elected the new Works Council. The seven candidates who were elected are appointed for three years.

In short, 2019 was a year full of interesting challenges and new initiatives for the Liliane Foundation and MIVA Works Council, which will continue its activities with its new composition in 2020."

## 6 | PROSPECT

### Plans and goals for 2020

**In 2020, the Liliane Foundation celebrates its 40th anniversary while MIVA celebrates its 85th anniversary. The perfect opportunity to reflect on our achievements. On how the Liliane Foundation started, with Liliane Brekelman's initiative that launched a savings campaign to buy a sewing machine for Agnes. And to consider where Liliane's initiative has brought us, with support for over 76,000 children worldwide in 2019.**

However, we are also focusing on the future, on the work that remains in order to improve the life of children with a disability in developing countries. After all, there are so many children who are still not receiving the attention and care they need and to which they are entitled. We are considering how to achieve this and the vision of the future that will be embodied in our multi-year policy.

Our main goals in the 2020 annual plan are:

#### 1. TO INCREASE THE IMPACT OF OUR COUNTRY PROGRAMMES

##### Updating the results framework

The results framework describes the results we want to achieve and how we aim to do so. This forms the basis of our monitoring and communication towards donors and other stakeholders. We are updating the framework in 2020 using, for example, the 'Building Effective Networks' policy memorandum. Our results in the field of the quality improvement of programmes are defined and integrated more effectively in this framework.



##### LINC network

In 2020, we are following up the evaluation that took place in 2019. We are making the network more sustainable. Strong points, such as sharing knowledge and collaborating in the field of lobbying are being expanded and we are supporting the network in raising its own funds. LINC knowledge network (see also page 27) will be more visible on the international playing field of 'disability engaged networks' by, for example, participating in the CBR World Congress in Uganda.

##### The 'Building Effective Networks' policy memorandum

We will continue to implement this policy along with our strategic partners. The memorandum states how we work on quality improvement and knowledge sharing between LINC partners and within networks of (strategic) partner organisations. This is based on improving the quality of life of children and young people with a disability and their families. In the memorandum a connection is made to the United Nations Sustainable Development Goals (see also page 8).

### Capacity development

We strengthen the capacity of our strategic partner organisations, so that in time they can implement a high quality programme independently. We focus on the organisational development of partners and on improving the quality of the programmes..

## 2. THE LILIANE FOUNDATION PARTICIPATES IN THE DEBATE ON DISABILITY AND INCLUSION

From 2015 to 2019, together with (academic) partners in Sierra Leone, Cameroon and Zambia, we examined effective strategies for disability advocacy in the 'Breaking down Barriers' learning trajectory. The insights from the study can be consulted on the website [barriersfree.org](http://barriersfree.org).

At the beginning of 2020, we are continuing 'Breaking down Barriers', along with Radboud University Nijmegen and our African partners. The programme will focus on new research and the implementation of insights acquired to improve the effectiveness of advocacy. For this purpose we are going to work even more closely with local universities.

With our in-house knowledge and expertise related to disability and inclusion the Liliane Foundation is continuing to develop as a knowledge organisation. In 2020, we will become actively involved in the debate, including via relevant congresses, such as the CBR congress in Kampala.

## 3. VISIBILITY IN DUTCH SOCIETY

In 2020, we will remain visible via various media, both online and offline. Collaborating with media and TV programmes helps in this regard. We will expand our reach online using content that is inspiring and that can be shared. Together with our new good-will ambassador Fedja van Huêt and Minister for Disability Affairs Rick Brink, we launched a digital audiobook that tells Sempeta's story (see also Foreword). Retaining and further involving our loyal support base in our work is one of the priorities for 2020 and beyond.



> Fedja van Huêt and Minister for Disability Affairs Rick Brink present our digital audiobook that tells the story of Sempeta (see also Foreword). PHOTO: PATRICIA ARENDS

## 4. OPTIMISING OUR OPERATIONAL MANAGEMENT

In 2020, we completed the review of the working conditions regulation. The diverse ICT projects that go hand in hand with the implementation of the ICT strategy compiled in 2019 focus on security as well as ease of use. In 2020, work will be conducted on optimising the planning and control cycle, such as by automating control information and improving the facilitation of data use. In addition we are examining how we can make our office premises in 's-Hertogenbosch more sustainable.

## DOING EVERYTHING POSSIBLE TO COMBAT COVID-19

At the time this Annual Report was written, early 2020, it became clear that we would be affected by COVID-19 on a global scale. Indeed, the pandemic has now reached all countries and all peoples, and it is evident that the poorest countries do not possess the social structure, nor the resources or finances to combat the spread or to limit the effects of the virus. It will obviously have an impact on our work for and with children in Africa, Asia and Latin America. Naturally, along with our strategic partners, we are doing our utmost to continue the care for these children and their parents and to ensure that they are not left to fend for themselves

during this crisis. However, continuing to provide the usual assistance is not enough. After all, the huge economic impact of the COVID-19 crisis will hit these families hardest. In many cases the parents are no longer able to work, the household no longer has an income and a good meal and adequate medication are out of reach.

The Liliane Foundation and its partners are doing everything they can to carry on providing the care and assistance for children with a disability, also in these difficult circumstances. Our partners are able to make an important contribution to the fight against COVID-19 in their country. They have close contact with vulnerable families, provide information and supply hand soap and disinfectant products.

In addition, our partners lobby governments to take vulnerable groups, such as families of children with a disability, specifically into account in the approach to this virus. A number

- > Advocacy by music: in their songs *The Walpoleans* from Sierra Leone pleadd for an inclusive society in which everyone can participate. PHOTO: BEYOND BORDERS

of partners are also helping emergency aid organisations in making emergency aid accessible to everyone, such as by providing access to information about COVID-19 to people with a visual or hearing impairment. Or by providing emergency aid organisations with access to their local network.

The health of children and families with whom we work takes precedence in everything we do. In the countries in which we operate we stress that everyone must adhere to the guidelines issued by their particular government and take them seriously.

Our partners can, in consultation, use the regular financial resources they cannot currently spend on the usual activities, to tackle this crisis. Our activities, and those of our partners still focus on our target group: children and young people with a disability and the families in which they grow up. Together we are doing everything possible to limit the effects of COVID-19.



## Budget 2020 (in €)

<b>INCOME</b>	
Total income from private individuals	13,550,000
Income from companies	330,000
Income from lottery organisations	1,350,000
Income from government subsidies	131,000
Income from affiliated non-profit organisations	1,220,000
Income from other non-profit organisations	3,680,000
<b>TOTAL INCOME</b>	<b>20,261,000</b>
<b>EXPENDITURE</b>	
<i>Spent on objectives</i>	
Expenditure on the annual plans	11,851,819
Expenditure on extra applications	5,244,819
Public engagement	2,062,693
	<b>19,159,331</b>
<i>Operational organisation costs</i>	
Fundraising costs	3,441,347
Management and administration costs	679,780
	<b>4,121,127</b>
<b>TOTAL EXPENDITURE</b>	<b>23,280,458</b>
<b>Balance before financial income and expenditure</b>	<b>-3,019,458</b>
Balance of financial income and expenditure	0
<b>BALANCE OF INCOME AND EXPENDITURE</b>	<b>-3,019,458</b>
Result appropriation (detail)	
Addition (+) / withdrawal (-) to:	
- Continuity reserve	-100,000
- Earmarked reserve for Programme implementation	300,000
- Earmarked reserve for Riet Fonds obligations	-57,000
- Earmarked reserve for CBR	-350,000
- Earmarked reserve for strategy and policy	-2,766,482
- Earmarked funds	-45,976
	<b>-3,019,458</b>

The budget is approved annually by the Supervisory Board in December of the preceding financial year. The basic principle is to maintain the level of the continuity reserve and earmarked reserve for programme implementation in accordance with our assets policy. We do take into account withdrawals and bequests in earmarked funds and reserves.

## 7 | REPORT OF THE BOARD OF DIRECTORS AND SUPERVISORY BOARD

### General

#### GOVERNANCE

The Liliane Foundation is managed in accordance with the Supervisory Board model. 'Management and execution' are separate from 'supervision'. The executive director and the Supervisory Board have different tasks, powers and responsibilities.

- The executive director determines the direction of the Liliane Foundation, raises, manages and spends the necessary resources, and ensures the organisation functions properly.
- The Supervisory Board provides advice, acts as a sounding board and supervises, before and after, the policy of the executive director, the latter's performance and the general operational activities of the Liliane Foundation.

The distribution of tasks, powers and responsibilities is established in the articles of association and elaborated in the Supervisory Board's Regulations and the Management Regulations. The collaboration between the executive director and the Supervisory Board is also shaped in practice, in which transparency and mutual trust provide (critical) substance for the organisation's management, accountability and the supervision thereof.

As of 2018, the Liliane Foundation and MIVA form a partnership (personele unie): the executive director and the department managers of the Liliane Foundation also perform these roles for MIVA. The Supervisory Boards of both organisations are made up of the same chair and members.

#### External supervision

Every year an audit of the Liliane Foundation is also performed. In 2019, the audit was performed by Dubois & Co Chartered Accountants. Since the Liliane Foundation is recognised by the CBF (Netherlands Fundraising Regulator), an audit is also performed by the CBF and an assessment

is conducted to ascertain whether the Liliane Foundation satisfies the requirements that apply to this recognition.

#### Codes and guidelines

The Liliane Foundation is a member of Goede Doelen Nederland, the sectoral organisation for charities in the Netherlands. The Liliane Foundation is also a member of Partos, the sectoral association for organisations that work in the International Cooperation sector. In addition to all the relevant statutory provisions (such as the GDPR) the Liliane Foundation follows the relevant codes and guidelines, including the SBF Code for Good Governance, the Erkenningsregeling Goede Doelen (Charity Recognition Regulation), the Goede Doelen Nederland Richtlijn Financieel Beheer (Guideline for Financial Management) and the Goede Doelen Nederland Regeling beloning directeurs (Regulation for the Remuneration of Directors).

#### BOARD COMPOSITION



Executive director :  
**Mr S.H. (Steven) Berdenis van Berlekom**  
also executive director  
of MIVA

#### Secondary roles:

- Member of the Board of the Dutch Coalition on Disability and Development Foundation (DCDD)
- Member of the Board of the Community Based Rehabilitation (CBR) Global Network Foundation
- Member of the Board of the Stichting Rotterdams Kinderrevalidatie Fonds Adriaanstichting



## Report of the Board of Directors

At the end of his first full year as executive director, Steven van Berlekom set out the direction of the Liliane Foundation and its partner organisations in Africa, Asia and Latin America. An important theme involves improving the quality of support for children with a disability and the family in which they grow up. The well-known goals of the Liliane Foundation are now linked to the United Nations Sustainable Development Goals. In the coming years we will focus on:

- **Good health and well-being** (SDG 3)
- **Quality education** (SDG 4)
- **Gender equality including strengthening the position of girls and women** (SDG 5)
- **Decent work** (SDG 8)
- **Reducing inequality between countries as well as within the countries in which we operate** (SDG 10)

Since the Liliane Foundation carries out its work together with permanent partners in the countries where we operate, we also devote attention to SDG 17: strengthening partnerships worldwide. Our partners are part of the LINC network. The LINC partners are challenged, each in their own country, to strengthen the cooperation with local and regional partners. Effective support for children with a disability requires the efforts of different organisations. These include care providers and hospitals, schools, social organisations, and technical workplaces. The better the cooperation between all the partners, the better the support for children and parents.

In 2019, the Liliane Foundation performed an evaluation of this partner network with the steering group of the LINC network. As a result of the outcomes of the evaluation the

strategic partner organisations are going to strive to further develop the cohesion, quality and coverage of their own networks. The Liliane Foundation makes international knowledge accessible regarding the options for the care, treatment, rehabilitation, education, and support for children with a disability. Read more about LINC on page 27.

Changes to the board often result in changes to organisational management. Due to personal choices, sometimes related to age, the entire management team changed over a period of two years. Since the last few months of 2019, in addition to the executive director, the Liliane Foundation's management team has comprised:

- **Anneke Donker:**  
*Manager of International Partnerships and Programmes*
- **Mayke Smit:**  
*Manager of Communication & Fundraising*
- **Maartje van Eekeren-Verhoeven:**  
*Operational Manager*
- **Pammy Briquet-Steegenga:**  
*Executive secretary, supports the executive director and management team as well as the Supervisory Board.*

The composition of the Supervisory Board also changed in 2019. The Liliane Foundation said a heartfelt goodbye to the chair Jack van Ham and member Yvonne Cox-Vleeshouwers. Both had reached the maximum term of eight years on the board. We thank them for their incredible efforts and commitment. With years of experience in development cooperation, Jack van Ham played a major role in making the supervision of the Liliane Foundation more professional and increasing the professionalism of the Liliane Foundation as a whole.

### Collaboration with local partner organisations

While the Liliane Foundation started out with direct, individual, specific help by personally deploying local contacts, today support for children with a disability and families is organised by a network of highly dedicated partner organisations. In almost all countries

> All children are welcome at the Alphonsa School in Bongaigaon, India, including children with a disability. A ramp was constructed with the support of our partners. PHOTO: JOSEPH STOK

in which we operate, we work with one or two strategic partner organisations. These SPOs are preferably pioneers in their country in terms of, for example, social networks, care provision, education or poverty reduction. The Liliane Foundation's expertise in the field of disability & development has been built up over forty years. In recent years the Liliane Foundation has also strived to develop new knowledge on diverse themes, which help us improve our core activities. For this purpose a learning and research agenda has been compiled, focusing on the themes that are most relevant and urgent for the Liliane Foundation's target group.

One example of improving existing knowledge and skills is the one-year Support Tools Enabling Parents (STEP) project, which was launched in 2018 and ran during 2019. It involved a team of rehabilitation experts developing a training programme and support materials to train fieldworkers who work with children with cerebral palsy. In 2019, the project ended in an evaluation and intervention study. The outcomes were presented at a well-attended symposium in 's-Hertogenbosch. The lessons learned will be applied in 2020 and in the Liliane Foundation's daily operations. You can read more about the STEP project on page 33 in this Annual Report and on our website.

#### Collaboration with MIVA

The Liliane Foundation and MIVA form a partnership (personele unie): the executive director and the department managers of the Liliane Foundation also perform these roles for MIVA. Within the partnership (personele unie) with the Liliane Foundation, MIVA continues to be a separate foundation and a separate brand. The organisations share a common agenda. Within this agenda MIVA provides support and reinforcements with transport and communication resources. MIVA funds are increasingly spent via the Liliane Foundation's strategic partner organisations. By working towards the same goal from a different angle, the Liliane Foundation and MIVA complement and strengthen one another.

#### Collaboration with the CBR Global Network

In 2019, the Liliane Foundation actively participated in the CBR Global Network (CGN). Director Steven van Berlekom is a member of the board of this foundation, which promotes the position of people with a disability in low and lower-middle income countries. The foundation strives for the availability of 'Community Based Rehabilitation' (CBR): adequate facilities, as well as local policy for integrating people with a disability in society and participation in all activities in everyday life. The Liliane Foundation is one of the main sponsors of the CBR World Congress, which will take place in Uganda under the auspices of the CBR Global Network. The CBR World Congress gives us and our strategic partner organisations the opportunity to acquire new knowledge and to learn from the experiences of colleagues in other countries. Other organisations are also affiliated to the CBR Global Network. By joining forces we can expand our work on our objectives and on a more international level.

#### The power of people

The strength of the Liliane Foundation and MIVA lies in the power of people. From a volunteer in 's-Hertogenbosch, a child's mother in the Philippines, a fieldworker in Zambia; everywhere you see that something happens because passionate, motivated people (young and old) throw their weight behind it and invest their energy in it.

One of our ambitions for 2019 for the internal organisation was to modernise the working conditions for our staff. With effective collaboration with the Works Council a new working conditions regulation (AVR) is being drafted. It offers more possibilities for flexible working, including variable working hours or working from home. This also encourages sustainability, such as promoting commuting by public transport. The review will be performed by the organisation as a whole and will be completed and implemented in 2020.

A new traveller safety policy has also been introduced and staff that travel receive basic safety training. Another change in 2019 is



➤ A chat in sign language between Fabrice (13, at the right) and his friend in Benin. PHOTO: RONNIE DANKELMAN

the introduction of an annual engagement survey among staff and volunteers. It is used in addition to the existing three-yearly satisfaction survey. The results of the engagement survey reveal that staff with a volunteer contract as well as those with a paid employment contract feel highly involved in the organisation.

Looking back on 2019, we are proud and grateful that so many people of all ages want to work with us again, directly performing physical or mental work or by supporting us morally or financially.

**Financial**

2019 was a good year for the Liliane Foundation in financial terms. Our income amounted to €20.8 million and was thus almost equal to the previous year (€20.9), and higher than our estimate (€20.6 million). Most of our income (74.2% in 2019) originated from private donors, in the form of donations and gifts and income from bequests. We are delighted that in 2019 we concluded a new sponsorship agreement with the Dutch Postcode Lottery for 2020 to 2024.

84% of income was spent on the objectives, which means the Liliane Foundation easily satisfies the norm of 70% in the sector. In 2019, the Liliane Foundation spent €17.4 million on its objectives (see also page 45). Expenditure allocated to our objectives was lower in 2019 than in 2018 (€18.2 million) and lower than estimated (€18.7 million). The main reason for this is that at the end of 2019 a number of large-scale projects were not mature enough to be funded. We deliberately opted not to allocate funding yet to projects whose set-up was insufficiently mature to be able to result in a contractual obligation in an accountable manner. We will work with the SPOs to further develop the projects concerned so we can take decisions based on sound, good quality proposals.

Fundraising costs amounted to 14.1% of income, which is lower than the previous year (15.0%) and lower than our estimate (17.8%). Fundraising costs remained well within the

estimate for 2019. Own organisational costs are allocated in accordance with Goede Doelen Nederland guidelines. On balance in 2019, an amount of €589,000 remains for management and administration costs. These were lower in 2019 than in 2018, and lower than our estimate. In 2019, own organisational costs (2.8%) were once more well below the internal norm of 6.5%.

**Risk management**

The Liliane Foundation operates in a sector characterised by specific risks and uncertainties. The Board of Directors and the Supervisory Board maintain a good overview of the significant risks facing the organisation based on an annual risk analysis. The related risk and control measures are discussed in more detail on page 85.

**Plans for the future**

Building on the goals in the 2018-2020 policy framework, the Liliane Foundation and MIVA drafted their own specific 2020 annual plan. Besides the impact COVID-19 is having worldwide and the effects on our work, 2020 will be a special year with the anniversaries of the Liliane Foundation (40 years) and MIVA (85 years). At this time, attention will be devoted to these occasions in an appropriate manner. In addition, the subsequent multi-year strategy will be drafted in 2020. It will focus on the long-term goals of our work, the desired sustainability of the results and on our substantive role in the international debate. We will work on this in 2020. More details about the goals for 2020 are provided in the Prospect section of the Annual Report.

**Steven Berdenis van Berlekom**

's-Hertogenbosch, 4 June 2020



> The Supervisory Board of the Liliane Foundation. From the left: Piet Kuijper, Paul Stamsnijder, Jannie Riteco, Reni de Boer (front), Emine Kaya, Annika Galle, Albert Rommers. PHOTO: LILIANE FOUNDATION

## Report of the **Supervisory Board**

**Employer, regulator, sounding board. The Supervisory Board strives to fulfil each of these roles as effectively as possible. Therefore the involvement of the members goes further than the regular meetings. In 2019, a strategic themed meeting was organised with the Director and the management team (MT). There was also the annual meeting between the Works Council and a delegation from the Supervisory Board. The Supervisory Board was present in varying compositions at almost all the special events that can take place in an organisation in a calendar year.**

## 1. Supervisory Board composition

In 2019, the supervisory board said goodbye to its chair Jack van Ham on 30 April; he had held this position for eight years. Following two four-year terms, Ms Yvonne Cox-Vleeshouwers also left the board on 30 April 2019. The Supervisory Board is extremely grateful to them both for all their efforts and contributions to the Board, the Liliane Foundation and MIVA.

On 1 May 2019, Mr J.H. van Ham was succeeded as chair by Ms drs. J. A. Riteco. She has been a Supervisory Board member since 2017. On 1 September 2019, the new members of the Board were: Ms dr. mr. J.G.C.M. Galle and Ms drs. E.A. Kaya MA.

### MR J.H. (JACK) VAN HAM

(Chair of the Supervisory Board until 1 May 2019)  
**Former director of ICCO and the Netherlands Red Cross**

*Secondary roles (until 1 May 2019):*

- Chair of the S&L Zorg Supervisory Board
- Member of the Advisory Committee COS (Committee of Development Cooperation of the Advisory Council on International Affairs, AIV)
- Founder/Owner of COADIN (coaching, advice and interim management)
- Member of the Board of the Multatuli Lezing Breda Foundation

### MS DRS. J.A. (JANNIE) RITECO

(Chair of the Supervisory Board as of 1 May 2019)  
**Chair of the Executive Board of De Waerden**

*Secondary roles:*

- Member of the Supervisory Board of QuaRijn
- Member of the Supervisory Board of Wemos
- Member of the Supervisory Board of SWZ

### MS MR. Y.E. (YVONNE) COX-VLEESHOUWERS

(Member of the Supervisory Board until 1 May 2019)

**Notary at Hoffspoor notaries in Rosmalen, Municipality of 's-Hertogenbosch**

*Secondary roles (until 1 May 2019):*

- Member of the Board of Stichting Marten & Dimitri
- Professor in law at HAN University of Applied Sciences

### MS R. (RENI) DE BOER

**Freelance speaker and writer, champion of equal rights for people with a disability**

*Secondary roles:*

- Chair of Stichting Lekker Stuk

### MR DRS. P.H. (PAUL) STAMSNIJDER

**Founding partner of Reputatiegroep**

*Secondary roles:*

- Chair of the Reünistenvereniging Utrechtsch Studenten Corps
- Programme director Master of Reputation Management at the European Institute for Brand Management (EURIB)
- Member of the Supervisory Board of the Kwadrant Groep (Utrecht University Alumni Fund)

### MR H.A.C. (ALBERT) ROMMERS RA

**Freelance chartered accountant/business consultant at Accountenz**

*Secondary roles:*

- Treasurer of Stichting vrienden van S&L zorg
- Treasurer of Stichting Cultuurhuis Bovendonk

### MR P.J.M. (PIET) KUIJPER

**Former chair of the MIVA board**

*Secondary roles:*

- Chair of the Board of Netwerk DAK
- Vice-chair Justice and Peace Nederland
- De KIM Board Member
- Chair of Parochiële Caritas Stad Utrecht

### MS DR. MR. J.G.C.M. (ANNIKA) GALLE

(Member of the Supervisory Board as of 1 September 2019)

**University professor of Financial Law, Erasmus School of Law and Academic Director of the research institute International Centre for Financial law & Governance**

*Secondary roles:*

- Member of the Supervisory Board of CM Payments

### MS DRS. E. A. (EMINE) KAYA MA

(Member of the Supervisory Board as of 1 September 2019)

**Policy coordinator, Migration Policy Directorate, Ministry of Justice and Security**

## Supervisory Board resignation rota

Name	Appointed	Reappointed	Replacement
J.H. van Ham	2011	2015	2019
Y.E. Cox-Vleeshouwers	2011	2015	2019
P.H. Stamsnijder	2014	2018	2022
R. de Boer	2014	2018	2022
H.A.C. Rommers	2015	2019	2023
J.A. Riteco	2017	2021	2025
P.J.M. Kuijper	2017	2021	2025
J.G.C.M. Galle	2019	2023	2027
E.A. Kaya	2019	2023	2027

## 2. Activities of the Supervisory Board

### Consultation with the executive director

In 2019, five regular meetings were held. Recurring topics on the agenda included 'integrating' the new director in the organisation, periodic management information, the integration of MIVA, and the network formation of the Southern partners.

### Themed meeting

The topic of the Board's themed meeting was fundraising. The MT gave a presentation on this topic, followed by a discussion between the Board, the MT and the Board of Directors.

### Consultation with the Works Council

The Works Council meets with the Supervisory Board (at least) once a year, as was the case in 2019. The Works Council is effectively involved in a timely manner in relevant decision-making, as revealed by the discussion between the Board and the Works Council.

## 3. Composition and activities of the committees

In order to properly perform the task of the Supervisory Board a number of tasks have been assigned to committees, which are: the selection and remuneration committee and the financial audit committee. The committees prepare the approach to specific topics and themes for the meeting of the full Supervisory Board.

### Selection and remuneration committee:

On 31 December 2019, the selection and remuneration committee comprised H.A.C. Rommers RA (chair) and Ms drs. J.A. Riteco. In 2019, the selection and remuneration committee held a progress meeting with the executive director. In 2019, it was established that the regulators were satisfied with the way in which the Liliane Foundation was led by the executive director and the way in which it worked to achieve its goals and ambitions.

### Financial audit committee:

As of 31 December 2019, the financial audit committee comprised Mr H.A.C. Rommers RA (chair) and Ms drs. J.A. Riteco. The financial audit committee convened three times in 2019. The executive director and the operational manager and executive secretary attended the meetings. In accordance with its mission the committee monitored the quality of the financial reporting and the organisation's risk management.

## 4. Evaluations

The Supervisory Board assesses the performance of the executive director on an annual basis. The regulators also evaluated their performance in 2019.

## 5. Remuneration

In accordance with the policy, in 2019 no remuneration was paid to the members of the Supervisory Board. For 2019, members of the Supervisory Board were entitled to fixed annual compensation (reimbursement of expenses) amounting to €1,700 for the chair, and €850 for other Board members.

The Supervisory Board determines the salary of the executive director and in doing so adopts a calculation method in accordance with the 'Regulation for the Remuneration of Directors of charitable organisations' by Goede Doelen Nederland.

## 6. Supervisory Board Statement

The Supervisory Board declares that it agrees with the 2019 Annual Report and the 2019 financial statements, taking into consideration the declaration by Dubois & Co. Chartered Accountants for the financial statements and Annual Report.

's-Hertogenbosch, 4 June 2020

### drs. J.A. Riteco

*Chair of the Supervisory Board*

### H.A.C. Rommers RA

*Member of the Supervisory Board*

### R. de Boer

*Member of the Supervisory Board*

### drs. P.H. Stamsnijder

*Member of the Supervisory Board*

### P.J.M. Kuijper

*Member of the Supervisory Board*

### dr.mr. J.G.C.M. Galle

*Member of the Supervisory Board*

### drs. E.A. Kaya MA

*Member of the Supervisory Board*



> Teaching a child to express him or herself is no small-gesture. This is something Sagbo Jean Houeto knows only too well; he is a former director of a school for the deaf in Benin. He still gives lessons in sign language. He teaches Joseph and Trinité, two deaf friends. The twelve-year-olds have a dream: they want to be hairdressers.  
PHOTO: RONNIE DANKELMAN

## Summary financial statements 2019

The summary financial statements is a summary of the full financial statements of the Liliane Foundation for the 2019 financial year. There are no general established criteria in the Netherlands for drafting summaries of financial overviews. Therefore, the Liliane Foundation developed its own criteria.

The objective of this summary is to provide an insight for the Liliane Foundation's existing and potential donors and other readers of this Annual Report. The criteria adopted and the aggregation level of these financial statements focus on this objective.

The summary financial statements have been compiled as follows:

- The balance sheet as at 31 December 2019 and statement of income and expenditure for 2019 have been included, as they appear in the full financial statements.
- The full financial statements are based on the Dutch Accounting Standard for Fundraising organisations (RJ 650) published by the Dutch Accounting Standards Board. The accounting principles have not been included in the summary financial statements. We refer the reader to the accounting principles as described in the audited financial statements for this purpose.
- The notes are presented in a simplified manner, taking into account the intended purpose of these summary financial statements.

The full financial statements in Dutch can be consulted on **the Liliane Foundation** website. The full financial statements also include the consolidated financial statements of the Liliane Foundation and MIVA.

## Balance sheet as at 31 December 2019

(after result appropriation)

	31-12-2019	31-12-2018
<b>ASSETS</b>		
Tangible fixed assets	1,650,266	1,695,628
Receivables	9,153,960	8,546,240
Securities	0	499,100
Cash and cash equivalents	8,548,226	10,086,290
	17,702,186	19,131,630
<b>TOTAL ASSETS</b>	<b>19,352,452</b>	<b>20,827,258</b>
<b>LIABILITIES</b>		
<b>Reserves and funds</b>		
Reserves		
Continuity reserve	5,420,000	3,000,000
Earmarked reserves	10,063,715	5,661,581
Other reserves	0	5,836,239
	15,483,715	14,497,820
Funds		
Earmarked funds	45,976	1,184,915
	15,529,691	15,682,735
Provisions	651,000	872,000
Long-term liabilities	600,978	1,738,675
Current liabilities	2,570,783	2,533,848
<b>TOTAL LIABILITIES</b>	<b>19,352,452</b>	<b>20,827,258</b>

## Statement of Income and Expenditure

	Actual 2019	Budget 2019	Actual 2018
<b>INCOME</b>			
Income from private individuals	15,441,819	12,750,000	14,201,580
Income from businesses	236,507	520,000	359,430
Income from lottery organisations	1,375,000	1,350,000	1,350,000
Income from government subsidies	73,481	0	0
Income from affiliated non-profit organisations	1,207,701	1,270,000	1,132,698
Income from other non-profit organisations	2,469,389	4,690,000	3,810,910
<b>TOTAL INCOME</b>	<b>20,803,897</b>	<b>20,580,000</b>	<b>20,854,618</b>
<b>EXPENDITURE</b>			
<b>Spent on objectives</b>			
Expenditure on annual plans	12,213,977	12,787,123	12,654,404
Expenditure on extra applications	3,671,062	4,108,118	3,966,436
Public engagement	1,543,216	1,830,604	1,622,482
	17,428,255	18,725,845	18,243,322
Fundraising costs	2,941,027	3,666,355	3,126,901
Management and administration costs	588,886	600,662	623,780
<b>TOTAL EXPENDITURE</b>	<b>20,958,168</b>	<b>22,992,862</b>	<b>21,994,003</b>
Balance before financial income and expenditure	-154,271	-2,412,862	-1,139,385
Balance of financial income and expenditure	1,227	0	591
<b>BALANCE OF INCOME AND EXPENDITURE</b>	<b>-153,044</b>	<b>-2,412,862</b>	<b>-1,138,794</b>

## Result appropriation

The allocation of the balance of income and expenditure for 2019 is proposed as follows

	Actual 2019	Budget 2019	Actual 2018
<b>BALANCE ALLOCATION (DETAIL)</b>			
Addition (+) / withdrawal (-) to:			
- Continuity reserve	2,420,000	0	200,000
- Earmarked reserve for Programme implementation	-350,000	300,000	-100,000
- Earmarked reserve for Riet Fonds obligations	-79,000	-75,000	-96,000
- Earmarked reserve for CBR	-208,740	-552,723	-204,142
- Earmarked reserve for strategy and policy	5,039,874	0	0
- Other reserves	-5,836,239	-1,733,098	-374,891
- Earmarked funds	-1,138,939	-352,041	-563,761
	<b>-153,044</b>	<b>-2,412,862</b>	<b>-1,138,794</b>

The proposal for result appropriation has been processed as such in the balance sheet as at 31 December 2019.



## Financial results: income and analysis

	Actual 2019	Budget 2019	Actual 2018
<b>TOTAL INCOME</b>			
Income from private individuals	15,441,819	12,750,000	14,201,580
Income from businesses	236,507	520,000	359,430
Income from lottery organisations	1,375,000	1,350,000	1,350,000
Income from government subsidies	73,481	0	0
Income from affiliated non-profit organisations	1,207,701	1,270,000	1,132,698
Income from other non-profit organisations	2,469,389	4,690,000	3,810,910
<b>TOTAL INCOME</b>	<b>20,803,897</b>	<b>20,580,000</b>	<b>20,854,618</b>

Total income in 2019 amounted to €20.8 million and was thus almost equal to the previous year, and 1.1% higher than estimated. Income from affiliated non-profit organisations relates to the contribution from our cooperation partner MIVA, most of which is allocated via our strategic partner organisations (SPOs).

	Actual 2019	Budget 2019	Actual 2018
<b>INCOME FROM PRIVATE INDIVIDUALS</b>			
Income from donations and gifts	8,052,142	7,350,000	7,252,585
Income from legacies and inheritances	7,389,677	5,400,000	6,948,995
<b>TOTAL INCOME FROM PRIVATE INDIVIDUALS</b>	<b>15,441,819</b>	<b>12,750,000</b>	<b>14,201,580</b>

Income from donations and gifts increased by 11% in 2019 compared with the previous year, €575,562 of the increase comes from the release of an earmarked fund. There was also an increase in regular donations and gifts. As at 31 December 2019, the number of active individual donors amounted to 75,884. Income from inheritances and legacies increased by almost €441,000 (6,3%) compared with the previous year and was 37% higher than estimated. The budget was based on the average income from the past three years. In 2019, there were several substantial inheritances. The number of new inheritances decreased by 7.7% to 143 in 2019 compared with 155 in 2018.

	Actual 2019	Budget 2019	Actual 2018
<b>INCOME FROM GOVERNMENT SUBSIDIES</b>			
<b>TOTAL INCOME FROM GOVERNMENT SUBSIDIES</b>	<b>73,481</b>	<b>0</b>	<b>0</b>

Income from government subsidies relates to a specific project ('Voices for Inclusion') and concerns an incidental subsidy.

## Financial results: expenditure and analysis

	Actual 2019	Budget 2019	Actual 2018
<b>SPENT ON OBJECTIVES</b>			
Outsourced work	10,862,879	11,320,000	11,335,061
Allocated own organisational costs	1,351,098	1,467,123	1,319,343
	<b>12,213,977</b>	<b>12,787,123</b>	<b>12,654,404</b>
<b>EXPENDITURE ON EXTRA APPLICATIONS</b>			
Outsourced work	2,909,986	3,350,000	3,281,959
Allocated own organisational costs	761,076	758,118	684,477
	<b>3,671,062</b>	<b>4,108,118</b>	<b>3,966,436</b>
<b>PUBLIC ENGAGEMENT</b>			
Direct costs related to public engagement	800,768	1,000,000	819,450
Allocated own organisational costs	742,448	830,604	803,032
	<b>1,543,216</b>	<b>1,830,604</b>	<b>1,622,482</b>
Total direct expenditure on objectives	14,573,633	15,670,000	15,436,470
Allocated own organisational costs	2,854,622	3,055,845	2,806,852
<b>TOTAL EXPENDITURE ON THE OBJECTIVES</b>	<b>17,428,255</b>	<b>18,725,845</b>	<b>18,243,322</b>

Total expenditure on the objectives amounted to €17.4 million in 2019 compared with €18.2 million in 2018 and the estimated €18.7 million. Expenditure on the annual plans and extra applications was €0.8 million lower in 2019 than in 2018.

Expenditure in relation to the annual plans is lower than estimated. Part of this underspending can be explained by the fact that several projects that were budgeted for in the annual plans were spent as an extra application due to the nature of the projects.

However, extra applications were also lower than estimated. The main reason for this is that a number of large-scale projects were not mature enough at the end of 2019 to be funded. We deliberately opted not to allocate funding yet to projects whose set-up was insufficiently mature to be able to result in a contractual obligation in an accountable manner. We will work with the SPOs to

further develop the related projects so we can take decisions based on solid, good quality proposals.

Expenditure on extra applications relates to expenditure that can be allocated to SPOs to implement their programmes, after the annual plans are established. The SPOs spend the allocated funds directly or indirectly on strengthening children with an impairment and making their environment accessible. Funds may also be spent on strengthening partner organisations (POs), so they are better able to provide children with the right support, and on programme management, also a condition for effective and efficient programme implementation.

Expenditure on public engagement is in line with last year and was well within budget.

For more details regarding expenditure on the objectives we also refer the reader to page 45.

## Financial results: own organisation costs and expenditure breakdown

### SPECIFICATION AND COST ALLOCATION

	Spent on objectives			Fundraising costs	Management and administration costs	Total actual 2019	Total budget 2019	Total actual 2018
	Annual plans	Extra applications	Public engagement					
	€	€	€					
Outsourced work	10,862,879	2,909,986				13,772,865	14,670,000	14,617,020
Advertising and communication			800,769	1,657,439		2,458,208	3,227,000	2,740,385
Personnel costs	1,102,102	601,216	597,444	1,042,886	428,092	3,771,740	4,065,029	3,715,778
Housing costs	17,069	10,959	9,940	16,501	8,010	62,479	73,076	60,067
Office and general costs	178,972	114,903	104,225	173,010	127,935	699,045	755,878	656,364
Depreciation and interest	52,955	33,998	30,838	51,191	24,849	193,831	201,879	204,389
<b>TOTAL</b>	<b>12,213,977</b>	<b>3,671,062</b>	<b>1,543,216</b>	<b>2,941,027</b>	<b>588,886</b>	<b>20,958,168</b>	<b>22,992,862</b>	<b>21,994,003</b>

The calculation method is explained on page 128 of the full financial statements.

### PERCENTAGE ALLOCATION OF OWN ORGANISATION COSTS

	Spent on objectives			Fundraising costs	Management and administration costs	Total actual 2019
	Annual plans	Extra applications	Public engagement			
	%	%	%			
Personnel costs	29.2	15.9	15.8	27.7	11.4	100.0
Housing costs	27.3	17.5	15.9	26.4	12.8	100.0
Office and general costs except for bank costs	27.3	17.5	15.9	26.4	12.8	100.0
Depreciation and interest	27.3	17.5	15.9	26.4	12.8	100.0
<b>AVERAGE</b>	<b>28.6</b>	<b>16.1</b>	<b>15.7</b>	<b>27.2</b>	<b>12.5</b>	<b>100.0</b>

## Reserves and funds 2019

The Liliane Foundation is aware that its donors expect the donated funds to be spent efficiently as well as legitimately and appropriately. The Liliane Foundation shares these basic principles. The Liliane Foundation complies with all aspects of the Goede Doelen Nederland guideline on Financial Management of Charities that supplements the CBF

recognition regulation and the RJ650.

The Liliane Foundation establishes the allocation and duration of the reserves in advance. Maintaining an adequate continuity reserve and earmarked reserve for the 'Riet Fonds obligations' are given special attention and priority.

	Opening balance 2019	Balance allocation 2019	Year end balance 2019
<b>RESERVES AND FUNDS</b>			
<b>RESERVES</b>			
Continuity reserve	3,000,000	2,420,000	5,420,000
Earmarked reserve for Programme implementation	4,700,000	-350,000	4,350,000
Earmarked reserve for Riet Fonds obligations	178,000	-79,000	99,000
Earmarked reserve for CBR	783,581	-208,740	574,841
Earmarked reserve for strategy and policy	0	5,039,874	5,039,874
Other reserves	5,836,239	-5,836,239	0
<b>TOTAL RESERVES</b>	<b>14,497,820</b>	<b>985,895</b>	<b>15,483,715</b>
Earmarked fund NPL NLR Vietnam	3,331	0	3,331
Earmarked fund NPL Albinism Tanzania	14,780	-14,780	0
Earmarked fund Ingenium 2018	700,000	-700,000	0
Earmarked fund Benie Foundation	310,235	-310,235	0
Earmarked fund Diorapthe/STEP	77,186	-77,186	0
Earmarked fund Cecilia	5,000	-5,000	0
Earmarked fund AFAS Foundation	37,577	-32,498	5,079
Earmarked fund Benjamin Koerhuis	36,806	760	37,566
<b>TOTAL EARMARKED FUNDS</b>	<b>1,184,915</b>	<b>-1,138,939</b>	<b>45,976</b>
<b>TOTAL RESERVES AND FUNDS</b>	<b>15,682,735</b>	<b>-153,044</b>	<b>15,529,691</b>

### Continuity reserve

The continuity reserve is intended to be able to adapt the (costs for the) organisation in the event of a loss of income, within an acceptable period to this lower income so we can continue to achieve our objectives. The amount of the reserve is determined based on a risk analysis. We established that we want to be able to cope with a decrease in total income for a period of three years. The level of the continuity reserve, based on the recent risk analysis, was established at 75% (three years at 25%) of the costs of the own operational organisation. Therefore, the continuity reserve amounted to €5.42 million at the end of 2019. Goede Doelen Nederland adopts a norm of maximum 150% of the costs of the own operational organisation.

### Earmarked reserves

The Liliane Foundation has established the desirability of maintaining the following earmarked reserves:

#### Earmarked reserve for Programme Implementation

This earmarked reserve is intended to enable the Liliane Foundation to be able to fulfil the (moral) obligation to our SPOs and gradually scale down the annual plans if necessary during periods of lower income. Based on a recent risk analysis, we established that this earmarked reserve amounts to 40% of the annual plans of the SPOs. It means that we can cope with a shortfall of 20% for the total expenditure for two years if necessary.

The costs of the annual plans were deliberately chosen because this often concerns a more or less structural annual contribution from the Liliane Foundation to the SPOs (and indirectly to POs). The extra applications are generally of a one-off nature, so there is no phasing out required in this regard. Therefore, for 2019 the reserve amounted to €4.35 million (40% of the expenditure related to the objectives of the annual plans).

#### Earmarked reserve for 'Riet Fonds obligations'

For the sake of caution and prudence the Liliane Foundation established an earmarked reserve for 'Riet Fonds Obligations' as of year end 2012. This earmarked reserve is intended to be able to satisfy future nominal obligations at all times, in

accordance with the agreement with donors (for more details refer to 'Provisions'). This obligation amounts to €99,000 at year end 2019.

#### Earmarked reserve for CBR

At year end 2016, the Liliane Foundation established an earmarked reserve to be able to invest in capacity development, aimed at improving the quality of the programmes with our partner organisations in the South in the specific field of 'Community Based Rehabilitation' (CBR). They can be improved, for example, by investing in training for the people involved in implementing the CBR programmes on a daily basis. The depletion of this reserve was envisaged in three years, but thanks to successful fundraising for such projects, the withdrawal was less than initially envisaged. This earmarked reserve amounts to €575,790 at year end 2019. The focus on CBR will not be reduced over the next few years, with the continued development of knowledge and practical skills.

#### Earmarked reserve for strategy and policy

At year end 2019, the Liliane Foundation set up an earmarked reserve for strategy and policy. In the 2020-2022 multi-year budget, withdrawals are budgeted to finance strategic choices for the organisation; it is expected that in three years this reserve will be scaled down to nil.

#### Other reserves

At year end 2019, the balance of the other reserves was transferred to the earmarked reserve for strategy and policy.

#### Earmarked funds

An earmarked fund is set up for gifts for which the donor indicated a specific purpose, which have not been fully allocated at the end of the financial year. This often concerns a specific project. The duration of the earmarked funds varies between one and three years. The total of the earmarked funds is reduced because no commitments were received for an annual large donation in 2019 and because of spending on existing funds.

## Management remuneration

The Supervisory Board has established the remuneration policy, the level of management remuneration and of other remuneration components. The policy is updated periodically. The latest evaluation took place at the beginning of 2020.

When establishing the remuneration policy and determining the remuneration, the Liliane Foundation follows the Goede Doelen Nederland 'Regulation for the Remuneration of Directors'. The regulation sets a maximum standard for annual income based on weighting criteria. The weighting of the situation at the Liliane Foundation is carried out by the Supervisory Board. At the end of 2019, following effective consultation between the Supervisory Board and the executive director, it was decided to review the Liliane Foundation Basic Score for Executive positions (BSD score), the benchmark for the executive director's salary level. The result, based on careful analysis, is that the BSD score was lowered (from 460 to 420 points). This change does not affect the current salary of the executive director because the maximum of the original scale had not yet been reached. Due to the

new BSD score, the maximum salary level has been adjusted downwards. The BSD score of 420 points includes a maximum (standard) annual income of €115,846 for the period from January up to and including June 2019 and €121,708 for the period from July up to and including December 2019 (1 FTE/12 months). As revealed by the overview provided below, the executive director's annual income remains below the limits. The annual income, taxed allowances/additions, employer's pension contribution and other long-term benefits remain well within the maximum of €194,000 a year (1 FTE/12 months) specified in the regulation. The taxed allowances/additions, employer's pension contribution and other long-term benefits also represent a reasonable proportion with regard to the annual income.

As of 1 January 2016, the executive director of the Liliane Foundation also became the executive director of the MIVA foundation. He is employed 100% by the Liliane Foundation. 6% of his salary is charged to the MIVA foundation.

**Name** S.H. Berdenis van Berlekom

**Title** Executive director

**Employment contract** Indefinite period

**Contracted hours** 40 hours

**Part-time percentage** 100%

**Period** Jan - Dec 2019

	<b>2019</b>
<b>REMUNERATION</b>	
Gross salary	108,115
Gross holiday pay (8%)	8,575
Year-end bonuses	None
Variable salary	None
<b>TOTAL GROSS TAXABLE ANNUAL INCOME</b>	<b>116,690</b>
<b>GROSS TAXABLE ANNUAL INCOME NORM</b>	<b>118,777</b>
Jan-June 115,846 July-Dec 121,708	
Taxable allowances/additions	None
Employer contribution pension costs (60%)	13,706
Pension compensation	None
Other long-term benefits	None
Employment termination benefits	None
<b>TOTAL REMUNERATION INCL, EMPLOYER COSTS</b>	<b>130,396</b>
<b>REMUNERATION NORM INCL, EMPLOYER COSTS PRO RATA</b>	<b>194,000</b>

The Liliane Foundation does not provide the executive director with any remuneration for overtime, expenses for representation costs, or a lease or company car, loan, advances or guarantees. Every employee, including the director, pays 40% of the pension premium.



## INDEPENDENT AUDITOR'S REPORT

To: the board of directors and the supervisory board of Foundation Liliane Fonds in Den Bosch, The Netherlands.

### Our opinion

The summary financial statements 2019 (hereinafter: 'the summary financial statements') of Foundation Liliane Fonds, based in Den Bosch, The Netherlands, is derived from the audited financial statements 2019 of Foundation Liliane Fonds.

In our opinion the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements 2019 of Foundation Liliane Fonds, on the basis described in the note on page 108.

The summary financial statements comprise:

1. the (summary) balance sheet as at 31 December 2019;
2. the (summary) statement of income and expenditure for 2019 and
3. the related explanatory information.

### Summary financial statements

The summary financial statements do not contain all the disclosures required by the Dutch Guideline 650 'Fondsenwervende organisaties' (Fundraising Organisations). Reading the summary financial statements and our report thereon, therefore, is not a substitute for reading the audited financial statements of Foundation Liliane Fonds and our auditor's report thereon.

### The audited financial statements and our auditor's report thereon

We expressed an unmodified audit opinion on the audited financial statements 2019 of Foundation Liliane Fonds in our auditor's report of 8 June 2020.

### Responsibilities of management and the supervisory board for the summary financial statements

The board of directors is responsible for the preparation of the summary financial statements on the basis as described in the note on page 108.

The supervisory board is responsible for overseeing the company's financial reporting process.

Oranje Nassaulaan 1  
1075 AH Amsterdam  
Postbus 53028  
1007 RA Amsterdam

Telefoon 020 571 23 45  
E-mail [info@dubois.nl](mailto:info@dubois.nl)  
[www.dubois.nl](http://www.dubois.nl)  
KvK nummer 34374865

## Our responsibilities

Our responsibility is to express an opinion on whether summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which we conducted in accordance with Dutch law, including the Dutch Standard 810 'Oprachten om te rapporteren betreffende samengevatte financiële overzichten' (Engagements to report on summary financial statements).

Amsterdam, 8 June 2020

Dubois & Co. Registeraccountants

Signed on original by:  
A.P. Buteijn RA and R.W.J. Bruinooge RA



# Empowering children and enabling environment

The Liliane Foundation contributes to a world that is open to everyone and in which children with a disability growing up in extreme poverty can also participate in their community. Together with local organisations in Africa, Asia and Latin America, we make children stronger and their environment more accessible.

This is Sempeta from Kenya. He played a major role in the 'What do you want to be when you grow up?' campaign. Read on page 7 how he is doing now. FOTO: RONNIE DANKELMAN





Liliane Foundation | Havensingel 26 | 5211 TX 's-Hertogenbosch | The Netherlands  
Telephone: +31 (0) 73 518 94 20 | E-mail: info@lilianefonds.org  
IBAN: NL08 RABO 0303 0800 00 | Websites www.lilianefonds.nl | www.lilianefonds.org  
Design: Oranje Boven, 's-Hertogenbosch | Printer: Dekkers van Gerwen, 's-Hertogenbosch

[www.lilianefonds.org](http://www.lilianefonds.org)