

# Annual Report 2018

Liliane  
Fonds

open the world  
for a child  
with a disability



On the cover of this annual report you can see Sempeta (12) from Kenya. He dreams of becoming a surgeon when he's older. Because he will be able to help children, like himself, who have to cope with a disability. The fact that he attends school is not self-evident. After all, nine out of ten children with a disability worldwide do not go to school. In 2018, Sempeta played the main role in our 'What do you want to be when you grow up' campaign (see page 26 and 27).

*photo: Ronnie Dankelman*

# Annual Report 2018

### **Accessibility**

We believe it is important that this annual report is also accessible to people with a visual impairment. When designing it we took this fundamental principle into account as much as possible.

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# I Foreword

## Open the world to a child with a disability!

I humbly and proudly offer this foreword as a personal contribution to our report for 2018. Proudly because of the great results described in this report. Humbly because I only began work at the Liliane Foundation six months into that year.

In June 2018, I boarded the moving train of the Liliane Foundation: an organisation in full swing that, thanks to its expertise in its field, experience and routine, stays right on course. It meant that, during my first couple of months, I could afford to focus on becoming acquainted with the many passionate people in the Netherlands and far beyond, who are involved in our great work.

There are many people closely involved in our good work. I got to know the staff, volunteers, supervisors, ambassadors, donors, friends, sponsoring organisations, partner organisations and so on. And of course I also met the children and their parents. They told me about their lives and their worries, and about how happy they are that an operation or therapy was possible thanks to our support; that a prosthesis had been provided; a modified chair had been given; a child was able to attend school; and young people were able to gain work experience and so on.

In the countries I visited I naturally met our local partners too. To us they are incredibly important parties that arrange the support for the children and their parents, and put themselves on the line for them if need be. For example, when a school principal needs to be convinced that it really is possible for children with a disability to participate. Or when, to facilitate the latter, the local authorities have to be persuaded to make the school more accessible, by replacing a couple of steps with a ramp. Some of the partner organisations were founded by or consist of people with a disability, who have been motivated by their personal experience to devote their own time and energy to improving life for their peers.

Virtually all the meetings, at home and abroad, were inspirational, rewarding and provided insight. And as a result of those meetings I am even more convinced that almost 40 years after it was founded, the Liliane Foundation is still alive and kicking, performs extremely meaningful work, and that there is good reason why it is still able to rely on Dutch society's support.

This annual report introduces you to the Liliane Foundation and to the inspiring people that we come across in our work. Such as our partners in the LINC network whose representatives from Asia, French and English-speaking parts of Africa, and Latin America, we had the pleasure of welcoming to our office in 's-Hertogenbosch in September 2018. It was an extremely useful meeting in which we expressed the fact that we view the LINC network as a platform of equal partners that each have a distinct role in improving the quality of life of children with a disability.

You will encounter one of the partners a few pages further in this report. Her name is María Zúñiga. She works for Fundades in Peru and tells us about the success of the professional training for young people with a disability that was set up by Fundades. Young people that find it difficult to access the labour market are successfully helped to find and retain work by Maria and Fundades, through a call centre. It is a creative solution that shows employers that young people with a disability can also become one of their regular employees.

I am particularly enthusiastic about the STEP project. You'll find it on page 18. My background is paediatric rehabilitation and so I know better than anyone how important it is for the parents of a child with a disability to gain confidence in holding and helping their child and encouraging him or her to do more and more things independently. This is the focus of the STEP project that we implement in four countries in Africa, with the unique characteristic that parents follow our training course together with fieldworkers. This allows parents and professionals to learn from each other. It makes collaboration easier after the training course. I was able to attend the final training week in Uganda and became acquainted with enthusiastic parents, inquisitive fieldworkers and the children that participate in the project.

I can only share a little of my initial experiences of the Liliane Foundation with you in this foreword. Therefore, I urge you with all my heart to read about our work, about the people with whom we work and, most importantly, about the children and parents for whom we work. I sincerely hope you enjoy reading this report.

*Steven Berdenis van Berlekom*



Steven Berdenis van Berlekom photo: Ronnie Dankelman

## II What drives us

### Mission, vision and strategy

#### A fair opportunity for a better life

Children with a disability that grow up in poverty continue to be deprived of fair opportunities. In spite of international conventions on the rights of people with a disability, they have limited access to education, healthcare or the labour market. They are impeded by their impairment, but also as a result of social exclusion. What impairs them most is the lack of a fair chance. The Liliane Foundation improves the quality of life and future opportunities of these children. Together with local partner organisations we make their living, playing and learning environment more accessible, and we contribute to an inclusive society in which participation is possible despite a disability.

#### Mission: What motivates us

This is the Liliane Foundation's mission: to contribute to a world that is open to everyone and in which children with a disability that grow up in extreme poverty are able to develop and use all their talents. Together with local organisations in Africa,

Asia and Latin America we make children stronger and their environment more accessible.<sup>1</sup>

#### 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.

#### Core strategy: Our approach

##### The development of children and parents

We train and practise the physical and mental possibilities of children with a disability and make children and their parents resilient and self-assured. Where necessary, we reduce the obstacles that are a direct effect of their impairment using resources such as a wheelchair. This makes it easier for the children to participate and stand up for themselves. The local circumstances and wishes and needs of the child always form the basis of the support. The parents or carers have a key role to play in the process and that's why we adopt a family-based approach to rehabilitation.



Assisting the development of a child and parent: physiotherapist Riki, from our partner organisation Sabtu in Indonesia, teaches the mother Acu how to perform exercises with her daughter Selma. *photo: Sasja van Vechgel*

<sup>1</sup> The Liliane Foundation's articles of association formulates its objective as follows:

- To empower children with a disability and their parents, living in the poorest countries in Africa, Asia and Latin America and to make their environment accessible;
- To educate the public to increase awareness about the 'exclusion' of these children and of their rights.

### Making their environment accessible

We reduce the obstacles these children encounter because their environment is not designed for their participation. Examples include social or other infrastructure, communication, and the attitudes and behaviour of other people. Moreover, we advise our partner organisations on lobbying the authorities or companies to respect the rights of children and young people with a disability and to increase the willingness to allow them to participate.

### Supporting strategies:

#### How we support our core strategy

#### Strengthened by our partner organisations

The Liliane Foundation collaborates with local partners. 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 these partner organisations so they are, and remain, adequately skilled and equipped to achieve our common goals.

### Influencing policy

We lobby to safeguard the interests of people with a disability in Dutch policy related to international cooperation.

### Applying our knowledge

Over the course of the forty years we have been operating, along with our partner organisations, we have been able to build up a lot of knowledge and expertise related to empowering children with a disability, and enabling them to participate. We apply this knowledge and expertise together with our partner organisations to improve the quality of programmes for children with a disability.

Important themes are:

- Health and rehabilitation
- Inclusive education
- Inclusive employment
- Sexual and reproductive health and rights
- Transport and communication
- Disaster risk management

All these themes fall under our methodology: *Community-Based Rehabilitation* (see box on page 9).



Eliminating barriers: due to eye complaints associated with his albinism, Marc (24) from Burundi dropped out of school. Social stigmas related to albinism also led to him being excluded. Education helped change the attitude in his environment. What's more, Marc followed a professional training course with our support. He can now be found at the heart of the community with his own telecoms store, and is able to make a living to support his family.

photo: © EEDOC - eedoc.org

# Doors did open for Matías

The fact that Matías (8) from Bolivia is a child that would need urgent comprehensive care and support was evident right after his birth. Matías was born with the condition arthrogyriposis, which means his joints are not in the natural position. It was also obvious that his parents were not able to provide him with the intensive support independently due to their financial situation. There was no lack of love and attention in the family, but money was a problem.

Matías was welcomed with open arms at the nursery. But afterwards the doors of the primary school remained firmly shut to him for a long time. The schools in which his mother, Cristina, wanted to enrol him did not want to accept Matías. The explanation was that they already had children with a disability. Since, for example, Matías finds it difficult to hold a pen there was no place for him there. It means that Matías' future did not look particularly rosy. Cristina gave up and decided, out of necessity, to teach Matías how to read and write herself.

This changed in 2017, following the intervention of our colleagues of the partner organisation ACAI. With support from the Liliane Foundation they worked hard on Matías' rehabilitation. He was medically examined, given orthopaedic shoes and braces for his legs and wrists, and now attends weekly visits to the physio-therapist and orthopaedist. ACAI also ensured that Matías received what all children have the right to: good education. At the beginning of 2018, Matías was able to finally attend a normal school. Now he fully participates. ACAI's staff provide

training and support for the teacher. Just like Matías' parents, they can continue to rely on support and guidance from our partner organisation ACAI.

Matías' story is not unique. Indeed, nine out of ten children with a disability worldwide do not go to school. These children would absolutely love to go to school, but they either cannot, dare not or may not. With our international 'We ring the Bell' campaign we disseminate the message that all children must be welcome at school, also children with a disability.



2017: Matías is not welcome at school. Cristina teaches her son to write at home. *photo: Liliane Fonds*



2018: from his very first day at school Matías (on the right) fits right in. *photo: Liliane Fonds*

# III Our international approach

## Methodology

### Moving forward on an equal footing

In 2018, the Liliane Foundation operated in 38 countries. In 28 of these we collaborated with one or more strategic partner organisations, or SPOs. (See table on page 11) The programme in the other ten countries was managed by the Liliane Foundation or a strategic partner organisation from the region.

Strategic partner organisations are independent organisations, which develop and continuously improve the programme and network of the implementing partner organisations (POs) in a country. In addition they are involved in advocacy and influencing policy. We are convinced that equal collaboration confirms the sense of 'ownership' among strategic partner organisations. This is important because we want the programme we are currently funding to be future-proof and to continue to operate after our eventual departure.



This form of collaboration also involves risks. Therefore, we set high standards for a strategic partner organisation. It must share the vision of the Liliane Foundation and have a convincing track record. We establish whether the (potential) strategic partner organisation is capable of managing and guiding the programme we support, of selecting the right implementing partner organisations and of assisting them to strengthen their capacities.



Sitting around the table together: Nicky Bor, junior adviser on organisational development, meets employees from our Kenyan partner organisations.

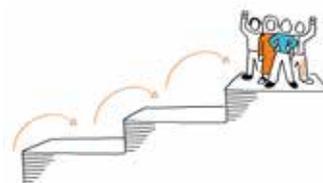
photo: Liliane Fonds

We also want to know whether a strategic partner organisation possesses the expertise and contacts to make a contribution to a more favourable social climate for people with a disability. Moreover, management and 'leadership' must be well organised and its financial and administrative situation must be in order. An external advisory committee advises us in our choice of strategic partner organisations.

The aim of the Liliane Foundation is that, in time, each strategic partner organisation becomes able to manage and finance the programme independently. When this stage is reached, the Liliane Foundation takes a step back. In the coming years, we are going to reduce the number of countries in which we work with a strategic partner organisation from 28 to circa 20. This will enable us to increase the effectiveness and efficiency of our work.

We will continue to work with our former strategic partner organisations. If they wish they will remain part of the LINC network and can continue to seek the support of or collaboration with the Liliane Foundation. We can contribute to quality projects and these organisations can serve as a source of knowledge for us and our network by, for example, involving them in the capacity development of other strategic partner organisations.

### Capacity development



The Liliane Foundation supports the strategic partner organisations with recommendations and training to develop the programme. In addition we assist the SPOs to raise

funds independently and to claim budgets and facilities from the authorities for children with a disability. Since 2018, the Liliane Foundation has been developing expertise in themes that are relevant to multiple strategic partner organisations.

- Health and rehabilitation
- Inclusive education
- Inclusive employment
- Sexual and reproductive health and rights
- Transport and communication
- Disaster risk management

In this context we also implement projects, such as STEP, see page 18), ALINC (page 28), *Breaking down Barriers* and *Voices for Inclusion* (page 43). We also provide support through advice in the area of finances, monitoring & evaluation and communication & fundraising. When necessary we involve other strategic partner organisations, members of LINC or external knowledge partners and experts.

The Liliane Foundation INCLUSION Network (LINC) consists of three regional networks of (former) strategic partner organisations plus the Liliane Foundation. One in Africa, one in Asia and one in Latin America. The objective of these networks is to exchange knowledge, experience and best practices, joint fundraising and jointly defending the rights and interests of children with a disability. In 2018, the first ideas for regional projects in Africa and Latin America were submitted to the Liliane Foundation and two specific projects will be launched in 2019. One of these projects concerns making services related to family planning accessible for girls with a disability in Ghana, Zimbabwe and Zambia. The second project focuses on inclusive education and will be implemented by our partners from LINC Latin America. The ambition is that both projects provide knowledge and evidence that the partners involved can use to set up effective and more extensive follow-up projects.



The LINC steering group met for consultation at our office in 's-Hertogenbosch in September. The steering group includes the chairs of the regional networks: Rev. Dr. Mathew Abraham (Asia, on the left), María Zufiga (Latin America, third from the left), Greaterman Chivandire (English-speaking African countries, fourth from the right) and Dominique Bizimana (French-speaking African countries, right). *photo: Liliane Fonds*

## Partner organisations

The programmes, which the strategic partner organisations manage, are largely implemented by local organisations that work with and among the vulnerable groups in society. These are the implementing partner organisations. They offer individual, broad support to children and young people up to the age of 26 years and their families. Their objective is to enable these children to participate as fully as possible at home, in their immediate environment and in society. Broad support means that attention is devoted to all aspects that are decisive for a child's happiness and opportunities today and in the future. Rehabilitation is one aspect. Of equal importance are health, education, socio-economic security, social contacts, resilience and enabling the child or young person to have a say about his or her own body and life. In each area support may either focus on a child's development or on making his or her environment more accessible.

## Themes

### Health and rehabilitation



The health theme focuses on improving physical health, the functionality of children and their access to services and facilities that are important in this respect.

Examples of interventions are:

- Therapy, operations, medication, equipment
- Changes to the home environment
- Training of children and parents related to coping with the impairment; training of medical staff and paramedics
- Providing access to sexual education material
- Defending the interests of people with a disability when drafting crisis or evacuation plans
- Creating awareness in the community, among local authorities and other influential stakeholders of the right to good and accessible health care.

In 2018, the implementing partner organisations reported that they had spent 38% of their budget on health and rehabilitation.

**In Community Based Rehabilitation (CBR) the local community is involved in the rehabilitation of children (and adults) with a disability, in promoting equal opportunities, in reducing their poverty and naturally in promoting their participation in society. CBR is based on breaking down barriers that impede children and adults with a disability from fully participating in society. In order to achieve this, work is conducted at community level, with the people that have a disability as well as with their families, people in their surroundings, service providers and local authorities. The CBR approach is totally consistent with the approach adopted by the Liliane Foundation. Since our foundation we have collaborated with local organisations that are involved at the heart of society.**

**The term *Community Based Inclusive Development (CBID)* is increasingly used as the successor to CBR. However, the two terms have slightly different meanings. The Liliane Foundation is monitoring the debate on this matter.**

### Education



Interventions related to the education theme focus on the cognitive development of children and on their equal access to schools, day care, learning resources and study materials.

Examples of interventions are:

- Special, inclusive or integrated primary and secondary education

- Vocational training and higher education
- Day care and/or practical training for children and young people who cannot attend school
- Adapted teaching resources
- Training for teachers and parents
- Creating awareness in the community, among local authorities and other influential stakeholders of the right of children with a disability to good and accessible education
- Minor changes to the school environment

Education is an important theme just like health and rehabilitation: 37% of the budget accounted for by the implementing partner organisations was spent on education.



Which factors determine whether children with a disability attend special or inclusive education? Indra Bout travelled to India during her internship at the Liliane Foundation with this research question in mind, as part of her master's programme in educational sciences at Utrecht University. The role played by the implementing partner organisations proves crucial. The conclusions of her study can be found on [lilianefonds.org](http://lilianefonds.org) (under 'Themes' and 'Inclusive education'). *photo: Liliane Fonds*

## Livelihood



Guiding young people with a disability towards work and earning an income is the final step in the broad, frequently multi-year support that the Liliane Foundation (jointly) makes possible. Moreover, we contribute to improving the economic situation of families with a child that needs continuous care.

Examples of interventions are:

- A training course in entrepreneurial skills
- Career guidance
- Guidance for applying for microcredit
- Guidance for young people to find work or start their own small business
- Creating awareness in the business community, among trade unions, local authorities and other influential stakeholders of the right of people with a disability to participate in the labour market, and of their qualities.

## Social inclusion

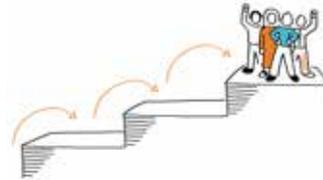


Having a family life and friendships, starting a relationship, participating in sport, enjoying art and culture, access to the judicial system: a social life and participating in society is also vital for children and young people with a disability for (the development of) their personality, their self-image, the quality of their life and their status in the community.

Many interventions involved in the other themes contribute to a richer social life for children with a disability, but examples of interventions specifically aimed at social inclusion are:

- Contributions to sport, dance, drawing or painting
- A social project for young people that are not able to perform paid work
- Family counselling
- The support of self-help groups
- Information meetings about children's rights
- Creating awareness in the community, among local authorities and other influential stakeholders of the right of children with a disability to a full social life.

## Capacity development



There are major differences between the implementing partner organisations. Some are relatively large and work in a professional manner. Others are small and have to manage with minimal funds, limited knowledge and poor facilities. However, all of them are familiar with the children and their environment, and are closely involved with the children. It is important that the implementing partner organisations are able to organise broad support for children with a disability. This is why the Liliane Foundation helps boost these local organisations, providing money and knowledge so they can optimally perform their work.

## Communication

Good communication with the (strategic) partner organisations is crucial. The Liliane Foundation strives to visit all its strategic partner organisations at least once a year. Besides the field visits there is almost daily contact by e-mail, telephone or Skype. Every quarter the strategic partner organisations receive a newsletter from the Liliane Foundation. The Liliane Foundation asks them to jointly reflect on policy amendments that affect the work of or the collaboration with the strategic partner organisations.

Strategic partner organisations are responsible for communication with the implementing partner organisations. During virtually all their field visits, employees of the Liliane Foundation drop by one or more implementing partner organisations to observe the work with children and discuss the collaboration. It goes without saying that partner organisations can turn to the Liliane Foundation at any time to ask for advice, discuss a complaint or a comment.

## Our strategic Partner Organisations in 2018

### Africa

country	SPO
Benin	Oblates Cathéchistes Petites Servantes des Pauvres (Les Soeurs OCPSP) <a href="http://www.ssph-ocpsp.org">www.ssph-ocpsp.org</a>
Burkina Faso	Les Soeurs de l'Annonciation de Bobo-Dioulasso <a href="http://www.oddsburkina.org">www.oddsburkina.org</a>
Burundi	Les Soeurs de l'Annonciation de Bobo-Dioulasso ( <a href="http://www.oddsburkina.org">www.oddsburkina.org</a> ) <a href="http://www.uphb.bi">www.uphb.bi</a>
DR Congo	Association pour la Promotion et la Protection Sociale des Vulnérables en RDC (APSV) <a href="http://www.apsv-charitejm.org">www.apsv-charitejm.org</a>
Ethiopia	Cheshire Services Ethiopia <a href="http://www.cheshireservicesethiopia.org">www.cheshireservicesethiopia.org</a>
Ghana	Samuel Wellington Botwey Foundation (SWEB) <a href="http://www.swebfoundation.org">www.swebfoundation.org</a>
Ivory Coast	Dignité et Droits pour les Enfants en Côte d'Ivoire (DDE-CI) <a href="http://www.ongddec.org">www.ongddec.org</a>
Cameroon	Cameroon Baptist Convention Health Services (CBCHS) <a href="http://www.cbchealthservices.org">www.cbchealthservices.org</a>
Kenya	Cheshire Disability Services Kenya (CDSK) <a href="http://www.cheshiredisabilityservices.org">www.cheshiredisabilityservices.org</a>
Nigeria	Daughters of Charity of St. Vincent de Paul <a href="http://www.daughtersofcharitynigeria.org">www.daughtersofcharitynigeria.org</a>
Uganda	Katalemwa Cheshire Home for Rehabilitation <a href="http://www.katalemwacheshire.org">www.katalemwacheshire.org</a>
Rwanda	National Union of Disabilities' Organisations of Rwanda (NUDOR) <a href="http://www.nudor.org">www.nudor.org</a>
Sierra Leone	One Family People (OFP) <a href="http://www.onefamilypeople.org">www.onefamilypeople.org</a>
Tanzania	Karagwe CBR Programs (KCBRP) <a href="http://www.kcbrp.or.tz">www.kcbrp.or.tz</a>
Togo	Fédération Togolaise des Associations de Personnes Handicapées (FETAPH)
Zambia	Cheshire Homes Zambia Society (CHZS) <a href="http://www.cheshirehomessocietyzambia.org">www.cheshirehomessocietyzambia.org</a>
Zimbabwe	Leonard Cheshire Disability Zimbabwe Trust (LCDZT) <a href="http://www.leonardcheshire.org.zw">www.leonardcheshire.org.zw</a>
South Sudan	Episcopal Church of South Sudan (ECSS) <a href="http://www.southsudan.anglican.org">www.southsudan.anglican.org</a>

- The SPO in Burkina Faso also works for Niger and Mali.
- In Eritrea we fund one partner organisation annually in association with a Dutch foundation, but we do not have an SPO.
- We do not work with an SPO in Chad either. We fund a programme by a partner with its own rehabilitation centre.
- 2018 was the last year for the SPO in Ghana. It will continue as a member of LINC (see page 9) and still receive specific support in 2019 to make its partner network more sustainable. We are phasing out funding in Ivory Coast as of 2019.

### Asia

country	SPO
Bangladesh	Disabled Rehabilitation & Research Association (DRRA) <a href="http://www.drara-bd.org">www.drara-bd.org</a>
The Philippines	NORFIL Foundation <a href="http://www.norfil.org">www.norfil.org</a>
India	North India: Jan Vikas Samiti (JVS) <a href="http://www.janvikassamiti.org">www.janvikassamiti.org</a> South India: Catholic Health Association of India (CHAI) <a href="http://www.chai-india.org">www.chai-india.org</a>
Indonesia	NLR Indonesia <a href="http://www.nlrindonesia.or.id">www.nlrindonesia.or.id</a>
Vietnam	NLR Vietnam <a href="http://www.leprosyrelief.org">www.leprosyrelief.org</a>

- The SPO in North India also works for Nepal. This support will be phased out in 2019.
- The SPO in Vietnam also works for Cambodia and Myanmar. This support will be phased out in 2019.
- In 2018, we contributed a small amount to a specific project in Sri Lanka. 2019 will be the final year.

### Latin America

country	SPO
Bolivia	La Asociación Cruceña de Ayuda al Impedido (ACAI) <a href="http://www.acai.org.bo">www.acai.org.bo</a>
Brazil	Casa da Criança Parálitica de Campinas <a href="http://www.ccp.org.br/casadacriancaparalitica">www.ccp.org.br/casadacriancaparalitica</a>
Colombia	Fundación A-KASA <a href="http://www.fundacionakasa.org">www.fundacionakasa.org</a>
Nicaragua	La Asociación Los Pipitos <a href="http://www.lospipitos.org">www.lospipitos.org</a>
Peru	Fundades (Fundación para el Desarrollo Solidario) <a href="http://www.fundades.org">www.fundades.org</a>

- We do not have an SPO in Mexico. In 2018, we still funded number of partner organisations. These relationships have now been scaled down.
- We do not have an SPO in Guatemala, but we fund a programme of five partner organisations. The programme is managed and coordinated by the Liliane Foundation in association with CBM
- 2018 was the final year for the SPOs in Brazil and Peru. They will continue as members of LINC (see page 9). The former SPO in Peru (Fundades) still receives funding for a project focused on employment. The support provided to A-KASA (Colombia) will be phased out in 2019



Good communication. Organisational development adviser John Veron of the Liliane Foundation during a visit to the partner organisation USDC in Uganda.

photo: Liliane Fonds



María Zúñiga on a working visit to 's-Hertogenbosch, along with other members of the LINC steering group. Next to her Rev. Dr. Mathew Abraham, director of CHAI (strategic partner organisation South India). *photo: Liliane Fonds*

# Equal partnership with Fundades

One of the strategic partner organisations we worked with in 2018 is Grupo Fundades from Peru. In 2018, Fundades managed LINC, the international knowledge network in which we collaborate with our strategic partner organisations. María Zúñiga, member of the management of Fundades, explains that the partnership between Fundades and the Liliane Foundation continues to develop.

"Being part of LINC makes the relationship between Fundades and the Liliane Foundation more equal. The relationship is shifting from the initial 'donor relationship' to a more equal partnership. This gives us the possibility of sharing our knowledge and expertise from the field and applying it in our joint projects. Our new way of collaborating via LINC has evident added value for Fundades and makes things possible for us that would not be feasible for an individual organisation. Here's a prime example: being part of this international network has opened doors for Fundades to governments, businesses and organisations."

"LINC offered us at Fundades a great opportunity to learn more about the work of the other strategic partner organisa-

tions of the Liliane Foundation, especially in Latin America. And to exchange experience and best practices, and share knowledge. Such as how to continue to operate as an organisation in a sustainable manner. This new way of cross-border collaboration is challenging. We look for each other's strengths and how we can work together towards a common goal."

"I believe this shared commitment is the greatest advantage of LINC, along with the effective contact with our fellow organisations. We have organised a number of training webinars for our partner organisations in Latin America about communication strategies and sustainable entrepreneurship. And naturally in 2018, in association with the LINC partners in Bolivia, Colombia and Nicaragua, we demanded attention for inclusive education, such as in the 'We ring the Bell' campaign."

"Fundades is an established organisation and we work with vulnerable people, in particular people with a disability. Our experience in LINC has inspired us in relation to this mission, to also work more actively in the field of lobbying and advocacy. The aim is to structurally improve the position of people with a disability

in our society. This is precisely what forms my personal motivation and that of Fundades: helping to improve lives."

"One great practical example is our call centre project, which we set up in association with the Liliane Foundation, among others. In this project we offer young people with a disability vocational training and in doing so an opportunity to build a full, independent life. Our goal in 2019 is to help at least 70% of the participants into paid work. The aim is of the project is, in time, to become an independent business, which generates its own income and provides employment for people with a disability."

"That's how we change lives. It makes me think of Carlos, one of our course participants. He has brain damage and for a long time his future prospects were limited. Through our project he reversed the situation himself: now he has a good job. We offered him the opportunity to take control of his life and he seized that opportunity with both hands. Oh yes, and Carlos is now married and became a father."

Read more about LINC on page 9.

# Tari now receives that to which she is entitled

Every day Tari (18) from Indonesia comes home with new stories about what happened at school. Perfectly normal for a teenager. But for a long time, Tari's life was not this ordinary.

Tari was born with brain damage. Her mother, Wagiyem, realised something wasn't right immediately after she was born: Tari's hands were contorted and her voice sounded strange. Tari's parents accepted her as she is, just like the rest of the family and people in the neighbourhood.

The local school did not accept Tari because of her impairment. It hurt Wagiyem every day to see her daughter forced to stay home while her peers went to school together.

Fortunately this changed when she was fifteen. Thanks to the mediation of the implementing partner organisation YPCM on



Tari is thrilled she can now attend school. *photo: Sasja van Vechgel*

Java, the school board was convinced that Tari should also be able to attend school, just like all the other children. A fine example that demonstrates why lobbying is so important in our work. And it was the start of a major change for Tari. In 18 months Tari learned the alphabet, and how to read and write. She has lots of fun with her classmates with whom she can play, work and sing.

Tari's world is considerably larger now and the whole family's life is richer and more enjoyable. Tari is becoming increasingly independent and less reliant on her parents. What's more, she receives targeted physiotherapy that has considerably improved her motor skills. Something that is very useful, because she can now feed herself and produce some lovely creations in cutting-out and pasting at school. And thanks to the physiotherapy Tari's walking is much more stable. This makes the walk to school much easier. Her mother Wagiyem prefers to accompany her because sometimes Tari still encounters people who say horrible things because of her impairment.

The YPCM therapists did not focus solely on Tari. Her parents were also involved in her rehabilitation from the outset. For example, they received training about how to better support their daughter. And they learned how to perform the physiotherapy exercises at home.

Wagiyem is extremely grateful to the partner organisation for the support and guidance. But in fact it is evident and natural that Tari is now also able to fully participate outside her home. Due to the efforts of our partner organisation, she now receives that to which she is entitled. These rights are based on the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), to which the Indonesian government is also a signatory.



Tari and her mother, Wagiyem, have a close bond. *photo: Sasja van Vechgel*

# Breaking the circle of poverty and impairment



Wanbait (left, fieldworker of the Bethany Society) and her colleague paying a home visit.

photo: Jan-Joseph Stok

**To provide our support for children with a disability in 2018 we worked - via our strategic partner organisations - with 985 implementing partner organisations in the children's immediate living environment. We single out one of these implementing partner organisations here: the Bethany Society from India.**

The implementing partner organisations selected by the strategic partner organisations have a strong foundation and share our mission and vision. The strategic partner organisations examine the organisational capacity of all their implementing partner organisations together with them and, when necessary, the strategic partner organisations support the implementing partners to strengthen their capacity. The strategic partner organisations' choice of the implementing partner organisations is very deliberate. They are best placed to hear, observe and act decisively in the child's immediate environment. In the implementing partner organisation a team of experts organises the personal rehabilitation plan that is compiled for each individual child.

One of our implementing partner organisations in India is the Bethany Society from Shillong in the north eastern state of Meghalaya. The Bethany Society has been a member of the Liliane Foundation network of partner organisations since 2012. The Bethany Society promotes the

rehabilitation of people with a disability in their own environment. This *community-based rehabilitation* (see also page 9) helps them, and their families to escape the vicious circle of impairment and poverty. Last year, 460 children and young people were supported via the Liliane Foundation programme.

Meghalaya is one of the poorest states in India. Basic facilities such as health-care, drinking water and a sewage system are inadequate. Combined with poverty this results in poor health and physical limitations. In turn limitations lead to children dropping out of school, unem-

ployment and poverty. The circle becomes complete. The Bethany Society is breaking this vicious circle. The organisation devotes considerable attention to work experience projects and education. The organisation's efforts include an inclusive school in Shillong, the Jyoti Sroat School. The school is accessible for children and teachers with a disability. The authorities in Meghalaya have designated the school as a model for other inclusive schools in the state.

## Recognition

Carmo Noronha, director of the Bethany Society, won special recognition at the end of 2018. Every year, the Indian government awards prizes to people and organisations that are committed to the empowerment and the emancipation of people with a disability. During the National Awards ceremony the jury named Carmo Noronha the winner in the 'best individual' category. According to the jury he deserves the award because, for example, 'thanks to his efforts thousands of people with a disability in Meghalaya benefit from the Bethany Society's *community based rehabilitation* programmes, and because he introduced inclusive education to this state'. Or, in the words of Carmo Noronha: "Inclusion is our expertise."



Bertha Dkhar (on the right) programme coordinator at the Bethany Society, with participants in a work experience project in which young people learn how to make furniture. photo: Jan-Joseph Stok

## About the effect of our support: knowledge is power

All implementing partner organisations report once or twice a year to the strategic partner organisations on their activities in the previous period. They report on the interventions they conducted and how much they spent in the process. As a result we know how often they conduct interventions in the field of health, education, employment and income, and social inclusion. It also tells us about the distribution between interventions that focus directly on the child, those that focus directly on the surroundings and those aimed at strengthening the partner organisations. The information on page 16 and 17 originates from these reports.

The number of children in the programmes was higher in 2018 (88,380) than in 2017 (86,772). The percentage of boys and girls was virtually the same as that in 2017, as was the distribution of children based on their primary impairment. The distribution of expenditure across the different themes (health, education etc.) was around the same in 2018 as the distribution in 2017. The figures give the impression that in 2018 less work was carried out related to livelihood for youngsters with a disability (6% in 2017 compared with 3% in 2018), but this is due to a different classification for the interventions. As of 2018, we no longer include vocational training under livelihood, but under education.

In recent years we see an increase in the share of interventions focused on making the surroundings more accessible. It grew from 8% in 2017 to 10% in 2018. This is because the strategic partners and implementing partners, SPOs and POs, consider the accessibility of the surroundings of children with a disability to be increasingly important.

In previous years, the implementing partner organisations reported and described the results of their work primarily in a text. As of the end of 2018 they also report them in figures. They indicate how many children attend school, participate in

the community, have access to employment, as well as if parents participate and the community is more accessible. As of 2019, these figures will enable us to not only reveal which activities the implementing partner organisations have carried out, but also provide far greater transparency of what they have actually achieved.

In addition to all the ongoing contacts between the Liliane Foundation and the strategic partner organisations, they formally report twice to four times a year to the Liliane Foundation. In the reports they explain about the activities they have performed and how much they spent in the process (see the information on page 16 and 17). The activities carried out by our strategic partners are not focused on individual children, but on strengthening the implementing partner organisations, advocacy and managing the programme. The strategic partners report on the results of their specific work on an annual basis. These reports include whether the partner organisations have been strengthened or that local legislation has been amended.

Besides the reports the Liliane Foundation performs programme evaluations too. They provide insight into the effectiveness of the programme and input for policy development. In 2018, we conducted programme evaluations in Bangladesh, North India and the Philippines. The main conclusions were that:

- Children participate to a greater extent, and more effectively, in the family and at school through the interventions;
- Guiding young people with a disability towards work continues to be a challenge;
- The Liliane Foundation and the strategic partners need to focus more on children under the age of five. The sooner a child with a disability is helped, the more progress can be made and the lower the risk of secondary impairments;
- There is insufficient knowledge and expertise regarding multiple impairments, such as in children with central neurological disorders such as cerebral palsy (CP).
- Capacity development at all levels - from fieldworker up to (strategic) partner organisation - is crucial to improve the support for children with a disability.

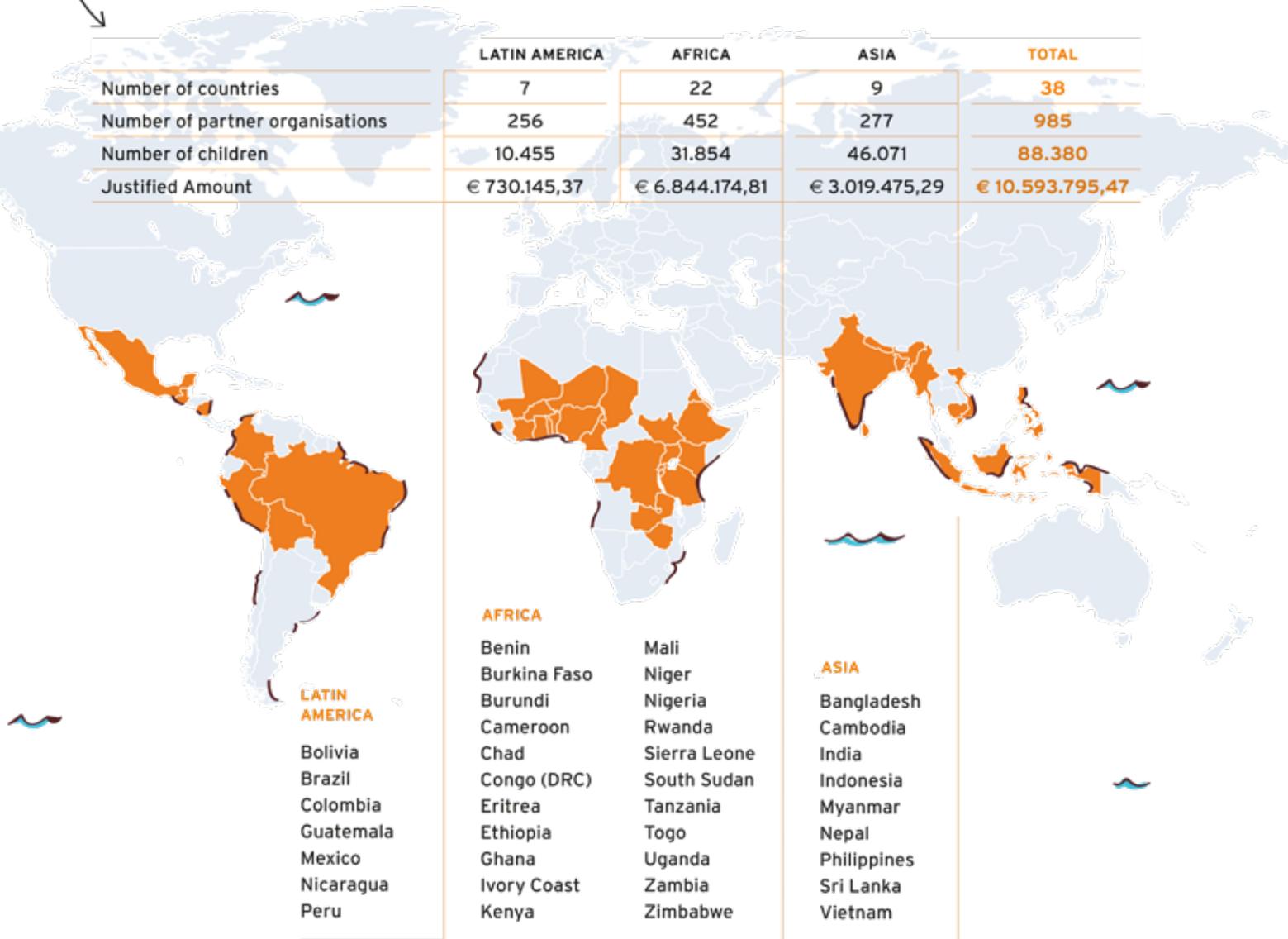
In 2019, we will adapt our policy and procedures based on the outcomes of the programme evaluations. The Liliane Foundation monitors the development of the strategic partner organisations through field visits and assessments. In 2018, we developed measurable indicators for a number of subjects that are important for the strategic partner organisations to be able to manage and fund the programme independently in the future. We also developed indicators for the activities the Liliane Foundation carries out. As of 2019, these figures will enable us to make our achievements related to strengthening our strategic partner organisations much more transparent.



Willie Houben (on the left), advisor on organisational development at the Liliane Foundation, paying a home visit to Suzain and her mother during a working visit to the Philippines. Suzain (20) has cerebral palsy. *photo: Liliane Fonds*

## Results of our partner organisations

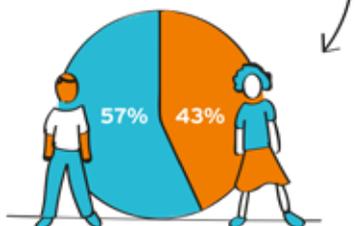
# WHICH COUNTRIES DID LILIANE FOUNDATION SUPPORT IN 2018?



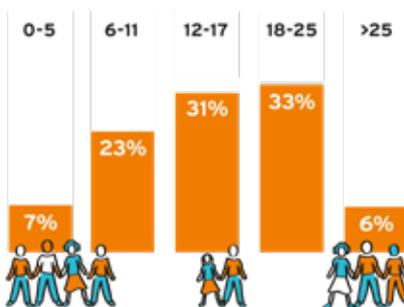
## CHILDREN

### NUMBER OF CHILDREN

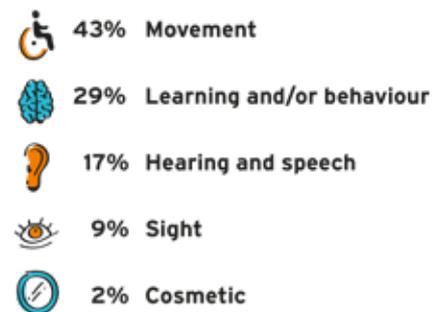
**88.380**



### AGE GROUPS



### PRIMARY DISABILITY



# JUSTIFIED BY PARTNER ORGANISATIONS

€ 10.593.795,47

Core strategy	
Strengthening the capacity of partner organisations	9%
Lobby and advocacy	4%
Strengthening the capacity of strategic partner organisations	4%
Programme management	10%
Contribution to the general costs of strategic partner organisations	3%



## CORE STRATEGY

**70%**

**38%**

## HEALTH

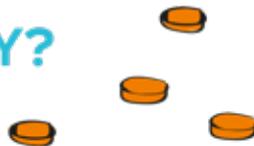


**Child development: 35%**

Therapy, such as physiotherapy, occupational therapy and speech therapy was the most common intervention in 2018.

**Enabling environment: 3%**

## WHAT DID THE PARTNER ORGANIZATIONS DO WITH THE MONEY?



**37%**

## EDUCATION

**Child development: 34%**

**Enabling environment: 3%**

This year we developed a "Welcome to School" Test Kit. With this case, children are able to find out how accessible their school is for children with a disability.



**3%**

## LIVELIHOOD

**Child development: 2%**

For example, POs guide young people to become independent entrepreneurs. This is very important to ensure that young people can provide for themselves. We will continue to support this work in 2019.

**Enabling environment: 1%**

**6%**

## INCLUSION



**Child development: 3%**

**Enabling environment: 3%**

This includes for example advocacy to make sure that children and youngsters with a disability are able to access to existing social protection schemes. In 2018, 242 POs were able to achieve this.

## CAPACITY STRENGTHENING

**8%**



## OPERATING EXPENSES

**3%**



**5%** CBR FACILITATOR

The CBR facilitator ensures that a child or youngster receives **all the assistance** s/he needs in the areas of health, education, livelihood and inclusion. As much as possible this assistance is provided in their own environment.

# Better care for children with cerebral palsy

How can we improve the quality of life and functioning of children with cerebral palsy (CP) and their carers? This question formed the starting point for a 12-month pilot project called Support Tools Enabling Parents (STEP), carried out in 2018 and 2019 in Kenya, Tanzania, Uganda and Cameroon.

The Liliane Foundation wants to specifically use this project to improve the knowledge and skills of fieldworkers that work with children with CP, so they can provide better support for these children and their families. Furthermore, we expect parents or other carers to gain confidence in caring for their children and to be more capable of guiding them. In the project we not only address the direct effects of the impairment on the health of the children, but also environmental factors and personal factors, such as poverty, stigmatisation and isolation.

As part of the project:

- A team of rehabilitation experts developed a training programme and support materials. They were used in a number of training sessions for fieldworkers,

the last of which was held in April 2019;

- Each training round is followed by coaching, in which the project leader and project coordinator train fieldworkers during home visits. There are two WhatsApp groups in use and there is an online platform where all the documentation is available. This means that all participants of the training courses can ask the STEP team and/or the other participants for help;
- A qualitative study is being carried out in Uganda based on eleven case studies. This will provide us with insight into the effects of STEP on the quality of life of children helped during the project;
- We will conduct a final evaluation to assess the project's design and results. Afterwards we will decide whether the pilot project is to receive a follow-up and to be implemented in more countries.

The STEP project will be completed during the course of 2019. The interim conclusions are that:

- Partner organisations and other stakeholders increasingly realise that the focus should not be exclusively on the medical aspect. The social aspect and



Proud fieldworkers in Cameroon display their official STEP certificate after completing a training course. *photo: Liliane Fonds*

the extent to which a child can participate in the family and the community are also important;

- It is important that material can be used by everyone, regardless of the level of education;
- At the local level there is minimal knowledge about neurological impairments and there are stigmas, which mean that families of children with CP are isolated. More parent groups and day care facilities are needed to support these families and increase their visibility in the community.

Kees van den Broek was the director-administrator of the Liliane Foundation until 1 June 2019. Since then he has been the project leader of STEP. He explains about the project: "I had this idea for years. After a field visits, I all too often commented about the fieldworkers' lack of knowledge of rehabilitation, especially with regard to CP. One thing I am proud of is that we succeeded in demonstrating that it is possible to break down the automatic routine by moving and massaging the arms and legs and using standard orthopaedic equipment. One fieldworker said: "In the past, the parent or caregiver was dispirited when I visited, and the child started to cry because he or she knew it was going to hurt. The caregiver now feels supported, and the child laughs."

In 2018, STEP was co-funded by Stichting Dioraphte, with a contribution of €256,000.



Support for parents of children with cerebral palsy. *photo: Liliane Fonds*

# IV Our approach in the Netherlands

## Increasing awareness and campaigns

### Our approach

In our efforts to create awareness we use information, stories and images from real life. We do not exaggerate, we avoid false sentiment and stereotyping, but we do reveal how hopeless and unfair life is for a great many children with a disability. We also demonstrate what is possible if they are given the chance to develop, if their health improves, if they can rehabilitate, if obstacles in their surroundings are eliminated and if their rights and interests are taken seriously by local and central government, the business community, social organisations and other relevant parties.

### Activities

Here is a small selection of our many activities in 2018:

In February, Addy van den Krommenacker talked about his impressive trip to Uganda in *'Tijd voor MAX'*. Addy wanted to see first hand what his good friend, and our former ambassador, Sandra Reemer found so appealing about our work. In Uganda Addy met the eighteen-year-old Scovia, who set up her own clothing workshop with our support. They designed and produced a dress together.



Addy meets Scovia in her workshop in Kampala. *photo: Liliane Fonds*

Nine out of ten children with a disability worldwide do not go to school. Despite the fact they have a right to an education. With our international 'We ring the Bell' campaign we disseminate the message that all children must be welcome at school, also children with a disability. On 15 March, tens of thousands of children, in the Netherlands and all over the world, spent one minute making as much noise as possible. Via [www.welcome-toschool.org](http://www.welcome-toschool.org) we launched our petition, in which we call on governments, school boards and policy-makers to work on accessible education for all children. Over 28,000 people have already signed the petition.



Our heartfelt cry for all children to be welcome at school resounded all over the world, as it did here in Burkina Faso...



... and in Nicaragua, at our partner organisation Los Pipitos. *photo's: Liliane Fonds*

On World Refugee Day, 20 June, the daily newspaper *Trouw* published a supplement with the theme *'Allemaal wij'* (All of US) We collaborated in the making of this impressive report about people fleeing from violence in the Congo, including many children with a disability. In the reception camp in neighbouring Zambia fieldworkers from one of our implementing partner organisations arrange primary care for these children.



Janet and her son Congo, in the reception camp for refugees in Zambia. *photo: Mona van den Berg*

The *Algemeen Dagblad* published a great report about the encounters of our ambassador Jetta Klijsma in Uganda. Among others, she visited the STEP programme, which supports parents and caregivers of children with cerebral palsy in the rehabilitation of their child. Read more about STEP on page 18.



A renewed acquaintance with Jetta Klijsma. *photo: Hanneke van Houwelingen*

In August, three young researchers tested how accessible Theaterfestival Boulevard is for people with a disability. In their research, Hidde, Anne and Anna Sophie used the testing case we developed for our 'We ring the Bell' campaign. In the countries where we operate these cases are used by pupils to test how accessible their school actually is. After a thorough study Theaterfestival Boulevard was officially declared accessible.



Researchers Anne, Hidde and Anna Sophie test the accessibility of Theaterfestival Boulevard. *photo: Liliane Fonds*

At the beginning of December the theme of the RTL 4 programme '*Ik ga op reis en ik neem mee*' (I'm going on a journey and I'm taking along) was the often shocking situation in which many children with albinism live in Tanzania. Presenter Quinty Trustfull and Frank de Boer revealed the harsh reality in Tanzania. They also showed what the Liliane Foundation, together with our local partner organisation and the support of the Dutch Postcode Lottery, does to improve the life of children with albinism via the ALINC project. Read more about ALINC on page 28.



'Koffietijd' also devoted attention to the encounters of Quinty (on the right) and Frank with children with albinism in Tanzania. *photo: Liliane Fonds*

On International Day of Persons with Disabilities, 3 December, the daily *Trouw* published a supplement with the theme 'Onbeperkt meedoen' (Unlimited participation). We collaborated with a report on the international orthopaedic shoemaker training programme that we set up in Vietnam, in association with the Leprosy Foundation and with funding from the Dutch Postcode Lottery. The report followed former students of the training programme, who set up the first orthopaedic shoemaker shops in Myanmar and Vietnam, as well as children with foot problems that now finally have proper orthopaedic shoes. We marked the completion of this training project with advertisements in the *Algemeen Dagblad* and in *Plus Magazine*. Want to know more? Click [lilianefonds.nl/schoenen](http://lilianefonds.nl/schoenen)



Zin Lyn successfully completed the vocational training programme to become an orthopaedic shoemaker. She now helps children with foot problems in Myanmar, such as Naw Hay (12) here. *photo: Mona van den Berg*



Our thanks to all the donors: the Grote Dankjewelshow, with fantastic performances by students from the Koningstheateracademie 's-Hertogenbosch. *photo: John van Hamond*



'Leven in de schaduw', (Living in the shadow), our striking photo exhibition about children with albinism in Tanzania, toured the country, visiting, among others, Zwolle. *photo: Liliane Fonds*



Kunal and Neeraja from India are both blind and they sparkled together in the Monsoonshow, a moving episode in the EO/IKON film series Mensjesrechten (The rights of Children). This film series pictures children with a disability pursuing their dreams for the future, with no obstacles. *photo: Mensjesrechten EO/IKONdocs*



The celebration continued for three evenings, during the musical show Memories & Dreams in Waalwijk. The evenings were entirely dedicated to the Liliane Foundation. *photo: waalwijk4you*



Under a clear blue sky over 34,000 walkers joined the Kaag en Braassem Poldertocht on 2 September. The proceeds were donated to the Liliane Foundation. *photo: Poldertocht*

Read all about our 'What do you want to be when you grow up?' campaign on page 26 and 27. On our website you can find out how to follow the Liliane Foundation and stay up-to-date with our activities.

## Collaboration partnerships

### Greater reach and influence together with our partners

In the Netherlands the Liliane Foundation collaborates with a large number of social partners, fellow organisations and universities. We are a member of various networks and sectoral organisations. In our diverse collaboration partnerships we strive for a relationship that benefits both parties and for open and honest communication with all collaboration partners. We have regular personal contact with our large and small donors. We also issue reports providing accountability to specific donors regarding how their contributions are spent.

### MIVA

Since 2015, the Liliane Foundation and MIVA have worked closely together and as of 1 January 2018, the two foundations form a partnership (*personele unie*): the organisations share the same director and the same Supervisory Board. MIVA's activities are embedded in the organisation of the Liliane Foundation and MIVA uses the latter's network, as much as possible, to realise projects in the partner countries. The two foundations form a single operational organisation with two different brands. You can read about a prime example of our collaboration on page 24.

### Social partners

Many businesses, foundations and equity funds, as well as schools, associations and service clubs contribute to our work. Their involvement is extremely important to us. In 2018, we received support, amongst others, from the following partners:

- The **AFAS Foundation** has supported our programme in the DR Congo since 2011. Since then the quality of life and future prospects of thousands of Congolese children and young people with a disability have improved considerably. Read the interview with Gerben Eversdijk from the AFAS Foundation on page 25;
- Every year, the **Sligro Food Group Nederland** donates a fixed amount of a special Christmas parcel and customers can donate their savings cards to the Liliane Foundation. Employees also contribute a small share of their salary. With the Sligro Food Group we work 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 boosts partner organisations by sharing knowledge, expertise and new techniques with them;
- The **Paul Foundation** supports activities in Indonesia, the Philippines and Bangladesh. In 2018, a two-day conference was organised with their funding, related to children and young people with Down 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;
- **The Rabobank Foundation Employee Fund** makes socio-financial education possible for young people with a disability in Kenya.

In 2018, we also collaborated with, for example, **Claeren Risicobeheersers**, **NICA Recycle**, **Euromaster**, **Pluimen**, **VOS/ABB**, **LIVA Verloeskundigenpraktijk** and **Stichting Fokus Exploitatie**.

### Dutch Postcode Lottery



Since 2000, the Liliane Foundation is one of the permanent beneficiaries of the Dutch Postcode Lottery. In 2018, the amount of its annual contribution was €1.35 million. With an additional contribution of €1.8

million in 2017 for a multi-year project by the Liliane Foundation and Human Rights Watch, together we improve the situation of children with albinism in Tanzania. Read more about this project on page 28.

### Collaboration with universities

The Liliane Foundation attaches great importance to its collaboration with universities. We jointly perform research and ensure our activities are scientifically substantiated. In 2018, we worked with:

- The **African Studies Centre Leiden** (Leiden University). During the four-year learning trajectory *Breaking down Barriers* (see also page 43) we researched which factors increase success when lobbying and advocating for improved respect of the rights of children with a disability. In 2019, *Breaking down Barriers* will be completed and followed by the *Voices for Inclusion* project. The African Studies Centre is also represented on the Liliane Foundation's External Advisory Committee.
- In 2010, we became a partner in the **Advanced Master in International Development programme** (AMID) of Radboud University. AMID trainees are talented young professionals that have already obtained a master's degree. The cooperation in the post-doctoral AMID study programme offers the Liliane Foundation, in addition to a diverse network, access to new and updated knowledge of relevant topics such as poverty, inequality, inclusion, as well as on collaboration with the business community and the authorities. In 2018, one trainee was involved in developing the STEP project (see page 18). A second trainee focused on policy development related to partnerships and worked as an organisational development trainee in the IPP department.

### Collaboration with other development organisations

In 2018, we collaborated with organisations that, just like us, are committed to people with a disability or to vulnerable children. These organisations include:

- **Human Rights Watch**: together we improve the situation of children with albinism in Tanzania.
- **Lepra Foundation**: in Indonesia and Vietnam the local branch of the Lepra Foundation acts as our Strategic Partner Organisation. We are collaborating in both countries on converting these branches into a local NGO.
- Our strategic partner organisations in Ethiopia, Uganda, Zambia and Zimbabwe are part of the network of the English organisation **Leonard Cheshire Disability**, our partner since 2008.
- With **Light for the World** we are jointly working on 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. Examples are **Christian Blind Mission** (CBM) and **Handicap International**.



Gloriose Mukanyandwi (25) from Rwanda is following a training course to become a shoemaker via the EmployAble project. *photo: Sibomana Gilbert*

## Networks

- **DCDD:** we support our core strategy by, for example, influencing Dutch policy on development cooperation. We do this primarily within the Dutch Coalition on Disability and Development (see [www.dccd.nl](http://www.dccd.nl)).
- **IDDC:** we are a member of the International Disability and Development Consortium. This is a European network that aims to promote inclusive development.
- **SKO:** via the Samenwerkende Kinderhulp Organisaties, together with the children's organisations Kika, Het Vergeten Kind and Edukans, we raise funds for vulnerable children in and outside the Netherlands.
- In 2018, we joined the board of the **CBR Global Network**.
- In 2018, we applied for membership of the **Global Rehabilitation Alliance**, an initiative of the World Health Organisation (WHO).

The Liliane Foundation is also a member of the sectoral organisations **Goede Doelen Nederland** and **Partos**.

## Results 2018

### Encouraging people to get involved and take action

In 2018, 83,185 people supported the Liliane Foundation as donors, support that is indispensable for our work. Over 83,000 people that felt involved and took action. This is something we are incredibly proud of.

To obtain this result we reached all these people in one way or another, and were able to inform them of the work we carry out to help children with a disability in the poorest parts of the world. In increasing awareness among a wide audience our aim is to encourage people to reflect on the circumstances these children have to cope with. Because, the more aware people are of the injustice that millions of children with a disability suffer worldwide, the more they will be open to our policy and for our initiatives that improve their situation.

You will find some examples of our activities to increase awareness on page 19 until 21. In addition, we focus our activities to increase awareness on specific target groups, such as the elderly with respect to bequeathing their inheritance to the work of the Liliane Foundation). In 2018, through guest lessons in primary schools, we also reached over 16,000 children (compared with 12,000 children in 2017).

To obtain insight into the effect of these activities to increase awareness, we regularly conduct market research with the media agency ZIGT. The latest measurements demonstrate that our efforts do have an effect:

- The assisted recognition (a participant selects his/her preferred organisation out of a list of names of organisations) of Liliane Foundation's name increased;
- The number of people who intend to make a donation to the Liliane Foundation also increased (a third of the people who indicated they know about the Liliane Foundation);
- Between 25 and 30% of participants in the survey know what the Liliane Foundation stands for or is involved in;
- The respondents also selected the following image-related aspects: 'child-oriented', 'involved' and 'expert' as matching best with the Liliane Foundation.

In 2018, our total income amounted to €20.9 million. This means a 5% decrease compared with 2017 (€22 million) and 4% higher than our estimate (€20.2 million). The decrease compared to 2017 can mainly be explained by the extra allocation of €1.8 million, in 2017, by the Dutch Postcode Lottery for a project related to albinism in Tanzania.

The income was distributed as follows:

Private individuals	68% (€ 14,2 million)
Businesses	2% (€ 0,36 million)
Lottery organisations	6% (€ 1,35 million)
Affiliated non-profit organisations (MIVA)	6% (€ 1,1 million)
Other non-profit organisations	18% (€ 3,8 million)

For a detailed explanation and a comparison with last year, see page 47.



André Kamga (on the left) demonstrates that our programme works. *photo: Gilles van Leeuwen*

# The collaboration between Liliane Fonds and MIVA

## Hope for children

*Offer a child with a disability the right support and he or she can achieve a great deal. André Kamga from Cameroon is living proof. When he was a child, he received support from the Liliane Foundation. He now gives hope to children, thanks to the car he received from MIVA.*

Life is not easy in Cameroon. The civil war means that things are unstable in the country. The infrastructure is poor, roads are virtually or totally impassable. Yet, despite the difficulties, there are still people committed to helping their fellow men.

## Personal experience as a driving force

One of those people is 35-year-old André Kamga. He is programme officer

with the Cameroon Baptist Convention Health Services, a strategic partner organisation of the Liliane Foundation and MIVA. His impairment does not prevent him from also giving others hope. What drives him? His personal experience. When he was a child, he received support from the Liliane Foundation. "I am living proof of what the Liliane Foundation does in Cameroon: it gives children hope. I personally experienced the impact this programme has on people's lives."

## Convinced

André performs his work with passion. In his car from MIVA he drives safely to places where people need his help. When he gets out with his crutches, people are impressed. They see that this programme works. You can reach your destination independently, even with a disability.

## Happy with the collaboration

André is extremely happy with the collaboration between MIVA and the Liliane Foundation: "The Liliane Foundation works with people that have daily contact with people in the community. So it's very practical. This is what MIVA does too, it provides specific help at the grass-roots level. It's fantastic that we now receive support from MIVA too."

## The storm is over

Thanks to the collaboration André is able to reach the people that need his help. He can now be in the field every day, attend important meetings and move around without having to think: How will I get back? What if I fall off the bike? "The storm is over! This is a perfect collaboration and I hope it will continue to grow."

# Collaboration with AFAS Foundation

## Sharing success in drops in exactly the right place

Gerben Eversdijk is commercial manager at the software company AFAS. Eversdijk is also director of the AFAS Foundation, the fund set up by the AFAS company to support projects and initiatives that have a social impact. With the objective: Inspire people to do things better. We are collaborating on projects in the Congo.

## Partnership

Gerben Eversdijk has seen how the relationship between the AFAS Foundation and the Liliane Foundation has grown and evolved over the years. "The collaboration between the AFAS Foundation and the Liliane Foundation began around ten years ago. A long-term collaboration, which has grown to become a real partnership. During this period we have been able to jointly help around forty to fifty thousand children."

## Providing inspiration and a helping hand

"AFAS is a highly successful business, and we want to share this success. To inspire people and offer them a helping hand in life. We realise that AFAS' success is partly possible thanks to the fact that things are well organised here in the Netherlands, and that facilities are readily available. With a government that actively plays a steering role. But this is not self-evident the world over, not by any means. I have seen that first hand in the Congo. In 2016, I visited the country and it was an impressive journey."

"Our support to the Liliane Foundation focuses on the Congo. It is not an easy country, if you view it from a Western perspective. Considering the things we take for granted, facilities there are often inadequate. The same applies to treatment methods for people with a disability. I still remember well meeting a boy who, on the advice of his therapist, had, for years, worn a brace to redress his physical impairment. However, later on the brace proved to be totally ineffective for his disorder. Worse still, wearing that

thing caused him a great deal of pain. Of course this is sad to see, but at the same time it is good to know that this boy is finally receiving the right care today. When you see this you understand that you can change the life of someone with a disability. Moreover, this is exactly why the AFAS Foundation supports the Liliane Foundation: we want to give people the opportunity to develop, to be a part of their society."

## Development

"At the AFAS Foundation we believe it is important that there is always development, progress. This also applies to our partnership with the Liliane Foundation; we explicitly strive for increased sustainability and professionalism. Therefore we applaud the fact that the Liliane Foundation opted for the *community-based rehabilitation* approach. In short, it is a strategy in which children with a disability are supported as much as pos-

sible in their surroundings, and in which all actors are involved, such as the family, the school, the neighbourhood or the authorities. The aim is for all these actors to become aware of their distinct responsibilities for children with a disability. It is an approach that is consistent with our vision of sustainable collaboration. We want to do more than just transfer a sum of money every year."

"We want to make an even greater impact with our support, together with the Liliane Foundation. So in 2019, we will sit around the table to examine how to organise our partnership in the future. It is obvious we want to continue it, but in which form or which region has yet to be decided."

"People sometimes say: 'All that aid, it still doesn't make a difference, it's simply a drop in the ocean!' But I see things differently. I see it as drops that fall in exactly the right place."



"At the AFAS Foundation we believe it is important that there is development, progress." Gerben Eversdijk in front of the class during a field visit to the Liliane Foundation's projects in the Congo. *photo: Liliane Fonds*

# What do you want to be when you grow up? Campaign about dreams with no obstacles



On the set of the commercial in Kenya. All the sets and stage attributes were built by local craftsmen.

Did you watch Dutch TV occasionally, listen to the radio or perhaps surf the Internet, towards the end of 2018,? If so, it's very likely that you saw or heard the Liliane Foundation commercials. The commercials and advertisements were part of our remarkable media campaign: 'What do you want to be when you grow up?'. A campaign about dreams with no obstacles.

The Liliane Foundation is an organisation depending on public support. This means we can only support children with a disability if people in the Netherlands want to support us. This is why we continuously strive to increase this support, for example, by making as many people as possible aware of our work. At the end of 2018, we launched a broad media campaign that ranged from mini-documentaries on TV to commercials in the cinema and on the radio. The objective of the campaign, which will continue in 2019, is to increase awareness of the name



Sempeta's brittle and deformed bones are not his only impairment. He is growing up in severe poverty.

and the details of the work performed by the Liliane Foundation. After all, people will only be prepared to make a donation if they are familiar with us and our approach.

Two children from Kenya played a major role in the 'What do you want to be when you grow up?' campaign: Sempeta (12) and Celestine (8). They dream of their future just like their peers in the Netherlands. Sempeta wants to be a surgeon, Celestine a nurse. However, Sempeta and Celestine are growing up in poverty and both have multiple impairments. Is it still possible then to make your dreams for the future come true? Or are they doomed to remain dreams? After all, nine out of ten children with a disability worldwide do not go to school. That equates to 33 million children that want to attend school, but may not, cannot, or dare not. The campaign recounts the impressive stories of Sempeta and Celestine, and shows how, with support from the Liliane Foundation and our partner organisations in



Sempeta is ambitious. His teacher Sila (on the left) knows that there are many possibilities if people support you: he was also supported by the Liliane Foundation as a child.



Sempeta's dream for the future is as follows: he wants to be a surgeon so that he can help children with a disability, like himself.



Celestine fits right in at school and has great fun with her friends.

Kenya, they do attend school and are able to work towards fulfilling their dreams.

Linda Daniëls specialises in public campaigns at the Liliane Foundation and coordinates this campaign. "When you ask children what they want to be when they grow up, the answers are amazing. The 'ifs' and 'buts' often come from those around the children. Not from the children themselves. I hear some heart-wrenching stories too. Yet, the children we help are more than just 'pitiful' cases. What fascinates me is their resilience. Children can dream with no obstacles. That's what this campaign is all about."

Read more about Sempeta and Celestine on [lilianefonds.nl/wat-wil-jij-later-worden](http://lilianefonds.nl/wat-wil-jij-later-worden) (only in Dutch)



Celestine and her teacher during the recording of the mini-documentary.



Celestine's dream: she wants to be a nurse to help children with a disability. She is missing an arm and a leg and has facial deformities.



Lucy from our partner organisation believes Celestine can fulfil her dream for the future, despite her impairments. *photos: Ronnie Dankelman*



To frame: Asha, Shija and Nuru (from the left), three proud principal actors from 'Leven in de Schaduw' (Living in the Shadow), the photo reportage by Sacha de Boer. *photo: Liliane Fonds*



The winner of the second *Mr and Mrs Albinism beauty pageant*, in December was Emanuel Silas. The pageant is an initiative of ALINC and contributes to increasing self-confidence and a more positive self-image of people with albinism. *photo: ALINC*

# Effective approach to fight superstition and stigma related to albinism

In East Africa, the life-threatening superstition, in which the organs and limbs of people with albinism, especially children, bring good luck, still reigns tenaciously. As a result, children with albinism live in constant fear and often in shelters, separated from their family. Moreover, people with albinism have a high risk of developing skin cancer but lack the resources and knowledge to protect themselves.

With support from the Dutch Postcode Lottery and in association with our Tanzanian strategic partner organisation KCBRP and Human Rights Watch, we are

working to improve the living conditions of children and young people with albinism. We jointly support approximately 3,500 children and young people with albinism in North-Western Tanzania, via the ALINC (ALbinism INCLUSION) programme.

John Veron is involved in the programme on behalf of the Liliane Foundation. "Together with local leaders, authorities and traditional healers we combat the superstition and the stigma among families and communities. The approach is working. Children with albinism feel increasingly safe enough to play outside,

fetch water and go to school. The next step is to reunify children with their families because they should also be able to live safely in their own village. Children receive direct support, such as protective clothing and sun cream. Thanks to an increase in awareness more and more people with albinism are getting tested for skin cancer in mobile testing centres. Teachers are taught that children with albinism need to sit at the front of the classroom due to their poor eyesight, and that they must also be allowed to wear hats and long sleeves at school."

"At the national level *Karagwe Community Based Rehabilitation Programmes* (KCBRP) strives for improved policies and it lobbies for a national action plan for albinism and an adapted educational guideline that focuses more on children with albinism. At the international level KCBRP is the dialogue partner of the United Nations (UN). Within the UN's regional albinism action plan we are building a structural, regional, approach to the problems related to albinism in East Africa. Human Rights Watch is conducting research in Mozambique on the circumstances and perceptions of albinism and lobbies at the international level to improve legislation and for better protection."



Human Rights Watch organised a live Facebook event with Ikponwosa Ero, the first Independent Expert on the enjoyment of human rights by persons with albinism. *photo: Human Rights Watch*



In the Netherlands we increase awareness via our travelling photo exhibition 'Leven in de schaduw' (Living in the Shadow) with photos by Sacha de Boer, and via the RTL 4 programme 'Ik ga op reis en neem mee' (I'm going on a journey and I'm taking along), in which Frank de Boer and Quinty Trustfull visited ALINC projects in Tanzania and revealed the reality of life of many children with albinism. *photo: Liliane Fonds*

# V Our organisation

## Employees and organisation

In 1980, the Liliane Foundation started out at the kitchen table, in the home of Lieke and Ignaas Brekelmans. Today, 39 years later, we continue their initiative through many agencies with a solid organisation and partners on three continents.

### Our 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 team and the director-administrator is supported by the executive secretary and the management assistant.

### Permanent staff members

- The average number of FTEs in 2018 was 49.3. This is an increase compared with 2017 (43.0 FTEs) that is mainly the result of a new way of working in the International Partnerships and Programmes Department.
- 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.
- Since 2018, we have used personal development plans in order to devote explicit attention to employee development.
- There are no Liliane Foundation employees working outside the Netherlands.
- In 2018 a traveller safety policy was established because diverse employees travel significantly.

### Volunteers

Volunteers are vital to the Liliane Foundation. On 31 December 2018, there were 50 office volunteers, 32 regional volunteers and 46 on-call volunteers working for the Liliane Foundation. They form an integral part of the organisation. We have a volunteer policy that specifically applies to volunteers. At the office in 's-Hertogenbosch office volunteers work at the reception, in administration or as a consultant. Regional volunteers give guest lessons and promote our activities in their area. On-call



Andrien Verhagen is a volunteer who gives guest lessons at primary schools about the Liliane Foundation. *photo: Liliane Fonds*

volunteers help us send out mailings, organise events and maintain the Theaterstadstuin.

### Internal communication

Employees are informed about new plans, results and developments. In 2018 this was achieved via meetings, the intranet and using a TV newspaper. Employees are able to freely express their opinions during the meetings, as well as at other times. 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, one of these meetings includes the director-administrator. The Works Council also consults at least once annually with (a representative from) the Supervisory Board and once with the management team. On page 32 Kees Karstel, chair of the Works Council, looks back on 2018.

### Complaints

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 2018, eighteen critical comments and complaints were registered in the Netherlands, five more than in 2017. 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. In 2018, we received one complaint from abroad. This complaint concerned an SPO and was only received in December. It is still being investigated while this report is being written.

### Risk and quality management

One major risk for the Liliane Foundation is the unlawful spending of the funds entrusted to us. We have taken control measures to prevent this from happening.

- The Liliane Foundation performs an assessment of 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 2018, we began assessments specifically aimed at the strategic partner organisations' internal management.
- In turn, the strategic partner organisation performs a prior assessment of the capacity of the implementing partner organisations. Implementing partner organisations are also screened using several criteria and jointly draft a plan for improvement with the strategic partner organisation.
- The Liliane Foundation concludes a multi-year partner



On the road 'in the field': Henk Hofste, head of international partnerships (on the left) and Frank Bron, adviser on organisational development, are monitoring the progress of partners in Bolivia. *photo: Liliane Fonds*

agreement with the strategic partner organisation and, within this agreement, contracts are signed for annual plans as well as for 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 also conduct field visits, during which we become acquainted with the children and their parents. 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 visits the implementing partner organisations on site.
- Each strategic partner organisation is also obliged to have the annual accounts inspected by a certified external accountant, applying the guidelines established by the Liliane Foundation. 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 2018 on page 15.
- 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.

There are other risks besides the unlawful spending of funds.

- To reduce the risk of a drop in income, such as due to damage to our reputation, 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 safeguard effective operation of the ICT system by regularly assessing the back-up and recovery plan and performing security scans.

- Adequate implementation of the performance and assessment cycle, attention to and budget for employee development, effectively giving employees a say, periodic employee satisfaction surveys and good internal communication reduces the risk of incapable or dissatisfied employees.
- 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. In 2018, we took various measures in order to comply with the EU Data Protection Regulation (GDPR), which entered into force on 25 May 2018.

### Quality

The Liliane Foundation quality manual describes our main organisational processes. Compliance with and the 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.

The Liliane Foundation does not instruct strategic partner organisations on how they should operate. Although there are, as mentioned above, minimum requirements they must satisfy, which we monitor using working visits, reports, audit reports and evaluations.

The quality of the programmes is essential to what we do. In 2018, we made additional investments in experts in specific fields, which advise the partner organisations on the themes of health and rehabilitation, inclusive education, inclusive employment, sexual and reproductive health and rights, transport and communication (MIVA) and disaster risk management. Via the STEP project (see page 18) we worked on improving support for children with a neurological impairment.

### 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 towards children. Parties that carry out a single assignment for us, such as freelancers, also sign the code of conduct.



Thanks to our skilled volunteers and a few generous sponsors, we were able to start using our multifunctional treehouse in October. It is a great place for all visitors to our public Theaterstadstuin to play and unwind. And an inspiring workplace for our employees. *photo: Liliane Fonds*

In 2018, all employees attended a meeting during which the code of conduct was reviewed and discussions were held on the correct approach in certain situations using a number of realistic scenarios. The employees were also informed about the way in which improper conduct, or an integrity violations, can be reported.

The Liliane Foundation has a complaints committee for improper conduct. It did not receive any complaints in 2018. In 2018, a new external confidential counsellor was appointed. A report can also be submitted via the confidential counsellor in accordance with the whistleblower regulation. It was not used in 2018.

We are pleased with the lack of any reports related to misconduct. At the same time we acknowledge that there is a real possibility that misconduct occurs at the Liliane Foundation or one of our strategic or implementing partner organisations. We continuously strive to prevent it from happening. In 2018, we introduced the procedure requiring all employees that travel on behalf of the Liliane Foundation to possess a Certificate of Good Conduct issued by the Ministry of Justice and Security. We must also ensure that we can respond quickly in the event of an actual report. We will begin work on this objective in 2019.



Working on quality: together with Glory Tsangue, senior programme manager of our strategic partner organisation CBCHS, Steven van Berlekom visits a family in Cameroon that participates in STEP. *photo: Liliane Fonds*

## Corporate Social Responsibility

The Liliane Foundation considers Sustainable Business Operations (SBO) and Corporate Social Responsibility (CSR) to be important approaches. We practice these in various ways:

### The environment

- All our paper and printed materials are FSC certified.
- Our work is performed digitally as much as possible.
- The Liliane Foundation compensates 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.
- Together with our neighbours, the Koningstheateracademie, we created a public Theaterstadstuin (urban garden theatre) in the courtyard at our office.

### People

- The Liliane Foundation attaches great importance to diversity in the workplace. In relation to this objective we encourage people with a disability to participate in the labour market.
- One of the selection criteria we apply to our suppliers concerns their CSR policy.
- As a result of a survey of the accessibility of our office premises in 2018 we made a number of adjustments, such as making various entrances accessible for wheelchair users.
- 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.

### Financial management

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.

## Works Council: the finger on the pulse of our organisation

On behalf of all employees of the Liliane Foundation and MIVA, the Works Council monitors matters that have an impact on employees. "It was a busy year for the Works Council", reveals the chair Kees Karstel.

"2018 was a year that brought many changes for the Liliane Foundation and MIVA. The most notable for the outside world was perhaps the changes to the Board of Directors. Kees van den Broek stepped down as director-administrator and was succeeded by Steven Berdenis van Berlekom. The Works Council was closely involved in this process. The Works Council issued advice on the desired profile of the new director and held discussions with the candidates selected by the Supervisory Board. The preference for Steven was unanimous; the Supervisory Board, Management Team and the Works Council all selected Steven as our new director-administrator. Following this change in the Board of Directors, an agenda meeting between the director-administrator and the Works Council was organised. During this consultation topics for discussion were prioritised and prepared. It makes the meetings between the director-administrator and the Works Council more efficient and to the point."

"The Works Council handles many topics related to organisational and working conditions. Since 2018, all employees can continue to develop their expertise and professionalism by means of a personal development plan. The Works Council applauds the introduction of this resource.

Work has begun on reviewing the working conditions regulation. The organisation noted that it is not totally consistent with the current labour market and proposed amending the regulation. Such as in terms of flexitime, handling commuting distances and technical resources. The review of the Regulation will now be continued by a working group, which will include two

members of the Works Council.

The continued harmonisation of the Liliane Foundation and MIVA regulations also received sufficient attention. For example, the Works Council agreed on an amendment to the ARBO (occupational health and safety) service and a travel insurance policy for MIVA employees.

The Works Council also agreed with a change to the recruitment and selection procedure applied by the Liliane Foundation and MIVA. In the Liliane Foundation the number of volunteers who become paid employees is satisfactory. Over the past ten years, approximately one third of the employees was a volunteer before being selected for a permanent position.

Moreover, the Works Council agreed with the appointment of a new confidential counsellor and the initiative to better inform employees about the possibility of contacting this professional confidential counsellor and the cases in which this is possible."

"The Works Council believes that to the Liliane Foundation and MIVA, the organisation's integrity is a crucial matter that transcends the interest of individual employees. Therefore, the Works Council agreed that Liliane Foundation and MIVA employees that travel frequently must submit a Certificate of Good Conduct. The safety of our employees also received broad attention. At the urgent request of the Works Council, procedures related to safety were fine-tuned, such as when an employee finds him or herself faced with an emergency while travelling abroad. Improving procedures also related to opening and closing our office, making it possible to extend working hours."

"A very practical topic on which the Works Council issued advice is the accessibility of our office premises in 's-Hertogenbosch for people with a disability. Here and there accessibility left a lot to be desired. For a long time the main entrance was not accessible for people with reduced mobility or for wheelchair users. The construction of a new ramp, wheelchair-accessible toilet and automatic doors mean that this has now been resolved."



On 31 December 2018, the Liliane Foundation Works Council was made up of (from the left): Géke Appeldoorn, Marije Koeman (vice chair), Maureen Verhoeve, Kees Karstel (chair), Tineke Obers, Milou Rietveld and Nicky Bor (secretary). *photo: Liliane Fonds*

## Ambassadors, our greatest promotional assets

Each of our ambassadors, in his or her own way and in accordance with his or her background, promotes the work of the Liliane Foundation to improve the situation of children with a disability in the world's poorest countries.



### Erica Terpstra

Erica has highlighted our work with great passion since 2009. For example, in 2018, as a guest on Tijd voor MAX, when she received a personal message from Matías. You can read his story on page 7.



### Monique Velzeboer

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 Polder-tocht for example, in 2018.



### Minke Boij

As a former top hockey player, Minke sees the similarity between rehabilitation and top sport: both allow you to fulfil your dreams. In 2018, after eleven active years, Minke stepped down as ambassador because it was no longer possible to combine the role with her other work commitments.



### Jetta Klijnsma

In 2018, we were delighted to welcome Jetta Klijnsma, King's Commissioner in the province Drenthe, as our ambassador once more. In 2018, she visited the STEP project in Uganda.



## Jaap Jongbloed

Presenter Jaap Jongbloed has worked with the Liliane Foundation since 1981. During this time Jaap's work as an ambassador included participating in many TV programmes and public campaigns. In 2018, he decided to end his varied ambassadorship "to make way for the new generation".

Jaap Jongbloed: "My first introduction to the Liliane Foundation was when I worked as a reporter for TROS Aktua. It was 1981 and we had heard about a woman that wanted to help children with a disability, like herself. I wanted to know more. And so I suddenly found myself in Vlijmen sitting at the kitchen table with Lieke Brekelmans. In front of her were fourteen photos featuring fourteen children she wanted to help. It moved me, that woman with her little photos."

"I continued to follow the Liliane Foundation after that first report. Our bond was definitely strengthened during a trip to Burkina Faso to produce a report in 1985. That's where I met a boy named Saviel. It was an encounter with a young boy that left a lasting impression on me. I felt as though Saviel more or less symbolised the thousands of children the Liliane Foundation supported in the meantime. His life wasn't easy, due to his impairment and the severe poverty in which he was growing up. But, at the same time, he was full of the zest for life and radiated hope for a better future."

"During the years that followed I often travelled as an ambassador for the Liliane Foundation and have been involved in many diverse public campaigns and events in the Netherlands. One of the things that never ceases to amaze me is how many people volunteer for the Liliane Foundation. I think it is truly remarkable. Those people serve as a genuine example for me, in my own life."

"Looking back on the past 38 years, I see that much has changed. For example, the great extent to which the Liliane Foundation has evolved. The organisation has long outgrown the kitchen table, and has become much more professional and effective. At the same time the organisation has succeeded in retaining its distinct, modest character. I believe that this uniqueness and recognisability is extremely valuable in a world that is becoming increasingly commercial. Therefore, I hope the Liliane Foundation can retain this character, even when there are changes in the organisation."

"Besides all the changes, unfortunately there are things that have stayed the same as they were in 1981. When, for example, I visit Burkina Faso, the country is still poor, and the need for an organisation like the Liliane Foundation, which stands up for children with a disability, still exists. But I hope that in recent years we have jointly been able to change something, in the way people think about children with a disability."



Jaap Jongbloed met Saviel while reporting in Burkina Faso in 1985. "That's where my ties with the Liliane Foundation were sealed forever."

photo: Liliane Fonds

# VI 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 director-administrator and the Supervisory Board have different tasks, powers and responsibilities.

- The director-administrator 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, and supervises, before and after, the policy of the director-administrator, 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 director-administrator 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 Stichting MIVA form a partnership (personele unie): the director-administrator 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 performed. In 2018, 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 to ascertain whether the Liliane Foundation satisfies the requirements that apply to this recognition.

### Codes and guidelines

The Liliane Foundation is also a member of Goede Doelen Nederland, the sectoral organisation for charities in the Netherlands. The Liliane Foundation is 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 directeuren (Regulation for the Remuneration of Directors).

### Board composition:

Until 1 June 2018, the director-administrator was

**Mr C.J. (Kees) van den Broek**

also director-administrator of MIVA

*Secondary roles (until 1 June 2018):*

- Chair of the Dutch Coalition on Disability and Development Foundation (DCCD))
- Member of the Board of Partos (sectoral association for development cooperation)



Kees van den Broek. photo: John van Hamond

and as of 1 June 2018, the director-administrator is:

**Mr S.H. (Steven) Berdenis van Berlekom**

also director-administrator of MIVA

*Secondary roles (on 1 June 2018):*

- Chair of the Dutch Coalition on Disability and Development Foundation (DCCD))
- Member of the Board of the *Community Based Rehabilitation* (CBR) Global Network Foundation
- Senior Expert at PUM Netherlands Senior Experts
- Professor of the course 'Meer dan Medisch, leiderschapslessen voor revalidatieartsen'
- Member of the Board of the Stichting Rotterdams Kinderrevalidatie Fonds Adriaanstichting



Steven Berdenis van Berlekom. photo: Ronnie Dankelman

## Report of the Board of Directors

In 2018, the Board of Directors, in association with the Management Team, continued to interpret the mission of the Liliane Foundation as effectively as possible. The aim is optimal expenditure of the funds and an optimal relationship with stakeholders, in strategic partner countries as well as in the Netherlands.

### Strategic developments

#### 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 and families is organised by a network of dedicated partner organisations.

In many of the 38 countries in which the Liliane Foundation operated in 2018, it works 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 Strategic Partner Organisations are united in the Liliane Inclusive (LINC) Network (see page 9). LINC offers the partners possibilities for exchanging knowledge and experience, submitting joint applications for institutional funds and joining forces in advocacy and influencing policy.

Via the LINC network the Liliane Foundation continues to build on improving support for children with a disability in low-income countries. Liliane Foundation is fortunate to receive the support of many Dutch people, Dutch families and businesses, institutes and foundations, who are prepared to offer it the financial possibility to perform this work. At the same time, the Liliane Foundation realises that the support from Dutch society goes hand in hand with the obligation to work on structural (local and national) solutions for the support provided to children and families. This objective is shared by the LINC partners.

#### Collaboration with MIVA

In 2018 we formalised the collaboration with MIVA established in 2015. There is a new administrative structure for the Liliane Foundation and MIVA Foundation: the personnel union with the same director-administrator for both organisations. Within the partnership (personele unie) with the Liliane Foundation, MIVA continues to be a separate foundation and a separate brand. Both 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.

#### 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 India, a fieldworker in Uganda, a mayor in

Guatemala; everywhere you see that something happens because passionate, motivated people (young and old) throw their weight behind it and invest their energy in it. On page 37 Jaap Jongbloed describes it on page his surprise at the large-scale selfless dedication of volunteers in the Liliane Foundation. We are proud that so many people of all ages want to work with us, directly performing physical or mental work or by supporting us morally or financially.

### 2018 Expenditure

A planning and control cycle has been set up to ensure the funds entrusted to the Liliane Foundation to fulfil its objective, are allocated as effectively as possible.

In 2018, the Liliane Foundation spent €18.2 million on its objectives, including allocated costs. Of this 91 percent (€16.6 million) was spent in countries in which we operate and nine percent (€1.6 million) on activities to increase awareness in the Netherlands.

#### Expenditure abroad

Expenditure in countries in which we operate were 5% lower compared with 2017 (€17.6 million) and 2% lower than estimated for 2018 (€16.9 million). Expenditure in the annual plans has decreased in accordance with the estimate.

Expenditure allocated to 'additional applications'<sup>2</sup> - estimated at €4.2 million, actually amounted to €4 million - is slightly lower because during the course of 2018, a number of projects were put on hold because income from institutional fundraising, which was to be used to fund these, was uncertain at the beginning of the year.

#### Expenditure to increase awareness in the Netherlands

Expenditure for activities to increase awareness was €1.6 million (four percent) lower compared with 2017 (€1.7 million) and lower than estimated (€1.8 million). This can be explained by the fact that less money was spent on the new campaign 'What do you want to be when you grow up?' than we estimated would be needed in advance.

### Income in 2018

In 2018, our total income amounted to €20.9 million. This means a 5% decrease compared with 2017 (€22 million) and 4% higher than our estimate (€20.2 million). The decrease compared with 2017 can mainly be explained by the extra allocation of €1.8 million in 2017 from the Dutch Postcode Lottery for a project related to albinism in Tanzania.

#### Support from private individuals

In 2018, funds originating from private individuals for the Liliane Foundation amounted to a total of €14.2 million. This means their total contributions were €1.2 million more than in 2017 (€13 million) and higher than estimated for 2018 (€12.6 million). The €14.2 million in contributions from private individuals consisted of €7.3 million in donations and gifts and €6.9 million in income from bequests. For both categories the income was

**2 After their annual plans have been established, SPOs may submit extra applications in the context of the programme the Liliane Foundation supports. Expenditure via extra applications also directly or indirectly benefits strengthening children with a disability**

higher than in 2017 (3% and 18% respectively) and 13% higher than estimated in total.

In 2018, 83,185 private donors made one or more donations. This is a slight increase (one percent) compared with 2017 (82,725 active donors). The number of new bequests increased from 140 in 2017 to 155 in 2018.

### Support from businesses

Contributions from businesses decreased from €0.44 million in 2017 to €0.36 million in 2018. This income lagged behind the estimate for 2018 (€0.52 million). The reason for this was that one company postponed its decision to donate a large sum until 2019.

### Support from lottery organisations

The Liliane Foundation is a beneficiary of the Dutch Postcode Lottery. Contributions from the Dutch Postcode Lottery amounted to €1.35 million in 2018. This is in line with the estimate for the year.

### Government subsidies

The Liliane Foundation did not receive any government subsidies in 2018.

### Income from affiliated non-profit organisations

This concerns the contribution by our collaboration partner MIVA that is largely spent by our strategic partner organisations (SPOs). In 2018, this amounted to €1.1 million. It is higher than in 2017 (€1 million) and in line with the estimate.

### Income from other non-profit organisations

Contributions from (mainly) foundations amounted to €3.8 million in 2018. They are lower (17 percent) than was estimated (€4.6 million) and lower than in 2017 (€4.5 million). A number of organisations donated less to the Liliane Foundation than in previous years.

### Spending ratio

The spending ratio of the income<sup>3</sup> for 2018 is 87 percent. This is the same as in 2017 (87 percent) but less than we had estimated (93 percent) as a result of higher income.

## Costs in 2018

### Fundraising costs

The percentage of fundraising costs increased from 11.9 percent in 2017 to 15 percent in 2018. The estimate was 17.3 percent.

In 2018, we made an additional investment to recruit new donors to expand our support base (and consequently our funding) and increasing our income in the long term. This explains the increase in fundraising costs.

### Own organisational costs

Total own organisational costs (€4.6 million) are 13.8 percent higher compared with 2017 (€4.1 million) but lower than estimated for 2018 (€4.7 million). The increase in organisational costs is mainly the result of an increase in the number of FTEs

and goes hand in hand with personnel costs (as estimated). The increase in the number of FTEs is primarily the result of a more multidisciplinary approach in the International Partnerships and Programmes department.

Own organisational costs are allocated in accordance with Goede Doelen Nederland guidelines. On balance in 2018, an amount of €624,000 remains for management and administration costs (under budget).

### Management and Administration percentage rate

The Management and Administration percentage rate was 2.8 percent. This is higher than in 2017 (2.5 percent) and in line with the estimate. Management and Administration costs are costs for the own organisational management that cannot be allocated to expenditure for the objectives or fundraising. The Liliane Foundation adopts an own (maximum) standard of 6.5 percent as the Management and Administration percentage rate. In 2018, the percentage rate remained well below the internal standard at 2.8 percent.

## Risk management

The Liliane Foundation operates in a sector characterised by specific risks and uncertainties. One important risk we face is money entrusted to us being spent unlawfully. Measures to prevent and manage this are strict selection and screening of Southern partners, contracts with clear agreements, interim monitoring, strict reporting requirements, (also external) audits and evaluations, and a sanctions and anti-corruption policy. Other risks and their control measures are explained in more detail earlier on in this annual report.

## Plans for the future

In 2018, a concise policy framework 2018-2020 was established for the Liliane Foundation and MIVA. The two organisations each drafted their own specific annual plan for 2019. The fundamental principle is that children and parents play a key role in our approach. Furthermore, we strive for an equal partnership with the strategic partner organisations. We also want to share the knowledge and expertise, gained in several themes related to our work of supporting children with a disability, with partner organisations and beyond.

The objectives for 2019 are explained in more detail in the outlook section in this annual report.

### Steven Berdenis van Berlekom

's-Hertogenbosch, 25 June 2019

## Report 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 2018, a strategic themed meeting was organised with the management and internal experts. There was the annual meeting between the Works Council and a delegation from the Supervisory Board. A selection committee, composed of members of the Supervisory Board, sought a successor for the director-administrator Kees van den Broek, who stepped down in 2018. Steven Berdenis van Berlekom was appointed director-administrator as of 1 June 2018.

### 1 Supervisory Board composition

During the year covered in this report the composition of the Supervisory Board remained unchanged.

On 31 December 2018, the Board comprised seven persons:

#### Mr J.H. (Jack) van Ham (chair)

Former director of ICCO and the Netherlands Red Cross

*Current activities:*

- 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 mr. (Master in Law) Y.E. (Yvonne) Cox-Vleeshouwers

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

*Secondary roles:*

- Member of the Board of Stichting Marten & Dimitri
- Part-time 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 the Reputatiegroep

*Secondary roles:*

- Chair of the Reünistenvereniging Utrechtsch Studenten Corps
- Chair of the Supervisory Board of Saltro diagnostisch centrum
- Programme director Master of Reputation Management at the European Institute for Brand Management (EURIB)
- Member of the Supervisory Board of the Kwadrant Groep

#### Mr H.A.C. (Albert) Rommers RA

Freelance chartered accountant/ business consultant at Accountenz

*Secondary roles:*

- Treasurer of the Stichting Natural Livestock Farming and Stichting Platform Natuurlijke Veehouderij

#### Ms drs. J.A. (Jannie) Riteco

Chair of the Executive Board of De Waerden

*Secondary roles:*

- Member of the Supervisory Board of Stichting RESPONZ
- Member of the Supervisory Board of Stichting Wemos
- Member of the Supervisory Board of Stichting SWZ

#### 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
- Project coordinator Socires
- Chair of Parochiële Caritas Stad Utrecht

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

### 2 Activities of the Supervisory Board

#### Consultation with the director-administrator

In 2018, five regular meetings were held. Recurring topics on the agenda included periodic management information, the integration of MIVA, and network formation of the southern

#### Themed meeting

The topic of the themed meeting was the further shaping of the four regional networks in LINC (Liliane Foundation Inclusion Network). The Board discussed this topic with the steering group, consisting of the chairs of the regional networks. The balance between SPO capacity development and individual support for children was discussed in more detail.



Consultation and knowledge sharing between the LINC steering group and the Liliane Foundation Supervisory Board in September 2018. *photo: Liliane Fonds*

### Consultation with the Works Council

The Works Council meets with the Supervisory Board (at least) once a year, as was the case in 2018. The Works Council is effectively involved in a timely manner in relevant decision-making, as revealed by the discussion with the Board and the Works Council. The Works Council has also played a major role in selecting the new director-administrator.

### 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: Appointment of the new director-administrator

The Supervisory Board, in association with an external consultancy sought a successor for Kees van den Broek, who stepped down as director-administrator during the year pertaining to this report - after having devoted 12 years to the Liliane Foundation. Stakeholders in- and outside the organisation were asked for input for the profile description of the new director. Direct stakeholders (Management Team and Works Council) also spoke with the selected candidates. The final (and unanimous) choice was up to the Supervisory Board's selection committee: Steven Berdenis van Berlekom was appointed director-administrator as of 1 June 2018. Before this he was a member of the Executive Board of De Hoogstraat Revalidatie.

#### Financial audit committee

During 2018, the financial audit committee comprised Mr H.A.C. Rommers RA, chair, and Mr J.H. van Ham. The financial audit committee convened twice in 2018. The director-administrator and the operations manager attended the meetings. In accordance with its mission the committee monitored the quality of the financial reporting and the organisation's risk management. The financial audit committee also consulted with the accountant to discuss the findings of the audit.

### 4 Evaluations

#### Management evaluation

The Supervisory Board assesses the performance of the director-administrator on an annual basis. In 2018, it was established that the regulators were satisfied with the way in which the Liliane Foundation was led and the way in which it worked to achieve its goals and ambitions.

### 5 Remuneration

In accordance with the policy, in 2018 no remuneration was paid to the members of the Supervisory Board. Members of the Supervisory Board are entitled to annual compensation amounting to €1,500 for the chair, and €750 for other Board members. In practice, the majority does not do apply for this compensation.

The Supervisory Board determines the salary of the director-administrator 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 2018 annual report and the 2018 annual accounts, taking into consideration the declaration by Dubois & Co. Chartered Accountants for the annual accounts and annual report.

's-Hertogenbosch, 25 June 2019

## VII Prospect

### Our plans and goals for 2019

The Liliane Foundation translates its vision, mission and core strategy into specific objectives. In 2017, a multi-year policy plan for the 2018-2020 period was established in order to achieve these objectives. In 2018, it was further elaborated in a policy framework. The multi-year plan and the policy framework jointly form the basis for the 2019 annual plan. It explains where we will increase our focus, in addition to our regular activities. The main objectives in the annual plan for 2019 concern:

#### Demonstrating the results of the support provided to children and their families

We are increasingly using different resources to demonstrate the results of the support. First of all, the programme evaluations are used. The main conclusions of the 2018 programme evaluations can be consulted on page 15. Pilot projects such as STEP (see page 18) are carefully monitored and assessed to decide whether and if so, how, we can implement the initiative on a larger scale.

The results framework is another important tool that describes the results the Liliane Foundation, the strategic partner organisations and the implementing partner organisations must each achieve at their particular level to accomplish the ultimate objective. The results framework was introduced in 2017 and 2018 was the first year for which we have full details. They will be analysed and communicated in 2019.

The Liliane Foundation funds various programmes on themes, which are currently topical in the field of international coop-

eration. In a number of countries there are specific theme projects that the Liliane Foundation closely monitors. They concern the themes of sexual and reproductive health and rights (projects in Bangladesh, Nicaragua and Indonesia), education (projects in Cameroon and India) and disaster risk management (projects in the Philippines and Bangladesh). These projects will continue to be monitored in 2019. Best practices are documented in short publications. In 2019, we are going to facilitate research into what works best in the field of inclusive education and document the specific results of 'We are ringing the Bell' via stories of change.

#### Development of the strategic partner organisations

An important element of the plan for 2019 is equal partnership with our strategic partners. Internally in 's-Hertogenbosch and in consultation with our strategic partner organisations we are going to explore how we can really grow to achieve an equal partnership. The desired input from experienced experts, such as by strengthening the role of *Disabled People Organisations*, will be included in these discussions.

In 2019, agreements with a number of strategic partner organisations expire. In these countries an organisational assessment will be performed with the resulting suggestions for strengthening the organisation. We will decide whether the collaboration with a number of strategic partner organisations will be continued.

We will also collaborate with a number of former strategic partner organisations in a different way. We develop and co-fund



Pupils at the Ashan Sadan School in India ring the bell for accessible, inclusive education. photo: Liliane Fonds



We developed this colourful, educational 'open the world map' especially for guest lessons in primary schools.

innovative programmes related to strategic themes with these organisations. One example is Fundades from Peru (see also page 12). It concerns an inclusive employment project that runs for two years with the aim of training 240 poor young people and adults with a physical impairment to be call centre employees. The project was set up as a social enterprise, with joint funding from the Spanish organisation Fundación DKV Integralia.

2019 is the third and final year of the LINC pilot (see also page 9). The pilot will be assessed in 2019. The Liliane Foundation will subsequently decide whether or not to continue investing in the network.

### Increase the positive name recognition of the Liliane Foundation

The objective for 2019, is to increase the spontaneous name recognition of the Liliane Foundation. In 2018, the focus on the theme of inclusive education was translated into a new media campaign 'What do you want to be when you grow up?'. This is a multimedia campaign and it will continue in 2019 and 2020.

Besides an increase in the rate of recognition of our name, the Liliane Foundation also wants to achieve country-wide visibility. Volunteers organise meetings at schools and give guest lessons in classes to increase awareness. Regional activities, undertaken by third parties for the Liliane Foundation, are supported with professional materials.

### Visibility of the Liliane Foundation in the debate about rehabilitation, impairment and inclusion

The Liliane Foundation develops expertise on the themes of rehabilitation, inclusive education, inclusive employment, sexual and reproductive health and rights, disaster risk management and transport and communication. And we want to share this expertise. Consequently, position papers will be published on each theme. In association with the African Studies Centre the Liliane Foundation also implemented the *Breaking down Barriers* project (see page 43). We will organise a concluding conference on this project early 2020.

### Operational management

In terms of operational management, in 2019, we will complete the ICT strategy and begin its implementation. There are diverse initiatives to improve its effectiveness such as by making more efficient use of the systems. In addition the working conditions regulation will be updated and the travel insurance policy will be implemented.

### Monitoring

Throughout the year, the implementation of the plans compiled will be monitored to ascertain the extent to which the cited objectives are being achieved. Monthly assessments will be performed to establish how income and expenditure relate to the budget. If the results lag behind compared to the plans, action will be taken to ensure that the goals or the plans can still be achieved, and/or budgets will be adjusted.

## Budget 2019

	budget 2019
<b>Income</b>	
Total income from private individuals	12,750,000
Income from businesses	520,000
Income from lottery organisations	1,350,000
Income from affiliated non-profit organisations	1,270,000
Income from other non-profit organisations	4,690,000
<b>Total income</b>	<b>20,580,000</b>
<b>Expenditure</b>	
<i>Spent on objectives</i>	
Expenditure in relation to the annual plans	12,787,123
Expenditure in relation to extra applications	4,108,118
Increasing awareness	1,830,603
	<b>18,725,844</b>
<b>Organisation costs</b>	
Fundraising costs	3,666,355
Management and administration costs	600,662
	<b>4,267,017</b>
<b>Total expenditure</b>	<b>22,992,861</b>
<i>Balance before financial income and expenditure</i>	-2,412,861
Balance of financial income and expenditure	0
<b>Balance of income and expenditure (Result)</b>	<b>-2,412,861</b>



One of the themes *Breaking down Barriers* studied was the integration of police officers with a disability in the police corps in Freetown, Sierra Leone. *photo: Liliane Fonds*



Early 2019, *Breaking down Barriers* received wonderful recognition. The research - learning project was chosen as the winner of the Impact Challenge Award. The Impact Challenge Award is a national distinction for Dutch charities that have a keen eye for the effectiveness of their strategies. Nicky Bor (with the orange party hat), Anneke Donker (with the cheque) from the Liliane Foundation and Willem Elbers (far right) from the African Studies Centre Leiden proudly accepted the award, in the presence of an equally proud Steven van Berlekom (second from the right). Read more on [www.impact-challenge.nl](http://www.impact-challenge.nl) (only in Dutch). *photo: Jostijn Ligtoet*

# Breaking down Barriers

## Research that breaks down barriers

The researchers of *Breaking down Barriers*, our international educational project on lobbying and advocacy, completed five studies in 2018. Important studies that help increase expertise within the Liliane Foundation and its strategic partners.

In the *Breaking down Barriers* project, the Liliane Foundation works alongside the African Studies Centre Leiden (Leiden University), Cameroon Baptist Convention Health Services (Cameroon), One Family People (Sierra Leone), Cheshire Homes Zambia Society (Zambia) and three academic partners in these countries. The project was launched in 2015 and runs for four years.

The aim of *Breaking down Barriers* is to increase expertise related to advocacy at the Liliane Foundation and its strategic partners through scientific research. During the course of the project there will be fourteen studies in Sierra Leone, Zambia and Cameroon, which will jointly contribute to providing an answer to the

question of what is the most effective way to engage in advocacy for children with a disability. The findings are published in three languages on [www.barriersfree.org](http://www.barriersfree.org). The Liliane Foundation also designed a course for its partners based on these studies. In 2018, our strategic partner organisations in Kenya, Uganda, Ethiopia, Ghana and Rwanda participated in the course.

In 2018, the following studies were concluded:

- In Sierra Leone research was performed into the integration of police officer with a disability into the police corps in Freetown.
- Another study in Sierra Leone concerned the women's movement. It provided more clarity regarding the extent to which girls with a disability experience double discrimination.
- In Zambia a study was conducted into the significance of role models.
- The effects of training young people with a disability to stand up for their rights was also studied in Zambia.
- In Cameroon a student researched advocacy organisations that stood up

for people with a disability. This study clearly revealed that hardly anyone listens to children and young people, even in these interest groups. Young people with a disability are excluded based on their impairment and their age.

One of the main insights provided by the different studies is 'intersectionality'. It means that children and young people are not only excluded as a result of their impairment. Other factors play an important role as well. Girls with a disability often suffer twice as much. If you want to understand the reasons behind exclusion, you have to look further than the impairment alone. In 2018, the Liliane Foundation elaborated a project proposal on this subject. The two year *Voices for Inclusion* project is funded by VOICE and begins in 2019 in close cooperation with the Dutch Coalition on Disability and Development. In this project the Liliane Foundation will bring together advocacy groups from different sectors in five countries, so that they can learn from each other's best practices. The project will be concluded with a celebratory event in the Netherlands.



Patience is always ready to help Dieu Merci.  
photo: Jan-Joseph Stok



Dieu Merci feels right at home in the workshop run by 'the oldies'. photo: Jan-Joseph Stok

# Dieu Merci had yet another brainwave

The interest in electrical currents, pulses and the transmission of signals started early with Dieu Merci (20). As a young boy his favourite pastime was fiddling with bulbs and batteries. He gradually became more adept at electronics. At the same time his body had



Dieu Merci gets in touch. photo: Jan-Joseph Stok

an unsolvable short circuit. Dieu Merci suffered from polio when he was a baby.

He still has to cope with the effects of the disease every day. Dieu Merci cannot walk independently. As a result of deformities he finds it increasingly difficult to perform all kinds of daily activities. For example, helping his mother with household chores is becoming harder and harder. But Dieu Merci does not give up: he is following a university course, specialising in electronics. Our implementing partner organisation in the Congolese capital Kinshasa, OMD Caritas, supports Dieu Merci by paying his tuition fees, just as it paid his school fees before. What's more, he can always turn to Patience from the partner organisation if he has any medical questions. Patience also helps him find and fund equipment such as crutches, which keeps him mobile.

Support that makes a difference to Dieu Merci. It means he can continue to work towards his dream for the future: becoming a technician. His parents accepted their son as he was and there was no lack of love within the family. But money was a problem. Especially

after his father died, when Dieu Merci was still very young. And now the family has also been evicted from their home. They found temporary shelter in a former school, but concerns about the future persist.

Dieu Merci prefers to focus on the future. After his studies he wants to get started as quickly as possible. Perhaps he is going to set up a small business with a couple of his fellow students. He certainly doesn't lack practical experience: he has now completed an internship at a radio station. When he is not attending classes, he is usually to be found in the local workshop, where he helps the older technicians with all kinds of repairs. Dieu Merci is in his element at the workshop. He learns a lot from 'the oldies', as he refers to them jokingly.

**The Liliane Foundation programme in the Congo is made possible by the AFAS Foundation. Read more about our collaboration with the AFAS Foundation on page 25.**

# VIII Financial information 2018

## Summary financial statements

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:

- a The balance sheet as at 31 December 2018 and statement of income and expenditure for 2018 have been included, as they appear in the full financial statements.

- b The full financial statements are based on the Guideline for Annual Reporting for Fundraising organisations (RJ650). 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.
- c 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 2018

### After result appropriation

		31-12-2018		31-12-2017
<b>Assets</b>				
<b>Tangible fixed assets</b>				
Assets		1,695,628		1,730,063
<b>Receivables</b>	8,546,240		7,248,724	
<b>Securities</b>	499,100		446,800	
<b>Cash at bank and in hand</b>	10,086,290		11,898,295	
		19,131,630		19,593,819
<b>total assets</b>		<b>20,827,258</b>		<b>21,323,882</b>
<b>Liabilities</b>				
<b>Reserves and funds</b>				
<i>Reserves</i>				
Continuity reserve	3,000,000		2,800,000	
Appropriated reserves	5,661,581		6,061,723	
Other reserves	5,836,239		6,211,130	
		<b>14,497,820</b>		<b>15,072,853</b>
<i>Funds</i>				
Appropriated funds		1,184,915		1,748,676
		<b>15,682,735</b>		<b>16,821,529</b>
<b>Provisions</b>		872,000		1,076,000
<b>Long-term debts</b>		1,738,675		1,839,980
<b>Current liabilities</b>		2,533,848		1,586,373
<b>Total liabilities</b>		<b>20,827,258</b>		<b>21,323,882</b>

## Statement of Income and Expenditure for 2018

	actual 2018	budget 2018	actual 2017
<b>Income</b>			
Income from private individuals	14,201,580	12,600,000	12,957,931
Income from companies	359,430	520,000	435,437
Income from lottery organisations	1,350,000	1,350,000	3,150,000
Income from affiliated non-profit organisations	1,132,698	1,100,000	1,000,695
Income from other non-profit organisations	3,810,910	4,580,000	4,478,199
<b>Total income</b>	<b>20,854,618</b>	<b>20,150,000</b>	<b>22,022,262</b>
<b>Expenditure</b>			
<i>Spent on objectives</i>			
Expenditure in relation to the annual plans	12,654,404	12,699,428	12,956,539
Expenditure in relation to additional applications	3,966,436	4,222,354	4,600,720
Increasing awareness	1,622,482	1,754,127	1,684,056
	<b>18,243,322</b>	<b>18,675,909</b>	<b>19,241,315</b>
Fundraising costs	3,126,901	3,479,764	2,626,707
Management & administration costs	623,780	645,777	568,950
<b>Total expenditure</b>	<b>21,994,003</b>	<b>22,801,450</b>	<b>22,436,972</b>
<i>Balance before financial income and expenditure</i>	-1,139,385	-2,651,450	-414,710
Balance of financial income and expenditure	591	10,000	13,992
<b>Result</b>	<b>-1,138,794</b>	<b>-2,641,450</b>	<b>-400,718</b>
Spending ratio (expenditure/total income)	87.5%	92.7%	87.4%
Fundraising costs/total income)	15.0%	17.3%	11.9%
Management and administration costs/total income)	2.8%	2.8%	2.5%

### Result appropriation

The allocation of the balance of income and expenditure for 2018 is proposed as follows:

<b>Balance allocation (detail)</b>	<b>2018</b>	<b>2017</b>
<b>Addition (+) / withdrawal (-) to:</b>		
Continuity reserve	200,000	400,000
Appropriated reserve for Programme implementation	-100,000	-300,000
Appropriated reserve for Riet Fonds obligations	-96,000	-105,000
Appropriated reserve for CBR	-204,142	-12,277
Other reserves	-374,891	153,499
Appropriated funds	-563,761	-536,940
	<b>-1,138,794</b>	<b>-400,718</b>

The profit allocation proposal has been processed as such in the balance sheet as at 31 December 2018.

## Financial results: income and analysis

<b>Total income</b>	<b>actual 2018</b>	<b>budget 2018</b>	<b>actual 2017</b>
Income from private individuals	14,201,580	12,600,000	12,957,931
Income from companies	359,430	520,000	435,437
Income from lottery organisations	1,350,000	1,350,000	3,150,000
Income from affiliated non-profit organisations	1,132,698	1,100,000	1,000,695
Income from other non-profit organisations	3,810,910	4,580,000	4,478,199
<b>Total income</b>	<b>20,854,618</b>	<b>20,150,000</b>	<b>22,022,262</b>

Total income in 2018 amounted to €20.9 million and was thus 5% lower than the previous year, but 3.5% higher than estimated. The decrease compared with 2017 can mainly be explained by the extra allocation of €1.8 million in 2017 from the Dutch

Postcode Lottery for a project related to albinism in Tanzania. Income from affiliated non-profit organisations concerns a donation from Stichting MIVA with which the Liliane Foundation entered into a close partnership at the beginning of 2016.

<b>Income from private individuals</b>	<b>actual 2018</b>	<b>budget 2018</b>	<b>actual 2017</b>
Income from donations and gifts	7,252,585	7,500,000	7,065,519
Income from legacies	6,948,995	5,100,000	5,892,412
<b>Total income from private individuals</b>	<b>14,201,580</b>	<b>12,600,000</b>	<b>12,957,931</b>

Income from donations and gifts increased by 2.6% in 2018 compared with the previous year. The number of active individual donors in 2018 increased slightly from 82,725 to 83,185. Income, received from inheritances and legacies, increased by

€1.1 million (18%) compared with the previous year and was 36% higher than estimated. The number of new inheritances and legacies increased by 4% to 155 in 2018 compared with 140 in 2017.

## Financial results: expenditure and analysis

Spent on objectives	actual 2018	budget 2018	actual 2017
<b>Expenditure in relation to the annual plans</b>			
Outsourced work	11,335,061	11,326,000	11,771,697
Allocated own organisation costs	1,319,343	1,373,428	1,184,842
	<b>12,654,404</b>	<b>12,699,428</b>	<b>12,956,539</b>
<b>Expenditure in relation to extra applications</b>			
Outsourced work	3,281,959	3,565,000	4,032,558
Allocated own organisation costs	684,477	657,354	568,162
	<b>3,966,436</b>	<b>4,222,354</b>	<b>4,600,720</b>
<b>Increasing awareness</b>			
Direct costs related to increasing public awareness	819,450	930,500	973,811
Allocated own organisation costs	803,032	823,627	710,245
	<b>1,622,482</b>	<b>1,754,127</b>	<b>1,684,056</b>
Total outsourced work	15,436,470	15,821,500	16,778,066
Allocated own organisation costs	2,806,852	2,854,409	2,463,249
<b>Total expenditure on the objectives</b>	<b>18,243,322</b>	<b>18,675,909</b>	<b>19,241,315</b>

Total expenditure on the objectives amounted to €18.2 million in 2018 compared with €19.2 million in 2017 and the estimated €18.7 million. Expenditure on the programmes and extra applications was €1.2 million lower in 2018 than in 2017. This is mainly due to expenditure in 2017 related to Albinism in Tanzania, for which we received additional funds from the Dutch Postcode Lottery via the extra draw.

Expenditure in relation to the annual plans are in line with estimates. Extra applications were lower than estimated. The main reason for this is that during the course of 2018, a number of projects were put on hold because income from institutional fundraising that was going to be used to fund them, was uncertain at the beginning of the year. Moreover, applications from a few large projects were completed late in the year and as a result were approved at the end of 2018 and some at the beginning of 2019.

Expenditure related to extra applications concerns 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 a disability and making their environment accessible. It 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. In 2018, (in addition to the €11.3 million spent in relation to the annual plans) a total of €2,558,000 million was spent on SPO programmes. In addition, €521,000 was spent on capacity development for the SPOs and €202,000 on evaluations and research. The latter is important to allow us to continue to improve our work. The research conducted in 2018 concerned the learning pathway in association with the African Studies Centre at Leiden University related to effective strategies for lobbying and advocacy for the inclusion of people with a disability in the countries in which we operate.

Expenditure on increasing awareness is in line with last year and was within budget.

## Financial results: own organisation costs and expenditure breakdown

### Specification and cost allocation

	Spent on objectives			Fundraising costs	Management and administration costs	Total actual 2018	Total budget 2018	Total actual 2017
	Annual plans	Extra applications	Increasing awareness					
<b>Expenditure</b>								
Outsourced work	11,335,061	3,281,959				14,617,020	14,891,000	15,804,255
Advertising and communication			819,450	1,920,934		2,740,385	3,204,500	2,559,599
Personnel costs	1,064,845	547,789	651,185	986,198	465,761	3,715,778	3,620,000	3,048,610
Housing costs	17,335	9,310	10,343	14,970	8,109	60,067	55,000	43,273
Office and general costs	178,176	95,697	106,309	153,863	122,319	656,364	780,950	779,456
Depreciation and interest	58,987	31,681	35,193	50,936	27,591	204,389	250,000	201,778
<b>Total</b>	<b>12,654,404</b>	<b>3,966,436</b>	<b>1,622,482</b>	<b>3,126,901</b>	<b>623,780</b>	<b>21,994,003</b>	<b>22,801,450</b>	<b>22,436,972</b>

Method of cost allocation is explained on page 46 of the full financial statements.

### Percentage allocation of own organisation costs

	Spent on objectives			Fundraising costs	Management and administration costs	Total actual 2018
	Annual plans	Extra applications	Increasing awareness			
<b>Expenditure</b>						
Personnel costs	28.7	14.7	17.5%	26.5	12.5	100.0
Housing costs	28.9	15.5	17.2%	24.9	13.5	100.0
Office and general costs except for bank costs	28.9	15.5	17.2%	24.9	13.5	100.0
Depreciation and interest	28.9	15.5	17.2%	24.9	13.5	100.0
<b>Average</b>	<b>28.5</b>	<b>14.8</b>	<b>17.3%</b>	<b>26.0</b>	<b>13.5</b>	<b>100.0</b>

## Reserves and funds

The Liliane Foundation is aware that its donors expect the donations to be spent efficiently as well as properly 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 Dutch annual reporting standards for fundraising organisations (RJ650).

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

	Opening balance 2018	Appropriation 2018	Year end balance 2018
<b>reserves</b>			
Continuity reserve	2,800,000	200,000	3,000,000
Appropriated reserve for Programme implementation	4,800,000	-100,000	4,700,000
Appropriated reserve for 'Riet Fonds obligations'	274,000	-96,000	178,000
Appropriated reserve for CBR	987,723	-204,142	783,581
Other reserves	6,211,130	-374,891	5,836,239
<b>Total reserves</b>	<b>15,072,853</b>	<b>-575,033</b>	<b>14,497,820</b>
<b>Appropriated funds</b>	<b>1,748,676</b>	<b>-563,761</b>	<b>1,184,915</b>
<b>Total reserves and funds</b>	<b>16,821,529</b>	<b>-1,138,794</b>	<b>15,682,735</b>

### General

The continuity reserve and the appropriated reserve for Programme implementation are intended to adapt the organisation and the level of expenditure in the event of a loss of income, within an acceptable period to this lower income. When drafting the multi-year budget, we established that we want to be able to cope with a 20% loss of income from own fundraising for a period of two years. The percentage rate is determined based on a risk analysis. It is reviewed on an annual basis.

The total of both reserves is established at €7.7 million for 2018, twice 20% of the estimated income for 2019 from own fundraising of €19.2 million. We explain below how the distribution between the two reserves is established.

### Continuity reserve

The continuity reserve is intended 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 level of the continuity reserve, in line with the calculation in the previous paragraph, was established at twice 20% of the costs of the own operational organisation for 2018. This reserve is established at €3.0 million for 2018, twice 20% of the estimated costs of the own operational organisation for 2019 of €7.3 million.

As the norm the Liliane Foundation established that the continuity reserve may amount to maximum 50% of the costs of the own operational organisation (Goede Doelen Nederland adopts a norm of 150%).

### Appropriated reserves

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

#### Appropriated reserve for Programme implementation

This reserve is intended to enable the gradual scaling down of the level of expenditure in two years, in the event of a loss of income, to the new (lower) level. As the norm we established that this appropriated reserve may not exceed 50% of the estimated annual plans of the SPOs.

For 2018, the reserve was established at €4.7 million, the result of the necessary total reserve in the case of a loss of twice 20% of the income from own fundraising (€7.7 million) and the amount that is required in this scenario for the continuity reserve (€3.0 million). The reserve thus amounts to 42% of the estimated amount for expenditure in relation to the annual plans for 2018 and remains within the established norm.

#### Appropriated reserve for 'Riet Fonds Obligations'

For the sake of caution and prudence the Liliane Foundation established an appropriated reserve for 'Riet Fonds Obligations' as of year end 2012. This appropriated 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 €178,000 at year end 2018.

### Appropriated reserve for 'CBR'

At year end 2016, the Liliane Foundation established an appropriated 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 CBR. They can be improved, for example, by investing in training for the people involved in implementing the CBR programmes on a daily basis. A total of one million euro has been appropriated to further increase knowledge and improve practical skills.

As a result of the successful fundraising for the largest CBR project in 2018 the withdrawal was lower than expected. The focus on CBR will not be reduced over the next few years. This appropriated reserve amounts to €783,581 at year end 2018.

### Other reserves

The other reserve will be spent in line with the objective. A withdrawal of €3.7 million has been estimated in the multi-year budget for 2019-2021.

### Appropriated funds

The policy of the Liliane Foundation focuses on allocating assets in accordance with the designated purpose. An appropriated 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 appropriated fund varies between one and three years.

## Management remuneration

The Supervisory Board has established the remuneration policy, the amount of management remuneration and of other remuneration components. The policy is updated periodically. The latest evaluation took place at the beginning of 2019.

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. This led to a BSD score of 460 points with a maximum (standard) annual income of €135,314 (1 FTE/12 months). As revealed by the overview provided below, the director-administrator's

annual income is well below the applicable ceilings. The annual income, taxed allowances/additions, employer's pension contribution and other long-term benefits remain within the maximum of €189,000 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 director-administrator of the Liliane Foundation also became the director-administrator of Stichting MIVA. He is employed 100% by the Liliane Foundation. In accordance with his time allocation, 6% of his salary is charged to MIVA.

Name	S.H. Berdenis van Berlekom	C.J. van den Broek
Title	Director-administrator	Director-administrator
Employment contract	Indefinite period	Indefinite period
Contracted hours	40 hours	40 hours
Part-time percentage	100%	100%
Period	June-December 2018	January-May 2018
<b>Remuneration</b>	<b>2018</b>	<b>2018</b>
Gross salary	62,135	43,765
Gross holiday pay (8%)	4,970	3,501
Year-end bonuses and suchlike	None	None
Variable salary	None	None
<b>Total gross taxable annual income</b>	<b>67,105</b>	<b>47,266</b>

The total gross taxable income remains well within the norm of € 78,605 (June - December 2018) and € 54,739 (January - May 2018).

<i>Taxable allowances/additions</i>	None	None
Employer contribution pension costs (60%)	7,846	5,602
Pension compensation	None	6,250
Other long-term benefits	None	None
Employment termination benefits	None	None
<b>Total remuneration incl. employer costs</b>	<b>74,951</b>	<b>62,886</b>

The total remuneration remains well within the norm of € 110,250 (June - December 2018) and € 78,750 (January - May 2018).

The Liliane Foundation does not provide the director-administrator 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.

## Report of the independent auditor

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### 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 2018 (hereafter: 'the summary financial statements') of Foundation Liliane Fonds, based in Den Bosch, The Netherlands, is derived from the audited financial statements 2018 of Foundation Liliane Fonds.

In our opinion the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements 2018 of Foundation Liliane Fonds, on the basis described in the note on page 45.

The summary financial statements comprise:

1. the (summary) balance sheet as at 31 December 2018;
2. the (summary) statement of income and expenditure for 2018 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 summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our auditor's report on those financial statements of 27 June 2019.

The audited financial statements and our auditor's report thereon  
We expressed an unmodified audit opinion on the audited financial statements 2018 of Foundation Liliane Fonds in our auditor's report of 27 June 2019.

#### 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 45.

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

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**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 'Opdrachten om te rapporteren betreffende samengevatte financiële overzichten' (Engagements to report on summary financial statements).

Amsterdam, 29 October 2019

Dubois & Co. Registeraccountants

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





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