

A young girl with a red hijab and yellow dress is standing barefoot on a colorful patterned rug. She is holding a white tablet and wearing large black headphones. The background is a wall with significant damage, including peeling paint and exposed brick. The overall scene suggests a focus on technology and education in conflict zones.

INNOVATION IN TIMES OF CRISIS

War Child Annual Report 2020

WAR
child

Table of contents

We are War Child	4
Our View on 2020	5
Our Mission	7
Our Vision	8
Our Programme Strategy	9
Our Strategy	10
What We Do for Children	11
Fast Aid - Our COVID-19 Response	13
Upholding Programme Quality	15
Healing Through Play in Lebanon	18
Integrity and Risk	20
Our Commitment to Integrity	21
Risk Management	23
Research and Development	25
Latest Research	25
A Simple Tool Goes a Long Way	28
Child Protection in Colombia's Urban Rainforests	30
Our Global Programmes for Children	33
The Middle East	34
Latin America and South Asia	36
Africa	38
Check-B Magic: "Corona"	41
Europe	42
TeamUp International - Supporting Refugee Children Worldwide	44
Can't Wait to Learn	46
Can't Wait to Learn@Home: Learning in Lockdown	48
Contribute to Positive Change	51
War Child around the World	52
War Child International and beyond	53
Advocacy and Media	54
Advocacy: Our Campaigns for Change	55
War Child in the News	57
Expanding Our Online Presence	59
Communication with Stakeholders	61
Meet our Ambassador - Quinty Misiedjan	62

War Child People and Operations	64
Our People	65
Our Policies	66
Shared Operations	68
Global Shared Platform	70
Our Management Team	70
Supervisory Board Report	72
Where Our Funds Come From	77
Public and Business Fundraising	78
Lotteries	79
Funding from Government Bodies and Non-Profit Organisations	80
How We Spend Our Funds	83
Responsible Spending	84
Our Expenditure in 2020	85
Our Planned Expenditure in 2021	87
War Child: What Does the Future Hold?	88
Our Plans for 2021	89
War Child Would Like to Thank...	90
Statement of Integrity	91
Annual Accounts	92
Balance Sheet	93
Statement of Income and Expenses	94
Appropriation of the Result	95
Cash Flow Statement	96
Notes to the Annual Accounts	97
Notes to the Balance Sheet	104
Notes to the Statement of Income and Expenses	113
Notes to the Cash Flow Statement	122
Further Notes to the Annual Accounts	123
Other information	126
Independent Auditor's Report	127
Branch Offices	129
Annexes	130
Theory of Change	131
Research Publications	131
Budget 2021	133
Credits	133

We are War Child



Our View on 2020

We are at a unique and difficult moment in history. As we conclude this report, the **coronavirus pandemic** continues to rage, with major implications for societies, people and children worldwide.

Times of Crisis

Although the world has experienced public health emergencies before, the unknown nature of the virus and the speed with which it caught hold was a shock to all of us. The words of 16-year-old Hameed from Jordan stuck with me: **“We are afraid of everything now. I don’t know if I will live to see tomorrow or not.”**

It is children like Hameed - caught up in conflicts created by adults - who have become the **silent victims** of the pandemic. With schools closed, so too their education is put on hold, meaning long-term and irreversible effects on their development. Isolated at home, children cannot escape the stress and anxiety that their parents are feeling, nor the barrage of daily news reports. The vaccine may be on its way, but where does an unregistered child in a refugee camp fit in?

“The vaccine may be on its way, but where does an unregistered child in a refugee camp fit in?”

The year 2020 was meant to be one of major progress on mental health, child protection and education. We got off to a **strong start**, launching research studies on the coasts of Colombia, linking young women in Burundi to job opportunities and finalising plans for the rapid scale up of **TeamUp** - our movement-based **psychosocial support** intervention. Then COVID-19 arrived, and we were forced to radically change course.

On the one hand, humanitarian organisations were well prepared - **we deal with emergencies every day**. On the other, the sector was caught off guard. It is set up in such a way that we are governed by a robust set of strategies, policies, grant requirements, log frames - you name it - which play an important purpose. Yet, it is these same structures that can also result in bureaucracy, making it harder to depart from the established ways.

Innovation, Creativity

The pandemic has revealed the necessity for **enhanced innovation** across the humanitarian sector - something that comes naturally to the children in our programmes. Now was the time to think outside the box but also not overthink less we fail to act.

First, we suspended group activities. Next, we began to disseminate reliable information on personal protection against the coronavirus. In the weeks to come we were to dramatically reshape our core interventions, exploring **safe and creative ways** to continue to provide vital child protection, education and psychosocial support.

In **South Sudan**, we took our message over the airwaves - with the help of celebrities like Afrobeats artist **Check-B Magic**. Meanwhile, our staff worked around the clock to deliver hygiene and child care kits to hundreds of families living in isolation. Small games, crayons and colouring books helped children stay engaged through long weeks of lockdown. In the **occupied Palestinian territory** - where a major outbreak sent stress levels through the roof - we utilised everything from WhatsApp to video animations and 24-hour hotlines to reduce fear and anxiety among children and parents.

The adaptation of our tablet-based education programme **Can't Wait to Learn** saw children in **Uganda** and beyond continue their education from home - with or without an active WiFi connection. In Lebanon, the reading and maths games were made available online so parents could download them on their mobile phone and share them with children.



© War Child

Dreaming Big

While our response was decisive, it was not without mistakes - solutions were often limited to one country or region and lacked financial capacity. We are learning but we can do better if we listen more closely to our communities, partners and colleagues. We must act now to protect an entire generation who may never return to school; girls at the heart of a **surge in domestic violence** globally.

“War Child is urging governments and companies to share their intellectual property and make COVID-19 vaccines available and affordable for everyone.”

War Child is urging governments and companies to share their intellectual property and make COVID-19 vaccines available and affordable for everyone. **Children living in war have already lost so much** - a vaccine gives them the chance to be free...

Free to play. Free to grow. Free to be.



Eelkje Colmjon

Tjipke Bergsma, Managing Director

Hans van der Noordaa, Chair Supervisory Board

Our Mission

War Child works exclusively to strengthen the resilience and psychosocial wellbeing of children living with the effects of violence and armed conflict.

We deliver vital **child protection, education and psychosocial support** - integrated for enhanced effect. We provide emergency support when children's lives are turned upside down.

We empower children in everything we do. We work to unleash their inner strength through our **creative, relevant and engaging** approach.



Dirk van Sambeek

We work together with caregivers and communities - as well as other NGOs - to bring about change in the lives of conflict-affected children. We develop **new methods of working with children** - and share them freely with partner organisations.

We undertake **research and development** to demonstrate that our work with children is relevant and effective. Our goal is that every one of our programmes will be backed by rigorous evidence.

Everything we do has a lasting impact and helps children **build a better future** - both for themselves and their communities. Because no child should be part of war. Ever.

Our Vision

**NO CHILD SHOULD BE PART OF WAR.
EVER.**

Children have the right to grow up in peace
Free from fear and violence
To develop their full potential
Become the person they want to be

**TOGETHER WE CAN
CHANGE THE FUTURE**

Our Programme Strategy



Our Strategy

The number of children affected by violence and armed conflict is at a **record high** - and the available funds to meet their needs are nowhere near enough. The nature of armed conflict is becoming increasingly unpredictable. The COVID-19 pandemic poses a new and acute threat to the wellbeing of children worldwide. All this means that the challenges we face as an organisation are growing in scale and complexity.

War Child reaches many thousands of children and youth every year - yet there are **160 million children living directly with the effects of violence and armed conflict**. We will never reach them all by ourselves - which is why our strategic goal is to become the **networked expert organisation for children affected by conflict**.

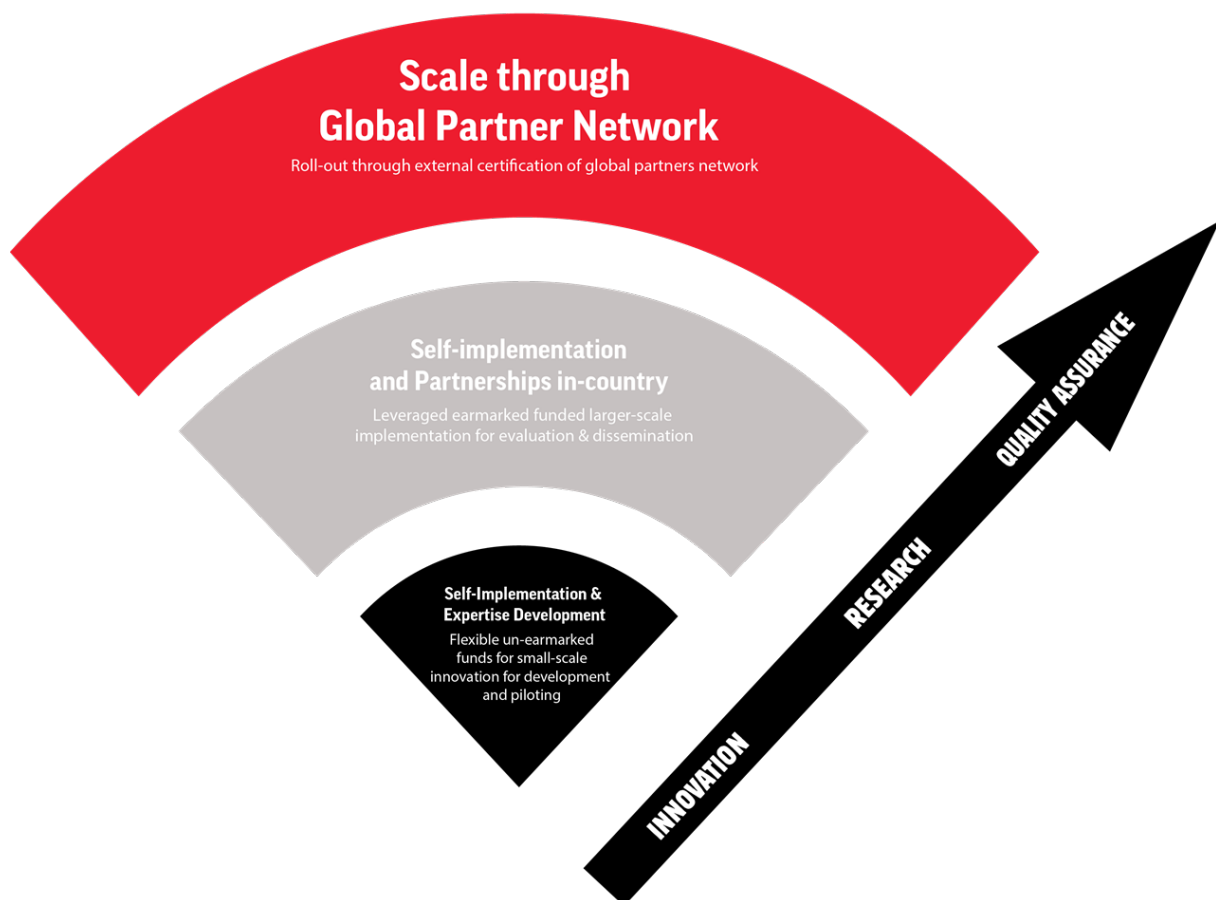
Networked: This strategy sees us work together with organisations across the world to ensure our work has maximum reach and impact.

Expert: We continue to develop interventions - backed by evidence and research to meet the highest standards of quality - and share them through a network of partner organisations.

These two key strategic ambitions will see us reach increasing numbers of children every year with evidence-based programming relevant to their needs - all delivered through a global network of local and international organisations.

Our overall goal is that **increasing numbers of children and youth will access quality programmes** - incorporating vital child protection, education and psychosocial support - and as a result enjoy improved psychosocial wellbeing.

Because no child should be part of war. Ever.



What We Do for Children

War Child works exclusively to improve the resilience and psychosocial wellbeing of children living with the effects of violence and armed conflict. Our integrated programmes combine psychosocial support, education and child protection for maximum impact. This approach ensures our efforts are both relevant and effective.

Child protection

160 million children worldwide currently live in high-intensity conflict zones. These children have the fundamental right to grow up free from fear and trauma - but in times of humanitarian crisis the structures that serve to protect them often weaken or break down. The continuing COVID-19 pandemic has exacerbated this trend.

Children as a result are exposed to significant risks that **threaten their safety and wellbeing** - including family separation, sexual abuse and recruitment into armed forces and groups.



© Alex McBride

War Child works to counter these threats through our child protection activities - which are central to all our work with children and communities. These efforts see us partner with communities and civil organisations to **safeguard fundamental child rights** and strengthen child protection systems.

Our child protection strategy is shaped by best practice from the global **Child Protection Minimum Standards (CPMS)** framework. Our programming focuses primarily on child protection prevention and response strategies for children at risk of all types of abuse - and prioritises community-driven action wherever possible.

This work encompasses community awareness-raising on child protection risks; referral mechanisms to provide vulnerable children with appropriate services; and ongoing 'Case Management' of individual children and their families.

Education

Every child has the fundamental right to learn. Yet some 75 million children currently experience disruption to their education as a result of humanitarian crisis. These children predominantly live in environments where resources are scarce and classrooms are inaccessible - or even dangerous.

War Child works to bridge this learning gap through its 'Education in Emergencies' programming - and support children to enjoy improved academic and social emotional learning outcomes.



© War Child

We work in situations of humanitarian crisis - both emergency and protracted - to provide catch-up education and basic numeracy and literacy courses for children otherwise denied their right to learn. These programmes are increasingly **being adapted for remote delivery** through mobile phones and tablet devices - efforts increasing as part of our response to the COVID-19 pandemic.

We support caregivers, teachers and other education professionals to contribute towards creating **safe and enabling learning environments**. We also work with local ministries of education to align all learning content with national curricula.

Can't Wait to Learn is our flagship education programme. This global initiative provides conflict-affected children with quality education - no matter where they live. The programme offers children the opportunity to (continue to) learn to read, write and count through playing educational games played on tablet devices.

Psychosocial support

Millions of adolescents living with violence and armed conflict face significant threats to their safety and wellbeing. These threats include feelings of fear, anxiety, and depression, as well as exposure to physical and sexual exploitation. Many of these vulnerable children have acute psychological needs - yet they are **denied access** to potentially life-saving mental healthcare resources.



© Marcel van der Steen

War Child works to **address this 'treatment gap'** through our psychosocial support programming. Our activities are designed to enable children and young people to develop their resilience and innate strengths. Participants in our life-skills programmes and structured recreational activities develop increased self-confidence and trust in others.

We work with parents and other key adults in children's lives to enhance their own wellbeing and their capacity to provide care and psychosocial support to children. We also work to establish referral mechanisms for children in need of specialist mental health support - drawing on community support to bridge resource gaps.

Equitable access

In all of our programming lines we work to put in place equitable access as far as possible - incorporating principles of **racial and gender equality and inclusion for children with disabilities**. We are also developing strategies to engage with common drivers of stigmatization - to ensure all children can take part in our programmes.

Fast Aid - Our COVID-19 Response

There are currently **160 million children** around the world living with the direct effects of armed conflict. These children face unprecedented threats to their safety and wellbeing - threats that have become ever more urgent following the onset of the COVID-19 pandemic.

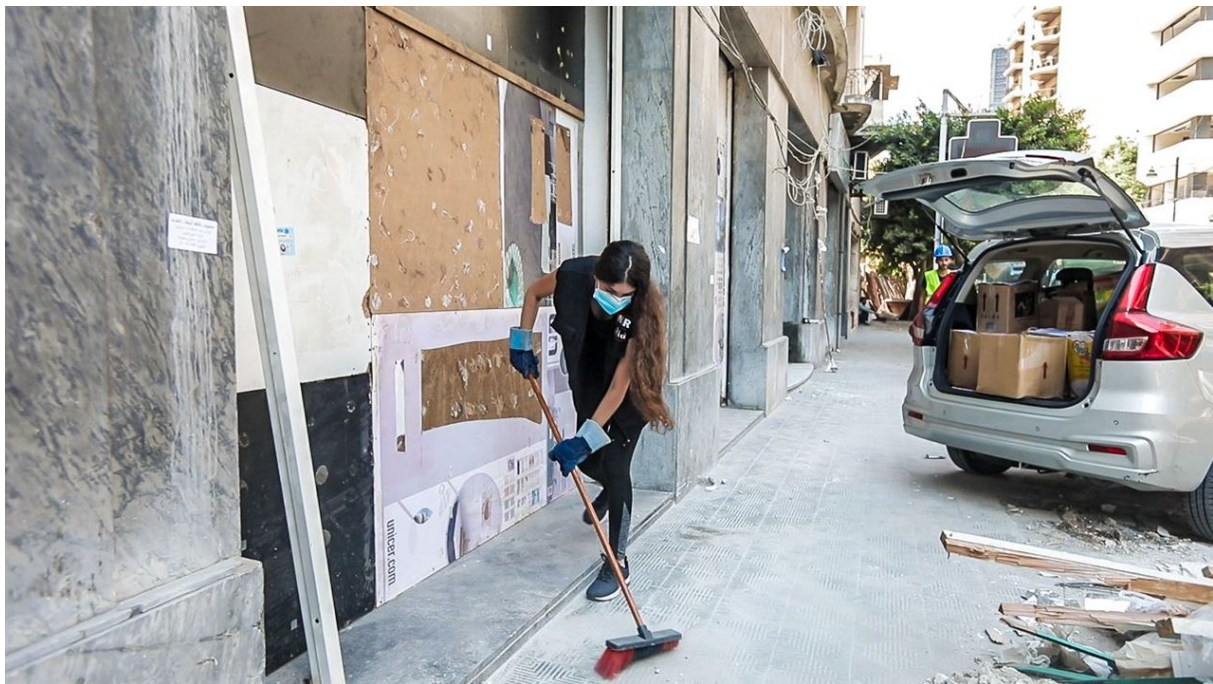
The pandemic brought about a shift in our programme delivery - moving to reach greater numbers of children more quickly through our **new agile Fast Aid methodology**. Fast Aid encompasses our Humanitarian Emergency Readiness and Response work. This has been developed to deliver vital support to children and families **within 48 hours** of a humanitarian disaster - the time when children need our support most.

Building on our strengths, experiences and humanitarian values and principles, the objective of Fast Aid is to address the unmet needs of children during an emergency and compliments our **Care System** model. Our 'Fast Aid' kit comprises key tools and programme methodologies developed and tested by various agencies. This kit is supported by **quick, streamlined decision-making processes** - allowing for the rapid rollout of emergency response actions.

Fast Aid will continue to be incorporated into our overall programming over the coming years - undertaken in close collaboration with communities and local organisations. A small team will work with country offices to promote the adoption of Fast Aid methodologies into their programming - with particular focus on South Sudan and the occupied Palestinian territory. We will also roll out various context-specific tools to improve **emergency readiness and humanitarian response initiatives** across various countries.

Case Study: Beirut Explosions

On **4 August 2020** life for the people of Beirut changed irreversibly. Two explosions of a massive store of ammonium nitrate ripped through the Capital's port leaving at least 210 people dead, 7,500 injured and an estimated 300,000 homeless. The country's economy was already in a state of crisis when the blasts hit, with the **Lebanese pound plunging**. Now, rampant inflation and shattered infrastructure means even basic food stuffs are unobtainable. All this - on top of the coronavirus pandemic - has rendered the city a disaster zone. War Child quickly put our Fast Aid framework into action.



© War Child

In the immediate aftermath, our team were on the ground to support a **massive clean-up operation**. We went door-to-door helping families clean up debris and offering food, water and clothing. War Child - together with UNICEF and other key partners - set up **mobile psychosocial support units and recreational activities** in districts heavily affected by the blasts. These activities were designed to support children to express themselves and deal with **painful emotions, shock and trauma**. An outreach team backed this up - visiting nearby homes to assess the urgent needs of families. Fast-tracked processes were put in place to refer children - wherever needed - to additional services.



© War Child

Meanwhile, we looked to the escalating hunger crisis. Entering into partnership with the **Lebanese Ministry of Social Affairs** we were able to reach some 600 families with food parcels and hygiene kits - plus an additional 600 families some three months later. We also joined forces with local partners to deliver basic food items directly to 626 families in remote areas including Wadi Khaled, FoH Koura and Ribat Beddawi - all the while adhering to strict COVID-19 measures.

In the months that followed, we provided **cash-for-shelter** for 60 families - the beginning of an extensive restoration effort for homes and businesses.

Upholding Programme Quality

War Child works hard to ensure all our activities are subject to robust monitoring, evaluation and quality checks. These efforts allow us to continuously improve our work while ensuring that every programme remains **relevant to children's reality**.

In 2020, the coronavirus pandemic reinforced the need for an effective emergency response system. We asked ourselves the difficult questions - **how to balance speed with quality?** - and got to work. All our programmes were adapted in compliance with public health guidance.

Behind the Scenes

A series of guidance notes were produced to provide actionable guidance and tools for staff to implement effective disease control prevention strategies - including **risk communication and community engagement** and **water, sanitation and hygiene** protocols. This was followed by a set of standard operating procedures - in line with **World Health Organisation (WHO)** checklists.



© War Child

Our ability to maintain quality during an unprecedented crisis was strengthened through the set-up of a **War Child Virtual Operations Room** - a one-stop location for all information related to our COVID-19 response. A live feed on the main page helped staff stay up to date with latest news on the coronavirus while **regular situation reports** offered a critical insight into current activities in any given country. Instructional videos, how-to pages and real-time learning opportunities supported these efforts. By the close of the year, we had welcomed 918 new users to our **War Child Learning World** platform.

Innovation on the Ground

As the pandemic has proven, new threats to children's safety can strike at any moment. This means we must **continuously adapt** our programming to respond to these threats in real-time - and 2020 saw some critical steps taken in this regard.

With both **health and hunger crises** unfolding inside our countries of operation, we extended our activities to include the delivery of food parcels, cash and hygiene kits - in close collaboration with our international partners.

Our global COVID-19 response was also marked by the **creative use of digital mediums** - overcoming the obstacles of a highly infectious virus to continue to meet the needs of children. For example, in the occupied Palestinian territory, a **micro-learning platform** was built entirely on WhatsApp. The platform served as a vital tool for teachers and children across Gaza to share materials and stay in touch.



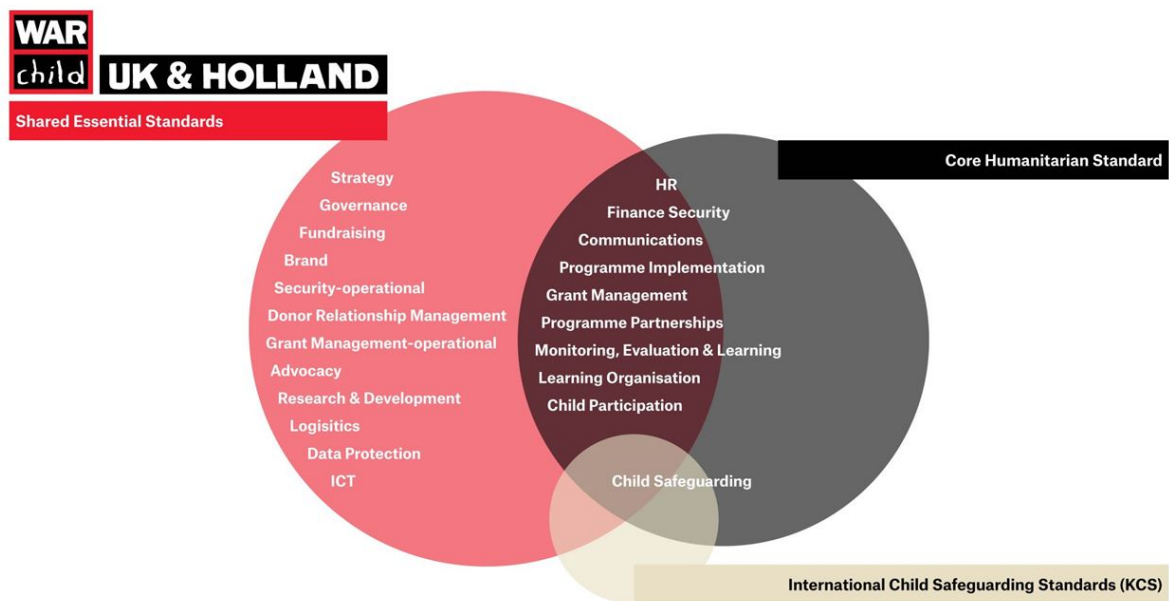
© War Child

An **independent real-time review** of our response was conducted in tandem. Findings to date suggest it to be effective, timely and relevant to the changing situation on the ground. A management response was created off the back of the recommendations, prioritising aspects such as the War Child emergencies brand, the role of **children as active actors in their own protection** and the need for increased visibility of implementing partners - crucial insights that will form the foundation of future emergency responses.

International Humanitarian Standards

War Child aligns with global standards and principles on humanitarian action. We have been a member of the **Core Humanitarian Standard (CHS) Alliance** for three years and counting. The alliance sets out nine commitments that we use to improve the quality and effectiveness of the assistance we provide. A self-assessment in 2020 revealed key areas of improvement including the revision of policies and tools for understanding culture and diversity in communities, stronger data disaggregation and the embedding of context analysis in various stages of our work.

We also play an active role in a number of global humanitarian coordination bodies including the **Global Education Cluster, Inter-Agency Network for Education in Emergencies, Global Protection Cluster and the Inter-Agency Committee on Mental Health and Psychosocial Support in Emergency Settings**. In the wake of COVID-19, we joined the **Global Outbreak Alert and Response Network** - led by WHO. The network is comprised of technical and public health institutions, laboratories, NGOs and other organisations that work to observe and respond to threatening epidemics.



In an ever-complex world, standard-setting among humanitarian organisations has become more important than ever. The year saw us produce several key resources on accelerated education during COVID-19 in collaboration with the **Alliance for Child Protection in Humanitarian Action**. We also worked with **Save the Children** to create an online learning course for humanitarian partners. The course reflects the conviction that investing in quality education during times of crisis can and does save lives.

War Child believes that young people in conflict-affected settings should have a say in the actions undertaken to support them. The launch of a youth mentorship programme in collaboration with **Compact for Young People in Humanitarian Action** will help us drive this forward.

Healing Through Play in Lebanon

Duaa (11) grew up in Syria in the midst of one of the worst humanitarian crises in the world. When the violence reached her hometown, she fled with her family into neighbouring Lebanon. Now, Duaa is entangled in a new crisis - **the coronavirus pandemic and a crowded refugee camp**. Despite all she's living through, her smile and enthusiasm for life hits you the moment you meet her - the same energy she brings to our SHIELD programme...

"My country has been at war for ten years - that's as old as me. I cried the day we [Duaa, her parents and siblings] left but I knew we had to leave. There was bloody fighting every day and I no longer felt safe anymore. We suffered on the road to Lebanon - no bathroom, food, shops; nothing. And **we had to survive 13 days** like that..."

"I am one of 1.5 million Syrian refugees inside Lebanon."

- Duaa (11) from Syria



© Ralph Dargham

Life in the Bekaa Valley

"These days, I live in Lebanon in a camp in the Bekaa valley. My whole family takes part in agricultural activities. The mountains are beautiful, but it is busy and noisy. Sometimes too noisy so I struggle to sleep at night.

"When I arrived here, I missed home. **I was restless**. At the same time, we were safe, and we had not lost any member of the family. Our lifestyle has changed a lot, but we are alive - that is enough."

Letting Go of Frustration

"One day, War Child came to the camp, and I started to join the SHIELD activities. I am very happy to be a part of this project. Most of all, I get the chance to learn something! Now, **I can count in Arabic, write words and form sentences**. I met lots of nice people who taught me how to let go of my emotions. The activities helped me feel better and less frustrated."

"I've learned how to let go of my emotions. The activities help me feel better and less frustrated."

Fresh Crisis

"The **creative games and exercises** were my favourite. I'd impatiently wait for them every Tuesday. Then, the virus came and we couldn't play in groups outside anymore. I no longer see my friends at the camp - the girls I used to go for walks with every day.

"I began watching sessions from the **Can't Wait to Learn@Home** programme on a TV set in my tent. The facilitators came by to connect the TV and then I could watch as often as I liked."



My Creative Side

"I like to build things, so I started making props. War Child gave me a kit with paper and pens. I made cones and paper accordions with hearts and polka dots.

"Education is important. If I hadn't learned to read and write, I wouldn't be able to **create these things**. Now, I believe I can do anything I set my mind to..."

SHIELD is a programme funded by EU Civil Protection & Humanitarian Aid - ECHO and implemented by War Child Holland in collaboration with Plan International, the Lebanese Organisation for Studies Training and Akkar Network for Development.

Integrity and Risk



Our Commitment to Integrity

Integrity and justice are central to all War Child activities - including our duty to uphold the safety and dignity of our staff and the children who take part in our programmes.

In 2020 we welcomed the launch of our new Integrity Framework - a set of **four robust policies** designed to uphold the safety and fundamental rights of everyone who takes part in War Child activities around the world.

- **Code of Conduct**
- **Child Safeguarding Policy**
- **Anti-Fraud and Anti-Corruption (AFAC) Policy**
- **Speak Up! Procedure**

Within this framework, the year saw us appoint a number of in-country **integrity and child safeguarding focal points** - trusted individuals across the organisation who have the delegated responsibility of coordinating and filing incidents of malpractice. These individuals receive regular training to ensure the confidentiality of all parties is protected and all concerns - big and small - are handled with utmost sensitivity.



© Michael Jessurun

Additionally, we have developed a mandatory series of **integrity e-learning modules** for staff, available in four languages, as well as **25 training sessions** and **open talks**.

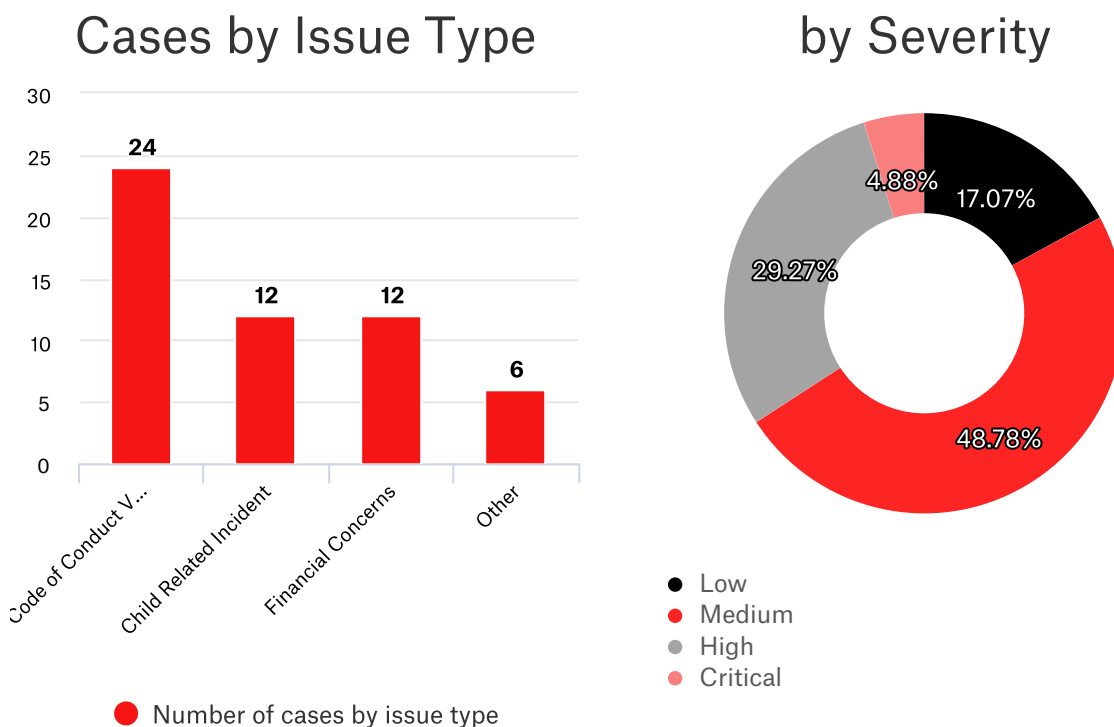
An important element of our new Integrity Framework is the **SpeakUp! Procedure** which serves to ensure that anyone who witnesses, hears of or suspects misconduct can file a report in confidence and safety.

2020 Reporting

Over the course of the year, a total of 54 complaints were received. Most were filed through the focal points. An external website and hotline were also utilised **strengthening anonymity**.

While the majority concerned potential violations of the Code of Conduct - including reports of bullying, sexual abuse and exploitation, discriminatory behaviour and nepotism during recruitment procedures - there were also complaints related to virtual engagement with children, the forgery of documents and other serious topics. Almost half were classified as **cases of medium severity**. Two were identified as critical.

We take every complaint extremely seriously - and are committed to being as **transparent as possible** while protecting the identity of all parties.



Several trends were identified in 2020 including the increased reporting of racism and discriminatory complaints with the rise of the global **Black Lives Matter** movement. Reports of sexual abuse often concerned the misuse of power.

As a chunk of our programming moved online, we developed a wealth of guidance materials and training for staff with an explicit focus on protecting children in the digital environment. This ensured that concerns related to how we engage with children via social media or other virtual channels were quickly investigated and followed up. These efforts, alongside an overall decrease in activities due to COVID-19, saw the number of **child safeguarding complaints drop significantly** over the course of 2020 - with 12 cases reported in total.

Building a Culture of Integrity

As the role of humanitarian organisations evolves, the ways in which we **remain accountable** have taken on fresh importance. To this end we ensure that every integrity case is carefully documented and used to better our policies. Key takeaways from 2020 included the importance of integrity clauses in partnership agreements as well as closer collaboration with Human Resources with regard to child safeguarding.

The value of continuous learning, awareness-raising and an **open dialogue** - all captured in a standard operating procedure - will shape our efforts in the months ahead.

Risk Management

Our work is conducted in **volatile and shifting contexts** - and we can't always control everything around us. That's why we employ a risk management procedure that helps us both respond quickly and identify risks in advance.

The COVID-19 pandemic brought with it **unprecedented security threats**, exacerbating existing crises in all corners of the globe. Learn more about the security challenges we faced and the steps we took to de-escalate in the [dedicated section](#) of this report.



© War Child

War Child is also exposed to several **financial risks** - risks that have the power to greatly damage our reputation. A system of internal controls is in place and outlined in our Finance and Accounting Policy and Fundraising Complaints Policy on our website. You can find a full overview of our fundraising sources and related complaints [here](#).

Research and Development



Research and Development

Whether side-by-side or internet's apart, our Research and Development (R&D) wing is always a hub of activity - a multi-talented group of sector experts and academics working towards an **integrated care and support system** across all levels of a child's life.

We call it the **War Child Care System** - a set of core interventions designed to address the various needs of conflict-affected children and communities worldwide. The Care System takes a socio-ecological and holistic approach, taking into account the **social environment** of the child; their peers, families, schools and communities. Each intervention varies in intensity to ensure a wide scope of needs are met. Everything we do adheres to strict **quality standards** and is continuously tested to reflect the changing situation on the ground.

Each intervention varies in intensity to ensure a wide scope of needs are met. Everything we do adheres to strict **quality standards** and is continuously tested to reflect the changing situation on the ground.

The importance of **robust evidence-based interventions** will only continue to grow in the years to come. We will continue to invest in research to change the outlook of conflict-affected children, drawing on our relationship with leading universities and research institutes.

Latest Research

Conducting research in areas affected by violence and armed conflict is challenging at the best of times. But when the coronavirus pandemic struck, many of our studies and planned data collections ground to a halt. With group-based activities banned in many countries, we looked for new ways to progress our interventions. **The endless flexibility of both staff and research participants** helped us maintain our promise to communities.



© War Child

The **Caregiver Support Intervention** - which works within communities to improve the psychosocial wellbeing of parents and caregivers - was caught mid-study in Lebanon when COVID-19 arrived. The **randomised controlled trial** took place with 480 Syrian refugees living in the city of Tripoli - a city where hard lockdown resulted in a surge in stress levels and anxiety among families.

The team turned it around by conducting the final assessment **entirely through WhatsApp and mobile phone**. In total 94 per cent of caregivers were successfully reached using this remote methodology. Learn more about how we made the switch in this [article](#).

Our **WEACT TOOL** was also adapted to a remote modality to continue to assess the competencies of frontline workers and identify areas of improvement. The tool reduces the risk of harm and ensures quality standards. A study in Lebanon was completed with the help of digital platforms - in close collaboration with **George Washington University** and the **World Health Organisation** under the **EQUIP initiative**.



© Marcel van der Steen

The Big Issues

2020 was marked by the publication of **16 research articles** in peer-reviewed scientific journals, the completion of **three studies**, numerous **new partnerships** and a continued commitment to **translating evidence into practice**.

Sustainable and Scalable EdTech

- **Can't Wait to Learn** - our innovative e-learning programme - was shown to make significant improvements in both literacy and numeracy in Sudan, in a paper published in [The Journal of Development Effectiveness](#). In 2020, **The Knowledge and Innovation Exchange (KIX)** - a joint initiative of the Global Partnership for Education and the International Development Research Centre - awarded us the chance to generate knowledge on how to adapt and scale the programme.

The Power of Play

- **PlayMatters** - a \$100 Million consortium project - aims to promote wellbeing and learning through play. The project is funded by **LEGO Foundation** and led by the **International Rescue Committee**. Over the course of 2020, the research agenda took shape, with projects planned in Uganda, Tanzania and Ethiopia.

Family Support

- Many families living under immense strain can experience mental health difficulties and complex psychosocial problems. We seek to learn how to **promote wellbeing and a healthy home environment** in settings affected by armed conflict. Formative work on the **Nurturing Families** intervention began in Lebanon and Jordan after securing funding. Over the next two years, the intervention will be pilot tested in both settings.

Stigmatisation

- **Tackling stigma and discrimination in communities is a highly sensitive process** - one that we will continue to address in our growing body of research on the subject. In 2020, two articles were published on stigmatisation and how to target it. A **systematic literature review** dove into strategies to reduce stigma for children and adolescents in low-and middle-income countries. Another **study** was published as part of the development of our stigma reduction intervention, **STRETCH**. The research gathered qualitative insights into the process of stigmatisation with adults in DR Congo.

Figuring Out Emotions

- Our **Early Adolescent Skills for Emotions (EASE)** team published in **Frontiers in Psychiatry** on the **cultural and contextual adaptation process** of the intervention implementation in Lebanon. A trial measuring the effectiveness of EASE - an intervention developed by the World Health Organisation - was conducted in 2020. Unfortunately, the study was interrupted by the COVID-19 outbreak.

Teacher Wellbeing

- An enabling, safe, and supportive learning space is like an oasis. **CORE for Teachers** supports the wellbeing of teachers and social emotional learning in the classroom through coaching. In 2020, the CORE team investigated best practices for remote implementation.

Mental Health Services

- The **GOAL** project - led by the **London School of Hygiene and Tropical Medicine** - supports health systems providing for the mental health needs of people affected by protracted displacement in Lebanon. During 2020, formative work kicked off and saw War Child co-develop the research agenda and tools for the study.

Roadmap to Impact

- Our scaling ambitions are informed by insights from the mental health and psychosocial support sector. What we know - there is a dire need to reach millions more children and youth in the immediate future. In 2020, our Director of Research and Development Mark Jordans collaborated with **mental health expert Brandon Kohrt** on the **Roadmap to Impact**. The article outlines key criteria needed to develop and scale effective mental health care in low and middle-income countries.

TeamUp Goes Global

- 2020 saw **TeamUp** - our leading psychosocial support intervention - take wings and fly. To support the intervention's journey to scale, the year saw us welcome preparations for a **large-scale evaluation** in refugee settlements in Uganda.

Community-Driven Change

- The structures that serve to protect children often **break down** in times of crisis - exposing them to grave risks including separation from family, sexual abuse and forced recruitment into armed groups. **Seeds** seeks to support communities to prevent and tackle these issues in their own way. The year saw our team in Colombia gather data for the Seeds feasibility study. Meet the researcher in our **dedicated story**.

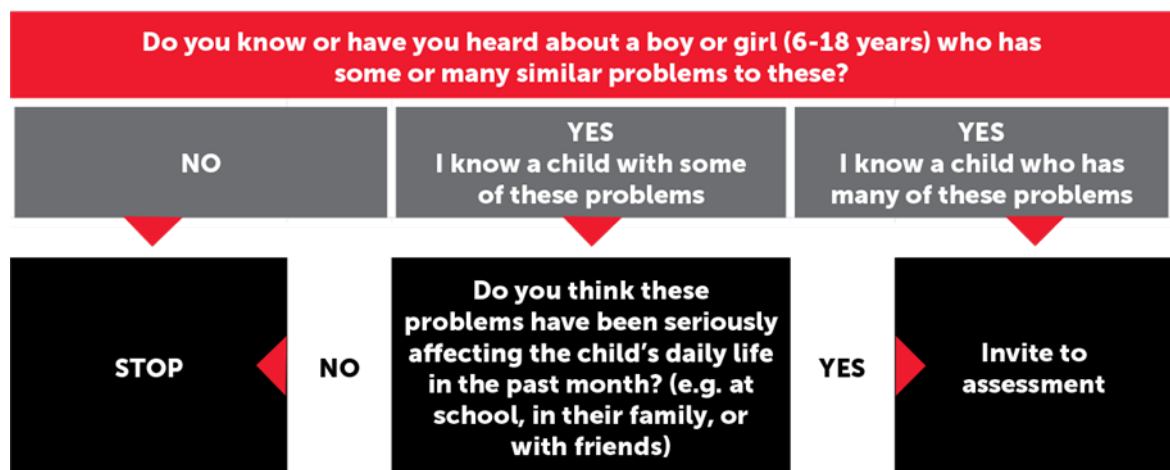


A Simple Tool Goes a Long Way

A record 160 million children worldwide are currently living directly with the effects of violence and armed conflict. In this uncertain context, children frequently experience **feelings of fear, anxiety, depression and even suicide**. For a variety of reasons, many young people suffer in silence, allowing treatable mental health illnesses to go unchecked and develop into lifelong problems. That's why War Child has developed an innovation - the Community Case Detection Tool...

Community Case Detection Tool Unraveled

The tool is made up of a series of illustrations paired with a simple decision chart. These **illustrated narratives** display common examples of children experiencing emotional, behavioural or family-related distress. Trained community facilitators use the tool to identify children in need of support and guide them to relevant mental health services.



You might be wondering: how can a chart on a single page change the outcome of a child's future? The tool itself is not a be-all-and-end-all - it's an important first step in the wider care programme. The initial two-day training sees **trusted community members** - such as teachers and service workers - learn how to use the tool. No professional health background is required - just a commitment to making the wellbeing of children a community project.

Once a child has been identified, an in-depth assessment is conducted by a **trained mental health professional**. With the involvement of the family, we then refer them to available services - safe in the knowledge that the right needs are being met.

Learnings From Sri Lanka

Following a pilot study in the occupied Palestinian territory, the first weeks of 2020 saw the continued development of the intervention with fisherman communities in eastern Sri Lanka. The tool was adapted to the local context - referencing **cultural idioms and local challenges** such as high-rates of poverty, extreme weather events and internal violence.

An evaluation of the accuracy of the tool in Mohan's village showed that 7 out of 10 children were correctly identified. Next steps are centered around improving the uptake of available services by **encouraging help-seeking behaviours** and removing barriers including a taboo around mental health in the community. Online interviews with youth, caregivers and other community members are leading these efforts - all while meeting the demands of the COVID-19 environment.



© Marcel van der Steen

Child Protection in Colombia's Urban Rainforests

You would be hard pressed to find a wetter, more remote place on the planet than the northern half of Colombia's Pacific coast. Yet, it was a tropical metropolis at the end of the earth and at the heart of the country's Chocó province that War Child researcher **Olga Lucia Ramirez Carmen** chose to conduct her study.

Quibdó, a remote city where the jungle meets the sea near the Panama border, is home to a large indigenous community, locally known as the Emberá. The community - some 50,000 of whom reside in the region - have fled to the city **to escape a surge in armed conflict** consuming rural areas.

The transition to urban life has not come easy - **the Emberá are a riverine and semi-nomadic people** used to living off the land and by their own customs. Now they must exist side-by-side with others and never far away from the threat of violence.



© War Child

The Birth of Seeds

In late 2019, War Child was on the hunt for a researcher to test its new Seeds methodology in Colombia. Seeds - **an innovative community-driven tool** - is designed to help communities reduce the risks that conflict-affected children face.

Having just completed a Masters degree in London, and with extensive experience in the field, Colombian-born Olga wasted no time in applying. Before she knew it, she was on the plane to Quibdó, only a few short weeks before the coronavirus lockdown...

Protecting Children - Together

Seeds is grounded in coaching communities to look within themselves and recognise the tools, abilities and skills they already possess. "While many threats are structural, such as the **forced recruitment of child soldiers**, some risks can be tackled directly by the community itself", says Olga.

"Our approach is to explain that we can't stop the violence - and that forced recruitment, maiming and killings won't end here", she adds. "What we can do is work together to protect children from emotional and sexual exploitation."



© War Child



© War Child

Examining Our Methods

Olga and her team do not go about this blindly: "I am here to test if the methodology works, and an important part of that involves **listening...**"

Alongside fellow research assistants, Olga conducts interviews and sets up focal groups **with community leaders, children and caregivers**. "How protected do you feel? How do you relate to your parents? These are the kind of questions I ask."

Next, coaches train the community to create their own action plans. Olga - who is used to seeing NGOs develop the plans - welcomed such an innovative method.

Managing Taboos

In preparing to conduct the research, one of Olga's more surprising discoveries was that there was no recorded evidence of physical or emotional violence against local children. Digging a little deeper, there was more to the story. When translating the questionnaires, the translator - himself an Emberá researcher - had removed certain questions. He felt the violence they referred to did not exist in his community.

"It's a taboo subject among the Emberá", says Olga. "As members of a tight-knit indigenous community, it's **customary to never speak out against one another**. Unfortunately, this can lead to underreporting and denial of abuse.

"We now recommend that research assistants develop local language skills. This is how we avoid the dangers of misrepresentation."

Our Global Programmes for Children



Our Global Programmes for Children

The coronavirus pandemic has affected us all. Yet, the **fallouts are particularly acute** in the 16 countries where War Child is present. Children have become more exposed to a number of grave threats to their safety - in particular **physical violence** and COVID-19 transmission. The **psychological burden** they carry is immense and often overlooked in emergency settings.

Across 2020 we took every action to meet these challenges. We explored safe and innovative ways to provide **psychosocial support** and individual counselling to children and families living in isolation. And we developed adapted programmes to address these stresses - sharing them with our network of partners.

A fresh focus for War Child - we worked with new and existing partners to protect strained food and sanitation resources and introduce **COVID-19 awareness-raising** and **water, sanitation and hygiene** components in line with World Health Organisation guidance. Public information campaigns led these efforts, harnessing everything from WhatsApp to social media to extend a safety net around young people. In hard-to-reach areas, we took our message over the airwaves to reach many more children ¹ than would have otherwise been possible.

The **flexible nature of our education programmes** proved vital in our efforts to uphold the fundamental rights of an entire generation of out-of-school children.

Explore our country updates:

- [The Middle East](#)
- [Africa](#)
- [Latin America and South Asia](#)

"We are adapting our activities and working with partners to meet the biggest emergency that children have faced in our 25 year history." -
Dr. Unni Krishnan, War Child Humanitarian Director

¹ *Note: The high number of COVID-19 response participants recorded in this chapter can be largely attributed to reach through radio broadcasts*

The Middle East

Jordan



Our Programme

Child participants: 659

Adult participants: 158

Our COVID-19 Response

Child participants: 1,793

Adult participants: 85

Participants (age unknown): 9,866

General figures

War Child staff: 24

Local partner organisations: 4

War Child works across Jordan to provide quality education programmes for children from both the refugee and host population. Our presence has been felt since 2013 but our mission is evolving, with a fresh focus on the **social and economic inclusion** of young people.

The coronavirus pandemic added a new dimension to a difficult context. We were grateful to be able to respond with the support of UNICEF and local partners - distributing hygiene and education kits to families in the Emirati Jordanian Refugee Camp, King Abdallah Park and beyond. Talks between the Ministry of Education and our **Can't Wait to Learn** team quickly turned into action, with the kick-start of a **new e-learning platform** for children - complete with stress-reduction exercises for parents.

Rising to the challenge of remote learning, our Little Fellows project supported these efforts - seeing children (aged 7 to 10) ready themselves for all aspects of school life. A series of online puppet shows created by project staff helped **boost the spirits** of hundreds of families.

Lebanon



Our Programme

Child participants: 6,979

Adult participants: 1,802

Our COVID-19 Response

Child participants: 51,374

Adult participants: 108,555

General figures

War Child staff: 161

Partner organisations: 34

2020 was a difficult year for Lebanon with what could only be described as a crisis on all fronts. War Child worked tirelessly to put its **Fast Aid framework** into action, **protecting refugee and host families** from multiple threats unfolding at once.

In the immediate aftermath of the Beirut explosions, we teamed up with new and existing partners to meet the urgent social and emotional needs of children. The set-up of a tent in the downtown Karantina district saw some **500 children offered psychosocial support through recreational activities**. Respecting all COVID-19 measures, these activities became an important outlet, helping children express themselves and work through trauma. Learn more about our full response [here](#).

Although our spirits were continuously tested by city-wide power cuts, roadblocks and last-minute lockdowns, **we got creative**. The conversion of our **Can't Wait to Learn** educational content into offline formats accessible on multiple devices represented a small win - helping more than 12,086 children seek refuge in learning.

occupied Palestinian territory



Our Programme

Child participants: 541
Adult participants: 976

Our COVID-19 Response

Child participants: 1,987
Adult participants: 558
Participants (age unknown): 1,754,415

General figures

War Child staff: 13
Partner organisations: 38

Children across Gaza and the West Bank, including East Jerusalem, are living through an unprecedented humanitarian crisis - made worse by a year of **major COVID-19 outbreaks**. War Child works inside this occupied territory to protect children from harm and support their mental health and wellbeing.

In 2020 - following a rapid surge in COVID-19 community transmission - we stepped up our support for the entire family unit. Hygiene kits and health education messages were quickly disseminated among at-risk households. A series of video animations and radio broadcasts supported thousands of children to **stay informed and manage stress and difficult emotions**. Some 622 parents across oPt received stress-reduction resources via mobile phone as part of our **Caregiver Support Intervention**.

Amid increasing home demolitions, settler violence and school closures, we accelerated our partnership with key institutions including the **Palestinian Ministry of Education**. This will see us back the Ministry's vision to strengthen psychosocial support within the education system.

Syrian Response



Our Programme

Child participants: 120,709
Adult participants: 66,387

Our COVID-19 Response

Child participants: 98,014
Adult participants: 54,712
Participants (age unknown): 98,307

General figures

War Child staff: 24
Partner organisations: 16

Still reeling from the **nine-year-long civil war that continues to play out today**, the coronavirus pandemic has brought fresh horrors for the people of Syria. Together with partners, War Child provides protection, psychosocial support and education to affected children and families - both inside Syria and to Syrian refugees in neighbouring countries.

Despite the challenging context, we worked hard to deliver our regular programmes while introducing a far-reaching COVID-19 component. In response to the **protection risks faced by children in Northeast Syria**, we established a cadre of case workers who were able to reach over 500 children with vital support and referral services. An **external evaluation** of the programme was developed and made a valuable contribution to learning in the humanitarian sector.

Recreational activities designed to support children dealing with conflict-related trauma also welcomed positive outcomes - **over 97 per cent of children (aged 6-17) showed improved mental health and wellbeing** while several expressed a better outlook on life.

Latin America and South Asia

Bangladesh



Child participants: 596
Can't Wait to Learn Teachers and Facilitators: N/A
Partner organisations: 1

Can't Wait to Learn believes **every child has the right to education** - no matter where they are. That's why our EdTech innovation has extended its services to some 450,000 Muslim Rohingya children living in one of the largest refugee camps on the planet.

The year as a whole saw us **maintain our support for 596 Rohingya refugee children** inside Bangladesh - in close collaboration with our partner the International Refugee Committee (IRC).

Exploring ways to implement the programme, two models were piloted - one seeing **tablet devices** delivered to children at home, the other by distributing them among learning centres. Key findings from the IRC indicate that the children - particularly primary school ages - really enjoyed the educational games and made quick progress.

Colombia



Our Programme

Child participants: 9,625
Adult participants: 4,295

Our COVID-19 Response

Child participants: 2,991
Adult participants: 4,142
Participants (age unknown): 8,295

General figures

War Child staff: 45
Partner organisations: 5

War Child believes in the innate strength of children - and that's why we're working to give them a greater say in the content of our programmes. In Colombia, our efforts to this end are particularly stark. Our activities combine psychosocial support, education and child protection to **help children separate themselves from years of internal violence**.

In the midst of a six-month COVID-19 lockdown, we employed new and creative ways to deliver on our promise to children and caregivers. In Putumayo and Chocó, we used videos and radio podcasts to stay in touch and deliver remote sessions. We also embraced online to co-create a youth programme with the **input of youth and community-based actors in five different cities**.

In the capital, Bogota and La Guajira we extended the same safety net around 2,000 children - children who have become increasingly susceptible to stress and anxiety due to the pandemic and the increase in Venezuelan migration in the region. By the end of the **physically distanced sessions**, children reported reduced stress levels - not only able to identify harmful emotions but put a positive spin on them.

Sri Lanka



Our Programme

Child participants: 38,767
Adult participants: 50,347

Our COVID-19 Response

Child participants: 32,212
Adult participants: 3,691
Participants (age unknown): 58,353

General figures

War Child staff: 8
Partner organisations: 2

War Child has been active in Sri Lanka since 2010 to help children move past a decades-long civil war with a **large civilian death toll**. We work to strengthen child protection systems and improve mental health and wellbeing for the next generation.

In 2020 we dramatically expanded our programme in response to the global coronavirus pandemic. Key to this was the **distribution of hygiene and childcare kits** to children and caregivers at their homes. Kits filled with liquid soap, sanitisers, gloves and educational materials with useful information on protection against the virus were delivered to 2,468 families, 45 children's homes and two community schools.

The year also brought news of the closure of our country office. Far from the end of our activities, the decision will allow us to **shift our focus to our strategic relationships** - forging a presence among civil society networks and beyond. An EU-funded project supported this - seeing the whole community come together to protect the rights of children. Through interactive training, children developed **key leadership skills**, quickly becoming the protagonist of their own story.

Africa

Burundi



Our Programme

Child participants: 32,216

Adult participants: 16,032

Our COVID-19 Response

Child participants: 8,721

Adult participants: 4,241

Participants (age unknown): 40,268

General figures

War Child staff: 40

Partner organisations: 0

Burundi remains one of the world's poorest nations, struggling to emerge from a 12-year civil war. Post-conflict tensions continue to this day - and that's why War Child focuses much of its work on the **rebuilding of child protection structures in local communities**, alongside education, youth empowerment and livelihoods activities.

In 2020, amid rising dropout rates, we were proud to **send some 12,208 children back to school** - achieved safely by incorporating basic COVID-19 measures. The community-based approach - a **unique collaboration with the Ministry of Education** - sees local child protection committees, school boards, student representatives, savings groups and psychosocial support specialists put their heads together to make the best decisions for parents and children. **We don't forget about teachers in this process** - some 752 of whom received peer-to-peer coaching to inspire their lessons.

We also worked hard to widen access to **viable job opportunities** - facilitating the reintegration of 984 youth into society and working to reduce rural exodus.

Chad



Can't Wait to Learn

Child participants: 1,147

Can't Wait to Learn COVID-19 Response

Child participants: 1,147

General figures

Can't Wait to Learn Teachers and Facilitators: 22

Partner organisations: Can't Wait to Learn coalition

Following confirmation of **the first COVID-19 case in Chad**, the government introduced a variety of decisive measures to curb the spread of the virus - including the widespread closure of schools. Early estimates have suggested that around 3 million school-age children - many refugees fleeing conflict in neighbouring countries - may not be able to return to school due to the **collapse of vital education structures**.

Despite delays, War Child worked hard to address this evolving crisis. Together with our local implementing partner **Jesuit Refugee Services (JRS)**, we ensured that the 1,147 children originally enrolled in our e-learning programme - **Can't Wait to Learn** - had access to printed educational materials. These materials included **education books, flash cards and audio devices** delivered to homes in the Iriba area.

As children adjusted to home learning, teachers **visited families on a weekly basis** to check in and offer support - with awareness-raising and water, sanitation and hygiene materials distributed in tandem.

DR Congo



Our Programme

Child participants: 35,567
Adult participants: 10,102

Our COVID-19 Response

Child participants: 20,735
Adult participants: 281,018
Participants (age unknown): 450,000 ¹

General figures

War Child staff: 50
Partner organisations: 16

¹ all reached through radio broadcasts

DR Congo has been tormented by internal conflict for years. In 2020, the recurring presence of armed groups saw the security situation in the eastern provinces deteriorate further. With a focus on South Kivu, our integrated programme combines child protection, education, psychosocial support and livelihoods training to **empower children and youth** from both refugee and host communities.

Amid violent insecurity in **Fizi territory**, we were proud to gain recognition from community and civil society actors with our far-reaching youth engagement intervention. Together with the Fizi Youth Association we were able to **support 75 young people to define and address key challenges in their community** - including early marriage and deforestation due to exploitation of natural resources.

Despite access challenges due to heavy rainfall, we worked hard to deliver hygiene and childcare kits - including **400 kits specially tailored to the menstrual hygiene needs of girls** - to 65,929 households across Fizi. This un-planned **Fast Aid** project - complete with COVID-19 radio awareness-raising - was implemented in record time in close collaboration with local partner KUA.

South Sudan



Our Programme

Child participants: 15,893
Adult participants: 10,820

Our COVID-19 Response

Child participants: 82,211
Adult participants: 45,227

General figures

War Child staff: 47
Partner organisations: 11

War Child works inside South Sudan to **help children cope with the immediate and long-term consequences of the protracted civil conflict**. Our programme combines child protection, non-formal education and livelihoods training as well as an ever-expanding psychosocial support function.

Over the course of 2020, unprecedented floods and economic shocks due to COVID-19 plunged some 700,000 people into a full-scale hunger crisis - with major implications on the mental health and wellbeing of the displaced population. Our **dedicated team of frontline volunteers and workers** - including 854 newly trained professionals - worked around the clock to deliver vital psychosocial support for children and caregivers in three IDP settlements.

With nearly half of the country under water, reliable information about the virus became increasingly hard to come by. We took our message to the heart of communities with the help of local celebrities such as **Check-B Magic**.

Sudan



Child participants: 4,127
Can't Wait to Learn Teachers and Facilitators: 36
Partner organisations: 2

An estimated **three million children are currently out of school** in Sudan - a figure set to rise during the fallouts of the coronavirus pandemic. War Child continues to address these urgent needs through Can't Wait to Learn - our global programme born out of the highly successful e-learning Sudan pilot.

Limited WiFi, a difficult home environment and widespread flooding posed major challenges to our delivery throughout 2020 - challenges that our **Can't Wait to Learn** programme worked hard to overcome. The Ministry of Education's decision to **re-open e-learning centres in October** - with all COVID-19 measures in place - ensured that children could get back to learning. More than half of the centres have recommenced the sessions for children already enrolled in the programme.

Uganda



Our programme

Child participants: 45,332
Adult participants: 5,352

Our COVID-19 Response

Child participants: 286,416
Adult participants: 169,438
Participants (age unknown): 2,229,748 ¹

General figures

War Child staff: 107
Partner organisations: 19

¹ all reached through radio broadcasts

In Uganda, the multi-faceted humanitarian crisis **disproportionately rests on the shoulders of children** - children from both the large refugee and host population. War Child works to prioritise these needs through a proven combination of psychosocial support and education.

In the wake of COVID-19, the blanket closure of schools not only jeopardised education - it denied a vital safe space to thousands of refugee children. A rapid adaptation of our flagship **Can't Wait to Learn** programme moved to address these threats - seeing more than **1,147 Congolese and South Sudanese children embrace home learning**. When restrictions eased, we facilitated children to meet safely in small groups at community centres and play the educational games together.

The year was an important year for enhanced collaboration with institutional and government bodies. We worked closely with the Ministry of Health to deliver key public health messages and COVID-19 updates via radio or door-to-door, **addressing widespread fear and misinformation** in hard-to-reach communities.

Check-B Magic: “Corona”

In South Sudan, the spread of COVID-19 is **more than a public health emergency** - it's a cruel blow to a population living through one of the longest civil wars on the planet. Despite recent peacebuilding efforts, violence between armed groups continues to leave more than 1.5 million people displaced inside the country - 600,000 of whom are children. In many communities **TV and Internet access is scarce** - meaning word of mouth is the most effective means of communication. In this environment, the original message can get twisted leading to **fear and misinformation**.

War Child is all too aware of these risks and in the early months of the year we launched into action. Our staff and volunteers went far and wide to inform people on **how to protect themselves and prevent the coronavirus from spreading**. Our message was loud and clear, but we had many miles to cover - winding our way along the Nile River, its tributaries and beyond.

Who could support us? How could we make our **words resonate**? Cue **Afrobeat star Check-B Magic**.

With a **loyal fan base across Africa**, the multiple award-winning artist was the perfect man for the job. In collaboration with War Child, he recorded a jingle with key messages on hygiene and safety.

In the weeks to come, this musical message would not only be broadcast on radio stations across South Sudan - it was also shared through **moving sound-systems in refugee camps and rural settlements**. All this was part of our **'Mobile Awareness on Wheels'** initiative - a campaign that would allow us to take our message to the very heart of communities...



© War Child

Europe

Germany



Child participants: 160
War Child staff: 2.5¹
Local partner organisations: 14

¹ Full-time employees (FTE)

War Child Germany was born in 2019 with great work done to put the organisation on the map. Although we could not have foreseen the coronavirus pandemic, we **dug deep** to further our mission and **support refugees** across the country.

Among these efforts, we were proud to see our **Voice Your Mind** programme come to life. The initiative is designed to **give young people a platform** to make decisions on topics that directly affect their lives. Through a two-day digital seminar, 15 refugee youth were invited to share their story and provide a perspective on power dynamics in their community. An **all-day Facebook Live conference** complete with online workshops and guest speakers closed the seminar on a high with some 16,191 viewers.

Centered around bringing creativity to the home, our COVID-19 response also got off to a strong start. Over the course of the year, we provided **art kits filled with creative materials** to 100 refugee families.

Though let up from lockdowns was limited, we continued to build a strong network of famous friends. "What Does Peace Look Like for You?" - a Christmas campaign led by German rock band and War Child ambassadors **Revolverheld** - offered a welcome moment of respite.

Sweden



Youth participants: 40¹
Adult participants: 40¹
War Child staff: Four
Local partner organisations: 12

¹ Participants in Sweden activities only

War Child has been active in Sweden since 2016 to **raise vital funds for our international programmes** - with special emphasis on Lebanon, Uganda and Colombia. We also work to safeguard the rights of more than 18,000 refugee children across Sweden.

In the wake of the coronavirus pandemic, the year saw us welcome a **record number of new donor contracts** including a joint application for the **EU Madad Fund**. Created in response to the Syrian refugee crisis, the fund is already helping War Child and several member NGOs free up resources in emergency scenarios.

Building the capacity of local partners is a crucial element of effective psychosocial support programming. We secured grants to begin basic trainings with partners in Uganda and Lebanon - strengthening our profile as the networked expert organisation in the field of mental health and psychosocial support (MHPSS).

War Child plays an active role in the **MHPSS debate** in Sweden. Our membership of the **MHPSS Network** facilitates professional exchange between peers all over the globe.

The Netherlands



Child participants: 6,462
War Child Volunteer Facilitators: 238
Local partner organisations: 4

Government measures to curb the spread of the coronavirus have **tested the resilience of everyone** - but the impact on children forced to stay home has been particularly challenging. With schools and public spaces closed, stress, anxiety and powerlessness have become all too real concepts for families. 2020 saw us adapt our flagship **TeamUp** programme to address these challenges.

War Child, Save the Children and UNICEF Netherlands joined forces in 2016 to develop TeamUp: a programme of structured movement-based activities for refugee children across the Netherlands. **TeamUp@Home** - a series of **short video exercises and games** - extended this support to families living through lockdown. Backed by the **Dutch Crisis Fund**, we focused our attention on the difficult situation facing more than 7,000 children in asylum seekers centres - children like **Hoessein**.

With all eyes on our **international scaling strategy**, the year saw us take a step back from our TeamUp Netherlands activities - Save the Children will formally take over. We are still a member of the Dutch coalition and will continue to make an active contribution to fundraising and lobbying as well as the hosting of our online learning platform.

TeamUp International - Supporting Refugee Children Worldwide

TeamUp International

Child participants: 79,506

TeamUp COVID-19 Response

Child participants: 53,221

Countries: Five

Local partner organisations: Seven

While young people all over the world have struggled with the impact of COVID-19, refugee children have become **more exposed to stress and traumatic events** than ever. Heightened tensions at home and a loss of playtime and daily structure have all contributed to increased anxiety and isolation. With national asylum procedures on hold and social distancing impossible in crowded refugee camps, many families are grappling with a **new era of uncertainty**.

Did you know?

There are 26 million refugees globally - half of whom are children (UNHCR, 2020)

Children, however, are extremely resilient. With some extra attention and reassurance, they are able to cope with most hardships. **Play and movement-based activities** can play a vital role - this is what our **TeamUp** programme was founded upon.



© War Child

The Power of Play

2020 saw us put our creative brains together to adapt this successful programme to **TeamUp@Home** - an activity book and videos designed to meet the needs of children and their caregivers during the widespread coronavirus lockdown. TeamUp@Home is specifically geared for children aged six to 11 but can be enjoyed by people of all ages.

Just like our regular programme, the suite of activities deals with specific themes such as coping with anger and interacting with peers. Through games and movement, they are specially designed to release tension from the body and help children process their feelings. **Short video exercises** - scripted and performed by trainers and facilitators - offer fun and a sense of routine for the whole family. The activity book - filled with simple illustrations - is available **to download in 16 languages**. An adapted version for **children with a disability** was also developed.

Meeting Urgent Needs

With innovative solutions to unprecedented problems, the year saw us sustain our presence in all four countries - Uganda, Colombia, Sri Lanka and the occupied Palestinian territory. Together with **Save the Children, UNICEF Netherlands** and new partner **SOS Children's Villages** we distributed the activity book among homes, community centres and safe spaces in ten countries.

In Uganda, we extended our support to home visits. Adhering to strict COVID-19 guidance, facilitators met with smaller groups of children - an important opportunity to observe difficult behaviour and **refer families for further support**.

Scaling Up to Reach One Million Children

Our goal is to reach **one million conflict-affected children with a quality psychosocial support intervention by 2025** - and in 2020 we accelerated this ambition with the launch of a new scaling strategy. The 50-page document cites 'research' and 'partnership' as crucial steps towards a full-scale evidence-based intervention. We will soon expand to support children in Italy, Greece, Sweden and countries throughout Africa. The birth of a tailored **TeamUp Theory of Change** and **Global Expertise Centre** will help us shape and reinforce best practice as well as attract new stakeholders.

To manage the demands of the changing context, the year saw us **conduct a study in 15 asylum seekers' centres (AZCs)** in the Netherlands. The study explored how children, facilitators and reception centre staff felt about TeamUp and how it was delivered. Findings highlighted that the activities support children to build relationships with their peers, strengthen social and emotional abilities and release pent up energy and emotions. Issues including language barriers and frustration among children as well as frequently rotating facilitators were also highlighted. We will use these insights to improve the programme as we scale.

Want to learn more? Take the **TeamUp** tour on our new webpage.

Can't Wait to Learn

Can't Wait to Learn

Child participants: 4,823

Can't Wait to Learn COVID-19 Response

Child participants: 9,873

War Child Teachers and Facilitators: 426

Countries: Six

Local partner organisations: 12

The COVID-19 pandemic has led to the **largest disruption of education systems in history** - with far-reaching consequences for 1.6 billion learners in more than 190 countries. While it is clear no-one has been spared, the year's events have been particularly troubling for children living amid violence and armed conflict. The pandemic has exacerbated existing inequalities and presented new barriers to quality learning opportunities.

Changing the Face of Education

Since its inception, Can't Wait to Learn has challenged the very nature of formal schooling. The **innovative EdTech** programme draws upon the power of partnerships to deliver quality education to millions of conflict-affected children in regions where classrooms and teachers are absent. We are currently active in six countries - **Bangladesh, Sudan, Jordan, Lebanon, Uganda and Chad** - and with the help of new investment are poised to grow more.

How does it work? Children learn how to read and write by playing educational games on tablet devices. All game content is based on national curricula - **forging a pathway through primary education and beyond.**



© UNICEF Sudan – Florine Bos

Responding to COVID-19

In the face of the coronavirus pandemic, we were able to adapt the programme in just a few short weeks seeing **14,434 children** continue their learning journey remotely.

Positive feedback from caregivers and children boosted our morale - with reports that the education materials offered a **welcome escape for the whole family**. The distribution of water, sanitation and hygiene materials as well as COVID-19 awareness-raising sessions supported a safe transition to home learning.

Key to the transition was the set-up of the tablets to function well in a **variety of remote learning settings** - be it a city apartment, a town house or a tent in a refugee camp. We enabled access to learning content via mobile phones, TV sets and USB sticks. For those without online access, internet cards and SD cards were distributed. Where tablets were possible, caregivers were supported with 'how to' manuals for the devices.

In Lebanon, our **Can't Wait to Learn@Home** response saw over 12,086 refugee children develop their Arabic and maths skills through a blended-learning and teaching package. Videos, books and artwork were made available online for download and used in conjunction with printed materials. Communication between children and teachers took place via WhatsApp video call - an important space to share and monitor progress.

A New Era of Learning

Can't Wait to Learn is developed and implemented by a broad coalition of national and international partners - led by War Child. Without these partners we would not be able to fulfil our mission.

The year saw supporters **The National Postcode Lottery**, **Humanitarian Education Accelerator** and **Mission Bambini** reinvest significant funds in the programme. As the pandemic plays out, we are pursuing several opportunities to pool resources, expand our funding base and ultimately reach more children. This will be made manifest in a **new scaling strategy** set for launch in 2021.

Goal 2025: *Can't Wait to Learn has enabled 80,000 children and youth affected by armed conflict to reach the national educational standards for maths and reading/writing grade 1-3 in up to 10 countries on 3 continents.*

Vision 2035: *Can't Wait to Learn has contributed to the wellbeing of children and youth affected by war and conflict (SDG 3) by closing the education gap (SDG 4) for 200,000 out of school children through primary education that adheres to local and international standards.*

Investment and learnings from research will form a key component of the strategy. In the coming years, Can't Wait to Learn will join forces with the **Knowledge and Innovation Exchange (KIX)** - jointly funded by the **Global Partnership for Education** and the **International Development Research Centre** - to **research** and determine how educational technology innovations can be adapted and scaled to improve quality and access to education.

You can find a full list of Can't Wait to Learn implementing partners, technical partners and donors [here](#).

Can't Wait to Learn@Home: Learning in Lockdown

Stella (13) lives in **Kyaka II refugee settlement in Uganda**, along with 44,988 refugees fleeing war in neighbouring countries. Shadrack (13) is a four-hour drive south - he calls the **sprawling Nakivale camp** home. While they may live miles apart, with their own stories to tell, Stella and Chadrak have one thing in common. Every day, among the crowded streets and stifling heat, they load up their tablets and start learning...

Stella's Story

Stella and her mother **fled the war in Rwanda** back in the late 1990s. Moving from place to place, eventually they settled in western Uganda. Kyaka II is nothing like home, yet it welcomes them with open arms. Together, they live a simple life in a hut with a single room and no electricity.



© War Child

When COVID-19 arrived, Stella could no longer go to school. With no TV or radio, she was forced to **abandon her studies**, instead helping out with chores around the house. When a Can't Wait to Learn facilitator knocked on her door, she quickly enrolled. Stella became one of hundreds of children in the settlement who takes part in our **Can't Wait to Learn@Home** sessions...

"I started using the tablets to **learn Maths and English**. The facilitator is friendly. He takes the tablet away, cleans and charges it, then brings it back to me. My mother asks me: 'have they brought the tablet today or not?' I reply: 'yes.' They always do.

"At first, my English was very little. Now, I can understand and speak the language. I have also **applied what I've learned from the games in my exams for school**. Every day I improve. I write letters well, my spelling is good, and I can count and write numbers for Maths too.

"My mother asks me: 'have they brought the tablet today or not?' I reply: 'yes.' They always do."

"They also brought me a 'family kit' with **drawing books, pens, pencils, crayons, soaps and skipping ropes**. I miss seeing my friends at school but playing the game, I have fun and the day goes quickly. These days, I have a lot to do and less time for chores!"

Shadrack's Story

At the age of four, Shadrack lost both his parents in the **Hutu-Tutsi tribal conflict** in Burundi. Leaving everything behind, he fled with his grandfather to neighbouring Uganda. Shadrack's grandfather is **living with a disability** and depends on rations from the United Nations and other NGOs operating in Nakivale.



© War Child

In 2019, Shadrack enrolled on the Can't Wait to Learn programme at the nearby primary school. He struggled to keep up with the lessons and would sometimes be sent home because he was withdrawn. When schools closed due to COVID-19, the visiting teacher simply could not support some 190 children from the same classroom. That all changed when talk surfaced of a **special meeting spot in the community...**

"One day, my teacher came to my home and promised that I could continue to take part in Can't Wait to Learn. **I joined nine other children in the learning cluster in the house of the village chairman.**

"Before we enter the chairman's home, we **wash our hands with soap and water at the gate**, and the teacher asks us not to touch our nose, eyes and mouth to avoid catching coronavirus.

"I like the Maths game most - the instructor talks calmly, and I can easily follow the tasks."

"I always make sure to help my grandfather clean the compound before I go for lessons at 10am. The teacher and facilitator give us tablet devices and **help us with any challenges**. The chairman's son continues to help us while my teacher goes to support children in the neighbouring village.

"I like the Maths game the most - the instructor talks calmly, and I can easily follow the tasks. He also makes time for me to go back over parts that I didn't understand. I'll never be able to see my parents again, but **my teachers help me look forward**. I want to be a doctor when I'm older, so I have lots more to learn to achieve my dreams."

Contribute to Positive Change

War Child successfully developed a progressive Environmental Policy in 2020.

The initiative started by conducting a detailed overview of War Child Holland's **environmental impact** across the countries where it works. While measures such as waste management, use of plastic bottles and printing showed some impact, this proved to be marginal compared to CO₂ emissions. It was hence agreed to first estimate and focus on **reducing War Child's environmental carbon footprint** before addressing other lower impact matters.



© Michael Jessurun

An analysis of War Child's environmental impact across its operations and programmes, followed by a pilot, partial calculation of CO₂ emissions for 2019 showed that about 90 per cent of its impact related to direct and indirect use of fossil fuels, **particularly for transport, purchase of hardware and use of electricity**. These are therefore the first areas in which War Child will seek to reduce its future emissions.

The carbon footprint results for 2019 showed emissions of 2126 to 2452-ton CO₂e. From this, it was agreed to not only reduce but also offset all of War Child's emissions by planting trees and restoring biodiversity in a former War Child project location in Sierra Leone, now run as a community initiative: www.greenmakombeh.nl. The **GreenMakombeh foundation** works with local farmers in Makombeh, a village in Sierra Leone to create jobs and create a cleaner planet by planting trees. It has **planted 20 thousand trees and offset 822 tonnes of CO₂** since its inception in 2004.

The organisation included **climate neutrality** in its global strategy and will continue measuring and acting upon annual carbon footprints, with a view to significantly improving its global environmental performance in the coming years.

War Child around the World



War Child International and beyond

The War Child family is made up of three implementing organisations in the **Netherlands**, the **United Kingdom** and **Canada**. In addition, we have fundraising offices in the **United States**, **Australia**, **Ireland**, **Sweden** and **Germany**. Each organisation was founded - and operates - independently but all share our wider vision and mission.

War Child Sweden saw a **record number of new donor contracts** signed over the course of 2020. These include a joint application for the **EU MADAD Fund** and a new partnership with **IBM** focusing on pilot training for young migrant girls. In the years to come, the Swedish office will dedicate more attention to MHPSS and plans for expansion to additional Nordic countries are also taking shape.

War Child Germany was launched in 2019 and is already opening up access to significant new sources of institutional funding. The year saw the successful pilot of our **Voice Your Mind advocacy programme** targeted at refugee youth from Germany and other programme countries and the inclusion of the **War Child Soccer Camp** in discussions around the Federal Foreign Office's new Strategy on Humanitarian Aid - a document with the potential to dramatically shape how Germany responds to future humanitarian challenges.



© Julie Hrudova

Our Shared Platform

In 2021 we will design a new structure to support our ambition to become an international networked expert organisation. The network will consist of War Child country offices and member countries - The Netherlands, Germany and Sweden - supported by a jointly owned **global shared platform**, responsible for delivering shared programme and operational services.

Advocacy and Media



Advocacy: Our Campaigns for Change

The coronavirus crisis has provided a stark reminder of the **inextricable link between our physical health and mental wellbeing**. Yet, the latter is often forgotten for what it is - a fundamental human right protected by international treaties.

War Child advocates for psychosocial support to be prioritised in international emergency response settings - and in 2020 our calls for action were met with increased reception.

Thought-Leadership

The year saw us harness the power of thought leaders to give our message authority in the virtual space. Key figures from global civil society including **Dr. Ahmad Faizal, professor at MIT World Peace University**, as well as **Dutch Science Journalist Diderik Jerkel** and **Neuroscientist Erik Scherder** steered the debate during a new War Child-led webinar series - **#MindsUnitedForMentalHealth**.



Together we were able to **set the international humanitarian agenda** inviting never-before-seen discussions on the need to act now to protect an entire generation of conflict-affected children.

A global agenda - supported by the World Health Organisation, United Nations bodies and other sector experts - will be developed based on the arguments made in the video submissions.

Collecting Evidence

With years of experience in the field and a global following, our humanitarian director Dr. Unni Krishnan was quickly able to rally the humanitarian community together. This saw us forge a new partnership with **World Vision International**. The long-standing agreement will see us pool resources to conduct a far-reaching policy assessment of **the impact of the COVID-19 pandemic on the psychosocial wellbeing of children in six conflict-affected countries**. Data collection is an important means to reveal the scale of the youth mental health crisis and convince policy makers to act.

Inciting Action

It is War Child's position that the coronavirus pandemic will not be over until every child - no matter where they are - receives free and fair access to the vaccine. In 2020 we pledged our commitment to the **People's Vaccine Alliance** - a coalition of organisations and activists united under a common aim of campaigning for a patent-free, mass produced and equally distributed vaccine. We also put our name to the **European Citizen's Initiative 'No-Profit on Pandemic'**. With more than 100,000 signatures to date, the movement is on a mission to ensure COVID-19 vaccines and treatment become a universal public good.



© War Child

A growing body of research suggests that **most mental health problems experienced in adulthood have their origins before the age of 24 years**. War Child supports these findings and will continue to advocate for the need to act early to protect the children who need our support most.

War Child in the News

It's official - media consumption habits are changing. The COVID-19 pandemic has not only signaled a shift to digital but also a shift in content preference with topics related to COVID-19 including science, news, health and business all experiencing spikes, as [London-based data analytics and consulting company Kantar highlights](#).

Entertainment has also experienced an uptick according to Kantar's research with people looking for a moment of escape and distraction. For War Child, this new climate presents **both opportunities and challenges**.

Cutting Through the Noise Online

The year was marked by a new era of thought leadership. **Mark Jordans - both our Head of Research and Development and Professor of Global Child and Adolescent Mental Health at the University of Amsterdam (UVA)** - continued to attract the attention of Dutch scholars and media alike. In an interview on the UVA website in January, Mark put forward a strong case for the rapid training of local people to become psychosocial support specialists - an argument that would adopt fresh urgency only a few months later.



© Debra Barraud

Meanwhile, Dr. Unni Krishnan, our Humanitarian Director, Science Journalist Diederik Jekel and Professor Eric Scherder, Head of Clinical Neuropsychology at the Free University of Amsterdam (VU) shared their unique angle on the crisis through an opinion-editorial on **ReliefWeb** and other humanitarian news forums. We will continue to work with ReliefWeb to increase our visibility.

Ending The Silence on TV

With some **2.6 billion people worldwide confined to their couch**, we also turned our attention to our television presence. It was an honour to generate national media attention with our 'Doorbreek Het Zwijgen' (Ending the Silence) campaign. Centred around a three-part documentary, the campaign saw **World War II Holocaust survivors** share their story and provide a first-hand perspective on the psychological impact of war on children today.



© Michael Jessurun

The campaign was featured on everything from TV show Tijd voor Max - as part of a special Remembrance Day broadcast - to popular entertainment hub Shownieuws. Leading current affairs programme EenVandaag aired a particularly moving exchange between Afghanistan-born **Nilab Yonousi (27)** and retired Dutch politician **Jan Terlouw (89)**. Jan speaks about his life during the 1945 'Hunger Winter' in the Netherlands while Nilab recalls fleeing her country when the civil war broke out - a journey to safety that would steal three years of her life.

Continuing the Conversation Over the Airwaves

Our efforts to end the silence continued over the airwaves. Vivid accounts of the bombing of Rotterdam and other painful World War II events were brought to light by prominent public figures including Dutch political activist **Hedy d'Ancona** and musician and comedian **Diederik van Vleuten**. Shortly before the pandemic, d'Ancona and journalist and television presenter **Hanneke Groenteman** travelled to Uganda to visit children growing up amid war and conflict - part of a widely aired NPO Radio 1 broadcast.

2021 will see us deliver this much-loved campaign once again - with an extended focus on the long masked **Armenian Genocide**.

Also, in the pipeline - we will put structures in place to grow our international media presence. All in line with our ambition to become a global **networked expert organisation**.

Expanding Our Online Presence

Where once the world's biggest crises felt distant and removed from daily life, the COVID-19 pandemic has left no-one untouched. With the world conducting an extended 'stay at home' experiment, **more and more people are venturing online** in search of information and ways to help.

Across 2020, War Child harnesses its digital channels to deliver **reliable, real-time coverage of the crisis** and rally support from the online community.

In the early days of the pandemic, we set up a **coronavirus response blog** on our English language website - a mix of live-rolling news and programme updates directly from the ground. The blog attracted some 2900 unique visitors to our website over the course of 2020.

04 June 2020:

'I Learn from Home' - thanks to Back to the Future

DONATE

Back to the Future - our coalition programme to address the educational needs of children affected by the crisis in Syria - continues in the midst of the COVID-19 pandemic. The coalition members - including War Child - have adapted the educational activities at the heart of the programme to be delivered remotely in support of refugee children across Lebanon.

These efforts have seen War Child, Terre des Hommes Italy and AVSI team up with education specialists Seenaryo to create 'I Learn from Home' - an app-based, eight-week distance learning programme. The app contains 100 games, 200 songs and dozens of stories linked to the national primary-level curriculum. All content is based on the 'Seenaryo Toolkit' of educational resources (see image). Parents and caregivers monitor children's learning progress as they complete each course module.

Now in its third week, the new programme has already met with positive feedback from caregivers and children. Nazha - a mother of two who lives in Khenchara - guides her four year old son Jaber through the course while her young baby goes to sleep during the day. "Jaber eagerly awaits the lesson every day," she affirms. "He looks forward to me receiving the instructions and then teaching."

Find out more about the Back to the Future programme.



This newly revised SEO-driven .org website offered greater capabilities to share breaking news and content in a digestible and engaging format - with a growing number of people visiting the site from mobile devices. The development of **ten intervention webpages** - complete with 360 image, video and illustration - brought audiences one step closer to our work.

COVID-19 has exposed huge inequalities in education - inequalities felt more readily as some **1.3 billion children find themselves out of the classroom globally**. **Can't Wait to Learn** - our flagship e-learning programme - provides an innovative, low-cost solution to address these needs. And, in 2020, content on the programme became one of our main traffic drivers.

WAR CHILD STANDS IN SOLIDARITY WITH THE PEOPLE OF LEBANON

Aug. 6, 2020



War Child is deeply saddened by the explosion in Beirut. Our Beirut Office is temporarily closed but we will continue to support affected people. Find out more about our response...

The massive explosion following a much smaller one this week in Beirut has caused extensive damage - leaving as many as 300,000 people homeless according to recent reports. Stress and insecurity among the city's people was already high as a result of economic instability and the coronavirus pandemic.

In the days following the **explosions in Beirut**, War Child launched a far-reaching emergency response campaign using our news and social media platforms to share first-hand accounts from staff and trusted sources at the scene. The global public dug deep into their pockets to support the campaign - with some 872 donations made online in just a few short weeks. Our **first news story** on the disaster garnered some 1100 unique pageviews - making it our most read article of 2020.

Meanwhile, Facebook remained the leading social channel for engaging with our Dutch supporters. Instagram backed this up - and saw **strong visual stories** from the children in our programmes bring more and more visitors to the app.

The Future of Digital

In the years to come, we will explore new and creative ways to join the international debate through our LinkedIn and Twitter profiles. The introduction of our **global shared platform** also bodes well for War Child online. This jointly owned network has the potential to 'cut out the middleman' within lengthy internal processes, allowing our country offices to upload content straight to an **online resource centre**.

Communication with Stakeholders

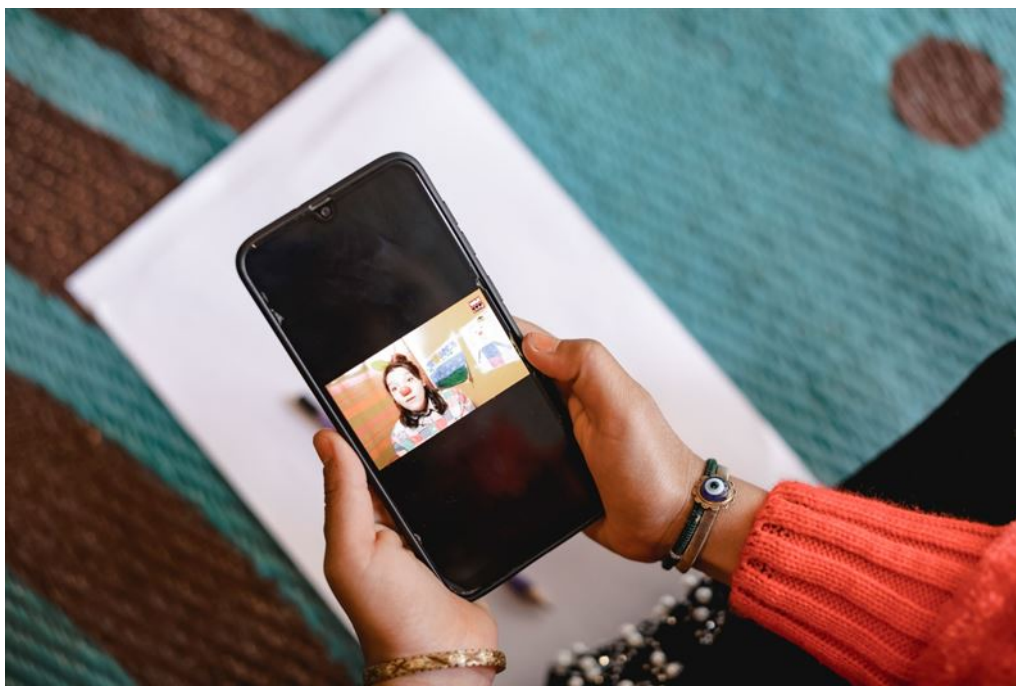
All our communications activities are designed to ensure War Child is recognised and trusted as the **leading organisation providing psychosocial support** to children affected by violence and armed conflict.

War Child contributes towards improving the wellbeing of children through its communications by connecting the realities and resilience of children with key stakeholders around the world. We share both results and lessons learned - stimulating people to support our mission through **authentic, bold and creative communications**.

The key stakeholders we target through our communications activities include the general public in both the Netherlands and Europe; experts and practitioners in the humanitarian sector; and official policy-making bodies.

2020 Overview

War Child quickly moved to adapt its programming to the demands posed by the COVID-19 pandemic in 2020 - and we similarly adapted our communications activities. Our communications team contributed to the adaptation of both **TeamUp** and **Can't Wait to Learn** for **remote delivery through the production of print, video and online products**.



The dedicated webpage for the Can't Wait to Learn offline programme - where **caregivers can download learning games on their mobile phones** - received more than 10,000 visitors over the course of the year.

We also worked hard to draw attention to our emergency COVID-19 response through a number of external communications initiatives. We posted regular updates on our activities through a **dedicated liveblog** and made expert content available in multiple languages through a shared online resource.

We brought together a **panel of experts to explore potential actions to address the mental health crisis** arising from the pandemic in our video series '**Minds United for Mental Health**'.

We also continued our campaigning activities to prioritise mental health as a central part of international humanitarian responses. In partnership with World Vision International we **gathered data from 720 children and parents in six of our programme countries to map the consequences of COVID-19 on the psychosocial wellbeing of children** - further highlighting the importance of mental health responses.

Meet our Ambassador - Quinty Misiedjan

Quinty Misiedjan - better known as **Quinsding** online - is a YouTuber, presenter and War Child ambassador all rolled into one. With her inimitable mix of serious and fun, she has gained a loyal following among young people across the Netherlands. For five great years, Quinty also finds the time to support our mission. And in 2020 that led to **the birth of a new documentary on refugee children...**

Marked for Life premiered in cinemas last October. Give us a quick synopsis...

"The documentary gives audiences a glimpse into the lives of refugee children around the world. I travelled to Jordan, Colombia and visited asylum seekers centres in the Netherlands to hear their personal stories. **The film is testament to the resilience of refugee children** - no matter where they are or what they've been through."

Why refugee children?

"Last year, I noticed that my perception of refugee children is different from others here in the Netherlands. With global forced displacement at record high, **we must welcome children from areas of violence and armed conflict** into our country. I feel very strongly that more people need to see the **real stories** of these children - not only the ones that make the headlines. They have the same hopes and dreams as all of us."



© Michael Jessurun



© Michael Jessurun

And is that what you hope to achieve with the film - a change in narrative?

"Documentaries about refugee children are always told as if children are victims with no hope for the future. The reality is very different - **they are extremely powerful.**"

"So, yes, to answer your question: we need a change in narrative but also in action. Here in the Netherlands some people say: 'these children have to go back' or: 'we don't have enough to share'. In Jordan, I visited a camp where people really have nothing. We have **more than enough to meet their needs.**"

What value can War Child bring?

"I got the opportunity to visit War Child projects all over the world including **TeamUp** - projects where **sports, games and creative methods** take the lead. These visits made a huge impression on me. Here we were in a war zone, yet **War Child has created a safe space where children can play and begin to heal.** If we can channel more funds to these projects and generate more awareness, then we might just make a difference."

You have thousands of young fans following your stories and adventures. What's next for Quinty?

"I will always use my platform to **raise awareness, share the voices of children and call for action.** During the making of the documentary, I designed a hoodie and ran a livestream on YouTube all with the aim to raise €10,000 in support of War Child. The livestream alone generated more than 800 donations - my fans really got behind it. I think **young people often feel like they are too small to make a difference** - they go online don't know where to start. I want to do my bit to change that."

EEN DOCUMENTAIRE VAN QUINTY MISIEDJAN

GETEKEND VOOR HET LEVEN

VLUCHTELING & KIND ZIJN. HOE DOE JE DAT?

Geschreven & geregisseerd door **Quinty Misiedjan** in samenwerking met **War Child** director of photography
Michael Jessurun montage Quinty Misiedjan & Michael Jessurun met dank aan Goedvolk

War Child

War Child People and Operations



Our People

At War Child we work to ensure that children affected by violence and armed conflict can realise their fundamental rights and enjoy increased resilience and wellbeing. The people who work to develop and deliver our programmes help to bring about **meaningful change** in the lives of hundreds of thousands of children each year.

We strive to create an environment where all staff take pride in their work and are empowered to contribute towards our mission. Our human resources policies contribute towards the creation of **a culture of mutual trust and honesty** - in which all employees have equitable access to available opportunities.

Our recruitment practices promote values of inclusivity - to ensure that our staff is made up of diverse backgrounds and ethnicities. We place particular emphasis on **recruiting programme staff from the local communities where we work** - not least to ensure that our dealings with children are relevant and effective.



© Michael Jessurun

Organisational structure

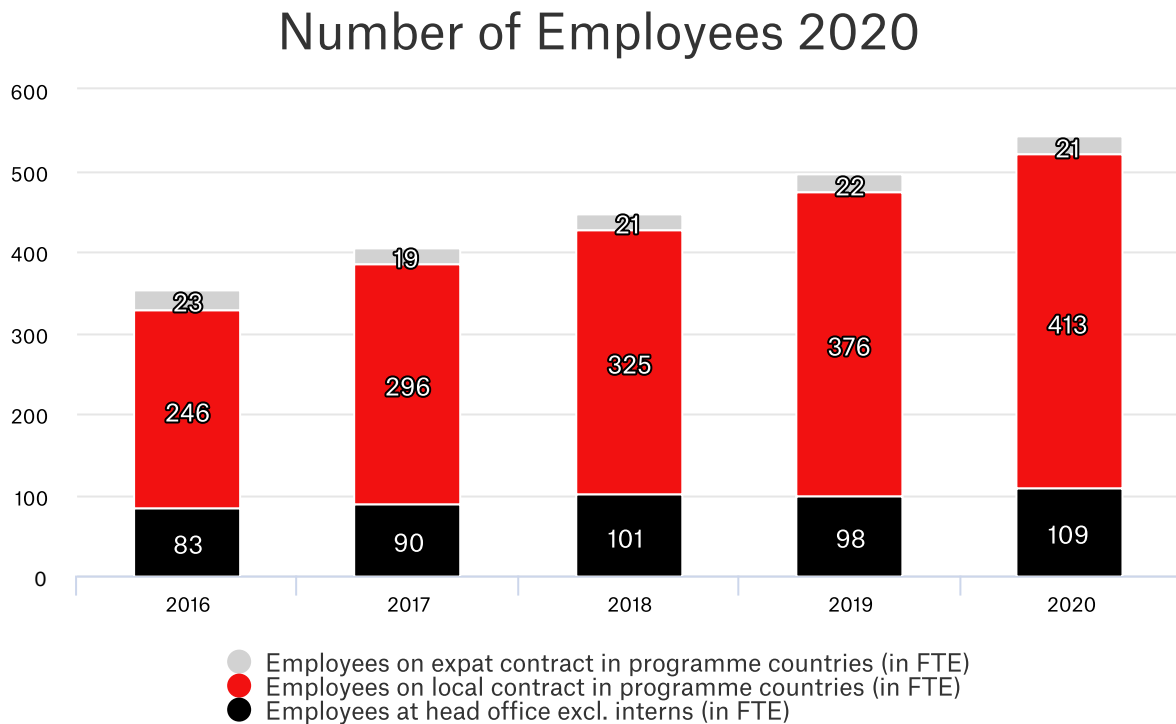
We streamlined our staffing structure over the course of 2020 through the creation of a new **Shared Operations department** - integrating the functions of procurement, logistics, security, human resources, IT and financial operations. We believe that this will lead to greater efficiency through **increased collaboration and shortened reporting lines**.

New measures to more fully integrate inclusion within our **human resources** and recruitment procedures will also be developed over the course of the year. These measures will be finalised with the publication of a 'Global People Strategy' during the second quarter of 2021.

Staff wellbeing

All **War Child staff showed their commitment and resilience during the COVID-19 pandemic** via immediately working from home and working day and night to keep our programmes going. Staff took care of each other through extra voluntary financial contributions to employees affected by the Lebanon blasts and in South Sudan during the extensive floods.

The Numbers



War Child employed **501 full-time members of staff across 2020 as a whole** - made up of 139 in our administrative offices and 362 inside our countries of operation. The number of programme staff recruited from local communities during 2020 was 54.

We also **provide students with valuable opportunities to develop** - linked to their academic studies - through our internship programme. The number of interns working for the organisation remained broadly static during 2020 - 25 interns in total were embedded in our various teams over the course of the year.

Our **interns make a significant contribution** to our activities - a contribution which is greatly appreciated.

Our Policies

Integrity and justice are central to all War Child activities - including our **duty to uphold the safety and dignity of our staff and the children who take part in our programmes**. This commitment is made manifest in our new Integrity Framework - which was implemented across the organisation in the first half of 2020.

Our commitment to upholding the highest ethical standards was made manifest in 2020 through the formation of our new **Governance and Organisational Development (GOOD)** team. The GOOD team is responsible for all legal and governance issues and implementing all internal staff policies. Its remit encompasses ethics, staff welfare, anti-racism and non-discrimination issues and more.



© War Child

Inclusion and equitable opportunities

Increased calls for justice across lines of race and gender - embodied by the global Black Lives Matter movement - demand that we develop new policies and practices to instil inclusion across all levels of our organisation. The GOOD team will lead **open dialogues on systemic racism and discrimination** over the course of 2021 to develop new and revised policies.

Increased focus on our Internal Communications will contribute towards further positive changes to our culture. **'Real time' translation services** will increase staff engagement and bring people from different countries closer together. And more focus on staff issues will help to foster internal dialogues - resulting in a richer organisational culture.

Remuneration Policy

The remuneration policy of War Child and the Supervisory enables us to attract and retain qualified expert senior staff members and other highly talented individuals while providing a formal and transparent approach to determine the remuneration package. In addition, the policy serves to fulfil all the requirements of stakeholders and maintain an adequate risk profile - taking into account the **nature, scale and complexity** of the role.

The low cost principle is also applied to our remuneration policy. Each function has a corresponding salary grid based on experience, educational level and responsibility. We do not provide variable performance related incentives to staff, although salaries are subject to inflation rate compensation. War Child also provides several secondary benefits to staff including holiday entitlements and pension rights.

Remuneration Managing Director

The **actual annual salary** with holiday allowance for Tjipke Bergsma in 2020 was €118,787. In determining its remuneration policy, War Child adheres to guidelines set up by Goede Doelen Nederland (GDN). This advisory scheme was adopted by members of the GDN interbranch organisation on 7 December 2005. Under the scheme, the position of Director has been scaled into function group J, with a maximum remuneration of €162,397. The Managing Director of War Child therefore earns a salary significantly below this standard.

You can find more on the amount and composition of the remuneration package in the [Further Notes to the Annual Accounts](#).



© Eelkje Colmjon

Shared Operations

Our new Shared Operations department is responsible for managing **procurement, logistics, security, human resources, IT and financial operations** across our entire organisation.

War Child faced a drop in income during the first half of the year as the COVID-19 pandemic made itself felt. Public fundraising events were cancelled. Yet in this difficult context we still managed to increase our income across the year as a whole - thanks to an **increase in funding from TV campaigns and institutional donors**.

ICT and Operational Support

The onset of the COVID-19 pandemic forced a rapid and comprehensive shift in our working practices. The challenge this posed was met - the pandemic showed we have a **fully functional modern digital workplace** in place for all employees. All staff were able to work from home with secure access to all relevant systems and information, and also communicate and collaborate with colleagues worldwide.

The end of 2020 also saw us finalise the implementation of a new - and fully sponsored - secure office network in our office in Amsterdam. The new cloud-based network has faster wireless connections and will **better protect us against increasing cyber threats**. The network is also readily scalable - so we can also extend network and security management to other offices in the future.



© War Child

Security

The spread of **COVID-19 significantly exacerbated existing security threats** in our countries of operation. International travel became essential only, limiting the ability of our subject matter experts to maintain an active presence on the ground.

In the run-up to **Uganda's hotly contested presidential elections**, outbreaks of violence became commonplace in Kampala and other central areas. Meanwhile, our activities in Lebanon faced major setbacks as the ongoing political and economic crisis was amplified by the explosions at Beirut's port and the pandemic. In South Sudan - where **torrential floods submerged large parts of land along the Nile river** - much of our workforce were forced to relocate, posing new challenges to staff already operating amid a context of internal conflict and displacement.

Despite the extraordinary circumstances, we moved quickly, implementing a variety of safety and security measures to ensure both the continued operation of our programmes and the safety and wellbeing of our people. In regions where healthcare systems faced collapse, staff were moved to a new location - one where they could access vital health and support services. The stepping up of **psychosocial support for staff** proved vital - particularly in Beirut where several colleagues experienced trauma from their experience of the 4 August tragedy.

We are extremely grateful to report that no staff were directly affected by security incidents over the course of 2020.

Global Shared Platform

It is our ambition to reach more of the 160 million children living daily with the effects of violence and armed conflict with rapid, quality support. For that we need an **international network where all War Child entities work effectively together** as well as with other organisations, agencies and governments. We need a network that can adapt effectively to changing circumstances and varying needs - one that is inclusive, flexible and allows for **creativity, innovation and sharing**.



© Alex McBride

Based on the belief that **‘where we have the expertise, others have the reach’**, in 2021 we will design a new structure to support our ambition to become an international networked expert organisation. The network will consist of War Child country offices and member countries - The Netherlands, Germany and Sweden - supported by a **jointly owned global shared platform**, responsible for delivering shared programme and operational services.

This new structure will allow for **inclusive decision-making**, based on knowledge about local contexts, and have **short lines of accountability**. The implementation phase for this new structure is scheduled to launch in 2021.

Our Management Team

Our **International Management Team (IMT)** is responsible for the daily operations of War Child. The IMT is made up of managers representing our programme countries and key coordinating departments and is responsible for monitoring the **overall performance** of our organisation.

Performance is measured against the goals and objectives set out in **our 2025 global strategy** and departmental annual plans. The team meets regularly to **review the organisation’s performance against our set goals** - and where there are deviations it draws up plans of action.

The team also provides leadership and guidance to the entire organisation and proposes decisions on strategy, policy and budget to our Supervisory Board. The team is chaired by our **managing director Tjipke Bergsma**.



Works Council

Our vision is to provide everyone in the organisation with **the means to shape our decision-making processes** - something we are working towards through our Works Council. This body is made up of five to seven employees from across the entire global organisation.

The Works Council serves to **canvass opinion from everyone who works for War Child** and share its findings with our Managing Director. It is also required to be involved and consulted in key governance issues - ensuring our staff are meaningfully consulted in our decision-making processes.

Supervisory Board Report

To ensure War Child fulfils its duties from a management perspective, our operations are continuously monitored by a Supervisory Board. This **external and independent entity** is responsible for approving our organisational strategy, policies, Annual Plans and Reports and commits us to the highest ethical and legal standards.

As a registered foundation in the Netherlands, we are obligated by Dutch law to maintain a **clear division between our managerial and executive responsibilities and supervisory functions**. Our Supervisory Board safeguards this structure.



© Marcel van der Steen

The Supervisory Board appoints the Managing Director and is responsible for providing the holder of the position with advice and supervision. The board undertakes these responsibilities during **four quarterly meetings** and additional meetings if necessary.

All our board members work on a **voluntary basis** and lend us significant expertise and experience. The board has no managerial responsibility and is responsible for its assessment of the quality of its contribution. Board members are appointed for four years and can be reappointed for an additional four-year term. The Supervisory Board Rules stipulate principles of governance and are available on War Child's website.



© Alex McBride

Meet our Supervisory Board

Hans van der Noordaa is Chair of our Board and responsible for overseeing our general operations. He joined the board in January 2020 bringing with him a long history of success in C-level executive positions for the ING Group and Delta Lloyd Insurance Company. He also serves as Chair of the Supervisory Board of Deloitte Netherlands and Chair of the Supervisory Board of the Amsterdam Johan Cruijff Arena.



Hans van der Noordaa, ©Babet Hogervorst

consumer marketing and fundraising. With years of experience in these areas, he also connects the team in the office to relevant people and companies in his network. Raymond is the founder and CEO of Dutch cosmetics giant Rituals.

Arjan Hehenkamp joined the Board in 2017. He contributes specialist expertise on programmes and operational matters with a keen eye on security and the efficiency of our humanitarian operations. Arjan is currently engaged with the International Rescue Committee (IRC) in East Africa. Before this assignment, he spent over 25 years with Médecins Sans Frontières in the Netherlands - most recently as CEO.

Edith Kroese has been a Board member since 2014 and contributes specialist expertise in the areas of strategic planning and impact measurement. She advises our management on issues related to monitoring and evaluation and has a keen interest in enhancing our impact based on War Child's evidence-based approach. Edith is founder and Managing Director of impact consultancy Avance.

Willemijn Verloop is Vice Chair and founded our organisation in 1995. Today, Willemijn is primarily responsible for shaping the values, people and culture of the organisation. She advises management and links the team to her extensive network in the impact world. In addition, she supports the organisation's communications and advocacy work. She is also the founding partner of Rubio Impact Ventures, founder of Social Enterprise NL, Chair of the National Advisory Board on Impact Investing - and sits on the supervisory boards of Tony Chocolonely and V-Ventures.

Raymond Cloosterman has been a member of the Board since 2012 and primarily advises management on issues related to branding,

Rob Theunissen joined the Board in 2013. He serves as Chair of the Audit and Remuneration committee. Rob oversees all matters of efficiency and operational integrity and primarily advises management on strategy and organisational quality. Rob is a partner of McKinsey Consultancy in Amsterdam and supports the organisation's impact and scaling strategy in a variety of ways.

Stef Oud joined the board in December 2019 as a member of the Audit and Remuneration Committee to advise management on data management and digitalization. Stef has an extensive background in technology and digital consulting. He is founder of XtraAdvice B.V. and partner at Stanton Chase where he is responsible for the global professional services and technology practice. Stef brings years of experience in management, technology and digital consulting. He is a long time War Child volunteer and has been involved in a variety of events and fundraising activities.

Meetings and Activities

The Supervisory Board meets on a habitual basis throughout the year to **review the performance of War Child against set objectives** outlined in our Annual Plan, 2025 strategy and articles of association. In 2020 the Board held four regular meetings, all attended by the Management Team (MT). An additional 3 Audit Committee meetings were conducted over the course of the year.

One key topic of discussion was the new **Global Shared Platform**, with input from programme countries and the Sweden and Germany offices. The board played a vital role in supervising the design of the platform bringing their respective expertise to greatly enhance the process.

The Board also monitored the organisation's financial performance to ensure it met the requirements of the annual budget. Challenges faced throughout the year due to the COVID-19 pandemic meant that several plans had to be revised. Efforts to **professionalise our internal audit control mechanisms** were welcomed by the board and saw War Child's internal auditor sit-in on two audit committee meetings to discuss financial and other emerging risks as well as fraud incidents.



© Michael Jessurun

COVID-19 forced our **Research and Development (R&D) department** to make significant changes to their agenda. In every meeting, the IMT communicated these changes to the board, who were quick to compliment R&D on their **agile solutions and creative methods**.

Pathways for scaling up interventions were also brought to the 'digital table'. Experiences from the field regarding successful scalable initiatives were shared and carried forward.

With the **announcement of Tjipke Bergsma's retirement**, the Supervisory Board began their search for a successor. The process was led by the nomination committee and supported by top 10 executive firm Stanton Chase - a service they provide entirely pro bono. After a thorough process, **Ramin Shahzamani** was appointed as the new Managing Director of War Child.

In its first meeting of the year, the Supervisory Board approved our 2019 Annual Report against our results. In the last, an annual meeting was held to evaluate the board's performance across 2020. Expectations were met and measured against key criteria.

Where Our Funds Come From



Where Our Funds Come From

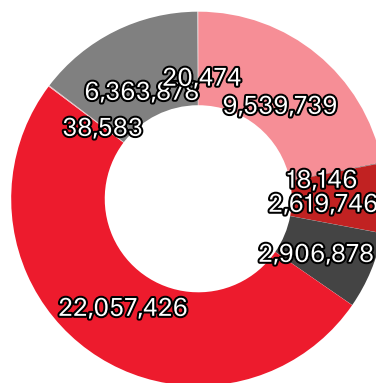
No child has ever started a war. Yet some 160 million children currently live in the midst of armed conflict - their situation made further uncertain by the spread of the coronavirus pandemic.

War Child exists to uphold the resilience and wellbeing of these children - but our mission would be impossible to fulfil without the **financial support we receive from supporters and institutions** worldwide. We are grateful for this continuing support - this year and always.

The funds that allow us to continue our work come from **various sources**:

Income 2020

Total: € 43.564.869



- Individuals
- Other Income
- Companies
- Lotteries
- Government grants
- Affiliated Parties
- Other organizations (non-profit)
- Income from sale of products

You can find more information on our **primary funding sources** in the following pages:

- [Public and Business Fundraising](#)
- [Lotteries](#)
- [Funding From Governments and Non-Profit Organisations](#)

Public and Business Fundraising

Public donations

The coronavirus pandemic presented our fundraising teams with **unprecedented professional challenges**. Major fundraising events were cancelled and campaigns postponed as we adjusted our work to the demands of the pandemic.

Despite a loss to our income across 2020 as a whole, the **support we received from individual donations** left us truly humbled. Our total income from individuals totalled €9.5 million - representing a small year-on-year decrease of 4 per cent.

The number of **War Child 'Friends'** - our regular monthly donors - increased by more than 4,500. Our number of Friends across the Netherlands totalled **91,600** by the end of the year.

We **expanded our campaigning during 2020** to help maintain our fundraising income. Six campaigns were launched across the year as a whole - including two emergency campaigns to mobilise funds for our COVID-19 and Beirut explosions responses. This led to a **30 per cent increase in one-off donations** to reach a total of €993,000. And all six fundraising campaigns outperformed those campaigns launched in 2019.

Income from legacies decreased by 30 per cent across 2020 as a whole to total €727,000. This can be attributed to a significant increase in revenues, rather than a loss in support from our **long-standing legacy funds**.

Our supporters

It was a **source of great sadness** for us that we had to cancel several events over the course of the year - meaning that for once we couldn't meet the vast majority of our supporters in person. Yet, people across the Netherlands still did their utmost to support our work. 19 supporters took part in the **Dam tot Damloop** in aid of War Child from parks and their gardens.

We are also delighted to welcome **Dutch indie icons Chef'Special** to our family of official Ambassadors. The Haarlem five-piece performed a special physically-distanced concert to raise funds for our work and are currently hard at work developing a benefit track together with refugee children in the Netherlands.



© Ingeborg Ohms

We want to place on record our **enormous thanks** to everyone who supported us during 2020!

Our business partners

Companies make a significant contribution to our mission every year - and 2020 was no exception. The year saw companies of all types help fund our programmes, lend us their expertise and sponsor our products and services.

Income from **'gifts-in-kind'** - companies donating free products and services to our mission - **exceeded €1 million** over the course of 2020. Total income from private companies was €2.6 million across the year as a whole - representing a year-on-year change of about 6 per cent.

Fundraising complaints

In 2020 we received 391 complaints related to our fundraising - representing a significant year-on-year increase. This surge in complaints can be attributed to a **large increase in 'door-to-door' fundraising** during the year - a method not always welcomed by the public.

War Child strives to **respond to complaints within two working days**, in which we succeeded in 99 per cent of all cases. Our policy concerning complaints is available on our website.

Lotteries

War Child has been able to reach thousands of children since 2000 thanks to the generous contribution from the **Dutch Postcode Lottery** - the largest charity lottery in the Netherlands. In 2020 War Child received an annual structural contribution of **€1.35 million from the National Postcode Lottery** - a contribution for which we are very grateful.



© Marcel van der Steen

Funding from Government Bodies and Non-Profit Organisations

The continuing coronavirus pandemic means that the responsibility to manage our funds as efficiently and effectively as possible has never been greater. Measures to **adapt our programming to the demands posed by the pandemic** during 2020 had several financial consequences for our organisation.

We rose to the challenge, drawing upon a **solid financial reserve** to deliver our emergency response with speed and agility. In this challenging context the funding we receive from charitable institutions and governmental bodies takes on increased importance - and provides us with the stability to continue with our long-term operations.



© War Child

The figures

War Child realised €28.7 million from institutional funding sources over the course of 2020 - representing a year-on-year increase of 4 per cent. This total is made up of €22.1 million from government grants and €6.4 million from other official bodies. This increase was fuelled by a number of key projects - in particular the **€12.3 million total pledged by a consortium led by the Lego Foundation for our PlayMatters project.**

Key Partnerships

The number of **newly signed contracts** agreed over the course of 2020 represented approximately **€42.8 million in funding** - exceeding our institutional fundraising ambition by 38 per cent. €28 million was raised with bilateral and multilateral governments, €13.5 million with foundations and €1.1 million originated from the back donors of War Child Sweden, Germany and UK. These funds supported a variety of projects including a **€4.8 million grant from the Dutch Ministry of Foreign Affairs (MFA)** for peacebuilding efforts in the occupied Palestinian territory (oPt) and a **€3.6 million grant from UNICEF** for education in emergencies programming in Lebanon.



© War Child

Partnerships are at the heart of everything War Child does. And the financial support we receive from governments and multi-lateral bodies - such as the **European Union**, United Nations agencies **UNICEF**, **UNESCO**, **UNHCR** and **UN-OCHA**, **Global Affairs Canada**, **Swiss Development Cooperation** and **US Agency for International Development** - is crucial to our ongoing operations.

We were also delighted to extend our partnership with **ECHO** - the European Union's Civil Protection and Humanitarian Aid agency - for a further seven years during 2020. Our participation in the **Dutch Relief Alliance** continued during the year through our participation in three **Joint Responses**.

Our thanks go to all of our partner organisations - particularly our **key partners** listed below.



© Marcel van der Steen

Key Partners

- Save the Children
- International Rescue Committee
- NetHope and Mercy Corps (for Can't Wait to Learn)
- SOS Children's Villages
- Oxfam Novib
- Chemonics
- IRC
- The KNVB
- World Vision
- ZOA
- AVSI

IATI Publications

War Child publishes data related to our programmes in line with the **standards of the International Aid Transparency Initiative (IATI)** whenever required by donors. The IATI reporting criteria informs our efforts to provide full transparency with regard to everything we spend in pursuit of our goals.

The number of War Child projects published in line with IATI guidelines totalled 406 over the course of 2020. This figure illustrates our unfaltering commitment to transparency and accountability - and the **hard work of our data analysts** behind the scenes.

How We Spend Our Funds



Responsible Spending

War Child is **registered as a charitable foundation** - which means our operations are funded from public donations and grants from non-profit organisations and institutions. This funding structure brings with it a responsibility to use our funds as efficiently and effectively as possible.

We have a **Low-Cost Policy** in place to ensure that the percentage of our budget spent in support of conflict-affected children is as high as possible. This policy commits us to ensure that the percentage of our budget spent on administration and fundraising activities is as low as possible - and that gifts-in-kind are utilised to the fullest extent possible.



© Michael Jessurun

Our Financial Policy states that we do not invest money trusted to us by our donors in any way that presents a potential risk - nor do we keep unnecessarily high reserves. War Child also maintains a **continuity reserve** to ensure ongoing financial support for our operations. The level of this continuity reserve is determined according to annual risk analysis - and excess funds are spent on our operations.

Our Financial Policy also directs us to spend our funds responsibly, to have proper internal controls and to be able to **justify each expenditure** we make.

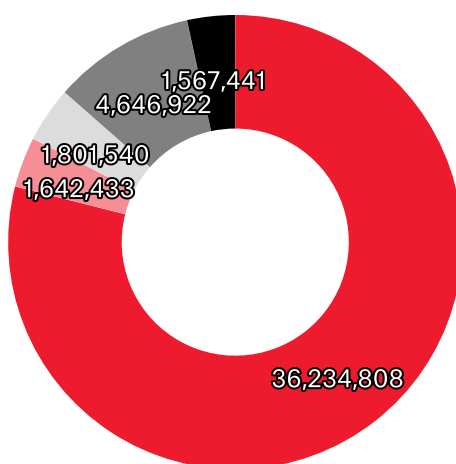
Our Expenditure in 2020

Our operating expenses for 2020 were **€45.9 million** - €39.7 million of which was spent directly in support of conflict-affected children. We spent €1.6 million on management and administration across the year in total.

In percentage terms **we spent 86 per cent of our expenses on our objective** - broadly in line with our 2019 expenditure. Total expenditure on management and administration was 3 per cent - again broadly similar on a year-on-year basis.

Expenses 2020

Total: € 45,893,144



- Project activities
- Preparation and Coordination
- Awareness Raising
- Fundraising
- Management and administration

We spent **€4.6 million** on our fundraising activities across the year as a whole. Our total income from fundraising was **€43.5 million** - which means our total fundraising investment was 11 per cent of our income, an increase of 2 per cent from 2019.

Our €39.7 million expenditure on our objective was 5 per cent below our planned budget - and demonstrated a 1 per cent positive difference to actual expenditure in 2019. Actual expenditure over the course of 2020 was **€45.9 million**. The higher actual expenditure can be attributed to **unexpected costs related to the coronavirus pandemic** - costs we were able to manage thanks to our unrestricted operating reserve.

The largest shortfall in expenditure measured against our planned budget was in our Can't Wait to Learn programme due to blanket school closures and major disruptions to learning to curb COVID-19. The imminent launch of a new scaling strategy will help this **award-winning programme** build on its success and overcome these challenges in the months ahead.



© UNICEF Sudan - Florine Bos

The **successful roll out of our COVID-19 emergency response in all 16 countries** represented an extraordinary response to an extraordinary crisis. We simply would not have been able to achieve this without the decades of collective experience and expertise within our walls. A **massive European door-to-door fundraising effort** as well as our **75 Jaar Vrijheid campaign** in the Netherlands replenished our reserves at crucial moments.

Our largest programme country in terms of expenditure is **Lebanon** - where spending on our projects grew 1 per cent year-on-year to total €10 million. This can be attributed to a large-scale emergency response effort - both by staff on the ground and loyal donors. This was also the case for our **Syrian Response**, where a total of €7.3 million went towards the protracted humanitarian crisis.

Our Planned Expenditure in 2021

Our emergency responses to both the pandemic and the Beirut explosions in 2020 put significant demands on our unrestricted funds and financial reserves. In this difficult context we **still managed to increase our income** - and have worked hard to increase year-on-year expenditure on our programmes.

Our **total planned income in 2021 is €51 million** - more than a quarter of which will come from private donors, companies and lotteries. This figure represents a year-on-year increase of about five per cent - attributable in part to expected record levels of structural funding from institutional donors.



© Ralph Dargham

To ensure the continued growth and sustainability of our operations we will put in place a new target for funding from institutional donors for 2021. Our **new income target for restricted funding over the year as a whole is €38 million** - representing a three per cent increase on the figure first calculated in our organisation strategy.

We sadly anticipate continued restrictions on fundraising events during the year - which is why we will make a strategic investment to boost our marketing and fundraising activities. Our offices in the Netherlands, Sweden and Germany will work together to expand our unrestricted funding base and **attract 3,000 new 'Friends' in 2021** - towards a goal of 100,000 structural donors by 2025.

These efforts will ensure that we can - as far as possible - maintain a **reasonable balance between restricted and unrestricted funding**. This balance will allow us to continue to fund emergency humanitarian responses through our Fast Aid methodology and allocate funding towards innovation and future investment.

War Child: What Does the Future Hold?



Our Plans for 2021

The **coronavirus pandemic** has exacerbated many grave threats to the safety and wellbeing of millions of **children worldwide** - particularly those already living with the effects of armed conflict. The challenges brought about by the pandemic will continue to be felt during **2021 and beyond**. The need to innovate our practices and expand our reach is therefore more important than ever.

This is why we will undertake a rapid review of our programming in 2021 to ensure our efforts remain relevant to children's needs and result in maximum impact. The first quarter of the year will see a revised **Theory of Change** and adaptations to our **Care System** approach to ensure our work becomes ever more conceptually sound.

The quality and relevance of our programme implementation will be strengthened further through renewed efforts to incorporate the essential standards endorsed by the **Core Humanitarian Standard (CHS) Alliance**.



© War Child

Our **Fast Aid** methodology will become more deeply embedded in our programming in 2021. A start-up fund allowing for rapid response will be established and we will roll out additional context-specific tools and methodologies to increase our emergency readiness capacity.

Significant effort will also be undertaken in 2021 to both strengthen and expand our global network of individuals, partner organisations and governments to bring quality programming to scale wherever urgent needs arise. This will see us develop a new **Scaling Strategy** during the first six months of the year.

Our revised **Advocacy** ambition will aim to further the acceptance of our Care System approach and support the scaling of our programmes through mobilising partners in programme countries. We will also continue to advocate for increased action to place mental health at the centre of global humanitarian efforts.

Work to restructure our organisation to become a jointly owned **global shared platform** will continue. These efforts will eventually result in a horizontal organisation within which staff in our programme countries become central to all decision-making processes.

All of these efforts will contribute towards increased opportunities for children and youth to build a better future - both for themselves and their communities.

War Child Would Like to Thank...

War Child was able to support 293,681 conflict-affected children and adults over the course of 2020. Through our COVID-19 response, we were able to reach some 5.9 million more. We simply could not have done this without the efforts of our supporters who went **above and beyond** to bring their time, funds and expertise to our mission.

We would like to place on record our thanks to our **Friends, sponsors and business partners**. We are also extremely grateful for the continued support of our **institutional partners** who are already finding new and creative ways to sustain our presence wherever the need is greatest.

Thank You for Supporting our Mission

All of us at War Child



© Marcel van der Steen

It is this support that will see us through an altogether new era of humanitarian crisis - one where **the fundamental rights and dreams of children** living with the effects of armed conflict must be given the attention they deserve.

Statement of Integrity

War Child works to uphold the resilience and wellbeing of children living with the effects of violence and armed conflict. Every member of staff in our organisation contributes to this objective - **even in their personal lives** - and these efforts are reflected in this Annual Report.

This Annual Report provides a **complete account of our activities in 2020** and fully elucidates our role in the humanitarian aid sector. Transparency and maintaining an open dialogue with our stakeholders are key priorities that inform all our reporting processes - including this Annual Report.

Everything we do is shaped by the core values of our organisation - **Creativity, Impact, Inspiration and Integrity**.

Because no child should be part of war. Ever.



© Michael Jessurun

Annual Accounts



Balance Sheet

in Euros, after proposed appropriation of result

		31-12-2020	31-12-2019
ASSETS	Note:		
Intangible fixed assets		53,336	214,300
Tangible fixed assets		623,586	524,657
Financial fixed assets		77,537	25,000
Fixed assets	(1)	754,458	763,957
Receivables	(2)	9,570,451	8,588,983
Cash and cash equivalents	(3)	9,164,526	11,959,845
TOTAL ASSETS		19,489,435	21,312,785
LIABILITIES			
Continuity reserve		5,000,000	5,000,000
General reserve		716,859	2,528,357
Legal reserve		53,336	214,300
Reserves		5,770,195	7,742,657
Earmarked funds		251,198	299,983
Reserves and funds	(4)	6,021,393	8,042,639
Provisions	(5)	882,313	777,496
Long-term liabilities	(6)	14,707	23,111
Short-term liabilities	(7)	12,571,022	12,469,539
TOTAL LIABILITIES		19,489,435	21,312,785

Statement of Income and Expenses

in Euros

	Note:	2020	Budget 2020	2019
INCOME				
Individuals	(10)	9,539,739	10,300,000	9,915,358
Companies	(11)	2,619,746	1,500,000	2,783,220
Lotteries	(12)	2,906,878	2,400,000	4,706,003
Government grants	(13)	22,057,426	23,900,000	20,738,185
Affiliated Parties	(14)	38,583	-	59,586
Other organizations (non-profit)	(15)	6,363,878	7,600,000	6,889,639
Total fundraising income		43,526,249	45,700,000	45,091,991
Income from sale of products	(16)	20,474	100,000	324,591
Other Income		18,146	-	42,452
Sum of income		43,564,869	45,800,000	45,459,034
EXPENSES				
Project activities	(17)	36,234,808	38,600,000	35,972,676
Preparation and Coordination	(18)	1,642,433	1,700,000	1,563,064
Awareness Raising	(19)	1,801,540	1,300,000	1,560,113
Expenses on the objective		39,678,781	41,600,000	39,095,853
Fundraising	(20)	4,646,922	3,600,000	3,842,890
Management and administration	(21)	1,567,441	1,600,000	1,352,038
Sum of expenses		45,893,144	46,800,000	44,290,781
Sum before balance financial income/costs		(2,328,275)	(1,000,000)	1,168,253
Financial gain / (loss)	(22)	254,492	-	(1,621)
Share of result of participating interests		52,537	-	-
Sum of income and expenses		(2,021,246)	(1,000,000)	1,166,632

Appropriation of the Result

in Euros

	2020	2019
Addition to (withdrawal from):		
Continuity reserve	-	-
General reserve	(1,811,498)	1,480,063
Earmarked reserve	-	-
Legal reserve	(160,964)	(173,944)
Earmarked funds	(48,785)	(139,485)
Total change in reserves and funds	(2,021,247)	1,166,633

The notes to the balance sheet provide further information about the composition of reserves and funds.

Cash Flow Statement

in Euros

		2020	2019
	Note:		
Sum of income and expenses		2,021,246	1,166,632
Adjustments for:			
Depreciation		327,259	296,767
Interest		(1,491)	(12,536)
Realised exchange rate losses (gains)		103,494	36,095
Changes in provisions	(5)	104,817	61,917
Changes in receivables	(2)	(981,468)	(3,556,081)
Changes in short term liabilities	(7)	101,483	(4,793,279)
Changes in long term liabilities	(6)	(8,404)	(8,404)
Changes in financial fixed assets	(1)	(52,537)	(8,404)
Cash flow from operations		(406,848)	(7,975,521)
Interest received			12,536
		1,490	
Cash flow from operating activities			(6,796,353)
		(2,426,604)	
Investments in intangible fixed assets	(1)	-	-
Investments in tangible fixed assets	(1)	(265,223)	(172,111)
Investments in financial fixed assets	(1)	-	(25,000)
Divestments of tangible fixed assets	(1)	-	-
Cash flow from investing activities		(265,223)	(197,111)
Net Cash flow		(2,691,827)	(6,993,464)
Foreign exchange rate gains / (losses) on cash and cash equivalents		(103,492)	(14,192)
Change in cash and cash equivalents		(2,795,319)	(7,007,656)

Notes to the Annual Accounts

General

These are the annual accounts of Stichting War Child, registered in The Netherlands and recognised as an ANBI (Algemeen Nut Beogende Instelling) by the Dutch tax authorities. War Child is located in Amsterdam at the Helmholzstraat 61-G. All War Child country offices are one and the same legal entity worldwide. The organisation is registered as a foundation (stichting) under Dutch law - under number 41215393 in the Trade Register.

War Child is an active international non-governmental organisation (iNGO) supporting children affected by armed conflict. War Child empowers children and young people while enabling adults to bring about positive and lasting changes in the lives of conflict-affected children and youth. War Child supports children regardless of their religious, ethnic or social background or gender. In 2020, War Child implemented its projects in Burundi, Colombia, the Democratic Republic of the Congo, Jordan, Lebanon, the Netherlands, the occupied Palestinian territory, South Sudan, Sri Lanka, Sudan, Syria and Uganda. War Child's activities are carried out by its own staff in programme countries as well as by implementing partners and local organisations.

War Child's vision is: "Children do not belong in war. Ever. They have the right to grow up free from fear and violence. To develop their full potential and become the person they want to be. Together we can change the future."

Accounting Principles

The annual accounts 2020 are dated 10 June 2021 and form an integral part of War Child's annual report. The annual report gives a detailed account of War Child's activities, results and programmes. The annual accounts have been prepared in accordance with the Guideline RJ650, which applies to Dutch fundraising organisations. The accounting policies have been consistently applied to all the years presented.

War Child's financial year coincides with the calendar year. The statement of income and expenses 2020 is based on the period from 1-1-2020 to 31-12-2020.

The valuation of assets and liabilities and of income and expenses is based on historical cost.

The assumption of continuity was applied for the preparation of the annual accounts.

These financial statements contain the financial information of the iNGO. The iNGO is the ultimate parent of War Child Deutschland gGmbH. These financial statements do not contain consolidated figures because the significance of the subsidiary is negligible.

Comparative figures

When necessary, comparative figures in the notes to the financial statements have been adjusted to conform to changes in presentation in the current year.

The figures for 2019 have been reclassified for comparison purposes. The reclassifications are as follows: The receivables on group participations is reclassified from the other receivables. The other account receivables decreases with €59.586 and the receivables from participating interest increases with the same amount.

The figures for 2019 have been reclassified for comparison purposes. The reclassifications are as follows: The payables on group participations is reclassified from the other liabilities. The other liabilities decreases with €49.869 and the payables to participating interest increases with the same amount.

Functional currency

Items included in the financial statements are measured in Euro. The financial statements of the legal entity are presented in Euro, which is the functional and presentation currency of War Child.

Transactions in foreign currencies

At initial recognition, transactions denominated in a foreign currency are translated into euros - the functional currency of War Child - at the exchange rates at the date of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated at the balance sheet date into euros at the exchange rate of that date. Exchange differences resulting from the settlement of monetary items, or resulting from the translation of monetary items denominated in foreign currency, are recognised in the statement of income and expenses in the period in which the exchange difference arises.

Non-monetary assets and liabilities denominated in foreign currency - that are measured based on historical cost - are translated into euros at the exchange rates at the date of the transactions.

Estimates

The preparation of the financial statements in conformity with the relevant rules requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies. If necessary and relevant, the nature of these estimates and judgements, including the related assumptions, is disclosed in the notes to the financial statements item. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively. According to management, the following items are most relevant for War Child's financial position and require estimates: the valuation of legacies to be received, the fundraising and awareness raising components in mixed activities and the amount of provisions.

Accounting Principles – Balance Sheet

Unless stated otherwise, assets and liabilities are shown at historical costs, unless otherwise stated in the further accounting principles.

An asset is recognised in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably. A liability is recognised in the balance sheet when it is expected to result in an outflow from the entity of resources embodying economic benefits and the amount of the obligation can be measured with sufficient reliability.

Income is recognised in the statement of income and expenses when an increase in future economic potential related to an increase in an asset or a decrease of a liability has arisen - the size of which can be measured reliably. Expenses are recognised when a decrease in the economic potential related to a decrease in an asset or an increase of a liability has arisen - the size of which can be measured with sufficient reliability.

An asset or liability that is recognised in the balance sheet remains recognised in the balance sheet if a transaction (with respect to the asset or liability) does not lead to a major change in the economic reality (with respect to the asset or liability). Such transactions will not result in the recognition of results. When assessing whether there is a significant change in the economic circumstances, the economic benefits and risks that are likely to occur in practice are taken into account. The benefits and risks that are not reasonably expected to occur are not taken into account in this assessment.

An asset or liability is no longer recognised in the balance sheet - and is thus de-recognised - when a transaction results in all or substantially all rights to economic benefits and all or substantially all of the risks related to the asset or liability being transferred to a third party. In such cases, the results of the transaction are directly recognised in the statement of income and expenses, taking into account any provisions related to the transaction.

Income and expenses are allocated to the respective period to which they relate.

Financial instruments

Financial instruments include investments in shares and bonds, trade and other receivables, cash items, loans and other financing commitments, derivative financial instruments, trade payables and other amounts payable. The financial statements contain the following financial instruments: cash items, receivables and payables.

War Child does not apply nor trade in financial derivatives, such as interest rate swaps, forward exchange contracts or options to control its risks.

Financial assets and liabilities are recognised in the balance sheet at the moment that the contractual risks or rewards with respect to that financial instrument originate. Financial instruments are derecognised if a transaction results in a considerable part of the contractual risks or rewards with respect to that financial instrument being transferred to a third party.

Financial instruments (and individual components of financial instruments) are presented in the financial statements in accordance with the legal reality of the contractual terms. Presentation of the financial instruments is based on the individual components of financial instruments as a financial asset, financial liability or equity instrument.

Financial instruments are initially stated at fair value, including discount or premium and directly attributable transaction costs. However, if financial instruments are subsequently measured at fair value through profit and loss then directly attributable transaction costs are directly recognised in the profit and loss account.

Impairment of financial assets

A financial asset is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if there is objective evidence of one or more events that occurred after the initial recognition of the asset which had a negative impact on the estimated future cash flows of that asset, which can be estimated reliably.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. Impairment losses are recognised in the statement of income and expenses and reflected in an allowance account against loans and receivables or investment securities held to maturity. Interest on the impaired asset continues to be recognised by using the asset's original effective interest rate.

When, in a subsequent period, the amount of an impairment loss decreases, and the decrease can be related objectively to an event occurring after the impairment was recognised, the decrease in impairment loss is reversed (up to the amount of the original cost).

Offsetting financial assets and liabilities

A financial asset and a financial liability are offset when the entity has a legally enforceable right to set off the financial asset and financial liability and when it has the firm intention to settle the balance on a net basis, or to settle the asset and the liability simultaneously. If there is a transfer of a financial asset that does not qualify for derecognition in the balance sheet, the transferred asset and the associated liability are not offset.

Intangible fixed assets

Intangible fixed assets are only recognised in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to War Child and the cost of that asset can be measured reliably. Intangible fixed assets are measured at acquisition cost, less accumulated amortisation and impairment losses. The accounting principles for the determination and recognition of impairments are included under the section impairments of fixed assets.

Development costs are capitalised in so far as incurred in respect of potentially profitable projects. The development of an intangible fixed asset is considered commercially profitable if the following conditions are met: the completion of the asset is technically feasible, the Company has the intention of completing the asset and then of using or selling it (including the availability of adequate technical, financial and other resources to achieve this), the Company has the ability to use or sell the asset, it is probable that the asset will generate future economic benefits and the costs during the development phase can be determined reliably. Development costs are measured at construction cost, less accumulated amortisation and impairment losses. The construction cost comprises mainly salaries of staff involved; the capitalised costs are amortised over the estimated useful life - 5 years - after completion of the development phase (asset ready for usage). Amortisation is calculated using the straight-line method. The costs of research and other development costs are charged to the result in the period in which they are incurred.

A legal reserve is formed for the capitalised development costs that have not yet been amortised.

The following depreciation percentage is applied: 33%.

Tangible fixed assets

Tangible fixed assets are measured at cost, less accumulated depreciation and impairment losses. The cost is made up of the price of acquisition as well as other costs that are necessary to get the assets to their location and in condition for their intended use. Depreciation is recognised as an expense on a straight-line basis over the estimated useful lives of each item of the tangible fixed assets, taking into account the residual value of each asset. Depreciation starts as soon as the asset is available for its intended use and ends at decommissioning or divestment. The following depreciation percentages are applied:

- Buildings 5%
- Cars, office furniture and fittings 33%
- ICT equipment: 33%
- Assets in project countries: 20-33%

Maintenance expenditures are only capitalised when the maintenance leads to extension of the useful life of the asset.

Financial fixed assets

Financial fixed assets are measured at cost, less accumulated impairment losses. The financial fixed assets comprise investment in War Child Deutschland GmbH.

Participating interests where significant influence can be exercised over the business and financial policies are valued according to the equity method on the basis of net asset value. If measurement at net asset value is not possible because the information required for this cannot be obtained, the participating interest is measured according to the visible equity. In assessing whether the Company has significant influence over the business and financial policies of a participating interest, all facts and circumstances and contractual relationships, including potential voting rights, are taken into account.

The net asset value is calculated on the basis of the Company's accounting policies.

If the Company transfers an asset or a liability to a participating interest that is measured according to the equity method, the gain or loss resulting from this transfer is recognised to the extent of the relative interests of third parties in the participating interest (proportionate determination of result). Any loss that results from the transfer of current assets or an impairment of fixed assets is fully recognised. Results on transactions involving transfer of assets and liabilities between the Company and its participating interests and mutually between participating interests are eliminated to the extent that these cannot be regarded as having been realised.

Unrealised profits on transactions with participating interests that are accounted for at net asset value are eliminated to the extent of the Company's share in the participating interest. This elimination is allocated to net turnover and recognition of deferred income/the share of result from participating interests and the net asset value of the participating interest (choose the one that is applicable).

The Company realises the eliminated result as a result of a sale to third parties or depreciation or impairment of the transferred assets recognised by the participating interest.

Participating interests with a negative net asset value are valued at nil. This measurement also covers any receivables provided to the participating interests that are, in substance, an extension of the net investment. In particular, this relates to loans for which settlement is neither planned nor likely to occur in the foreseeable future. A share in the profits of the participating interest in subsequent years will only be recognised if and to the extent that the cumulative unrecognised share of loss has been absorbed. If the Company fully or partially guarantees the debts of the relevant participating interest, or if it has the constructive obligation to enable the participating interest to pay its debts (for its share therein), then a provision is recognised according to the amount of the estimated payments by the Company on behalf of the participating interest.

Impairments of fixed assets

For tangible fixed assets, an assessment is made as of the balance sheet date as to whether there are indications that the asset is subject to impairment. If indications exist that the asset item is subject to impairment, the recoverable amount of the asset is determined. An asset is subject to impairment if its carrying amount exceeds its recoverable amount; the recoverable amount is the higher of an asset's fair value less costs to sell and value in use. An impairment loss is directly expensed in the statement of income and expenses. If it is established that a previously recognised impairment loss no longer applies or has declined, the increased carrying amount of the assets in question is not set any higher than the carrying amount that would have been determined had no asset impairment been recognised.

Disposal of fixed assets

Assets that are taken out of service are stated at the lower of book value or net realisable value.

Receivables

Receivables are carried at amortised cost on the basis of the effective interest method, less impairment losses. The effective interest and impairment losses, if any, are directly recognised in the statement of income and expenses.

Cash and cash equivalents

Cash and cash equivalents include cash-in-hand, bank balances and deposits held at call with maturities of less than 12 months. Cash and cash equivalents are stated at nominal value. If cash and cash equivalents are not readily available, this fact is taken into account in the measurement. War Child does not have any borrowings or loans. War Child does not invest its funds other than in savings accounts and deposits.

Cash and cash equivalents denominated in foreign currencies are translated at the balance sheet date in euros at the exchange rate ruling at that date.

Reserves and funds

The additions to and the withdrawals from the reserves and funds take place from the destination of results.

Continuity reserve

The continuity reserve is in place to enable War Child to meet its obligations in the long-term in case of stagnated income or after an incident with an impact on expenses. The target level is determined by the Supervisory Board. For further explanation, see the notes to the balance sheet.

General reserve

This part of the reserves is freely available to be spent in accordance with War Child's objective.

Earmarked reserves

The earmarked reserves are related to funds earmarked by the Supervisory Board to be spent on a designated purpose. The earmarked reserves do not reflect an obligation towards any third party and the Supervisory Board has the authority to reverse this reserve. The earmarked reserves are (partly) released against the statement of income and expenses in the financial period of recognition of the expenses on the designated purpose, for the amount spent.

Legal reserve

The legal reserve is related to funds reserved in accordance with accounting regulations.

Earmarked funds

The earmarked funds are related to funds earmarked by external donors to be spent on a designated purpose. The earmarked funds are (partly) released against the statement of income and expenses in the financial period of recognition of the expenses on the designated purpose, for the amount spent.

Provisions

If the time value of money is material and the period over which the cash outflows are discounted is more than one year, provisions are measured at the present value of the best estimate of the cash outflows that are expected to be required to settle the liabilities and losses. The provisions are measured at nominal value if the time value of money is not material or if the period over which the cash outflows are discounted is no longer than one year.

Liabilities

Liabilities and other financial commitments are measured after their initial recognition at amortised cost on the basis of the effective interest rate method. The effective interest is directly recorded in the statement of income and expenses. Liabilities related to operational obligations to donors and partners are presented under short term liabilities - except those that are due or expected to be due after one year which are presented under long term liabilities.

Accounting Principles – Income and Expenses

Income recognition

Unrestricted donations are accounted for as income in the earliest reporting period that they were received or committed to. Legacies are accounted for as soon as the amount of income for War Child can be reliably estimated.

Grants received with a designated purpose and a pay-back obligation for War Child - in case of ineligibility of the related expenses - are accounted for as income in the same reporting period in which the subsidised eligible expenses are recognised. Instalments received related to grants are recognised in the balance sheet as liabilities.

Gifts in kind are recognised as income and expense in the period they are received. Gifts in kind are valued as income and expense at the fair value.

Unrestricted income from lotteries is recognised in the period that the donor commits the funds. Grants from lotteries with a pay-back obligation are recognised as income in the same reporting period in which the subsidised eligible expenses are recognised.

Grants from international (multi-) governmental agencies, such as organisations related to the United Nations and the European Commission, are classified as income from governments. Grants from governments that are sub-awarded to War Child by another organisation under the same conditions are classified as grants from governments (the back-donor principle).

Loss recognition

Losses and impairments are accounted for as soon as they are anticipated.

Interest Income

Interest income is recognised in the statement of income and expenses on an accrual basis, using the effective interest rate method.

Leasing

War Child may enter into finance and operating leases. A lease agreement under which the risks and rewards of ownership of the leased object are carried entirely or almost entirely by the lessee are classified as finance leases. All other leases are classified as operating leases. For the lease classification, the economic substance of the transaction is conclusive rather than the legal form. At inception of an arrangement, War Child assesses whether the lease classifies as a finance or operating lease.

Operating leases

If War Child acts as lessee in an operating lease, the leased property is not capitalised. Benefits received as an incentive to enter into an agreement are recognised as a reduction of rental expense over the lease term. Lease payments and benefits regarding operating leases are recognised to the statement of income and expenses on a straight-line basis over the lease term, unless another systematic basis is more representative of the time pattern of the benefits from the use of the leased asset.

Employee benefits

Salaries, wages and social security contributions are taken to the income statement based on the terms of employment, where they are due to employees.

War Child pays pension premiums to the pension insurance company based on (legal) requirements and on a contractual basis with employees and the pension fund. Premiums are recognised as personnel costs when they are due. Prepaid contributions are recognised as deferred assets if these lead to a refund or reduction of future payments. Contributions that are due but have not been paid yet are presented as liabilities.

Employee benefits are charged to the statement of income and expenses in the period in which the employee services are rendered and - to the extent they are not already paid - as a liability on the balance sheet. If the amount already paid exceeds the benefits owed, the excess is recognised as a current asset to the extent that there will be a reimbursement by the employees or a reduction in future payments by War Child.

Termination benefits

Termination benefits are employee benefits provided in exchange for the termination of the employment. A termination benefit is recognised as a liability and an expense when War Child is demonstrably and unconditionally committed to make the payment of the benefit. If the termination is part of a restructuring, the costs of the termination benefits are part of the restructuring provision.

Termination benefits are measured in accordance with their nature. When the termination benefit is an enhancement to post-employment benefits, measurement is done according to the same policies as applied to post-employment plans. Other termination benefits are measured at the best estimate of the expenditures required to settle the liability.

Pension plans

The pension charge to be recognised for the reporting period equals the pension contributions payable to the pension fund over the period. In so far as the payable contributions have not yet been paid as at balance sheet date, a liability is recognised. If the contributions already paid exceed the payable contributions as at balance sheet date, a receivable is recognised to account for any repayment by the fund or settlement with contributions payable in future.

In addition, a provision is included as at balance sheet date for existing additional commitments to the fund and the employees, provided that it is likely that there will be an outflow of funds for the settlement of the commitments and it is possible to reliably estimate the amount of the commitments. The existence or non-existence of additional commitments is assessed on the basis of the administration agreement concluded with the fund, the pension agreement with the staff member and other (explicit or implicit) commitments to staff. The provision is stated at the best estimate of the present value of the anticipated costs of settling the commitments as at balance sheet date.

For any surplus at the pension fund as at balance sheet date, a receivable is recognised if War Child has the power to withdraw this surplus, it is likely that the surplus will flow to War Child and if the receivable can be reliably determined.

Determination of fair value

The fair value of a financial instrument is the amount for which an asset can be sold or a liability settled, involving parties who are well informed regarding the matter, willing to enter into a transaction and are independent from each other. In cases where there is no transparent market in which the asset in the exact same state is openly traded, determination of the fair value requires management to make estimates. The fair value of non-listed financial instruments is determined by discounting the expected cash flows to their present value, applying a discount rate that is equal to the current risk-free market interest rate for the remaining term as well as credit and liquidity surcharges.

Related parties

Transactions with related party War Child Deutschland are disclosed if they have not been entered into at arm's length. Disclosed are the nature and amounts involved with such transactions and other information that is deemed necessary for an insight into the transactions.

Transactions with related parties are assumed when a relationship exists between the Company and a natural person or entity that is affiliated with the Company. This includes, amongst others, the relationship between the Company and its subsidiaries, managing director and key management personnel. Transactions are transfers of resources, services or obligations, regardless of whether anything has been charged.

Subsequent events

Events that provide further information on the actual situation at the balance sheet date and that appear before the financial statements are being prepared, are recognised in the financial statements.

Events that provide no information on the actual situation at the balance sheet date are not recognised in the financial statements. When those events are relevant for the economic decisions of users of the financial statements, the nature and the estimated financial effects of the events are disclosed in the financial statements.

Notes to the Balance Sheet

in Euros

1. Fixed Assets

Fixed assets are depreciated over their estimated life time. The assets are held for use in our day to day operations.

	intangible fixed assets
Acquisition value	521,192
-/- Cumulative Depreciation	(306,892)
Book value 1-1-2020	214,300
Acquisition value investments	-
-/- Acquisition value disposals	-
-/- Depreciation	(160,964)
Depreciation on disposals	-
Movements during the year	(160,964)
Acquisition value	521,192
-/- Cumulative Depreciation	(467,856)
Book value 31-12-2020	53,336

Intangible fixed assets relate to the development of War Child's new website and custom developed software for the new CRM system.

	Land and Buildings	Operating Assets head office	Operating Assets programmes	Tangible fixed assets
Acquisition value	319,099	449,861	537,385	1,306,345
-/- Cumulative Depreciation	(43,876)	(347,260)	(390,553)	(781,688)
Book value 1-1-2020	275,223	102,602	146,832	524,657
Acquisition value investments	-	15,753	249,470	265,223
-/- Acquisition value disposals	-	(25,547)	-	(25,547)
-/- Depreciation	(15,955)	(44,225)	(106,115)	(166,295)
Depreciation on disposals	-	25,547	-	25,547
Movements during the year	(15,955)	(28,471)	143,355	98,929
Acquisition value	319,099	440,068	786,855	1,546,021
-/- Cumulative Depreciation	(59,831)	(365,937)	(496,668)	(922,436)
Book value 31-12-2020	259,268	74,130	290,187	623,586

Tangible fixed assets acquired during the year are mainly ICT equipment and vehicles. The assets under land and buildings consist of an apartment close to our office in Amsterdam in which we host employees who are visiting from country programmes - saving on hotel accommodation costs. The market value of this apartment at balance date is approximately €425,000. This estimate is based on actual sales prices of similar apartments in the same building. The estimated market value is about €165,000 higher than its book value of €259,268. At head office our tangible assets are equipment and furniture for our office and for our training and event space "The Playground". Tangible assets that we hold for our programmes are mainly office equipment, vehicles and generators.

	Financial fixed assets
Acquisition value	25,000
-/- Cumulative Depreciation	-
Book value 1-1-2020	25,000
Acquisition value investments	52,537
-/- Acquisition value disposals	-
-/- Depreciation	-
Depreciation on disposals	-
Movements during the year	52,537
Acquisition value	77,537
-/- Cumulative Depreciation	-
Book value 31-12-2020	77,537

Financial fixed assets relate to the value of participation in War Child Deutschland gGmbH. The organisation was officially registered and launched in the first quarter of 2019 as a German fundraising foundation.

2. Receivables

	31-12-2020	31-12-2019
Receivable from donors	7,014,773	5,745,999
Prepayments to partners	1,236,341	1,483,894
Legacies due	487,877	783,698
Receivable from participating interest	135,910	-
Other accounts receivable	695,550	575,392
Receivables	9,570,451	8,588,983

All accounts receivable originated in 2020 (EUR 103,700), except legacies due from seven legacies totalling €384,154 originating from 2019. All receivables are expected to be received within one year and relate to our day to day operations. Sometimes legacies may take longer to be settled, especially when the sale of property is involved. Our best estimate is to classify all receivables as short-term.

A provision for doubtful receivables is deemed unnecessary.

Legacies due consist of 14 legacies, of which the largest legacy due is €98,000.

Prepayments to partners are amounts paid to implementing partner organisations for which War Child has not received liquidation reports from those partners.

Other receivables include, for example, prepayments to creditors, unrestricted donations to be received, deposits and project advances.

Specification of Receivables from Donors

Receivables from donors relate to projects that have been implemented by War Child for which the funds from donors are committed in a grant contract but had not yet been received on the balance sheet date. The funds are expected to be received within one year. The amount receivable from donors at the balance sheet date can be broken down as per the table below. The amount relating to the Dutch National Postcode Lottery was received in March 2021.

	31-12-2020	31-12-2019
European Commission	3,002,985	1,972,184
Lego Foundation	648,410	-
United Nations agencies	620,761	727,820
Netherlands Government	521,630	626,791
National Postcode Lottery	1,350,000	1,350,000
Canadian Government	-	584,933
Other	870,987	484,270
Receivable from donors	7,014,773	5,745,999

3. Cash and Cash Equivalents

	31-12-2020	31-12-2019
Cash and cash equivalents in the Netherlands	6,905,828	8,790,497
Cash and cash equivalents in programme countries	2,258,698	3,169,348
Cash and cash equivalents	9,164,526	11,959,845

War Child's cash and cash equivalents balance is at €9.2 million, compared with €12.0 million in the previous year. This decrease can be explained mainly by the decrease in reserves and also by grants received in advance. For more information, see the notes to the balance sheet item: Grants Received in Advance.

Availability of Cash and Cash Equivalents

The balance of cash and cash equivalents is readily available to War Child except for a bank guarantee related to the rental agreements for War Child's office in The Netherlands - released at the end of the rental contract in 2023. The balance of one savings account with Rabobank is available to War Child although on part of the balance a withdrawal penalty applies as specified below.

	31-12-2020	31-12-2019
Cash and cash equivalents freely available	8,904,694	11,183,793
Cash and cash equivalents available with 1.5 per cent penalty	187,500	703,721
Cash and cash equivalents in bank guarantee until 2023	72,332	72,332
Cash and cash equivalents	9,164,526	11,959,845

Balances in Foreign Currencies

War Child aims to hold its cash positions as much as possible in Euros and in the Netherlands. At the balance sheet date, 75 per cent of balances were kept in bank accounts in The Netherlands. For expenses in programme countries, foreign currency accounts are held. War Child head office and some country offices have a US Dollar bank account when contracts with donors and expenses are in US Dollars. Country offices request funds to be transferred by head office on a monthly basis, based on forecasted expenses. War Child aims to minimise funds held abroad but due to the nature of War Child's work each country needs to hold a buffer amount for operational expenses and unforeseen events. The largest bank balance outside the Netherlands is held in South Sudan (€0.3 million). See also our notes about credit risk.

4. Reserves and Funds

	1-1-2020	additions	withdrawals	31-12-2020
Continuity reserve	5,000,000	-	-	5,000,000
General reserve	2,528,357	-	(1,811,498)	716,859
Legal reserve	214,300	-	(160,964)	53,336
Total reserves	7,742,657	-	(1,972,462)	5,770,195
Earmarked funds				
- Can't Wait to Learn	44,025	4,546	(44,025)	4,546
- Lebanon	42,298	115,326	(27,885)	129,739
- DR Congo	34,000	-	(34,000)	-
- Research & Development	179,660	-	(66,455)	113,205
- Burundi	-	3,709	-	3,709
Total funds	299,983	123,581	(172,365)	251,198
Total reserves and funds	8,042,640	123,581	(2,144,827)	6,021,393

	1-1-2019	additions	withdrawals	31-12-2019
Continuity reserve	5,000,000	-	-	5,000,000
General reserve	1,048,294	1,480,063	-	2,528,357
Earmarked reserve	-	-	-	-
Legal reserve	388,245	-	(173,944)	214,300
Total reserves	6,436,539	1,480,063	(173,944)	7,742,657
Earmarked funds				
- Can't Wait to Learn	-	44,025	-	44,025
- Lebanon	80,398	-	(38,100)	42,298
- DR Congo	67,275	29,637	(62,912)	34,000
- Research & Development	269,068	-	(89,408)	179,660
- Colombia	22,727	-	(22,727)	-
Total funds	439,468	73,662	(213,147)	299,983
Total reserves and funds	6,876,007	1,553,724	(387,092)	8,042,640

Continuity Reserve

War Child does not keep more reserves than reasonably necessary to realise its organisational goals and to be able to continue its operations in situations of sudden lack of funding or of excessive expenses. War Child's Supervisory Board determines the desired size of its continuity reserve based on risks perceived, taking into account a number of adverse incidents that might happen. In 2019 the minimum desired level of the continuity reserve was left unadjusted at €5.0M, which was approved by the Supervisory Board in their meeting on 20 December 2020. The desired level of the continuity reserve is also the actual size of the continuity reserve as per the balance date. The general reserve holds a €0.7M surplus which is not necessary for War Child's continuity and in 2021 War Child will aim to spend part of this amount on its objective. War Child's continuity reserve is in compliance with the requirements of the sector organisation Goede Doelen Nederland as stipulated in its policy for financial management of NGOs ("Financieel Beheer Goede Doelen"): The operational costs multiplied by 1.5 amount to a maximum continuity reserve of €37M.

General reserve

The general reserve is formed from the surplus of reserves above the target level for the continuity reserve. War Child will spend its general reserve to the benefit of children affected by war in accordance with its objectives.

Legal reserve

The legal reserve is related to funds reserved in accordance with accounting regulations. War Child has a legal reserve for the book value of the capitalized development costs of its intangible fixed assets (€53,336). The legal reserve will be released as and when the book value of the intangible assets decreases.

Earmarked funds

The earmarked funds are designated by the donor and must be spent on a specific purpose. The earmarked funds that existed end of 2019 were spent, except for an amount of €127.617. Additional earmarked funds were added in 2020 for the amount of €123.581. Earmarked reserves are spent on the objective and mainly realised within one year after occurrence. Next to several smaller amounts, the largest earmarked funds are:

- Jacob Foundation to Research & Development for € 111.000
- Donations related to Beirut Blast for Lebanon for € 99.000

5. Provisions

	1-1-2020	Increase	Expenditures charged	Unused amounts reversed	Translation differences	31-12-2020
Provision for end-of-service benefits	193,626	151,267	(26,108)	-	(10,238)	308,548
Provision for local taxation	414,522	130,547	-	(182,850)	-	362,220
Provision for local social security	169,348	115,429	(55,415)	-	(17,817)	211,545
Total provisions	777,496	397,243	(81,523)	(182,850)	(28,055)	882,313

The entire provision is short term. All employees have a notice period of less than one year and it is possible that authorities will impose tax on War Child within one year.

Provision for End-of-Service Benefits

A provision for end-of-service benefits is established when War Child has the obligation by local labour law to pay an amount of benefits to each of its employees at the end of their service, no matter how and by whom the employment contract was ended. The provision represents the cumulative amount of benefits built up by each employee up to the balance sheet date. The calculation is in accordance with the local law and is usually a formula such as: numbers of years in service x gross monthly salary x fixed percentage. The amount of obligation up to the balance sheet date can therefore be determined with a high degree of certainty. The amount is, however, payable at an uncertain date - namely at the end of service of the employee.

Provision for Local Taxation

A provision for local taxation is established when local laws and regulations contain a tax obligation for non-governmental organisations, although the authorities have not (yet) imposed those taxes on War Child. The provision represents the best estimate of the amount of tax expected to be imposed on War Child in relation to the period up to the balance sheet date. However, since in many such cases the authorities have to date not imposed these taxes, the calculation method might be uncertain. For example, income tax might be applicable to all residents, but it is unclear which benefits shall be included in the taxable amount. In some countries, NGOs are jointly lobbying for a tax exemption. The amount, likelihood and timing of the future payment obligation are therefore often quite uncertain and the provision reflects War Child's best estimate.

Provision for Local Social Security

This provision is similar to the provision for taxation. In some countries a law exists for employers to provide social security to its staff. As long as the governments have not yet set up an authority in charge of collecting those payments, War Child keeps a provision for its best estimate of the amount to be paid.

6. Long Term Liabilities

All long term liabilities are due after one year and within five years. The amount as per the balance sheet date relates to rental discounts of War Child's Amsterdam office that were already received but that are spread over the total length of the rental contract in accordance with the accounting principles. This amount is the part that will be recognized as a deduction of rental expenses in the financial years from 2022 onwards.

For remainder of the term period decrease is expected to zero exposure, majority is less than one year.

During the year 2020 the long term liabilities decreased with €8,404 (2019: €8,404). An amount of €8,404 (2019: 8,404) is recognized as a deduction of the rental expenses.

7. Short Term Liabilities

	31-12-2020	31-12-2019
Grants received in advance	8,877,358	8,845,511
Payable to partners	1,146,921	1,364,102
Accounts payable	675,545	772,236
Taxes and social premiums payable	297,533	237,972
Payable to War Child UK	105,262	-
Payable to participating interest	162,244	49,869
Other liabilities	1,306,158	1,199,849
Short term liabilities	12,571,022	12,469,539

All short term liabilities are due within one year.

The short term liabilities decreased mainly due to the 8 per cent decrease of 'Grants Received in Advance', as further detailed in the next table. It consists of restricted funding that was received by War Child in the financial year, while the related project expenses have not yet been incurred. Due to the nature of the grant contract, income is not accounted for in the period that the funds are received, but in the period in which the related expenses are recognised. The expenses related to grants received in advance are expected to be realised within one year.

The accounts payable to implementing partners decreased by 16 per cent because War Child prepays most of the partner's activities due to lack of own funding of small local organisations. With larger international organisations such as War Child United Kingdom or Save the Children, payable amounts may occur.

Payable to participating interests is related to liability to War Child Germany.

Other liabilities are expected invoices relating to the financial year, which were not yet received at the balance sheet date. Personnel liabilities are part of other liabilities and relate to the 8 per cent holiday allowance built up for head office personnel during the year, which is due to be paid out in May, as well as to holiday leave days pending at the balance sheet date.

	31-12-2020	31-12-2019
European Commission	3,462,232	2,869,183
Netherlands Government	1,351,645	675,673
United Nations agencies	1,211,311	1,145,695
National Postcode Lottery	352,025	1,908,903
Other	2,500,145	2,246,057
Grants received in advance	8,877,358	8,845,511

The institutional donors with the largest amounts paid in advance are shown in the table. Comparison between the current and previous financial year reveals substantial fluctuations between donors. Large grant instalments were received in advance from the European Commission for several grants to amount of 3.5 million, from the The Netherlands Government to amount of 1.3 million, and United Nations to amount of 1.2 million.

Financial Risks and Financial Instruments

During its normal operations, War Child is exposed to currency, interest, cash flow, credit and liquidity risks. To control these risks, War Child has instituted policies and procedures that are intended to limit the risks of unpredictable adverse developments in the financial markets and thus for the ability of War Child to fulfil its objectives.

War Child does not apply nor trade in financial derivatives, such as interest rate swaps, forward exchange contracts or options to control its risks. Its main risk mitigation measures are described below.

Credit risk- banks

Credit risk arises principally from War Child's substantial cash position. It holds large bank balances and the main risk is that of a bank defaulting. The maximum amount of credit risk with one bank that War Child incurs is €6.1 million, which is its balance with Rabobank at the balance sheet date. War Child also holds bank accounts with ASN bank (€0.2 million), with ABN AMRO (€0.2 million), Triodos bank (€0.5 million) and with ING (€0.6 million). Furthermore, it has balances with foreign banks in potentially unstable states. The largest bank balance abroad is with Cooperative Bank in South Sudan (€0.3 million).

The probability and impact of financial loss to War Child due to a bank going bankrupt is mitigated by spreading the balances over a number of banks, by limiting the outstanding balances abroad and by strict bank assessment procedures when opening a bank account. Given the precarious situation, there still are concerns about the fragile banking situation in Lebanon. Lebanese banks restricted transfers abroad and dollar withdrawals from deposit accounts since 2019. At year end a total amount of €0.3 million is held with banks in Lebanon. The situation is closely monitored and management decided a provision is not necessary based on information available on 10 June 2021.

Credit risk- receivables

Credit risk also arises from War Child's receivables totalling €8.9 million. The credit risk is concentrated at for counterparties from outstanding amounts with donors for a total amount of €6.3 million. These are large donors and governments with whom War Child has a long standing relationship and that have always in time satisfied their obligations to pay. The highest receivables amount to €2.5 million from the European Commission and €1.4 million from National Postcode Lottery. In addition, €1.2 million receivables relate to prepayments to partners. This balance is spread over more than 20 partners, the largest balance being €0.2 million with Plan International.

Foreign exchange rate risk

War Child is exposed to currency risk on project obligations that are denominated in a currency other than the contractual currency of the grant contract that relates to such a project. The currencies in which these project transactions primarily are denominated are EUR and USD, whereas a minority of transactions take place in amongst others COP, UGX and SSP. The currencies in which War Child's donor grant contracts are denominated are primarily EUR and USD, whereas a minority of grants are denominated in amongst others CAD, GBP, BIF, CHF and SSP. War Child's policy is to denominate its contractual obligations as much as possible in the same currency as the donor's currency and to hold bank balances in the donor currency, so that the real exchange rate is closest to the reporting exchange rate. War Child does not hedge with any derivative instruments its estimated foreign currency exposure in respect of forecasted purchases over a future period, because management believes this brings new risks and costs, while War Child's current employment of practical risk mitigation measures serves its purpose.

Interest and cash flow risk

War Child has no interest bearing loans, therefore the interest and cash flow risk is limited. There is a risk of interest rates decreasing or becoming negative, resulting in reduced interest income or increased costs, deviating from the budget.

Liquidity risk

The management monitors War Child's cash position and ensures that it is sufficient to meet the financial obligations towards creditors, employees and partners. The liquidity position ensured by War Child's level of the reserves to cover financial obligations are adequate. Although the potential impact of extreme circumstances that cannot reasonably be predicted is hard to take into account, War Child believes that its liquidity risk is limited.

Fair value

The fair value of the financial instruments stated on the balance sheet, including receivables, cash and cash equivalents and current liabilities, is approximately equal to their carrying amount.

Off-Balance Sheet Obligations and Rights

War Child's global off-balance sheet obligations and rights are as follows and are further explained in the text below the table.

	TOTAL	due within 1 year	due in 1-5 years	due after 5 years
Operational obligations	1,269,714	628,407	641,307	-
Implementing partner conditional obligations	4,010,813	3,655,497	355,316	-
Off-balance sheet obligations	5,280,527	4,283,905	996,623	-

	TOTAL	due within 1 year	due in 1-5 years	due after 5 years
Donor contract value to be received	25,615,248	17,757,790	7,857,458	-

Operational obligations

The main operational obligation is the office and training space rental obligation in The Netherlands for the period until 30 September 2023. Total remaining rental obligation including service and utilities charges is €0.9 million. The remaining obligations of €0.4 million mainly consist of rental obligations in programme countries.

The most important operational lease objects are Office rent and rent of the Playground in Amsterdam, NL. The principal provisions from these operational lease agreements are:

Agreement Playground with Merin

- Term 6 years and 3 months, starting 1 juli 2017 until 30 sept 2023
- After this period, 5 year extension without notice
- Cancellation period 12 months before end of term

Agreement Office Amsterdam with Merin

- Term 10 years, starting 1 oct 2013 until 30 sept 2023
- After this period, 5 year extension without notice
- Cancellation period 12 months before end of term

Agreement Office Amsterdam with Alliantie

- Term 10 years, starting 1 oct 2013 until 30 sept 2023
- After this period, 5 year extension without notice
- Cancellation period 12 months before end of term

Implementing Partners

War Child works with many implementing partners globally. War Child enters into agreements with partner organisations to execute projects related to War Child's objectives. The contributions in these contracts are disbursed to partners in several instalments. All contributions are conditional. War Child has off balance sheet obligations to its partners totaling €4million. War Child's largest expected future payment is to Lebanese Organization for Study and training and Plan international with which a conditional funding agreement is in place with an amount of approximately €0.8 million due to the organisations until June 2021. This relates to the implementation of part of the European Union Funded Project.

Off balance sheet rights

Grants from donors are recognized as income when the related expenses are recognized. Instalments received from donors are recognized on the balance sheet under Grants received in advance, for the part that is not yet spent. The remaining instalments due in accordance with contracts signed with donors are reported as off balance sheet rights. The total amount of instalments to be received by War Child under existing donor contracts is € 25 million. The largest total amounts to be received in the coming 5 years are € 10.8 million from the LEGO Foundation, € 3.6 million from UNICEF and € 5.1 million from The European Union.

Risks for Ineligible Grant Expenses

Potential risks are related to expenses that might need to be paid back to institutional donors because some of their requirements were not met. Some of War Child's programmes are implemented in particularly difficult, unsafe and instable contexts where it is not always possible to guarantee that the strictest of donor requirements are followed in each of its (partner's) transactions. War Child still implements those projects because especially those children need its support. In 2020, War Child has no indications that specific expenses are at risk of ineligibility and therefore no such provision exists. War Child is continuously striving to improve its procedures to ensure compliance with increasingly strict donor requirements, in order to decrease the risk of ineligible expenses.

Notes to the Statement of Income and Expenses

in Euros

10. Fundraising Income from Individuals

Income from individuals includes structural and one-off donations from individuals as well as legacies.

	2020	Budget 2020	2019
Legacies	727,598	700,000	1,052,913
Other gifts and donations	8,812,141	9,600,000	8,862,445
Total income from Individuals	9,539,739	10,300,000	9,915,358

Developments 2020

We nearly met our ambitious income target from individuals of €10.3 million in the year of the COVID-19 pandemic. We raised €9.5 million in income from individuals in 2020 (7 per cent below budget) which is 4 per cent lower than the previous year (2019: €9.9 million). Gifts and donations decreased by 1 per cent year-on-year - those were 8 per cent under budget (€8.8 million realised against a budget of €9.6 million). The remainder of income from individuals comes from income from legacies. Income from legacies decreased by 31 per cent compared to the previous year and was 4 per cent below budget. War Child aims to develop long-term relationships with individual donors to ensure stability in income and the continuity of projects. The large majority of the income generated by individual donors came from approximately 95,000 Friends, as War Child calls its structural donors. More information is provided in the "Where Our Funds Come From" section in this annual report.

11. Fundraising Income from Companies

Income from companies includes periodical donations from our Business Friends, one-off gifts from actions, donations in kind as well as restricted subsidies.

	2020	Budget 2020	2019
Beirut Campaign Blast	109,359		
Lenovo Foundation	30,371		
Triple D BV	25,000		
Gifts in Kind	1,344,065	548,500	890,780
Other companies	1,110,951	951,500	1,892,440
Total income companies	2,619,746	1,500,000	2,783,220

Developments 2020

In 2020 we raised €2.6 million from the business sector - which was 75 per cent above our target for the year, however, 6 per cent below the income in 2019. It remains a challenge to secure long-term commitments from companies. Main business donors supporting us already for years with monetary funding are Rituals Cosmetics, Lenovo Foundation and Triple D BV.. We saw an increase of almost 50 per cent in gifts in kind in comparison to 2019 - a value of €1.3 million, which was 100 per cent above budget. About 50 per cent of income from businesses comes from the value of donations in kind. War Child has a low cost policy and tries to find donors for every purchase it makes at head office. This ranges from free paper to free legal advice. Thanks to our good reputation that our donors recognise, we are quite successful in raising free goods and services. More information is provided in the "Where Our Funds Come From" section in our annual report.

12. Fundraising Income from Lotteries

Income from lotteries consists of contributions from the Dutch National Postcode Lottery. Since 2009, War Child receives an annual unrestricted contribution and since 2014 we have received various contributions designated to specific projects.

	2020	Budget 2020	2019
National Postcode Lottery (structural contribution)	1,350,000	1,350,000	1,350,000
National Postcode Lottery (designated to TeamUp)	-	-	857,896
National Postcode Lottery (designated to CWTL)	1,556,878	1,050,000	2,498,107
National Postcode Lottery (unrestricted gift)	-	-	-
Other lotteries	-	-	-
Total income lotteries	2,906,878	2,400,000	4,706,003

Developments 2020

Income from lotteries has decreased by 44 per cent in comparison with the previous year. The National Postcode Lottery contributes structurally to our organisation with an impressive €1.4 million. In addition, the National Postcode Lottery awarded the “Dreamfund” to War Child in 2019 for its Can’t Wait to Learn programme. In 2020, this programme continued to be implemented. In 2020, no additional funds were contributed by the National Postcode Lottery, this explains the difference in income between 2019 and 2020. More information is provided in the “Where our Funds Come From” section in our annual report.

13. Fundraising Income from Government Grants

Income from governments includes income from individual governments as well as from governmental bodies and from organisations that receive the vast majority of their funding from governments. In cases where the back-donor is a government and War Child has a contract with equal conditions with another party, this income is categorised as income from governments. All War Child’s income from governments is incidental, although part of the income is related to multi-year grants. All grants have an end date.

	2020	Budget 2020	2019
European Commission	7,331,813	4,779,747	7,774,448
Netherlands Government	6,562,232	4,656,587	6,563,917
United Nations agencies	7,302,618	2,972,466	5,185,335
Other governments	860,764	11,491,199	1,214,485
Total income from governments	22,057,426	23,900,000	20,738,185

Developments 2020

The income from governments accounts for 50 per cent of War Child’s total income. It is €22.1 million in 2020, which is 6 per cent above the government income of 2019 (€20.0 million). The substantial growth that was realised is 8 per cent below the ambitious budget for the year (€23.9 million).

With €7.3 million the European Union was War Child’s largest donor and funding was 12 per cent below the previous year’s income (2019: € 7.8 million). This represents 17 per cent of our total income, which is slightly above our limit of maximum 15 per cent from one donor. War Child has this target in order to remain independent from any one donor and to maintain a well-balanced donor portfolio.

The Netherlands Government is our second largest donor with a contribution in 2019 of €6.6 million. The United Nations agencies continue to contribute to War Child’s programmes in various countries through its subsidiaries and affiliates such as UNICEF, UNHCR, UNESCO and UN OCHA.

14. Fundraising Income from Affiliated Parties

Income from affiliated parties includes the contributions of national and international parent and sister organisations of War Child.

War Child worked to further expand its presence in Europe and during the first quarter of 2019 officially registered and launched War Child Deutschland gGmbH as a German fundraising foundation.

War Child Deutschland gGmbH fundraised €39,000 income from sales and private donations, collected at galas and from corporates, to be used for our programs. A slight decrease due to the COVID-19 pandemic and less events and activities by War Child Deutschland.

15. Fundraising Income from Other Organisations

The income from other organisations includes income from foundations, educational institutions, religious institutions and associations. This is a mix of unrestricted as well as restricted funding.

	2020	Budget 2020	2019
Lego Foundation	798,776	-	-
Al Ghurair Foundation for Education	763,111	-	-
Education Cannot Wait	405,405	-	-
H&M Foundation	230,838	325,386	157,422
The Elma Relief Foundation	130,937	-	-
Queen Silvia Foundation	206,812	-	-
Salesforce.org	203,548	-	-
Bernard van Leer Foundation	190,344	-	130,941
War Child United Kingdom	181,621	180,000	180,907
Other organisations	3,252,486	7,094,614	6,420,369
Total income other organisations	6,363,878	7,600,000	6,889,639

Developments 2020

The income from other non-profit organisations in 2020 totalled €6.4 million which was a decrease of 8 per cent compared with the previous year (2019: €6.9 million), and 16 per cent below budget. The grants and donors are well diversified within this category. More information is provided in the “Where Our Funds Come From” section in our annual report.

16. Fundraising Income from Sale of Products

The income raised from sale of products are presented as net figures. The gross income is deducted with the direct costs and reported as net income. The net income raised from sale of products in 2020 totalled €20,000. The gross income from the sale of products totalled € 20,000 and the cost of goods sold were nil. This income was raised during special events for War Child mainly through selling of auction items, concert tickets and event dinners. More information is provided in the [Where Our Funds Come From](#) section in our annual report.

Expenses

Total expenses increased by a total of €1.6 million to reach €45.9 million - a growth of 4 per cent (2019: €44.3 million). War Child's aim is to spend at least 85 per cent of its resources on its objectives – project activities, preparation and awareness raising. In 2020 War Child met this target. The ratio of expenses on the objective and sum of expenses was 86 per cent. War Child aims to spend maximum 4 per cent of its costs on management and administration. It met this target (2020: 3 per cent; 2019: 3 per cent) and its fundraising expenses slightly increased to 11 per cent of its income (2019: 9 per cent). The main reason was that the amount of fundraising expenses increased due to additional TV campaigns and investment in door-to-door activities in 2020. Next to this, the total of fundraising income slightly decreased.

	Realisation 2020	Budget 2020	Realisation 2019
% Costs of fundraising / total fundraising income	11%	8%	9%
% Costs management & administration / total expenses	3%	3%	3%
% Total expenses on behalf of the objective / total expenses	86%	89%	88%

Cost allocation of general expenses

One of War Child's core values is transparency. In our annual accounts this translates to openness about where our funds come from and how we spend them. Specifically, we are transparent about the cost allocation of general expenses. War Child allocates most of its head office expenses directly to the relevant cost category, meaning that - if and when possible - each expense is recognised under the relevant cost category. The expenses related to general management roles, such as the managing director, the director of Shared Operations, the Finance manager, the HR manager and the manager ICT are fully attributed to the cost category for management and administration.

As a result, a general cost allocation methodology is applied to general facility costs in the Netherlands only. The amount of allocated general costs is €519,195 and includes amongst others office rent, furniture, cleaning, reception and canteen costs. The basis of the allocation is the distribution of salary costs of employees in the Netherlands, resulting in 26 per cent of €550,886 is allocated to project activities, 20 per cent to preparation and coordination, 10 per cent to communication and awareness raising, 21 per cent to fundraising, and 23 per cent to general management and administration expenses.

Cost allocation of fundraising and awareness raising expenses

War Child's events and activities for public engagement in the Netherlands may have a fundraising as well as an awareness raising component. The out of pocket expenses related to such mixed activities are attributed to each of the two categories on the basis of a percentage as justified by the objectives and activities of each mixed project. For each mixed activity, the project leader provides a justified weight of each component. For example, the costs of engaging the public face to face are split 75%-25% between fundraising and awareness raising. During those activities, new Friends are acquired and many individuals are being informed about the children affected by conflict.

The allocation percentages are consistently determined and applied in consecutive periods. If percentages change year on year, management justifies this based on a changed nature of the activities. All employees with a fundraising role are fully attributed to the cost category for fundraising.

War Child intends to apply percentages which are realistic and which are in line with those that are applied by similar organisations for similar projects. The allocation percentages used by other organisations are however not transparent. War Child would be in favour of more transparency and clearer guidelines on the subject. Below is a table with the applied percentages and resulting amounts of awareness raising in our largest mixed projects. Some projects were not budgeted because at the time of planning it was unsure or unknown if those would take place in 2020. Vice versa, not all other projects in the budget took place in 2020. Budgeting and planning for fundraising activities was more challenging than in previous years due to the consequences of the COVID-19 pandemic in 2020.

17. Project activities

Expenses towards project activities are costs related to the implementation of War Child's programmatic interventions. War Child's projects are amongst others providing psychosocial support, child protection, education and advocacy. War Child implements its projects itself as well as by partner organisations. Costs of project activities include expenses such as staff costs, materials purchased, location rent, transport costs and office expenses. Costs of the country offices are fully attributed towards project activities. Costs of the head office are attributed to project activities if the costs are directly related to implementing projects, which in most cases means that those expenses are funded by a grant. This includes our Can't Wait to Learn and TeamUp programmes as well as our research and development projects.

	2020	Budget 2020	2019
Lebanon	10,000,397	8,049,000	9,884,944
Syria	7,269,292	6,231,000	5,766,419
Global Programs	5,563,752	8,925,000	6,484,157
Uganda	3,212,962	3,086,000	2,285,144
DR Congo	3,175,856	4,057,000	2,733,507
South Sudan	2,352,994	2,608,000	2,813,524
occupied Palestinian territory	1,670,789	1,980,000	1,723,415
Colombia	1,052,995	2,071,000	1,479,677
Burundi	985,338	1,258,000	763,077
Jordan	693,112	-	1,745,005
Sri Lanka	257,322	335,000	267,638
Afghanistan	-	-	26,169
Total costs of project activities	36,234,808	38,600,000	35,972,676

Developments 2020

Total expenses on project activities are €39.7 million in 2020, or 1 per cent above previous year (2019: €39.1 million) and 5 per cent below budget. Our budget for the year consists of ensured funding from signed grants as well as of ambitious projects that we will try to raise funds for in the various countries. In 2020, our fundraising targets were mainly achieved. War Child was able to realise a small growth of in project activities meaning that we were able to implement more projects in this challenging year.

In 2020 the Syrian response showed a growth from €5.8 million to €7.3 million. Other differences can be seen in the table above.

18. Preparation and Coordination

Costs for preparation and coordination include, for example, costs associated with the evaluation of our programmes, security measures and security trainings, quality assurance, programme management from head office, travel to country offices, internal audits, logistics management and monitoring activities.

19. Awareness Raising

Awareness raising includes the costs of raising awareness of people in general and of certain focus groups and networks in particular. Direct costs include those costs related to lobbying, War Child's website, conferences, campaigns and the awareness raising component of events and actions as described earlier under Cost Allocation.

	2020		Budget 2020		2019	
	%	€	%	€	%	€
	awareness	awareness	awareness	awareness	awareness	awareness
Door to door engagement	25%	389,262	50%	231,627	25%	216,376
Communicating with existing constituency	75%	239,584	50%	135,430	75%	202,663
Music events	25%	(357)	25%	11,598	25%	75,711
Mailings	25%	69,732	25%	65,625	25%	66,527
Peace Event 2019	90%	-	90%	-	90%	31,209
Telemarketing	25%	30,720	25%	15,438	25%	29,547
Online	25%	42,123	25%	30,250	25%	28,971
Campaigns	25%	80,564	-	10,125	-	-
Television show	25%	49,121	-	-	-	-
Other mixed projects	25%-33%	26,406	25%-33%	60,652	33%	72,149
	%	€	%	€	%	€
	fundraising	awareness	fundraising	fundraising	fundraising	fundraising
Communications	10%	(84,843)	0%	(36,592)	10%	(87,278)
Net allocation to awareness raising		842,312		524,153	49%	635,875

Developments 2020

Awareness raising costs of €1.8 million are 39 per cent above budget and 15 per cent above the level of the previous year (2019: €1.6 million).

20. Fundraising

Costs of fundraising are incurred for activities which aim to persuade people, businesses and other organisations to become Friends of War Child, to donate money or to enter into grant contracts with War Child.

	2020	Budget 2020	2019
Fundraising of unrestricted income	3,660,062	2,701,793	2,923,214
Fundraising of restricted income	377,453	304,446	386,878
Setting up new fundraising markets	609,407	611,093	532,798
Total costs of fundraising	4,646,922	3,617,333	3,842,890

Developments 2020

Total fundraising costs divided by total fundraising income in 2020 is 11 per cent (9 per cent in previous year). In 2020, total costs of fundraising increased by 20 per cent in comparison with the previous year. Fundraising costs 2020 are above the 2020 budget due to management decisions taken during 2020, aiming to realize a tv campaign with theme 75 jaar freedom after WWII 'Doorbreek het zwijgen' and more investment to achieve more unrestricted income in the future in door-to-door activities. The total amount of fundraising costs of €4.6 million consists of costs for raising unrestricted funds –for example from our Friends-, restricted funds –for example from institutional donors- and costs for setting up new fundraising offices –War Child's contributions to War Child Sweden and War Child Germany.

War Child contributed to the running costs of War Child Sweden, which is an independent foundation that raises funds for War Child in the Swedish market. It also contributed to the operational costs of War Child Deutschland gGmbH, which is a legal entity established in March 2019 of which the shares are fully owned by Stichting War Child. Costs for setting up fundraising offices in new markets increased in comparison with 2018 because of the new office in Germany. During the year an extra investment in fundraising activities in Sweden was decided.

21. Management and administration

War Child strives to spend as much on its objective as possible and it is continuously pursuing cost savings opportunities. On the other hand, it realizes that the lowest management costs are not necessarily desirable. Laws, regulations and donor requirements as well as risks of fraud and child safety contribute to a complex environment that require an adequate governance structure, a professional ICT infrastructure and an accurate administrative organisation and internal controls. If management and administration would not get proper attention then the continuity of the organisation could be at risk.

War Child aims to keep its percentage for management and administration below 4 per cent. In 2020 the same percentage applies as last year with 3 per cent. In the coming years, War Child will strive to keep this percentage as low as possible, since operational excellence and efficiency are an important part of its strategic objectives. It is however difficult to compare the ratios of organisations that have a different group structure and that implement very diverse types of activities.

Developments 2020

The costs for management and administration in 2020 (€1.6 million) are 2 per cent under budget (€1.6 million) and are 16 per cent above the level of 2019 (€1.4 million). This is due to the overall growth of the organisation in recent years.

22. Financial gains / (losses)

	2020	Budget 2020	2019
Interest received	1,491	5,000	12,536
Interest paid	-	-	-
Exchange rate differences	253,002	-	(14,157)
Financial gain / (loss)	254,493	5,000	(1,621)

Developments 2020

War Child does not invest the funds it is trusted with by its donors. Interest income is related to interest received on War Child's bank accounts. The year 2020 saw an exchange rate gain of €253,002. This is mainly related to the revaluation of outstanding grant award and bank balances in US Dollar. War Child does not budget these gains or losses since those are unpredictable. War Child does not hedge this risk, but takes appropriate measures to mitigate the risk as far as possible. Also see the notes to the balance sheet.

Personnel costs

War Child's total personnel expenses are specified below. The growth of 12 per cent compared to 2019 is mainly attributable to our growing staff base in Amsterdam. Our expenses for project activities increased slightly by 1 per cent compared with previous year. About 43 per cent of total staff expenses originate in the Netherlands, while 22 per cent of our full time equivalent (FTE) employees are located in the Netherlands. This is explained by higher average salaries. A large portion of the staff costs in the Netherlands are related to programme implementation - and those staff are funded by grants. The category other personnel expenses includes costs for amongst others commuting transport, insurance, training, recruitment, interns, canteen and team building.

	2020	Budget 2020	2019
Gross wages and salaries	13,371,458	4,559,415	11,586,001
Pensions	521,957	477,142	457,415
Social security	2,112,775	1,016,822	1,907,262
Other personnel expenses	2,065,439	406,620	2,215,429
Total Personnel expenses	18,071,629	6,460,000	16,166,107

Independent Auditor's Costs

War Child's financial statements 2020 are audited by KPMG Accountants N.V. War Child determines the presentation of the auditors fee as the total fees for the examination of the financial statements based on the reporting period of the financial statements, irrespective of when the work is performed. 2020 expenses related to the global KPMG group totaled €118,183. During 2020, additional services related to audit of 2019 Financial Statements were performed and additional of €18,180 costs were booked. Additional costs for 2019 audit presented under 2020 costs in the overview below.

In 2020, War Child involved other KPMG Network companies to perform local audit in several countries of operation. The component 2020 audit for Lebanon was performed by KPMG Lebanon against a fee of €11,100. €5,550 additional KPMG Lebanon audit costs were booked in 2020, in relation to 2019 component audit in Lebanon. KPMG Cyprus performed 2018-2019 statutory audit of Syria office for the €8,925 costs.

Three Joint Response projects in Syria funded by the Ministry of Foreign Affairs of the Netherlands and the EU Delegation were audited by KPMG Lebanon, with the total audit costs as €17,000. EU project Realizing Rights and Expanding Opportunities of Children and Youth in Post Conflict in Sri-Lanka was audited by KPMG Sri-Lanka against the fee of €6,000.

In addition, 2020 payroll services for Syria office was provided KPMG Cyprus, for the annual amount of € 4,284.

All amounts are including VAT. 2019 numbers were adjusted to fit the required presentation.

	KPMG Accountants N.V. 2020	Other KPMG network 2020	Total KPMG 2020
Audit of the financial statements	136,363	25,575	161,938
Other audit engagements		23,000	23,000
Tax-related advisory services			-
Other non-audit services		4,284	4,284
	2019	2019	2019
Audit of the financial statements	147,318	11,100	158,418
Other audit engagements		15,253	15,253
Tax-related advisory services			-
Other non-audit services		1,071	1,071

All amounts are including VAT.

Attribution of expenses

	Expenses towards objective			Fundraising	Management & Administration	Total expenses		
	Awareness raising	Preparation & Coordination	Project activities			2020	Budget 2020	2019
Contributions	-	-	10,257,198	-	-	10,257,198	21,982,000	11,312,930
Procurement	847,469	20,233	8,161,421	(109,043)	36,370	8,956,451	14,654,000	10,002,142
Outsourcing	35,122	83,679	1,671,574	1,990,317	54,637	3,835,330	1,556,000	2,763,945
Publicity	45,633	-	51,133	425,623	-	522,390	193,000	322,620
Staff	719,163	1,395,079	13,939,312	1,558,126	459,949	18,071,629	6,460,000	16,166,106
Housing	33,545	66,619	720,496	69,808	76,803	967,271	338,000	1,067,609
Office costs	6,911	32,550	760,000	145,721	236,333	1,181,515	597,000	1,143,783
General costs	51,469	36,244	557,319	557,960	571,109	1,774,101	815,000	1,214,878
Depreciation	62,227	8,028	116,355	8,410	132,239	327,259	205,000	296,768
Total expenses	1,801,540	1,642,433	36,234,808	4,646,922	1,567,441	45,893,144	46,800,000	44,290,781

The above clarification of the attribution of expenses towards expense categories is in accordance with Annex 3 of the accounting guideline RJ650. The attribution towards cost types is done consistently throughout the years. War Child attributes expenses as per the following guidelines:

- Contributions includes expenses by implementing partners;
- Procurement includes all goods and services procured from third parties excluding outsourcing;
- Outsourcing includes services that are rendered by third parties executing a normal business operation of War Child, not being the implementation of project activities. An example is the outsourced acquisition of donors;
- Publicity includes advertising and visibility of War Child or its donors to the general public;
- Staff includes all personnel expenses;
- Housing includes rental, utilities and cleaning of office and accommodation;
- Office includes IT, communication, small equipment and postal mail;
- General includes bank costs, audits, value of gifts in kind and other general costs;
- Depreciation equals depreciation costs.

Appropriation of the Result

On June 10 2020, the Supervisory Board of Stichting War Child discussed the annual report and the financial statements 2020. In accordance with article 8.1.a of the articles of association of War Child, the Supervisory Board adopted the annual report and the annual accounts of War Child, including the proposed appropriation of the deficit. The members of the Supervisory Board as per 10 June 2021 are Peter Bakker (President), Hans van den Noorda, Willemijn Verloop (Vice-President), Rob Theunissen (Treasurer), Raymond Cloosterman, Edith Kroese, Arjan Hehenkamp and Stef Oud.

The articles of association provide guidance about the appropriation of the deficit in stating that the foundation shall not keep more reserves than reasonably necessary for its continuity, as determined by the Managing Director. Art. 3.4: "De stichting houdt niet meer vermogen aan dan naar het oordeel van de directie redelijkerwijs nodig is om de continuïteit van haar werkzaamheden ten behoeve van haar doelstelling te waarborgen."

Addition to (withdrawal from):	
Continuity reserve	-
General reserve	(1,811,498)
Legal reserve	(160,964)
Earmarked funds	(48,785)
Total change in reserves and funds	(2,021,247)

Events after the balance sheet date

No events have occurred between the balance sheet date and the date on which the Supervisory Board adopted the annual accounts, which would affect the 2020 annual accounts or the condition of War Child at the end of the financial year or thereafter.

Notes to the Cash Flow Statement

The cash flow statement has been prepared using the indirect method. The cash items disclosed in the cash flow statement are comprised of cash and cash equivalents and there are no deposits or other investments. Cash flows in foreign currencies have been converted at the applicable exchange rate. Exchange differences affecting cash items are shown separately in the cash flow statement. Interest paid and received is included in cash from operating activities. Since War Child does not invest nor speculate and has no financial leases, cash from financing activities is zero. Transactions not resulting in inflow or outflow of cash are not recognised in the cash flow statement.

The cash and cash equivalents have decreased by €2.8 million in 2020 (decrease by 23 per cent). War Child's cash and cash equivalents balance is at a healthy level of €9.2 million in addition to €8.9 million short term receivables, against €11.9 million short term liabilities. War Child's balance of available resources can be explained by the grants received in advance from important donors and foundations, such as the European Commission, Nationale Postcode Loterij and the Netherlands government. The projects related to these subsidies are partly to be implemented in 2021 and beyond. For more information, see the notes to the balance sheet item 'Grants Received in Advance'.

Further Notes to the Annual Accounts

Remuneration Managing Director

Name	Tjipke Bergsma
Function	Managing Director
Duration	indefinite from 1/9/2015
Hours/week	40
Part-time percentage	100%
Period	1-1-2020 to 31-12-2020
Annual income	
Gross salary	€ 110,180
Holiday allowance	€ 8,607
13th month / Variable annual income / Bonus	€ 0
Total director remuneration	€ 118,787
Taxable allowances	€ 0
Pension premium (employer part)	€ 24,009
Social security contribution (employer part)	€ 9,678
Other remuneration / Pension compensation / End of service fee	€ 0
Total remuneration and benefits 2020	€ 152,474
Total remuneration and benefits 2019	€ 148,913

The remuneration of the Managing Director of War Child is €118,787 which is well below the maximum of €162,397 (1 full time employee for 12 months) as set by the guideline for Directors' Remuneration of the Dutch association for fundraising organisations Goede Doelen Nederland (GDN), based on a BSD score for War Child of 520 points.

The annual remuneration together with all taxable allowances and all employer's charges, pension compensation and other remuneration on the long term is €142,796 which is also well within the maximum set by the guideline of € 201,000 (1 full time employee for 12 months).

No loans, advances or guarantees were given to War Child's directors.

Remuneration Supervisory Board members

No remuneration is offered to Supervisory Board members and no loans, advances or guarantees existed in 2020. Members of the Supervisory Board occasionally visit War Child's field offices if this is relevant in respect of their role. Expenses related to the travel are paid by War Child and it is left to the discretion of the Supervisory Board members to reimburse the expenses to War Child. In 2020, no expenses were incurred for Supervisory Board members.

Related Parties

There have been no transactions with related parties that were not on a commercial basis.

As part of its ordinary activities, War Child donates its services from War Child Germany. Generally, these transactions are conducted on a commercial basis under comparable conditions that apply to transactions with third parties.

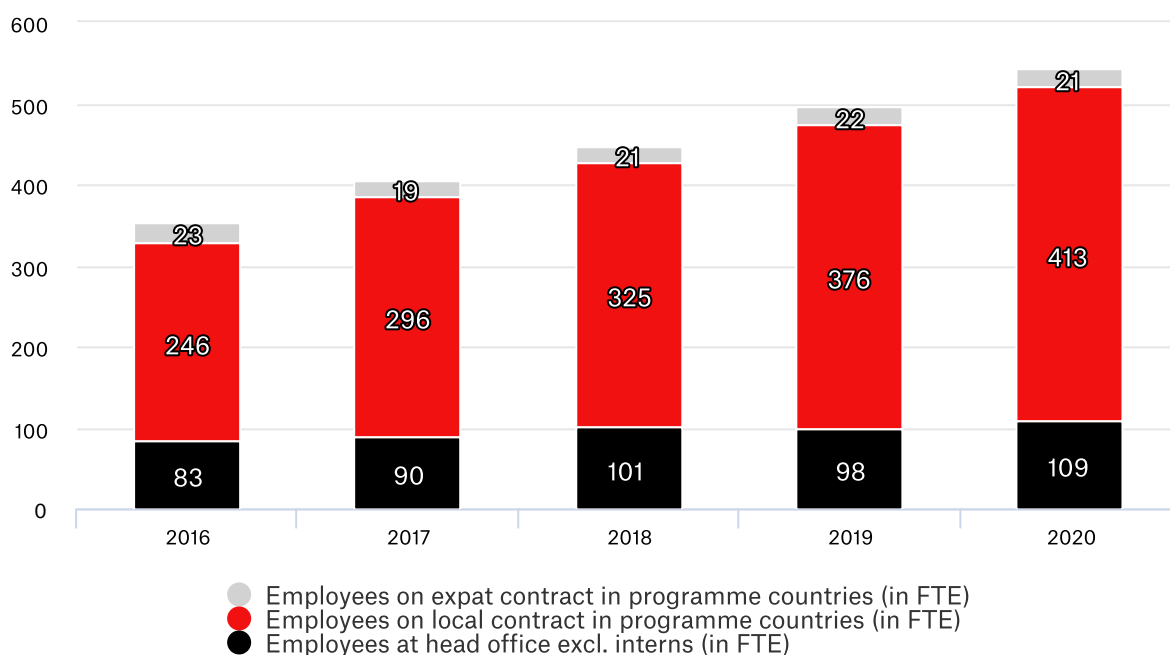
The remuneration of the managing director and supervisory board directors is included in note remuneration Managing Director.

Number of employees

The average number of fulltime equivalent employees (FTE) increased by 9 per cent (46 FTE) to 543 FTE, however the expenses on the objective increased with 1 per cent compared to last year.

	2020	2019	2018	2017	2016	2015
Employees at head office excl. interns (in FTE)	109	98	101	90	83	86
Employees on local contract in programme countries (in FTE)	413	376	325	296	246	239
Employees on expat contract in programme countries (in FTE)	21	22	21	19	23	29
Total average number of employees (in FTE)	543	496	447	405	352	354
Average number of interns at head office (in FTE)	9	8	8	11	12	10

Number of Employees 2020



Pension Plan

The pension charge recognised for the reporting period is equal to the pension contributions payable to the pension fund over the period. War Child's head office pension plans are in accordance with the conditions of the Dutch Pension Act. It is a defined contribution system without indexing arrangements. War Child's pension insurance company is Brand New Day. There are no self-administered pension plans. There is a strict segregation of the responsibilities of the parties involved and of the risk-sharing between the said parties (War Child, Brand New Day and staff).

In its project countries, War Child acts in accordance with local pension laws and regulations.

Adoption of Financial Statements

The Financial Statements are prepared by the management of War Child. On the condition of obtaining an unqualified opinion of the independent auditor, the Financial Statements were unanimously adopted by the Supervisory Board of War Child in its meeting of 10 June 2021.

Amsterdam, 10 June 2021

Supervisory Board: Peter Bakker (Chair), Willemijn Verloop (Vice Chair), Hans van den Noorda, Rob Theunissen (Treasurer), Raymond Cloosterman, Edith Kroese, Arjan Hehenkamp and Stef Oud

Managing Director: Tjipke Bergsma

Other information



Independent Auditor's Report

To: the Managing Director and the Supervisory Board of Stichting War Child

Report on the audit of the accompanying financial statements

Our opinion

We have audited the financial statements 2020 of Stichting War Child, based in Amsterdam. In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting War Child as at 31 December 2020, and of its result for 2020 in accordance with the Guideline for annual reporting 650 'Fundraising organizations of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the **balance sheet** as at 31 December 2020;
2. the **statement of income and expenditures for 2020**; and
3. the notes comprising a **summary of the accounting policies and other explanatory information**.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting War Child in accordance with, the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- the Board report 2020 including the **Supervisory Board report**;
- other information;
- annexes.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is less than the scope of those performed in our audit of the financial statements.

The Managing Board of Directors is responsible for the preparation of the other information.

Description of the responsibilities for the financial statements

Responsibilities of the managing directors and the Supervisory Board for the financial statements

The Managing Board of Directors is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Fundraising organisations' of the Dutch Accounting Standards Board. Furthermore, the managing directors is responsible for such internal control as the managing directors determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to errors or fraud.

As part of the preparation of the financial statements, the managing directors is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the managing directors should prepare the financial statements using the going concern basis of accounting unless the managing directors either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so. The Managing Board of Directors should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the company's financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not have detected all material errors and fraud during our audit.

Misstatements can arise from fraud or errors and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to errors or fraud, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the managing directors;
- concluding on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company ceasing to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out for entity's operations. Decisive were the size and/or the risk profile of the operations. On this basis, we selected War Child Lebanon for which an audit or review had to be carried out on the complete set of financial information or specific items. We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Branch Offices

In 2020, War Child maintained branch offices in:

- **Burundi**
- **Colombia**
- **Cyprus**
- **Democratic Republic of Congo**
- **Jordan**
- **Lebanon**
- **occupied Palestinian territory**
- **South Sudan**
- **Sri Lanka**
- **Uganda**

In addition to its programmes in the countries where War Child has its own offices*, War Child coordinated and/or funded activities in Chad, Ethiopia, Greece, Sudan, Somalia, Somaliland, Sweden, Nigeria, Rwanda and the Netherlands.

**Please note: Our total number of programme countries (16) is higher than the 10 countries listed above as War Child does not have a physical office in every country in which we are present. A programme country is defined as: any country where War Child or a War Child partner implements one or more programmes.*

Sometimes, we also support the work of War Child UK in Iraq and Yemen. Due to other priorities, we did not support these programmes financially in 2020.

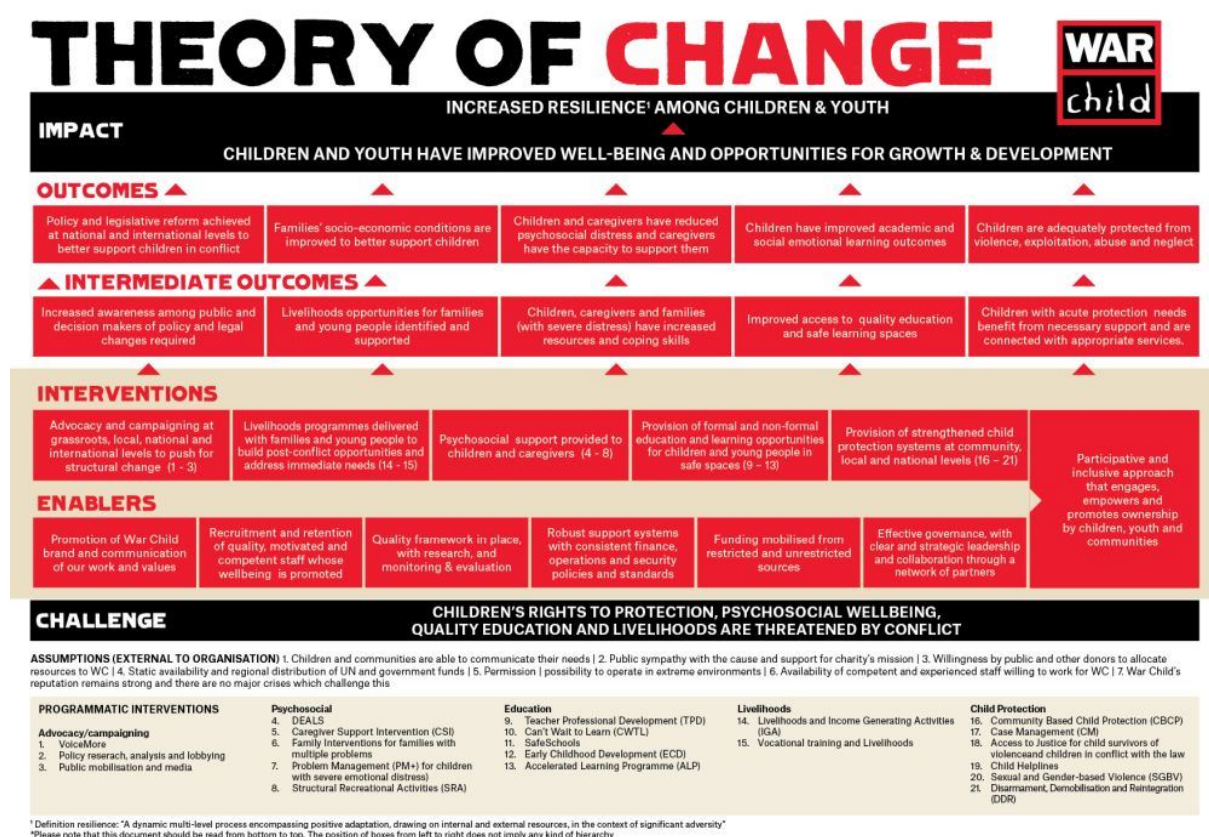


© Marcel van der Steen

Annexes



Theory of Change



Research Publications

Academic Publications (2020)

Title	Citation
Can't Wait to Learn: A quasi-experimental mixed methods evaluation of a digital game-based learning programme for out-of-school children in Sudan	Felicity L Brown, Alawia I Farag, Faiza Hussein Abd Alla, Kate Radford, Laura Miller, Koen Neijenhuijs, Hester Stubbé, Thomas de Hoop, Ahmed Abdullatif Abbadi, Jasmine S. Turner, Andrea Jetten & Mark J.D. Jordans (2020) Can't Wait to Learn: A quasi-experimental mixed-methods evaluation of a digital game-based learning programme for out-of-school children in Sudan, Journal of Development Effectiveness, DOI: https://doi.org/10.1080/19439342.2020.1829000
Efficacy of psychosocial interventions for mental health outcomes in low-income and middle-income countries: an umbrella overview	Barbui, C., Purgato, M., Abdulmalik, J., Acarturk, C., Eaton, J., Gastaldon, C., Gureje, O., Hanlon, C., Jordans, M., Lund, C., Nosè, M., Ostuzzi, G., Papola, D., Tedeschi, F., Tol, W., Turrini, G., Patel, V., & Thornicroft, G. (2020). Efficacy of psychosocial interventions for mental health outcomes in low-income and middle-income countries: an umbrella review. The Lancet. Psychiatry, 7(2), 162–172. https://doi.org/10.1016/S2215-0366(19)30511-5
Guided self-help to reduce psychological distress in South Sudanese female refugees in Uganda: a cluster randomised trial	Tol, W. A., Leku, M. R., Lakin, D. P., Carswell, K., Augustinavicius, J., Adaku, A., Au, T. M., Brown, F. L., Bryant, R. A., Garcia-Moreno, C., Musci, R. J., Ventevogel, P., White, R. G., & van Ommeren, M. (2020). Guided self-help to reduce psychological distress in South Sudanese female refugees in Uganda: a cluster randomised trial. The Lancet. Global Health, 8(2), e254–e263. https://doi.org/10.1016/S2214-109X(19)30504-2
Protocol for a randomized control trial of the caregiver support intervention with Syrian refugees in Lebanon	Miller, K. E., Arnous, M., Tossyeh, F., Chen, A., Bakolis, I., Koppenol-Gonzalez, G. V., Nahas, N., & Jordans, M. (2020). Protocol for a randomized control trial of the caregiver support intervention with Syrian refugees in Lebanon. Trials, 21(1), 277. https://doi.org/10.1186/s13063-020-4175-9
Strengthening parenting in conflict-affected communities: development of the Caregiver Support Intervention	Miller, K., Ghalayini, H., Arnous, M., Tossyeh, F., Chen, A., Van den Broek, M., Koppenol-Gonzalez, G. V., Saade, J., & Jordans, M. (2020). Strengthening parenting in conflict-affected communities: Development of the Caregiver Support Intervention. <i>Global Mental Health</i> , 7, E14. https://doi.org/10.1017/gmh.2020.8

Title	Citation
Phone-based data collection in a refugee community under COVID-19 lockdown	Chen, A., Tossyeh, F., Arnous, M., Saleh, A., El Hassan, A., Saade, J., & Miller, K. E. (2020). Phone-based data collection in a refugee community under COVID-19 lockdown. <i>The Lancet. Psychiatry</i> , 7(6), e31. https://doi.org/10.1016/S2215-0366(20)30189-9
Mediators of focused psychosocial support interventions for children in low-resource humanitarian settings: analysis from an Individual Participant Dataset with 3,143 participants	Purgato, M., Tedeschi, F., Betancourt, T.S., Bolton, P., Bonetto, C., Gastaldon, C., Gordon, J., O'Callaghan, P., Papola, D., Peltonen, K., Punamaki, R.-L., Richards, J., Staples, J.K., Unterhitzberger, J., de Jong, J., Jordans, M.J., Gross, A.L., Tol, W.A. and Barbui, C. (2020). Mediators of focused psychosocial support interventions for children in low-resource humanitarian settings: analysis from an Individual Participant Dataset with 3,143 participants. <i>Journal of Child Psychology and Psychiatry</i> , 61, 584-593. https://doi.org/10.1111/jcpp.13151
Planning the scale up of brief psychological interventions using theory of change	Fuhr, D.C., Acarturk, C., Sijbrandij, M. et al. (2020). Planning the scale up of brief psychological interventions using theory of change. <i>BMC Health Serv Res</i> 20, 801, 1-9 https://doi.org/10.1186/s12913-020-05677-6
Trajectories of psychological symptoms and resilience in conflict-affected children in low- and middle-income countries	Purgato, M., Tedeschi, F., Bonetto, C., De Jong, J., Jordans, M. J., Tol, W. A., & Barbui, C. (2020). Trajectories of psychological symptoms and resilience in conflict-affected children in low- and middle-income countries. <i>Clinical Psychology Review</i> , 82, 101935. https://doi.org/10.1016/j.cpr.2020.101935
Stigma reduction interventions for children and adolescents in low- and middle-income countries: Systematic review of intervention strategies	Hartog, K., Hubbard, C. D., Krouwer, A. F., Thornicroft, G., Kohrt, B. A., & Jordans, M. (2020). Stigma reduction interventions for children and adolescents in low- and middle-income countries: Systematic review of intervention strategies. <i>Social Science & Medicine</i> , 246, 112749. https://doi.org/10.1016/j.socscimed.2019.112749
Understanding Stigmatisation: Results of a Qualitative Formative Study with Adolescents and Adults in DR Congo	Hartog, K., Peters, R.M.H. & Jordans, M.J.D. Understanding Stigmatisation: Results of a Qualitative Formative Study with Adolescents and Adults in DR Congo. <i>Found Sci</i> (2020). https://doi.org/10.1007/s10699-020-09706-9
Scaling up mental health care and psychosocial support in low-resource settings: a roadmap to impact	Jordans MJD, Kohrt BA (2020). Scaling up mental health care and psychosocial support in low-resource settings: a roadmap to impact. <i>Epidemiology and Psychiatric Sciences</i> 29, e189, 1-7. https://doi.org/10.1017/S2045796020001018
The Cultural and Contextual Adaptation Process of an Intervention to Reduce Psychological Distress in Young Adolescents Living in Lebanon	Brown, F. L., Aoun, M., Taha, K., Steen, F., Hansen, P., Bird, M., Dawson, K. S., Watts, S., El Chamay, R., Sijbrandij, M., Malik, A., & Jordans, M. (2020). The cultural and contextual adaptation process of an intervention to reduce psychological distress in young adolescents living in Lebanon. <i>Frontiers in Psychiatry</i> , 11, 212. https://doi.org/10.1017/S2045796020001018
Supporting Syrian families displaced by armed conflict: A pilot randomized controlled trial of the Caregiver Support Intervention	Miller, K. E., Koppenol-Gonzalez, G. V., Arnous, M., Tossyeh, F., Chen, A., Nahas, N., & Jordans, M. (2020). Supporting Syrian families displaced by armed conflict: A pilot randomized controlled trial of the Caregiver Support Intervention. <i>Child Abuse & Neglect</i> , 106, 104512. https://doi.org/10.1016/j.chiabu.2020.104512
A Randomised Controlled Trial of the I-Deal Life Skills Intervention with Syrian Refugee Adolescents in Northern Lebanon	Miller, K., Koppenol-Gonzalez, G. V., Jawad, A., Steen, F., Sassine, M., & Jordans, M. J. (2020). Assessing the impact of the I-deal life skills intervention on the psychosocial wellbeing of Syrian refugee children in Lebanon. <i>http://isrctn.com/</i> , 18(2), 119-128. https://doi.org/10.1186/isrctn12942763
Participation by conflict-affected and forcibly displaced communities in humanitarian healthcare responses: A systematic review	Rass, E., Lokot, M., Brown, F. L., Fuhr, D. C., Asmar, M. K., Smith, J., McKee, M., Orm, I. B., Yeretdzian, J. S., & Roberts, B. (2020). Participation by conflict-affected and forcibly displaced communities in humanitarian healthcare responses: A systematic review. <i>Journal of Migration and Health</i> , 1-2, 100026. https://doi.org/10.1016/j.jmh.2020.100026

Budget 2021

INCOME	Budget 2021	Actual 2020
Individuals	9,912,455	9,539,739
Companies	1,951,000	2,619,746
Lotteries	1,350,000	2,906,878
Government grants	30,739,978	22,057,426
Affiliated parties	75,000	91,120
Other organizations (non-profit)	7,009,165	6,363,878
Fundraising income	51,037,598	43,578,787
Income from sale of products	7,500	20,474
Other Income	-	18,146
Sum of income	51,045,098	43,617,406
EXPENSES		
Project activities	43,182,158	36,234,808
Preparation & coordination	2,518,387	1,642,433
Awareness raising	1,295,495	1,801,540
Expenses on the objective	46,996,040	39,678,781
Fundraising	3,610,841	4,646,922
Management & administration	817,197	1,567,441
Sum of expenses	51,424,078	45,893,144
Sum before financial income	(378,980)	(2,275,738)
Financial income/(loss)	-	254,492
Sum of income and expenses	(378,980)	(2,021,246)

Credits

- **Content Editor:** Mark Adams and Martha Shardalow
- **Finance Lead:** Matthijs van de Wetering
- **Finance Support:** Mohamed Haibe and Karin de Vroom
- **Video and Image Editor:** Larissa Koekkoek
- **Graphics Artist:** Rob Reitsma

- **Photographers:** Alex McBride, Carmen Breidy, Debra Barraud, Florine Bos, Ingeborg Ohms, Julie Hrudova, Marcel van der Steen, Michael Jessurun, Ralph Dargham
- **Producer:** Bart Rijs
- **Website CMS Support and Design:** Gloedcommunicatie, F19 Digital Reporting