

Annual **report**

2019



Help  a
CHILD



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Help a Child provides a future
for children in need, their family
and their entire community



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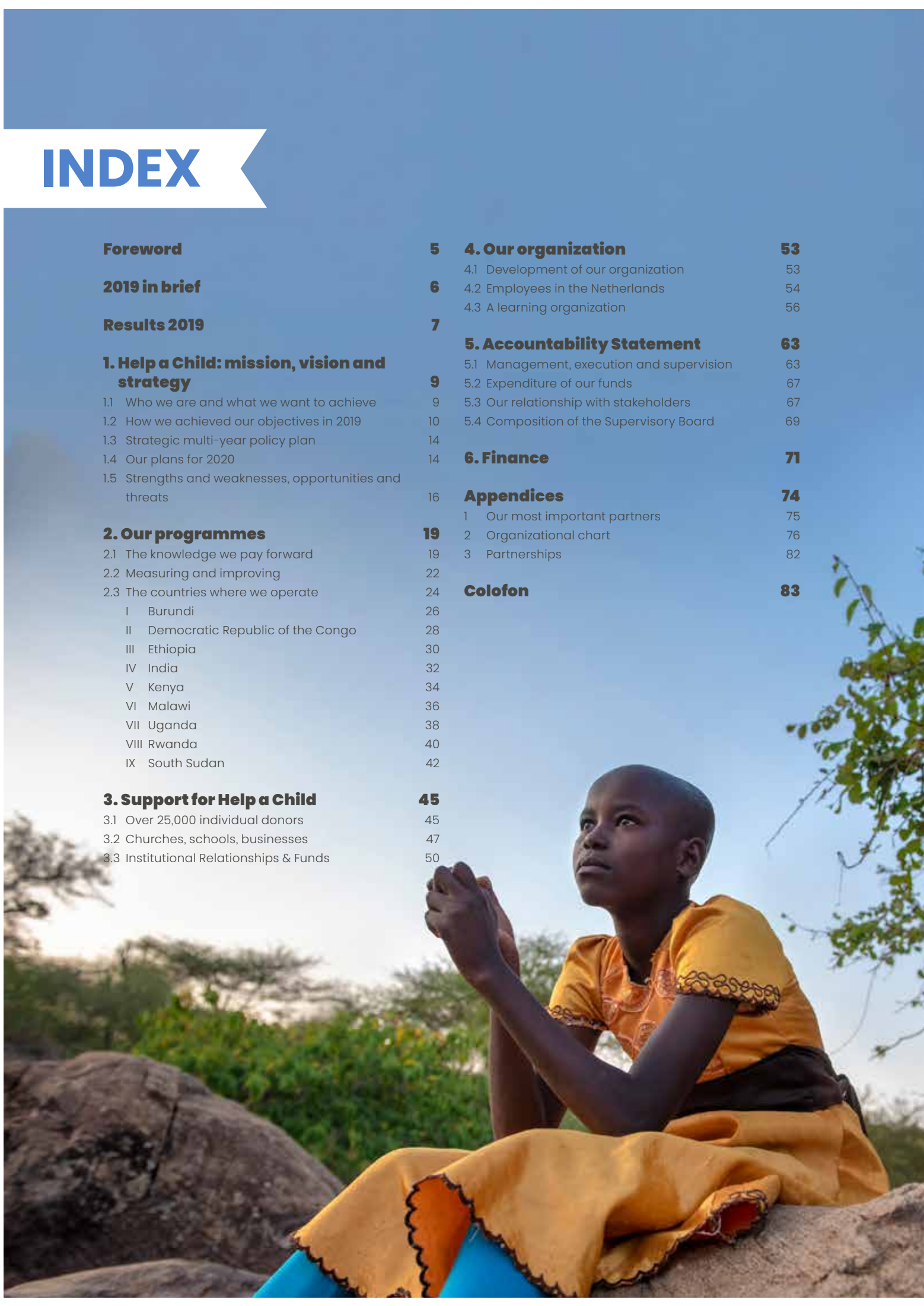
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Foreword

Helping even more children even better. That is our dearest wish at Help a Child. I am delighted and grateful that we once again succeeded in that mission in 2019. We continued to press forward with our community programmes, expanded our disaster response programmes and also helped extra vulnerable children.

Thanks to the concerted actions of the Help a Child team in the Netherlands, all employees in our programme countries as well as our sponsors, donors and partner organizations, we again helped 150,000 children in 2019. That is something to be very grateful for. We refuse to resign ourselves to the bitter and painful reality of poverty and injustice. And feel encouraged that we can do so much.

At the same time, I am deeply concerned. Last year I visited regions where children die from hunger. Literally. Looking in the eyes of children I read the harrowing signs of malnutrition, despair and neglect. I spoke with distraught mothers who had been unable to feed their children for three days.

Even so, I am hopeful. In the Netherlands we meet so many people who are eager to do something about poverty, injustice and emergencies. Last year too, their loyal support for our work was as strong as ever. When severe flooding hit South Sudan and Burundi at the end of 2019, we wondered whether we could turn to our

donors yet again. But turn to them we did. On behalf of all those afflicted children and families. And not in vain. The generous support we received from so many people was overwhelming and heart-warming. We see that as a great blessing from our Heavenly Father.

Helping even more children even better. That is our dearest wish. That is what we promise our donors and other stakeholders. And that is what we dearly want to demonstrate in our Annual Report.

Andries Schuttinga
CEO



**‘Helping even more
children even better.’**

2019 in brief a summary

In 2019 Help a Child received a total income of EUR 11.7 million and operated in nine countries. We see every child as a unique gift from God. To help children grow out of poverty and connect them with people in the Netherlands, our community programmes focus on children, families and the entire community.

Our approach centres on cooperation in (self-help) groups, building knowledge and skills, linking up with other parties and strengthening local resilience. But we also spring into action in emergencies such as disasters and conflicts in order to provide children and families with basic necessities, vital protection and reconstruction aid.

In 2019 we worked from our head office in the Netherlands, from our country offices in Burundi, the Democratic Republic of the Congo, Malawi, Kenya, Rwanda and South Sudan. And in India we worked with

our sister organization Help a Child of India.

In the Netherlands almost 25,000 individuals, 574 churches, 142 schools, 191 businesses and 39 foundations make our work possible. Among their number are about 8,000 sponsors who keep in touch with a child or family from one of our programmes. We also received contributions from 13 bequests.

Additional funding came from governments and charitable trusts.



Results 2019

The people we helped (in numbers):

30,686 Young children
aged 0-7

89,976 Children
aged 8-12



17,793 Young adults
aged 19-25

13,593 Youngsters
aged 13-18

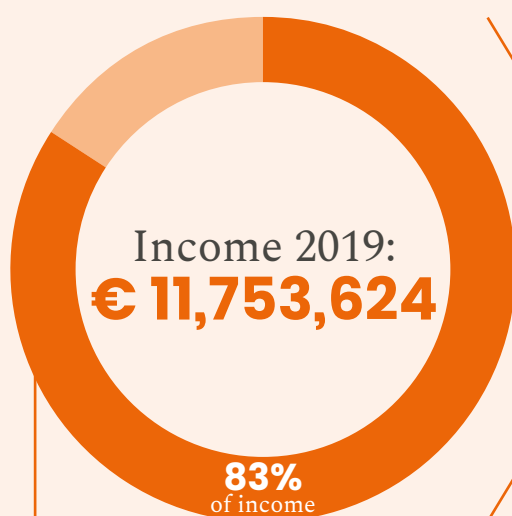


3,110 Self-help groups and farmer groups

220 CLAs (self-help umbrella groups)

842 Children's clubs for children aged 7-18

365 Youth groups for young adults aged 19-25



Gifts from individuals: **€ 5,951,752**

Gifts from businesses/entrepreneurs:
€ 424,921

Subsidies from government
agencies: **€ 4,062,476**

Contributions from other non-profit
organizations: **€ 1,305,390**

Expenditure on objectives: **€ 9,794,493**

CHAP. 1



Help a Child: **mission, vision and strategy**

1.1 Who we are and what we want to achieve

Help a Child is a Christian, international aid organization, founded in 1968 in The Netherlands. Help a Child provides a future for children in need, their family and their entire community. By empowering vulnerable communities we help them to change their own living conditions and opportunities in a sustainable way.

Help a Child works in areas with a high incidence of poverty or in places where children and families are extra vulnerable due to disasters or (imminent) conflicts. We work together with various Dutch, international and local partners. Help a Child works across India, Kenya, Ethiopia, Malawi, Burundi, Rwanda, DRC, Uganda, Somalia and South Sudan.

In cooperation with knowledge organizations, capital funds and institutional donors Help a Child develops innovative programs, for example about youth & work, mother and child care and disaster response. Help a Child is supported by a broad constituency of individual sponsors, churches, foundations, companies and schools.

WHAT WE BELIEVE

Every child is a unique gift from God

WHAT WE WANT

A promising future for every child

HOW WE WORK

Children – families – the entire community

Our approach to community programmes

The community development programmes that we carry out together with others last seven years on average. This means that major changes must be brought about in a short space of time. How do we achieve this?

Our answer to this question is set out in our Theory of Change.

Help a Child's approach centres on the child's well-being and future. What gives a child opportunities for the future?

- Good health;
- Good education;
- Good social and emotional development;
- Self-esteem and self-confidence and an awareness of the talents that he or she has received from God.

What is necessary to make this reality?

- Parents must have sufficient income to look after their family;
- Young people must live with self-confidence and be able to find work when they grow older;
- The youngest children must get a good start in life;
- The village community must work together as a well-organized unit to achieve ongoing social and economic growth.

And finally: how do we approach this challenge? How do we achieve permanent change for the better?

- we work in groups (usually in self-help groups);
- we pass on knowledge and skills;
- we focus on the entire community.

Our approach to disaster response

Sometimes conditions are still too fragile and dangerous to roll out our approach. In cases of natural disasters, violent conflict or famine, we provide disaster response in the form of food and medicines as well as shelter and safe accommodation for children.



Our mission

Help a Child provides a future for children in need, their families and their entire community.

Our vision

As a Christian non-profit organization we want every child – regardless of their origin, colour, race, creed or gender – to have a life in dignity, with love and with a promising future.

Impact of our strategy

Our work has great impact. We bring about many changes in communities and families. The results of each project are carefully measured, so that these can be made visible. It is extremely motivating to see how, within only a few years, people can overcome poverty and start building a good future for themselves and their communities.




1.2 How we achieved our objectives in 2019

Based on our Multi-Year Strategic Plan, we draw up an annual plan in outline for each year. The specific details are then worked out for





each department and country. The progress of the annual plan is also discussed by the Supervisory Board (see Chapter 5). Below you

can read our objectives for 2019 and the extent to which these were achieved, postponed or revised.






MAIN OBJECTIVES AND OUR SCORES FOR 2019

The objectives with a  have been more than 90% achieved. A  denotes that more than 50% of this objective was achieved, with further action for improvement being taken. A  means that less than 50% of this objective was achieved.


1. Smart growth

-  1.1 Grow income from subsidies and funds from the Netherlands
-  1.2 Grow income from the country offices
-  1.3 Grow income from individual constituents, businesses, schools and churches
-  1.4 Other smart growth opportunities

2. Impact evaluations: put outcomes into action

-  2.1 Make our programmes more sustainable
-  2.2 Recalibrate our Theory of Change and make more focused choices
-  2.3 Highlight the spiritual side of child welfare in our programmes
-  2.4 More attention for the role of men and families in our programmes
-  2.5 Better knowledge transfer

3. Programme-based initiatives


-  3.1 Integration of disaster response and development projects
-  3.2 Completion of CHS self-assessment (compliance with code of conduct during disaster response programmes)
-  3.3 Explore viability of disaster response programme in new country
-  3.4 Explore viability of economic programmes

4. Prepare new policy plan 2021–2025

5. Integration of project-based working into our operations

Scores on main objectives explained

1. Smart growth


-  1.1 Grow income from subsidies and funds from the Netherlands

We saw vigorous growth in 2019, notably in the disaster response funding from the Dutch Relief Alliance (DRA). We are delighted with this result, and particularly with the subsidy awarded to us for an innovative disaster response project within the DRA. That is a great morale booster and signals our strength as a flexible and entrepreneurial organization.

-  1.2 Grow income from the country offices

Whilst our local fundraising in Malawi and Rwanda got off to an encouraging start, the overall result of the country offices failed to match our expectations at the start of the year.

Building visibility and networking capability will take longer than we initially assumed.

-  1.3 Grow income from individual constituents, businesses, schools and churches

We are gratified with the steady growth in income. The gradual decline in sponsorships witnessed over many years was brought to a halt and we see signs of renewed growth in 2020. The amount of general gifts is growing steadily, partly thanks to structured fundraising.

-  1.4 Other smart growth opportunities

The alternative opportunities for growth that we identified proved to be less fruitful than foreseen. We hope to see a better result in 2020.



2. Impact evaluation: putting outcomes into action

- +** 2.1 Make our programmes more sustainable.

Improved programme phasing and a more controlled phasing-out process can help to make our programmes more sustainable. A closer connection between the programmes and economic improvement initiatives will also contribute to this.
- +** 2.2 Recalibrate our Theory of Change and make more focused choices

We adjusted various aspects of our Theory of Change, including a better description of our ambitions for the spiritual side of child welfare.
- +** 2.3 Highlight the spiritual side of child welfare in our programmes.

See 2.2
- +** 2.4 More attention for the role of men and families in our programmes

We have developed and introduced a new method called PIP. The aim is to secure the engagement of men and families right from the start of programmes in communities. This method will be piloted at several locations in 2020.
- +** 2.5 Improve knowledge transfer

Good knowledge transfer is key to the implementation of effective programmes. We have developed methods (including e-learning) to improve our knowledge transfer.

3. Programme-focused initiatives

- +/-** 3.1 Integration of disaster response and development projects

Due to the demands of our disaster response programmes in the Democratic Republic of the Congo and South Sudan, this objective received insufficient attention. This aspect will be taken in hand in 2020.
- +** 3.2 Completion of CHS self-assessment

We completed the first round of the CHS self-assessment and are busy implementing the findings in our programmes.
- +** 3.3 Researching a disaster response programme in a new country

In 2020 we, together with Medair, will carry out our first-ever disaster response programme in Somalia. The programme will allow us to assess whether this very different context (Islamic and high security risks) is a viable setting for our organization.
- +** 3.4 Explore viability of economic programmes

We developed a new economic programme, named EPIC, in 2019. Initial funding has already been received and the first pilot projects will be set up in 2020.

4. New policy plan for 2021–2025

- +** A project group assembled from various sections of the organization is busy preparing the policy plan. The group is making swift progress and the plan is scheduled for completion in June 2020.

5. Integration of project-based working into our operations

- +** In 2019 we raised our project-based working skills to the next level with the aid of external experts. Various employees have been trained as project leaders and one employee was freed up in order to manage projects. In addition, we devised a portfolio management system to regularly assess our portfolio of projects and make informed choices regarding their implementation.

1.3 Strategic multi-year policy plan

Our strategic multi-year policy plan 2016–2020, 'The Power of Connecting', came into force in 2016. We are now approaching the end of this policy period.

Connecting

'The Power of Connecting' sums up the essence of Help a Child. Great sources of strength can be unlocked by creating the right connections with and between our target groups, within the target groups themselves and between them and other parties, both locally and worldwide.

The key critical success factor in our work is the lasting and sustainable improvement of the lives of children, young people and families. We deliberately go down a different road from the individualistic approach.

The Help a Child programmes succeed when everyone connects and joins in the communal effort. When that spark is ignited, our programmes thrive and flourish! Our policy plan emanates this principle to the full.

The plan can be read on our website:

<https://www.helpachild.org/contact/publications>

An evaluation in mid-2017 showed that our strategic multi-year policy plan is still an excellent roadmap for our mission. However, we did make certain changes in emphasis.

- Instead of relying on a single strategic alliance, we want to engage with a broader set of partners.
- We want to intensify our relationship with our constituents by involving them more in our decisions and by offering new ways of contributing.
- We are going to adjust our donation models based on better insight into the reasons why our constituents want to give us their support.
- We want to commit seriously to fragile areas while also exploring our potential to raise funding for economic development.

In the meantime, we have started to prepare for the next policy period from 2021 to 2025.

1.4 Our plans for 2020

The central theme for our plans for 2020 is to assure and anchor our results in the current policy period. As we near the end of this policy period, we can conclude that much has been achieved: the funding gap that arose after the termination of the Dutch government's MFS2 funding programme has been closed, country offices have been set up in order to decentralize our work, our private fundraising strategy has been renewed, and sustainable change and impact have been achieved in the village communities in which we work through the application of our Theory of Change.

While we continue to develop and shape our ambitions and plans for the coming policy period, 2020 is a good time to ensure that outstanding matters are properly concluded and changes are firmly anchored within the organization. The main issues are the following:

Review of our role

In our current policy plan we emphasized that we as Help a Child play various roles in relation to our stakeholders. Against the backdrop of our changing environment and newly decentralized organization, it makes sense to take a fresh look at these roles:

- our role towards our partner organizations;
- the division of roles between our office in Zwolle and the country offices;
- our role in partnerships, both with fellow aid organizations and other parties (e.g. businesses and knowledge institutions).

Decentralization

In recent years we successfully launched our country offices. As soon as they were officially registered and staffed, the country offices set to work to boost their visibility, build their networking capability and improve the quality of our programmes. But there are still some remaining points, including IT and administrative systems that do not yet fully support our newly decentralized set-up. In addition, certain HR-related policy matters need to be developed and implemented further. Our aim is to resolve all these issues in 2020.

Diversification of our fundraising capabilities

We have opted to focus more on fragility. This fits well with our mission to support vulnerable children and is also a viable fundraising theme. Our membership of the Dutch Relief Alliance was an enormous help in this

connection, but some essential maintenance work still needs to be done to bring this theme to full fruition. First, we need to develop a Theory of Change for fragility. Second, we must act on the findings of our own investigation into our organization's compliance with the code of conduct for disaster response programmes. And finally, we want to develop a way of enabling our individual constituents to assist this work with recurring support.

We have opted not to carry out economic programmes of our own. Instead, our programmes have been designed to empower the communities in which we work to advance their own economic development. To this end, we developed the EPIC model which will be rolled out further in 2020.

In recent years we invested heavily in the creation of country offices. 2020 will be a key year for evaluating their financial sustainability. This aspect will be closely monitored in 2020.

In 2018 we commissioned a study into our constituents' reasons for giving us their support in order to develop new donation models. At that time, we decided to place our initial focus on improving our existing sponsor model. In 2020, further use will be made of the insights from this study to continue enhancing our interaction with our constituents and generate more income for our work.

More impact through better programmes

In 2018 we conducted our impact evaluation and formulated recommendations; in 2019 we responded to the recommendations and developed programme improvement plans; and in 2020 we will implement these plans. The main focus will be on training our employees in the programme countries, so that they clearly understand their role and have the skills to improve the programmes.

2021–2025 Policy Plan

The project to develop a new policy plan was started in 2019 and is scheduled for completion in June 2020. The discussion and development of this plan will be high on the organization's agenda in 2020.

Coronavirus

Clearly, the Coronavirus has also had consequences for Help a Child. The organization in the Netherlands and the country offices rapidly switched over to working from home, which has been a surprising success. Our IT infrastructure effectively facilitates this way of working, with new communication channels such as video calling allowing us to continue our work with our country offices as far afield as the Democratic Republic of the Congo and South Sudan.

In April 2020 the country offices worked hard with our partner organizations to transform our ongoing programmes into disaster response programmes so that we could keep supporting the most vulnerable members of our target group. Additional funding was also raised to scale up our aid efforts. At the time of writing, the lockdown measures are being relaxed in many locations and we can gradually return to normality, while ensuring that all social distancing and hygiene requirements are integrated into the programmes.

To date (June 2020) our fundraising activities have suffered no adverse consequences. Our appeal for extra donations in this critical time received a generous response from our extremely loyal constituents. We are most grateful to them!

Clearly, we have no precise idea of what the future will bring, but initial scenario planning indicates that we are sufficiently robust to survive a decline in income and deal adequately with the consequences.



1.5 Strengths and weaknesses, opportunities and threats

We plan our activities with a close eye to current trends and developments, both within Help a Child and in the world at large.

The world around us is full of social unrest and populism is setting the political tone in many countries. Citizens are understandably concerned about their personal safety and the stability of wider society. Civil society organizations are worried about the potential impact of political developments on their work.

In the Netherlands too we see several developments that exacerbate the risks for our work, such as the negative image of development aid, the rising tide of populism and growing individualization and secularization.

SWOT ANALYSIS

We regularly take stock of the risks for our work. This includes a SWOT analysis of our Strengths, Weaknesses, Opportunities and Threats.

As part of the preparations for our new strategic multi-year policy plan for the 2021-2025 period, we recalibrated our SWOT. The most important elements are set out below based on the five 'critical success factors':

- Our constituency (the basis for our fundraising)
- Our child-centred programmes (the reason of our fundraising)
- Innovative capability (adaptability to change)
- Our partner organizations and country offices (capability to operate in the various countries)
- Alliances and partnerships (ability to increase the scale and scope of our work and organize joint fundraising initiatives).

We identify and assess our strengths, weaknesses, opportunities and threats in respect of these five points insofar as applicable.

SWOT ANALYSIS Help a Child 2019

STRENGTHS

- Our constituency is loyal and committed.
- Our programmes are relevant, focused and effective.
- Our employees are flexible and keen to learn.
- We have strong and committed partners who have the drive to succeed and the ability to scale up.
- We are in good financial health and perceived as a reliable partner that delivers quality.
- Since 2018 we operate country offices in six programme countries.
- We are connected with networks that enable us to form flexible alliances.
- We have proven innovative capability that is also acknowledged by third parties.

WEAKNESSES

- Our traditional constituency is ageing and shrinking.
- The scale of our programmes is too limited in some countries.
- Our size makes the organization vulnerable both in the Netherlands and the programme countries.

OPPORTUNITIES

- Our constituency has a firm basis in a recognizable section of society.
- Our integrated programme approach is well-suited to relevant themes for potential partners and donors.
- The increasing importance of technology and innovation fits well with our 'out of the box' thinking and openness to new approaches.
- Decentralization gives us more opportunities to strengthen the quality and impact of our programmes.
- Decentralization strengthens our ability to tap into local fundraising opportunities and increase our visibility in the countries where we work.
- Our current presence in fragile countries is an opportunity to put our disaster response strategy on a more concrete footing.

THREATS

- Growing competition from other organizations for the favour of our constituents.
- Public attention and available funding is shifting towards programmes aimed at conflict hotspots and refugee crises.
- Our limited scale makes us less attractive for institutional funds which are increasingly focusing on larger-scale projects.
- The governments in our programme countries are steadily restricting the scope to operate for aid organizations.

NOTES TO THE SWOT ANALYSIS

This SWOT analysis provides vital input for determining our strategy. Some general comments are in order:

- Our strengths are highly relevant to the quality of our work and provide a sound basis for addressing our weaknesses and withstanding the threats.
- The identified weaknesses stem

partly from the size of our organization. This makes it even more important for us to ensure that the role we choose to play is consistent with our size. We see our innovative capability as a key strength in this connection.

- We will seize any opportunities we see, also to address our weaknesses. A stronger positioning

and profile in the programme countries is crucial to make major steps forwards.

- Two things are crucial to withstand these threats: the strong relationship with our constituents, partners and donors and our innovative drive.

CHAP. 2



Our programmes

Help a Child has set up programmes in nine countries. We operate from our head office in the Netherlands and from six country offices.

2.1 The knowledge we pay forward

To implement quality programs with impact, the use and development of evidence based knowledge is very important. The focus of Help a Child is on the following expertise areas:

- Early child development
- Youth & Work
- Community empowerment
- Working in fragile areas and emergency situations
- Lobby and advocacy

For all five knowledge areas, we have in-house experts who:

- gather and activate relevant knowledge in practical (online) tools and methods;
- help to develop and write programme proposals;
- give feedback and advice on plans and reports of partners;
- select specialized local partners and trainers to support programmes;
- connect networks and partners with fellow organizations, knowledge centres and commercial organizations;
- stimulate innovative thinking.

Early child development

The first thousand days are crucial for a child's development. Good nutrition, hygiene, disease prevention/treatment are vital, but so is a

feeling of being protected, wanted and loved. Even after the toddler stage, a child needs parents who have the emotional desire and economic means to provide them with the necessary care. However obvious that may sound, it cannot be taken for granted. In regions of endemic poverty or endless conflict, life is a daily struggle. In such a hostile environment, looking after small children is far from straightforward.

Traditionally, knowledge about child upbringing is passed on from one generation to the next: mothers, aunts or grandmothers tell the expecting mother what they need to know. And fathers, uncles and grandfathers tell the new father how to provide for his family. This system normally works well. But when communities are afflicted by poverty, conflict, disease or death, family structures can rapidly fall apart. And that puts this age-old chain of learning under severe strain.

Help a Child attempts to restore the community structure by reconnecting people and showing how they can help each other. An old grandmother who has lost all her children can look after her grandchildren, share her knowledge with the young mothers around her, and help as a child minder. And the young mothers, in turn, can make life easier for this old grandmother by helping her to grow her crops.

The Early Childhood Programme of Help a Child focuses on challenges like these. Usually, people want to give children the care they need. All they need is a helping hand. And that is precisely what we seek to give them through our projects. And we also provide support at community level. For instance, by helping villages to set up small infant schools in response to the parents' wish to prepare their children for school. With the aid of local materials, and a small contribution from us, classrooms are built with a play area outside. Local volunteers are then recruited and trained to staff these centres. In countries like Uganda, many young participants in the Help a Child youth projects find employment as class teachers through this avenue of opportunity. And if further assistance is necessary, we help the communities lobby with government agencies and other organizations to get what they need.

In South Sudan, a country ravaged by violence, hunger and misery, we went a step further for children aged five to seven this year. At such a young age, children cannot make sense of the mayhem taking place around them, but are obviously deeply disturbed by it. Together with TNO and the War Trauma Foundation, we intend to help them come to terms with these experiences.



Liesbeth Speelman,
*Child Development
and Protection Advisor:*

"Children in South Sudan see more suffering than is good for them. We are currently setting up a unique and innovative project to help children aged between five and seven to get a grip on the traumatic events in their country. One fun activity involves them making a cuddly toy: a buddy to hold onto for solace and strength."

Youth & Work

Our Youth & Work specialists support programme activities relating to work and income. They do this for all communities where Help a Child is active, devoting special attention to young people. Most of the activities are agricultural as Help a Child is predominantly present in rural areas. We also support vocational training where youngsters receive training from local craftsmen. And we are seeking to promote economic development by setting up farmers' organizations, teaching modern farming techniques and establishing sustainable trading relationships. In addition, young people also receive education in entrepreneurship and social skills, such as how men and women can work together and how to be a responsible young parent.

In 2019 we launched programmes in Uganda, Rwanda and Burundi where young people and their parents learn to apply sustainable farming techniques in order to boost their crops. A large number of families and young people also learned to rear goats and chickens. In one region in Malawi, where livestock was afflicted by disease,

the government was successfully lobbied to provide a veterinary doctor. Farmers also learned better livestock practices. In India a project to improve the production of milk from cows was a particular success. In addition, farmers were helped to grow produce that can be readily sold on the market. As a result, families not only have more to eat themselves, but can also sell part of their crops to generate more income.

Community empowerment

One central element in the Help a Child approach involves building the knowledge and skills of children, their parents and entire communities and thus empower them to look after themselves and each other on an enduring basis. The resources used in this context are awareness, training and the organization of collaborative and mutually supportive groups. The aim is to make villagers more conscious of their talents, skills and resources and show them what they can achieve by working together. To this end, we use participative methods and give special attention to vulnerable groups, such as the poorest households, girls, women and children with a disability. We do this by encouraging people to work together in self-help groups. As well as learning knowledge and skills together, they can also save and invest together. The savings and loans system has great impact: the participants see an immediate and tangible difference in their own families. Moreover, by getting groups to work together at community level, they are also often able to take initiatives for structural changes such as road improvements. In this way, Help a Child is striving to develop sustainable local capability and leadership.

Pieter Jan Bouw,
*Program and
Sponsorship Advisor:*



"Our work in this area again produced splendid results in 2019. In Rwanda, community representatives successfully lobbied for more support for the provision of care and education to young children. In Uganda the community groups learned how to contact the agricultural information department and obtain information about the most advanced agricultural techniques for growing crops that are more nutritious and easier to sell to traders. In India, community representatives made their fellow villagers aware of the rights of children and successfully called attention to the well-being of children with a disability."

Disaster response

Our disaster response and reconstruction aid focus on:

- food security and livelihood, psychosocial protection and education;
- children, young people, mothers and pregnant women;
- strengthening local capability through intensive cooperation with local partners.

We realize that we cannot do this work on our own. That is why we continue to reinforce and expand our cooperation in existing alliances, such as the Dutch Relief Alliance, EU Cord and the Christian Emergency Relief Cluster as well as with new local and international partners.

The quality of the disaster response programmes is of crucial importance. That is why we implement the Core

Humanitarian Standard on Quality & Accountability (CHS). In 2019 we carried out a CHS self-assessment and developed a plan for making further quality improvements to our programmes.

Wherever possible, we work together with local partners and provide them with coaching and training in order to strengthen their local organization. The aim of this localization strategy is to keep improving and expanding the local disaster response capability. In this way, we are contributing to the commitments made under the name Grand Bargain.

Under the partnership agreement we entered into with Medair in 2018, we and our partners can make use of each other's network, knowledge and manpower for our relief efforts in the event of a disaster or conflict. In 2019 this partnership facilitated the implementation of a joint programme in the Democratic Republic of the Congo and the development of a new programme for Somalia focusing on health care, child malnutrition and water & sanitation.

Through the Dutch Relief Alliance (DRA) we were able to continue our disaster response programmes in the Democratic Republic of the Congo and South Sudan as well as start up a new disaster response programme in the wake of the flooding in Pibor in South Sudan.

Innovation is crucial to continue responding rapidly and effectively to the growing number of emergencies around the world. For this reason, we are integrating innovative approaches into our disaster response programmes. In 2019 we teamed up with INVI to introduce a self-defence bracelet against sexual violence in the Democratic Republic of the Congo. And in South Sudan, we developed a new inno-

vative programme together with organizations such as TNO and ARC aimed at providing psychosocial support to vulnerable children.

In addition to the programmes funded through the Dutch Relief Alliance, Help a Child carried out disaster response programmes in cooperation with the Christian Emergency Relief Cluster in Malawi, Burundi, Indonesia and South Sudan.

Ruben Mulder,
*Disaster Response
Coordinator:*



"Thanks to our loyal constituency and various institutional donors, Help a Child was able to provide life-saving aid to tens of thousands of children and families in 2019, including food, water, toilets, psychosocial assistance and support to rebuild their food production."

Lobby and advocacy – a voice for children

The well-being of children depends on many different factors: nutritious food, safe families, a good start in life, and education. The role of parents is pivotal, of course, but governments also have a crucial part in ensuring that children can play, learn and make the most of their talents. Government agencies, leaders and institutions have the power and responsibility to give children access to all the services they need. That is why Help a Child sees lobbying as an important tool in promoting children's rights and helping children stand up for their rights. In this way, Help a Child gives children, parents and entire communities a stronger voice!

In 2019 our activities in the Netherlands to promote beneficial policies for children in developing countries included:

- Participation in the House of Representatives' Round Table Session about Orphanage Tourism in cooperation with Better Care Network Netherlands;
- Annual contribution to the Sustainable Development Goals Report and the Dutch government's Broad Prosperity Monitor in relation to children in foreign aid policy;
- Contribution to the UN Report on the Dutch efforts in relation to the UN Convention on the Rights of the Child;
- Organization of the Children's Rights Meeting for the Ministry of Foreign Affairs.

In our programme countries we called attention to children in various ways. Examples are:

- In Malawi, we worked with the Ministry of Health and Youth on a school curriculum for young children with a specific focus on the role of parents;
- In India, Help a Child successfully helped nomadic families who have no land ownership, educational or voting rights to lobby the district government to let their children go to school and let the people register to vote;
- Several partners in Rwanda, Kenya, Uganda and Malawi were given (further) training in how to help local groups make their voice heard by government

At local level Help a Child helped local groups in all countries to strengthen their position towards government.

Lobbying is successful!

- Youth groups in India lobbied successfully on behalf of their communities for roads, inclusiveness for disabled children and a ban on child marriages.
- In Rwanda, women's groups obtained funding and materials for school buildings from government agencies and international organizations.
- In Uganda, farmers made radio and TV programmes to advocate their right to a fair price and adequate protection.
- In Burundi, parents lobbied schools and teachers for good education, permanent teachers and child care facilities.

Tiny Biewenga, *Institutional Fundraising and Networking Coordinator*.



"In 2019 we stepped up our involvement in the lobby programmes in Kenya within the Civic Engagement Alliance. We supported our local partners' lobby against child labour and Help a Child of Africa also conducted a campaign to raise awareness for this issue."

2.2 Measuring and improving

Our programmes give children and families better opportunities for the future. But how can we be so sure of this? For the simple reason that we regularly monitor and evaluate our projects. By looking at the current shape and progress of our projects, at what we have and have not achieved, we have a sound basis for continuing to improve our projects and also to demonstrate our tangible results to the wider world.

Measuring and evaluating

We measure our results and impact with data that are delivered to us by the local field staff and partners who implement the programmes. They gather the data using measurement instruments that have been tailored to the specific conditions of the programme and country.



Janita Visser,
PMEL & CHS Coordinator.

"One crucial aspect is that the applied measurement instruments give a voice to the children and communities with whom and for whom we carry out our projects. By using participative methods and involving the children and families in the data-gathering process, they too obtain insight into the progress made within their community. And that fits in exactly with our philosophy of letting village communities play the leading role in improving their living conditions and opportunities.

Of all the things we measure, two stand out as especially important in all community programmes: the well-being of the children and the social, economic and political empowerment of communities."

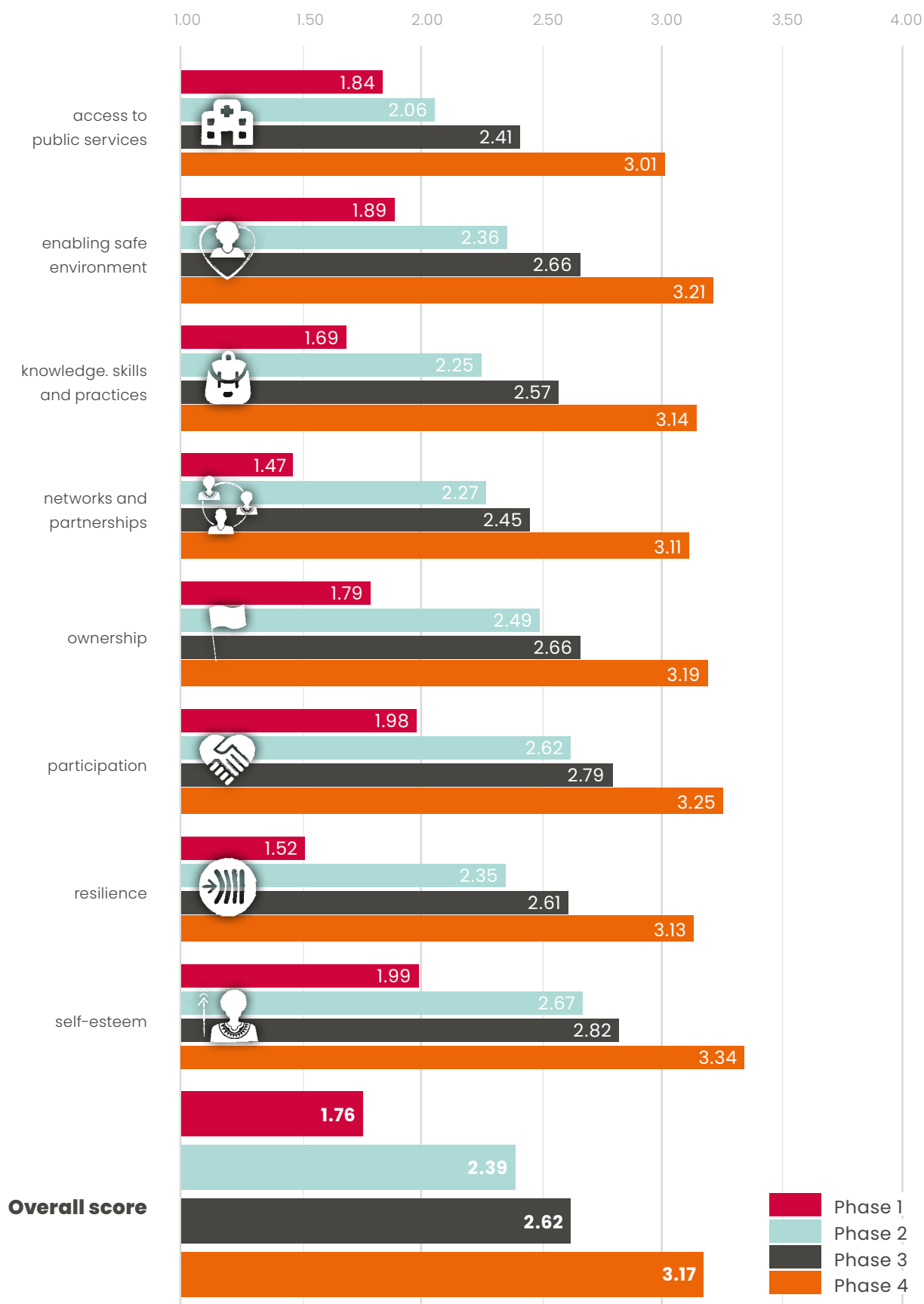
Measuring the well-being of children

To make sure the information we gather about the development of the well-being of children remains reliable across the years, we make use of the 'Child Status Index' method. Using this method, every community programme measures the well-being of the children once every two years. Eleven subjects are discussed with groups of children and self-help groups on the basis of a score form. In this way, we can find out the current state of the children's well-being as well as track the progress made over the years. Importantly, the communities receive the same information so they also know how their community is doing and can help us determine which aspects should be given more emphasis. The illustration on the next page shows the progress of all community programmes of Help a Child.

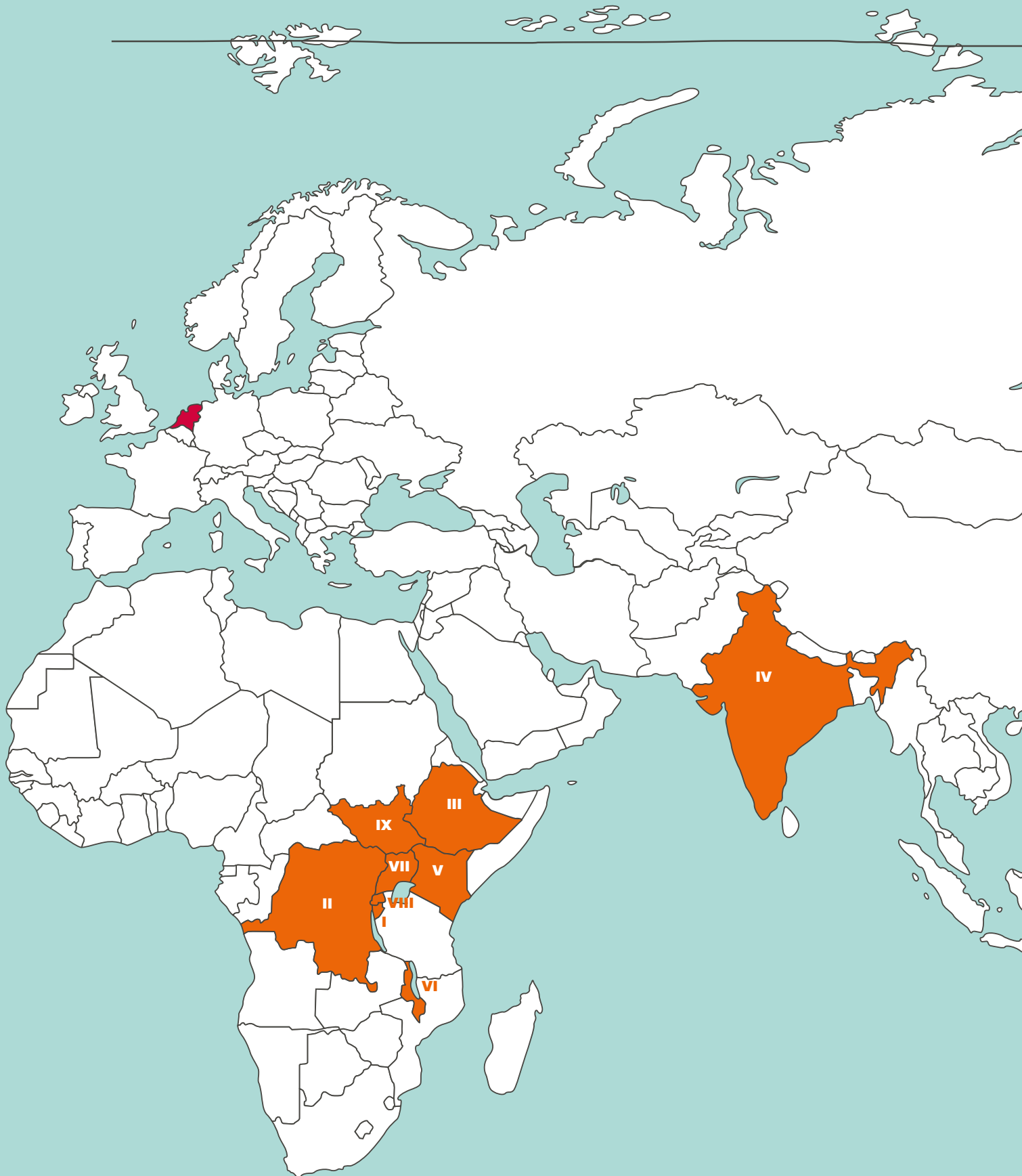
Measuring the developments within the community

As noted, our projects aim to empower village communities to play an active role in improving their own living conditions and opportunities. This community empowerment forms such an important part of our work that we have developed our own 'community empowerment scorecard' to measure the progress made in this field on a yearly basis. The intention is that several groups in each village community measure and score the progress made on social, economic and political empowerment, make suggestions for improvements and indicate the role they can play in this connection.

Community empowerment scores in our community projects

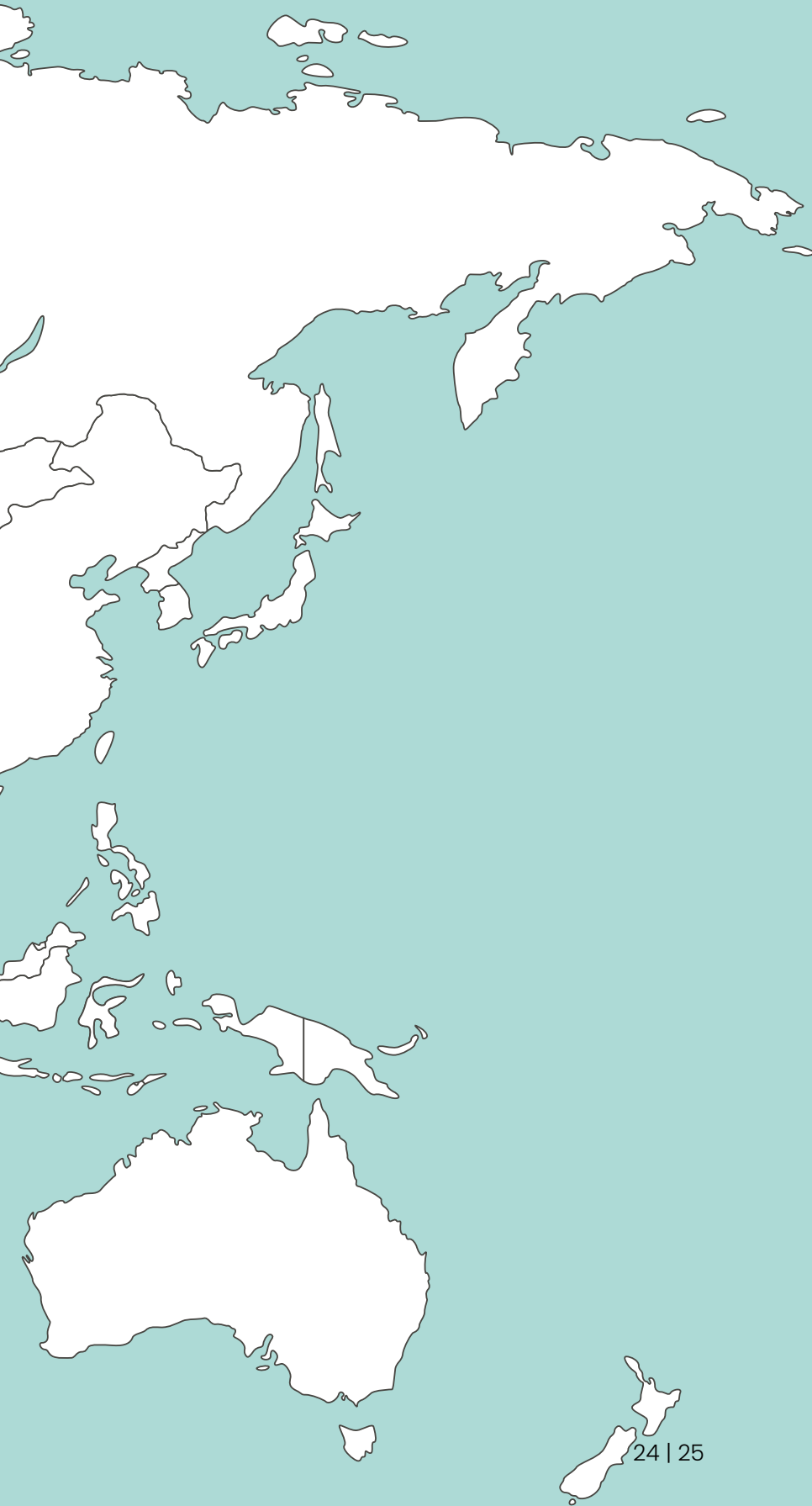


The countries where



we operate

and our **country offices**



2 | Our programmes

- I Burundi:**
20,267 children supported
- II Democratic Republic of the Congo:**
17,962 children supported
- III Ethiopia:**
3,721 children supported
- IV India:**
29,191 children supported
- V Kenya:**
15,009 children supported
- VI Malawi:**
19,110 children supported
- VII Uganda:**
14,783 children supported
- VIII Rwanda:**
9,897 children supported
- IX South Sudan:**
22,108 children supported

On the next pages we show information on our programmes in each individual country, as well as the most important results for 2019.

The borders are approximations and do not represent a political position.

I Burundi

Together with local and international organizations, Help a Child Burundi was active in three programmes: two community programmes and 'Building Bridges in Burundi' (BBB), a programme that is funded by the Dutch Ministry of Foreign Affairs and is aimed at empowering young people and vulnerable communities:

- **Kirundo:** community programme in collaboration with FECABU (2015–2022).
- **Cibitoke:** community programme in collaboration with Help Channel Burundi (2015–2021).
- **Bururi:** community programme in collaboration with Help Channel (2011–2019).
- **Cibitoke, Kirundo, Bujumbura, Rutana, Makamba, and Bujumbura Mairie:** BBB programme, carried out by a consortium of 14 local and international organizations, coordinated by Help a Child.



Main results 2019:

- The midterm review of the BBB programme carried out last year showed good results despite political instability and delay. At the end of 2019, more than 900 self-help groups had been established. Youth members save communally and are building their future together. In the fractured Burundian society, with its very low levels of mutual trust, this adds a lot of value. Girls also got slightly better access to the labour market as a result of this programme.
- We kept on strengthening local community structures to deal with conflicts. Mediators and paralegals were trained and community peace actors were deployed to reinforce the capacity of vulnerable communities to resolve diverse conflicts and promote everlasting peace.
- Through the Custer Level Association, community resources were mobilized to give vulnerable families access to clean water.
- In 2019, 31 ECD centres were supported. Through this intervention, we saw an increase in school uptake and enrolment to 98% since 2017.
- Schoolchildren's rights committees were established to promote children's rights in their respective schools.
- School management committees were trained to hold school administrators and teachers accountable. In Rutovu (Bururi) these and other activities helped to stabilize the quality of education.



Marino overcame his doubts

“I had taken part in a ‘self-help group’ before, but that was a really bad experience and even cost me a lot of money. Never again, I thought. But at a certain point I was so poor that I could barely afford my children’s school fees. It looked like things would never get better, no matter how hard I worked. Then, in 2016, I heard about Help a Child’s method and decided to sign up, even though I was still sceptical.

The new thing in Help a Child’s approach was the emphasis on the social aspect: on working in groups to help each other. That really appealed to me. The training courses in economic development and savings and loans were also very useful. My first loan from the group was 120,000 francs (about €57). I used it to buy a field and plant cassava. That made me 217 euros within four months! Next, I sold two goats and used that money, plus my profit, to buy another cassava field. My loan to the group was repaid long ago and my latest crop earned me 675 euros. That let me buy mattresses for the children and cement to improve my home. And also three cows. We drink some of the milk ourselves and the rest is sold. My children are now growing up in much better conditions. And that makes me really happy.

Marino with his wife and children in front of their renovated home

The strength you get from working together has also opened my eyes on other fronts. Some time ago I started to serve as a catechist in our church. I want to thank Help a Child Burundi from the bottom of my heart for their hard work and wonderful self-help approach. It should be deployed much more broadly in Burundi!”



“Thanks to the self-help group I could buy three cows!”

“My children are now growing up in much better conditions. And that makes me really happy.”

Supported in 2019:

20,267
children

109
children’s clubs

1,218
self-help groups and
farmer groups

97
Cluster Level Associations

25,682
adults

Director’s Desk

It is good to see Help a Child increasing its visibility in the country and becoming recognized as one of the key players in both the development aid and disaster response sector. Seeing the first results of Building Bridges in Burundi, we feel encouraged in our efforts to empower and restore vulnerable communities, with a focus on youth and employment in Burundi. This is closely linked to our ambition to reinforce top-down accountability through good local governance.

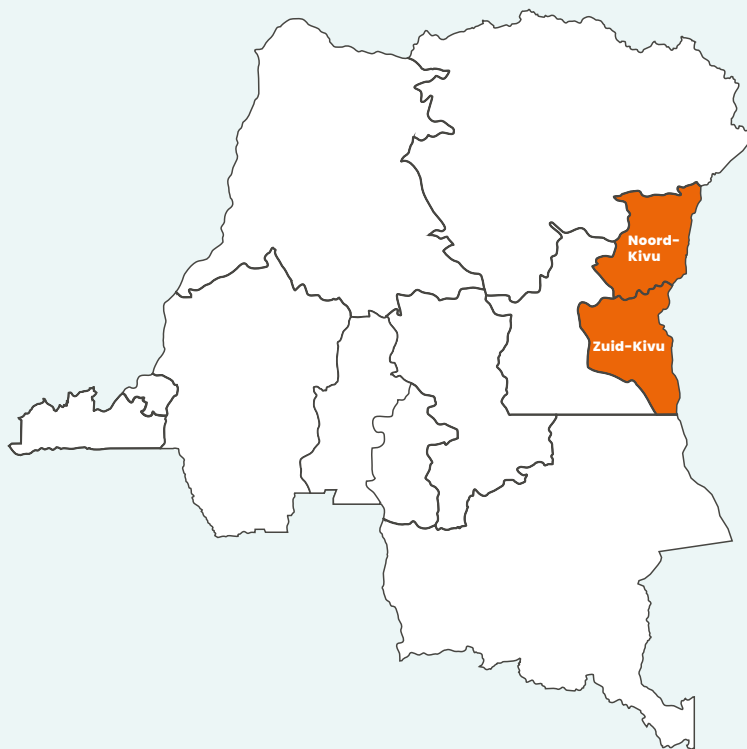
The floods at the end of the year put Help a Child in disaster response mode. We took this as an opportunity to gain more expertise and try innovative ways to help as many families as possible. We will continue on the same track in the new year, working in close partnership with other organizations where possible and needed. Despite the many challenges, we look forward to pressing on with our work in 2020!



Clement Nkubizi
Country Programme
Director

Democratic Republic of the Congo

In the Democratic Republic of the Congo we implemented phase two of the humanitarian Joint Response Project of the Dutch Relief Alliance. Together with World Vision, CARE Nederland, Tearfund NL and War Child, we assisted more than 150,000 vulnerable people in North and South Kivu with clean water, food, education, and protection



Main results in 2019

- In three communities in South Kivu Help a Child implemented 'Empower2Protect', an innovative pilot aiming to prevent sexual and gender-based violence. Men and women were taught on how to constructively discuss this sensitive issue and address it at household and community level and how to use the Invi self-defence bracelet, based on Help a Child's E2P pack.
- Help a Child supported beneficiary households in Masisi to obtain birth certificates for their children who had not yet been registered. Help a Child worked closely with the Court Prosecutor in Masisi to identify these children so that they could get right of citizenship.
- Through DRA Joint Response, Help a Child supported IDPs and the most vulnerable people in both South and North Kivu with agricultural tools, seeds and techniques to produce fast growing crops (vegetable mostly) to feed their families. The support included the rehabilitation of water sources and latrines in primary schools, giving communities access to clean and safe water and good quality latrines to their children attending primary schools.
- As part of the DRA Joint Response, we distributed cash to one third of direct beneficiaries to invest in income generating activities for the benefit of their household.
- With support of a private fund, Help a Child rehabilitated a water system in Kigongo village (South Kivu). This small project brought hope and happiness to the villagers who are finally able to use clean and safe water.



A clean school for Janvier!

“What my dream house would look like? It would have a roof with iron sheets,” says 13 years old Janvier from Masisi (North Kivu). “People must have a sturdy home to protect themselves against bad weather,” he continues. “Children need a safe place to live.” And shortly afterwards: “I’m scared of demons and the sound of whistling bullets.”

His words paint a stark picture of the situation in Masisi, where Janvier lives with his parents, brothers and sisters. Thousands of children like Janvier grow up under the constant threat of violence and armed conflict. Despite these terrible conditions, the family is doing its best to build up a normal existence. But it’s a daily struggle.

Thankfully, there are some beacons of hope. School is one of them. Janvier is now in his fifth year. The school was recently cleaned up and expanded by building extra classrooms and toilet buildings. “We can wash our hands when we’ve been to the toilet,” says Janvier. Beaming with pride, he demonstrates how the tippy-tap works. At school

Thanks to the toilets, it’s easier for girls to go to school, even during their period.

he has learned how important hygiene is to protect yourself against diseases like Ebola and cholera. He has also received exercise books and other school materials. After school he always tends to the goats and other animals at home. Something he loves doing. Every Sunday he goes to church. “And on feast days...we dance,” says Janvier, who wants to continue doing his best at school. Because one day he hopes to be a teacher.



Janvier proudly demonstrates the new tippy-tap at the school toilets.

“We can wash our hands when we’ve been to the toilet.”

Supported in 2019:

17,962

children

25,315

adults

Director’s Desk

In an emergency context like the Democratic Republic of the Congo it is easy to forget that children have specific needs such as food security, water and hygiene. That’s why it is encouraging to see that in 2019 we were able to include several activities with a special focus on children. For example, we helped parents to register their children and arrange birth certificates. We are also the sole international NGO intervening in water and sanitation for schools. In our Empowered 2 Protect programme we combine the strengths of the Invi self-defence bracelet with an awareness programme for women and men to address sexual violence. We look forward to expanding our work for children, young people and whole communities!



Kenze Ndamukenze
Country Programme
Director Help a Child DRC

III Ethiopia

In Ethiopia, Help a Child worked with its partner organization Ethiopian Kale Heywet Church (EKHC) on one community project in Arba Minch (2012–2020).



Main results in 2019

- We mainly worked on strengthening the previously initiated interventions, which was reflected in improved results.
- We facilitated a handcraft bamboo tree skills training for 90 interested children as well as 4 members of a men's cooperative. They will pass on the acquired skills to the other group members so that they can produce bamboo products to generate income.
- Last year 524 people got access to clean drinking water and are now better protected against water-borne diseases.
- ECDC ownership was established within the community last year. From each centre, at least one ECDC child play and learning activity facilitator was selected to receive training in the child teaching curriculum. Besides, the construction and expansion of centres is now fully run by the community. With more than 200 children currently benefiting from the centres, we can truly say that young children now have a much better chance to realize their full potential!

Supported in 2019:

3,721
children

5
children's clubs

280
adults



"Our family has grown closer together"

How a single stove changed everything

As a 45-years old farmer from Zigit Merchie Kebele village, Toyese has been engaged in farming activities for more than 25 years. Together with her husband she is blessed with four children.

Their home is situated in the rural highlands and is equipped with a traditional stove. For cooking, Toyese consumed high amounts of firewood, an expensive and above all time-consuming resource. "Before I joined the project, my kitchen was full of smoke. It was harmful for my eyes and sometimes it was hard to breath. Together with my children, I needed to go far to collect the firewood. All together, the process of cooking took a lot of time. I felt like I could not have any quality time with my family and our children could find hardly any time to play with their peers or do their homework."

In 2015, Toyese became a member of the self-help group, facilitated by Help a Child. Here, together with other members, she was trained on the use of a fuel stove, nutritional food prepara-

tion, child well-being, and home gardening. It was after these training that she decided to practice the whole package of training. Back to home, she arranged the fuel and taught her husband and others about the usage. "My kitchen is a comfortable place to be now," Toyese tells, "It brings my family closer together. We save fire wood and it reduces the workload of me and my children." Toyese showing the fuel stove in her kitchen.

Toyese and her husband are amazed about the impact of this single adjustment. In their community, they are creating awareness and in the near future, they are planning make the stove available for others against minimal costs. This will contribute to their daily income as well."



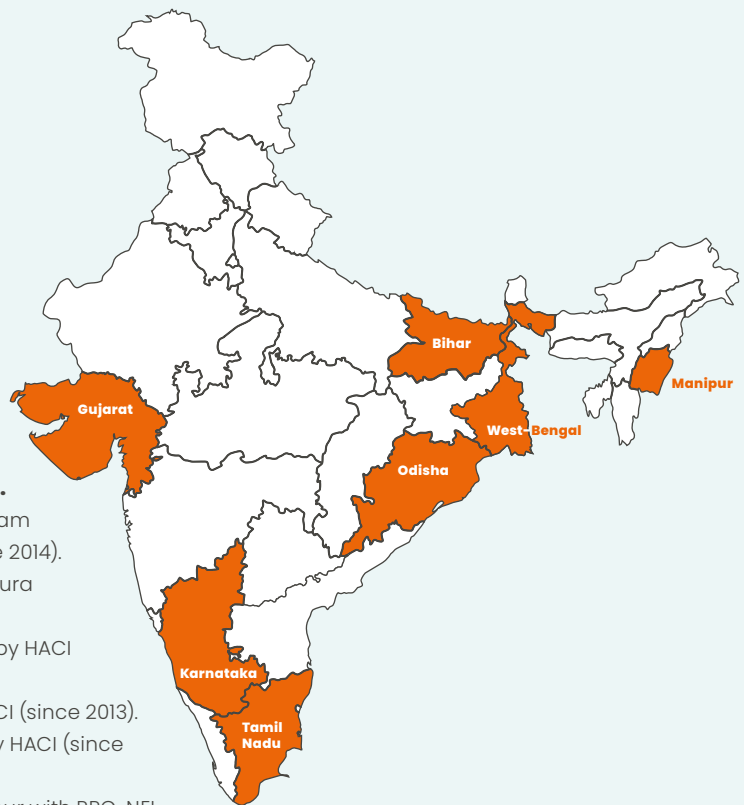
Toyese shows off her new wood-saving stove.

"The workload of me and my children is reduced."

IV India

Help a Child of India (HACI), together with various partner organizations, was active in a large number of community programmes and other projects:

- **Odisha:** community programme with CNI in Gajapati (since 2012) and community programmes by HACI in Koraput (since 2012), Gajapati (since 2019) and Nabarangpur (since 2017).
- **Tamil Nadu:** community programmes in Pennagaram with Bethel (since 2013) and in Poondi by HACI (since 2014).
- **Bihar:** community programmes by HACI in Madheoura (since 2015) and in Purnea (since 2019).
- **West Bengal:** a community programme in Kolkata by HACI (since 2015).
- **Gujarat:** a community programme in Dangs by HACI (since 2013).
- **Karnataka:** a community programme in Raichur by HACI (since 2012).
- **Manipur:** a community programme in Churachandpur with RPC-NEI (since 2013).



Main results in 2019

- 117 Early Childhood Development (ECD) Centres were equipped with Teaching Learning Materials (TLM) and, with the help of the local community, safe drinking water facilities were provided. The ECD attendance increased due to the improved quality of services. In Raichur, 38 teachers received training in teaching skills and preparation and handling of nutritious food.
- 85 Farmer committees were capacitated with new skills and techniques. The members of these committees are now actively engaged in improved farming practices, cultivating paddy, millet, maize, wheat, potato and turmeric and are getting good yields to support their children and family. 11 co-operatives of cattle farmers were successful in azolla cultivation. Azolla is used as nutritious fodder for the cattle and results in improved quality and increased quantity of milk production.
- 95 Child Leadership Teams have been trained on leadership qualities. Children received information

about and got access to 1098 Child Help Line to address cases of child marriage, child labour and child abuse. In two districts, 1098 Child Help Line administration funding was given to Help A Child of India by the Ministry of Women and Child Development.

- In 108 villages Child Development Committees were supported to make an action plan to improve the well-being of children in their community. Child Development Projects have been started in three new districts in India.
- Where possible, we linked our activities to government initiatives. For example, Farmer Committees and Child Development Committees were put in contact with the Agriculture Department in order to get regular support like farmer subsidy, agriculture farming equipment, irrigation development facilities and other arrangements.



Mahima: out of the danger zone

Looking at three years old Mahima from Koraput, nobody would presume that only one year ago she was in a very bad health condition. “She wouldn’t stop crying and only wanted to sit on my lap,” her mother Somrita recalls. “I couldn’t even do any work in the house. Mahima badly needed medical care, but we had no money.”

Mahima’s parents felt desperate. Somrita: “What a relief it was when we heard that Help a Child India was organizing a day for parents to have their baby examined. We went there and they weighed her. It turned out that Mahima was seriously undernourished and in the danger zone. I was in shock. What could I do? But the people of Help a Child helped us to change the situation of Mahima for the better.” Somrita and her husband learned how to give their children varied and nutritious meals using local ingredients such as papaya and eggs. They were linked to the nursery where they could get healthy porridge for their daughter. Somrita: “I received bean seeds for my vegetable garden,

so I could give Mahima and her elder sister fresh vegetables. Part of the crop was sold. I used the extra income to buy warm jerseys for my children.” A year later, Somrita and her husband took Mahima again to the weight measurement. Somrita: “It turned out that Mahima was at the correct weight; she even won the annual healthy baby competition! I am so happy that Help a Child India showed me how to prevent undernourishment. My daughters are healthy now!”



A radiant Mahima poses for the photo with her parents.

“My daughters are healthy now!”

2 | Our programmes

Supported in 2019:

29,191

children

341

children’s clubs

180

self-help groups and farmer groups

5

Cluster Level Associations

13,110

adults

Director’s Desk

The year 2019 at Help A Child of India was a learning experience where programmes were realigned and packaged for branding and enhancing the visibility of Help A Child of India. We were able to obtain ISO certification and received the National Brand CSR Award ‘NGO of the Year’, and the Tamil Nadu NGO leadership Award in 2019 at Chennai, which were proud moments in the history of Help A Child of India. We strive to build alliances and partnerships complementing the government systems in all our programmes. We want to take up child protection in a unique manner as child abuse continues to be a burning issue across the nation. In 2020, we want to be committed to our vision, with special attention for child protection and opportunities for girls.



D.J. Edwin
Country Programme
Director

V Kenya

In 2019, Help a Child Africa was active, in cooperation with local partners, in the following projects:

- **Kisumu:** community programme in Tamu, in cooperation with AICCAD (2016–2021).
- **Narok:** Siyiapei sustainability project, with AICCAD (2019–2022).
- **Homa Bay:** GICEP economic community programme, with Undugu Society of Kenya (2014–2022).
- **Machakos:** community programme in Matuu (2016–2021).
- **Makueni:** community programme in Mavindini (2016–2022).
- **Makueni:** Kathonzweni sustainability project, in cooperation with AICCAD, with support of private fund (2019–2020).



Main results in 2019

- Help a Child Africa collaborated with other stakeholders to co-host two youth events: a youth summit and a youth career fair to provide young people with opportunities to engage with county and national government as well as to offer them networking prospects with the private sector.
- HACA and AICCAD signed off a contract for the Kathonzweni sustainability project to set up vegetable greenhouses in order to create a sustainable food supply for the Kathonzweni child centre. The project will run for one year.
- the GICEP programme faced implementation challenges in the first quarter of 2019 but was restarted after these were resolved, allowing us to consolidate and deepen the socio-economic resilience of the target community. However, due to serious governance and management challenges, we decided to discontinue our partnership with USK, and AICCAD took over the coordination of the GICEP programme from the beginning of 2020.
- Help a Child Africa is preparing to phase out the Matuu, Tamu and Mavindini CCCD projects. Two projects will be phased out in 2021 and one in 2022 respectively.

Supported in 2019:

15,009

children

136

children's clubs

558

self-help groups and
farmer groups

30

Cluster Level Associations

15,596

adults

Director's Desk

Looking back, 2019 had its fair share of joys, one in particular being the arrival of a new programme manager who has added tremendous value to the quality of our programmes; Help a Child has become more active on forums at county and national level. The biggest concern was relationship management, since we needed to discontinue one of our partnerships. A lot of effort went into improving the mitigation and management of financial, integrity and accountability risks at implementing partner level. In 2020, we look forward to working towards financial self-sufficiency.



Racheal Kigame
Country Programme Director



Joseph's face lights up when he hears the word 'bread', his favourite food!

A place in the sun for Joseph!

This is 11-years old Joseph* from Mavindini, Kenya. The first ten years of his life, Joseph did not see any daylight. His family kept him hidden in their home because of his disability.

"I thought we were the only family with a child like this," his mother Elisabeth explains. "Every moment of the day, I felt afraid and stressed out: I did not want our neighbours to see Joseph. It was painful to see him suffer. I even prayed God to take my life."

The staff of Help a Child came in contact with Elisabeth. They encouraged her to take her son to a meeting for people with a disability. "I will never forget that

day," Elisabeth recalls, "Joseph was outside his home for the very first time to meet other people. I was amazed! I always thought he was the only one. But I saw other children and even people of my age with a disability. That changed everything!"



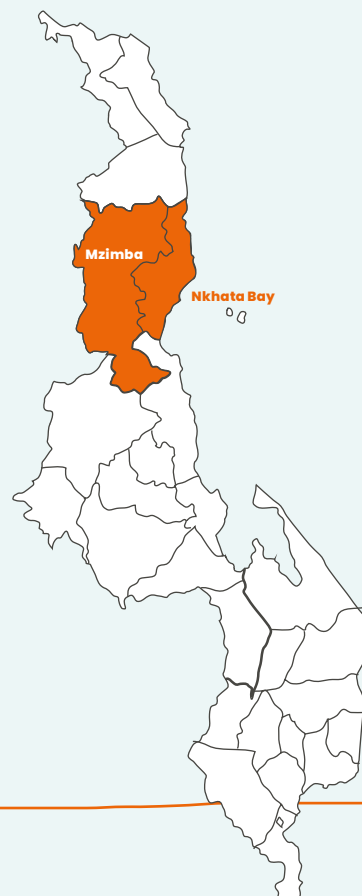
Joseph lying on a mattress outside while his mother does the dishes.

"I was amazed. I always thought he was the only one."

VI Malawi

In Malawi we worked with three partner organizations on the following projects:

- **Mzimba:** Integrated Child Centred Approach (ICCA) Community Programme in Edingeni and an additional drought response programme 'ENHANCE', implemented in cooperation with WACRAD and NASFAM (2015–2020).
- **Nkhata Bay:** Integrated Community Development Programme in Traditional Authority Zilakoma. In addition, Youth Active in Climate Smart Agriculture (YACSMART) in cooperation with LISAP and NASFAM (2015–2020).



Main results in 2019

- In collaboration with the Ministry of Gender Children, Disability and Social Welfare, Help a Child Malawi held a workshop on the harmonization of the parenting manual in Malawi. At the workshop, the Help a Child parenting manuals were fully recognized and approved as resource materials to be used alongside the Malawi Government Parenting Handbook and flip charts.
- Training was conducted in Early Childhood Development (ECD), Social Accountability and Budget Tracking. The training targeted district officials, including Directors, ECD Programme Managers and Officers from partner organizations. The Director of Planning and Development (DPD) and District Social Welfare Officers for both Mzimba and Nkhatabay also participated in the training. The purpose of the training was to push the agenda of ECD financing to its rightful duty bearer, which is the government.
- During the National ECD Week, which is an annual event organized by the Ministry of Gender, HAC presented the results and impact of its parenting programme. The purpose was to advocate for positive parenting as a critical element in achieving optimal developmental outcomes for every child.
- Help a Child co-organized the National Youth Agribusiness Investment Forum and International Youth Day Commemoration on the 23rd of September 2019.
- We completed the YACSMART pilot project, carried out an evaluation, and discussed the results to provide an informed basis for the continuation of the YACSMART programming in Malawi.
- We successfully presented concept notes to Comic Relief and EO Metterdaad. Comic Relief granted a subsidy for early childhood education and EO Metterdaad supported our community programme in Mzimba with a financial contribution for child protection, youth awareness and ECD. Besides, EO Metterdaad supported our disaster response project for families affected by the heavy floods last year.



Investing in the very youngest

Sam did not hesitate when he heard about the plans to establish an Early Childhood Development Center in his community. This 35-years old father of four directly signed up for the job of caregiver on a voluntary basis. Every single day he educates his young class. Why? Because with heart and soul he believes that supporting young children benefits the whole community.

“Starting an Early Childhood Development Center was exactly what our community needed. I applied immediately for the job, because I was very much aware of the poor situation of the children in our village. Finally I got an opportunity to do something about it. Help a Child facilitated a training for caregivers about child development, the role of play, and how we can support young children to learn new things. After that I started my job.

Early Childhood Development Centers are important for Zilakoma. In the future there will be less illiteracy. Children that went to the ECD Center, perform

better in school. They are less shy than other children. They make easier contact with teachers and with each other. Learning is less challenging for them. Last year there was this girl that could skip a whole class in primary school. That was a big encouragement for us, the caregivers.

I very much enjoy my work! Some people are laughing at me. They think I waste my time. But I can easily ignore them, Because I see how children are changing. That is of great value! Before, these children were at home, without any proper attention for their development. Now they all know the alphabet and a number of English words. That is my motivation to keep going.”



Sam (35 years old), one of the caregivers of the ECD Center in his village.

“Children that went to the ECD Center, perform better in school.”

Supported in 2019:

19,110
children

74
children's clubs

143
self-help groups and
farmer groups

11
Cluster Level Associations

8,848
adults

Director's Desk

Joining Help a Child Malawi towards the end of the year gave me a chance to look through the programme with fresh eyes and see the great strides Help a Child Malawi has made, especially in engaging communities to effectively take part in supporting our ECD and youth and work programmes. Our vigorous efforts to create more visibility were instrumental in establishing new and strategic partnerships. Help a Child Malawi is in a better position now and is recognized as one of the key players, not only in Early Childhood Development but in other thematic areas as well. This, however, is not a simple task. Therefore, Help a Child Malawi will seek to further enhance this role in 2020 to ensure we attract more institutional donors to support our mission for children in need!

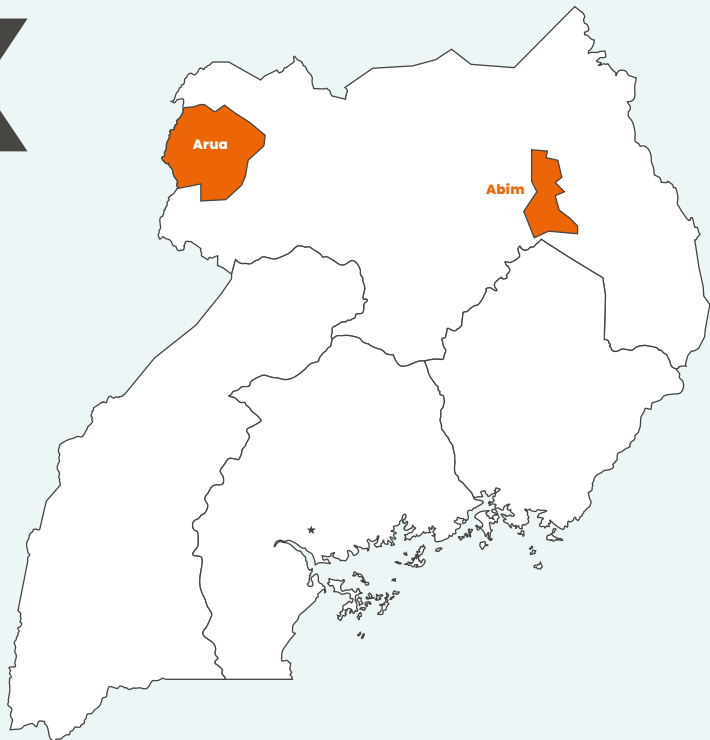


Mary Khozi Khoza
Country Programme Director

VII Uganda

Help a Child works in Uganda together with two partner organizations on these three community programmes:

- Abim: community programme in Karamoja in collaboration with Share an Opportunity (2017-2023).
- Abim: since 2017, Help a Child has been involved in the Strategic Partnership 'Convening and Convincing' (subcontract via ICCO/Prisma) aimed at increasing employment opportunities for women, young people and people with a disability.
- Arua: community programme in Arivu in collaboration with African Evangelistic Enterprise (2016-2022).



Main results in 2019

- Both the project in Abim and the project in Arivu have completed their third year. Great progress has already been made! The surrounding communities have noticed this, which has resulted in the start-up of activities there.
- In Abim, 900 people have received training to provide better sanitation, and to take care of hygiene in their own home and in schools. Sanitary water is essential, as unsanitary water causes many diseases. Help a Child helped organize committees that keep the water sources clean.
- Other committees are tasked with taking care of children that have experienced violence or that are being neglected. As a result of the mediation done by Help a Child and SAO, eleven children with a physical impairment have received a wheelchair or crutches. All children are now included in school activities!
- In Abim, the consequences of climate change are apparent. The rainfall pattern is unpredictable, which hampers the planting of new crops. Help a Child provides farmers with training on how to handle this.
- In Arivu, the Parenting Programme is a success. Parents (mothers as well as fathers!) have changed their outlook on raising their children. They now see the importance of education and inclusion of the youngest children. This year, we have eight pre-primary schools (there were four last year), and there are now 491 children in pre-school (last year there were 167). The importance of proper food and hygiene, both at home and in school, has been discussed. The farmer groups are also doing well: some have seen their profits double ten times!



Children in the limelight

He is only fifteen years old, but he has big plans for the children in his village. Anthony goes to primary school and is the elected president of the 'Young Angels' children's rights club.

"Every Sunday we meet under the supervision of a volunteer from the village who teaches us about children's rights. Then we do fun things like playing football or volleyball and skipping. We also make music, dance and rehearse short plays. And we make toys and reusable sanitary pads. That's very handy for our sisters; because they no longer need to stay at home from school during their period.

Not so long ago, parents did not want their children to meet and play in groups. The children had to work in the fields. But now parents see what we learn: when they meet in their savings clubs, for instance, we put on a play about children's rights for them. That's why most parents are now happy to let their children take part in the children's rights clubs.

Whenever we meet, we make new plans. I, for instance, invited my friend Robert to teach us how to make toy cars. Most boys in the club can now make cars for their brothers and sisters. Next we want to make vegetable gardens, so that all our members know

Children's rights club Young Angels



Anthony invited his friend Robert to teach the children of the club how to make toy cars.



The girls of the Young Angels club learn how to make reusable sanitary pads.

how to grow healthy food at home for the whole family. And another plan is to talk with children who do not go to school."

'We learn about children's rights and then do fun things.'

Supported in 2019:

14,783

children

106

children's clubs

261

self-help groups and farmer groups

8

Cluster Level Associations

3,568

adults

VIII Rwanda

In 2019 we worked together with three partner organizations in three project areas in Rwanda:

- **Rwamagana:** community program in cooperation with Église Presbytérienne au Rwanda (since 2013).
- **Bugesera:** community program in cooperation with African Evangelistic Enterprise (since 2010).
- **Rusizi:** community program in cooperation with African Evangelistic Enterprise (since 2016).
- **Bugesera:** thematic program in cooperation with Unicef, focused on (pre-primary) for children between 4 and 6 years old (program runs till 2020).



Main results in 2019

- A new ECD project was initiated in partnership with UNICEF that expanded Help a Child's reach to 3 additional sectors of Bugesera. This project involved the construction of a new model ECD centre in each sector, as well as three levels of service delivery at and around each centre. These services include home visitation for children under three years of age, home-based ECD services for children aged 3-6 who live further away from the ECD centres, and holistic service provision for children aged 3-6 at the new facilities.
- Positive parenting classes for parents with children under three years old were scaled up to reach an additional 646 parents, both mothers and fathers. Intensive positive parenting classes with an early literacy and math focus were also initiated for parents in a pilot project at 6 ECD centres: two in each district of operation.
- Help a Child Rwanda supported the Rwanda Education Board to revise the curriculum for the Teacher Training Colleges and took a leading role in writing a student textbook and teacher's guide for the Pre-Primary Teaching Methods and Practice Course at the TTCs. Following this work to support resource material development, Help a Child's ECD team trained TTC tutors as well as administrators on best practices in early childhood education.
- After reflecting upon the experience of implementing a new model for children's groups in 2018, Help a Child Rwanda and partners worked together to develop a user-friendly children's group leader guide, written in Kinyarwanda with Bible stories and activities centred around 6 themes: self-awareness, gender, inclusion, cooperation, child rights, and health.
- Green Curriculum and Plan Intégré pour le Paysan (PIP) approaches piloted as new innovative interventions started to generate successes and recognitions from other stakeholders. Reflection sessions around their implementation took place and adjustments have been made where necessary to make them ready for scale up.
- Partnerships with local private companies have been reinforced and 2 MoUs have been signed with companies specialized in piggery farming to support our communities to become professional farmers and make profitable agribusiness.



Mary with her husband and children

Strong parents make a strong family

Mary is 36 years old and lives in Bugesera, Rwanda with her husband and children. The family makes a living from farming a small piece of land.

Before the programme, Mary and her husband quarrelled a lot. Mary was unhappy and often tired, because she felt she had to do everything on her own. When she harvested beans and corn, her husband would try to sell them. That led to confrontations – often in front of the children – because the family didn’t have enough to provide for their own basic necessities. The situation at home was stressed and the children felt unhappy.

Mary and her family took part in Help a Child’s parenting programme. The parents learned what children need when they

are growing up. And the children notice the difference! Mary: “Before the training, my husband and I quarrelled in front of the children without thinking about the negative effects this could have on them.” Their new knowledge has changed the parents’ attitude towards their children.

Mary’s husband also helps to look after the children now. “Before the parenting course,” he says, “I used to hit my children when they did something wrong. And I didn’t spend any time with them because I thought that was my wife’s job. Now I no longer hit my children. Instead, I have a word with them when they’re naughty. And when I’ve finished working on the farm, I always find time to play with them.”

‘I always find time to play with my children now.’

2 | Our programmes

Supported in 2019:

9,897
children

71
children’s clubs

742
self-help groups and
farmer groups

69
Cluster Level Associations

12,707
adults

Director’s Desk

On behalf of Help a Child Rwanda we are pleased to present key highlights of activities which marked the year 2019. Being a community-based and child-centred NGO we, together with our partners, put much emphasis on piloting innovative interventions which influence child wellbeing. We present our gratitude to our partners AEE and EPR who played a significant role in generating beneficial impacts within communities we serve.

It is our hope that this report will be used as a tool by those who are committed to supporting children in order to display the impact generated by Help a Child and share our learning from different interventions implemented worldwide to improve the outcome of child wellbeing. We are very grateful to all donors and supporters who funded our initiatives, and we thank the government of Rwanda especially Rwamagana, Rusizi and Bugesera Districts for our smooth collaboration over the year 2019.



Jean-Claude Nshimiyimana
Country Programme
Director

IX South Sudan

In 2019, Help a Child South Sudan continued the implementation of the South Sudan Joint Response Programme in Wau (Western Bahr el Ghazal) and Pibor (Jonglei), supported by the Dutch Relief Alliance. We did this in cooperation with Across as well as various Dutch and local organizations. In Rumbek, again in cooperation with Across, we implemented the What's up girls' education programme.



Main results in 2019

- Together with the community, we built four new child-friendly spaces in Wau and Jur River. In these places, children, mothers and young people can freely meet to talk and play. Gender segregated latrines and hand-washing facilities are included in these centres.
- We provided psycho-social support to children and adults, mainly women, using Help a Child's 'What's Up?!' approach. This platform created an opportunity for children to socialize, build confidence and cope with stressful experiences from the past. Reports from parents indicated that children who participated in these activities became friendlier and calmer.
- Together with the community we carried out a child protection risk mapping. It is encouraging to see that an increasing number of people are willing to protect children against abuse and neglect.
- In Pibor we assisted vulnerable families with food support and helped them improve their food production. Through our partner Across we provided seeds, tools and training on agricultural techniques.
- In Rumbek-East we improved the involvement of parents, youth and children in education. In total we supported 25 schools. We trained parents and teachers to raise awareness about the importance of education for all. School attendance by girls increased significantly through these activities!



Amer, 30 years old, fled from the war with her children

Surviving in times of war

Amer is a 30-year-old mother. She fled to Wau, just like many other parents and children afflicted by the relentless warfare in South Sudan. Help a Child works together with other organizations to help them survive.

“My mother, my children and I fled when fighting broke out in our village. We walked for more than a month before reaching Wau. It was horrific. We were hungry, tired out and always scared rebels would attack us. We slept in the woods. When we finally made it to Wau, things were not much better. We had nothing to build a new life with, because we had to flee at a moment’s notice, leaving everything behind. Like so many women, I did not know whether my husband was safe. Was he dead or still alive? The uncertainty was unbearable.

In Wau I tried to sell firewood to buy food. Every day was a fight for survival. When Help a Child and another organization started their project, I was given two goats. I used these to breed more and now I have five. I was also

given seed and farming utensils and was taught how to grow peanuts. In the past year I was able to sell 7 bags of peanuts. That gave me a bit of money to buy clothes for my family and start a small business. Now I sell tea and bread, and we manage to make ends meet.

Because of our traumas, the children and I received psychosocial aid. My children are doing better now. They feel safe to play with others again. But I am still worried about the future. There is no school and no hospital here. The future is uncertain. Hopefully, my children can go to school one day.”



‘My children feel safe to play with others again’

‘Because of our traumas, the children and I received psychosocial aid.’

Supported in 2019:

22,108
children

4,017
adults

Director’s Desk

In 2019 Help a Child South Sudan’s team embarked on a journey to strengthen our project implementation, set the right direction and reinforce our engagement in different forums and sectors. Developing good relationships with authorities, local donors and partners in the country was a key priority.

In 2020 Help a Child South Sudan will put most of its emphasis on creating and strengthening our sector portfolios. In addition, the leadership and management of Help a Child South Sudan will focus on identifying more local partners, developing the Strategic Country Plan, and exploring opportunities for starting a sponsorship programme in the country.



Angelo Paterno,
Country Programme Director

CHAP.3



Support for Help a Child

In 2019 over 25,000 people in the Netherlands supported our mission to help children grow out of poverty. Their trust in Help a Child, their prayers for our work and their financial contributions had a great beneficial impact on the children in our programmes. Businesses, churches, schools, foundations and government agencies also enabled us to carry on our work.

3.1 Over 25,000 donors

Ever since its foundation, Help a Child has been a sponsor-based organization. By connecting people in the Netherlands to children in need, we foster a relationship that extends far beyond the act of giving and receiving financial aid. Today, this remains a highly effective way of forging life-enhancing bonds.

The sponsored children live in village communities, with their

own family. In our opinion, that is the very best setting for a child to grow up in. Since 2010 Help a Child has therefore focused on sponsoring children in their own surroundings. We no longer support children's homes. Today, all our sponsors contribute to community programmes (i.e. to all children in the community) and correspond with one of the children or families.

The table below shows the turnover in the number of sponsors over the past five years. We see that the number of sponsorships is growing again.



Jeanine Zwiggelaar,
Sponsoring Officer:

"That is the beauty of sponsoring through Help a Child: it is not just your sponsored child who benefits, but the entire community."

TURNOVER IN THE NUMBER OF SPONSORS	2019	2018	2017	2016	2015
New sponsors	350	265	314	344	387
Early cancellations	215	255	240	357	379
Cancellations after replacement of child or family	175	149	306	316	542
Percentage of cancellations after replacement	11,4%	7,4%	20,66%	17,60%	22%
Total number of replacements	1,160	1,939	1,147	1,797	2,412
Net increase/decrease	-40	-141	-232	-329	-534

Our sponsor programmes

These are our sponsor programmes and the numbers of sponsorships:

PROGRAMME	Amount per month	Number of sponsored children/families	Number of Sponsors
Sponsor a child	€ 26	7,342	5,738
Sponsor a family	€ 40	2,454	2,042
Sponsor a child with a disability	€ 40	310	249

Thankaton

In the week of thanksgiving for crops and labour, we again organized a Thankaton in 2019. During this week we were able to thank sponsors and donors in person. As in previous years, our initiative delighted and surprised many donors in equal measure. At the same time, it gave us a chance to ask for feedback on our work and our programmes in personal conversations.

Gifts

Apart from child or family sponsorships, people can also contribute to a better future for children in developing countries with one-off or recurring gifts. People are actively encouraged to support our work in this way through campaigns, mailshots, online messages and events.



Lammertina Klein Obbink,
Marketing Strategist:

In 2019 we launched the Growth Fund, a vehicle enabling people to make recurring contributions towards our aid for the most vulnerable children.

From the end of November, we once again conducted our year-end 'Geef een dierbaar cadeau' (Precious Gift) campaign. This

campaign has been very popular among our supporters ever since its inaugural year in 2010. The donations are specifically used to help families acquire livestock.

In 2019 we sent six mailshots in the form of a letter or brochure with a pre-printed cheque to our donors requesting them for an extra gift. Various telemarketing campaigns were also held, asking people to support us with a sponsorship or other type of permanent commitment.

Finally, in 2019 we sent our constituents an email to inform them about the unfolding emergencies in Malawi, South Sudan and Burundi, and to request their support and prayers for the afflicted areas.

Charity shops

In 2019 Help a Child opened its second charity shop, this time in Amersfoort. The first charity shop opened its doors a year earlier in Zwolle. Set up and controlled by a separate foundation called Stichting KLIMREK, the charity shops are run on a day-to-day basis by a dedicated management team and are staffed with over 70 employees. All management team members and employees are unpaid.

These volunteers make an invaluable contribution to our work.

Meanwhile, preparations are

underway for two more charity shops in the Netherlands.

Magazines and calendar

In 2019 our informative and inspirational magazine OmArmen was published twice for all our sponsors and donors, in May and December. A special Help a Child advent calendar was issued in November. The calendar, which could be requested free of charge, is fun and educational and a great way to get the whole family into the Christmas spirit. The details of the people who requested a calendar were recorded in our database. Fifteen hundred calendars were applied for and sent out; 600 were requested by known donors and 900 by new contacts.

At the end of 2019 we produced a magazine about Christian education for families.

Annual report

As in previous years, we again devoted a lot of attention to our annual report in 2019. Besides providing our donors and potential new donors with comprehensive information on our work, the annual report is above all an opportunity to account for our expenditure of the donations entrusted to us and explain the choices we made. We do this as clearly and comprehensively as possible.

Online communication

Online channels are increasingly central to our communications strategy. All campaigns are either supported online or exclusively online-based. As well as leading to more intensive interaction with our constituents, it enhances our visibility and strengthens the cohesion of our community. Our social media activities centre on Facebook, Instagram and Twitter. Alongside direct interaction, our online presence also generates

more traffic to our website. We post messages on social media in support of current initiatives and campaigns. In addition, we make use of social media advertising. In 2019 preparations were made for a brand-new website. The new website is primarily designed to encourage interaction with our sponsors and donors.

3.2 Churches, schools, businesses

Many churches, schools, businesses and foundations are sympathetic to our cause. In these tables we provide insight into the size and numbers of the gifts we received.

The number of donors excludes people who contribute via church collections for Help a Child as this number is very difficult to estimate.

Churches

Churches have contributed to our work ever since Help a Child came into existence in 1968. Help a Child finds its origins in the Reformed Churches (Liberated) and the Netherlands Reformed Churches. Many of these churches remain closely involved in the work of Help a Child. Gifts from churches often come from collection receipts, sometimes from special charity initiatives and in many cases also from child or family sponsorships.

Thematic services 'I want to serve you with all my heart'

Churches can invite us to give a thematic service. In 2019 we again organized several of these services, with Jenne Minnema speaking about justice and Christian Verwoerd providing musical accompaniment. The thematic services are mainly delivered at church communities that are already closely involved in the work of Help a Child. The purpose of these thematic services is to strengthen our bonds with the churches and heighten awareness of pastoral themes.

INCOME in euros	2019	2018	2017	2016	2015
Individuals	5,251,333	5,183,080	5,476,212	5,366,498	5,976,796
Churches	513,942	538,258	549,093	552,505	574,657
Schools	148,687	119,530	104,489	147,310	127,842
Businesses	424,921	373,506	503,138	395,033	369,277
Foundations	334,568	584,234	400,805	786,934	714,744

NUMBER OF DONORS AND AVERAGE DONATION	Number 2019	Average donation 201
Individuals	18,780	€ 280
Churches	574	€ 895
Schools	142	€ 1047
Businesses	191	€ 2691
Foundations	39	€ 6015
Bequestors	13	€ 41,709

Number of donors via door-to-door collections	3,000
Number of sponsors via Greijdanus pupils campaign	2,000



World churches

Churches are increasingly seeking a deeper and more practical involvement in our work. The pastoral 'World Churches' programme was developed specially for these churches. Participating churches are closely involved in the Rusizi community programme in Rwanda. In October 2019 representatives of three World Churches travelled to Rwanda. Apart from visiting our programme, the group also met with several self-help groups that no longer require help and are now entirely independent. This gave the participants a first-hand impression of the lasting effects that Help a Child can achieve. Back at home, they can share these experiences with the members of their church community and highlight the benefits of our work at Help a Child.

Ministers study trip

In January 2019 Help a Child organized its first-ever study trip for ministers. Nine ministers and church workers visited the various community programmes in Rwanda. This trip was carried out together with World Servants. Apart from excursions to the Help a Child projects, daily study meetings were planned

to discuss pastoral issues as well as reconciliation after genocide. Following the evaluation of this trip, we decided to plan another study trip to Rwanda for January 2020, with seven ministers taking part.

Ambassadors and events

Help a Child deploys ambassadors to raise the profile of its work. Christian Verwoerd, Lars Gerfen, Reyer and Vision, a gospel choir from Assen, have been active as ambassadors for several years now. In 2019 Wietze de Jager, a well-known radio DJ and TV host, also joined our mission as an ambassador.

We organized another advent tour with Reyer and Lars Gerfen, who released the song 'Regen op ons' specially for this tour. Unfortunately, shortly before the tour started, Reyer was forced to pull out for health reasons. Lars Gerfen decided to continue on his own. During the eight concerts, we were able to acquire new sponsors and donors.

Youth trip to Rwanda

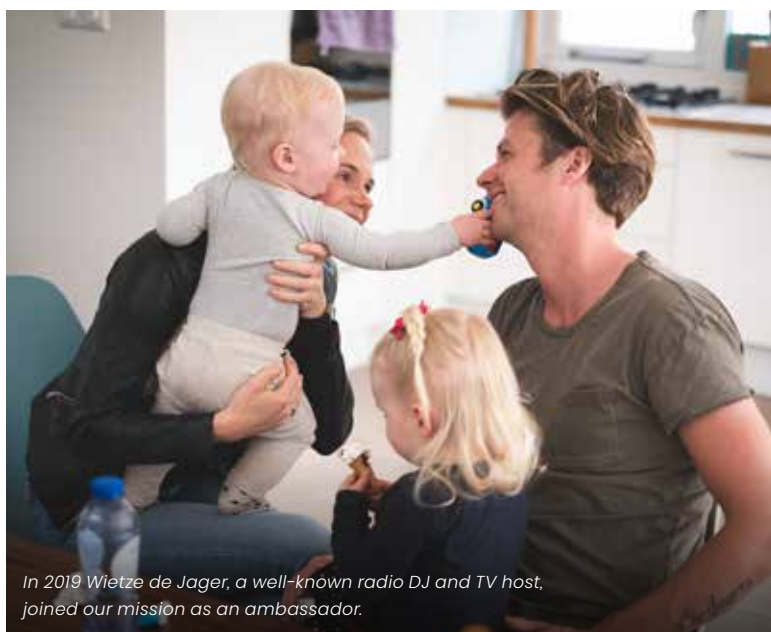
In 2019 we held our second youth trip to Rwanda in cooperation with World Servants, for a youth group of the Netherlands Reformed Church

from Voorthuizen. This church has already been actively involved as a World Church in our work in Rwanda for several years now. The trip was extremely valuable, both for Help a Child, our Rwandan partner organization AEE and World Servants.

Schools

Schools are longstanding supporters of our work, traditionally through sponsorship. They are keen for their pupils to deepen their knowledge and understanding of the world by learning about how children in other countries and continents live. We have noticed that more and more schools are mainly interested in organizing fundraising events. Such events were held at both primary and secondary schools for Help a Child in the past year.

In the autumn we teamed up with the BCB (industry organization for the Christian book and music sector) to launch the 'goat campaign' for primary schools. Schools received a BCB campaign kit which they could use to save for their school library and for Help a Child. This campaign was a huge success.



In 2019 Wietze de Jager, a well-known radio DJ and TV host, joined our mission as an ambassador.

Businesses

Our contacts with the business market are focused on securing longer-term contributions from business donors. Personal attention is pivotal to this endeavour, which is why we put a lot of effort into good relationship management.

In 2019 we set our sights on a new group: **young entrepreneurs**. This group comprises millennials (1980-1995) who grew up amidst the rise of social media and are keen to experience the world. We are seeking to attract members of this group who are willing to make a long-term commitment to our work. Tapping into new and younger target groups is important as our current business donors are growing older.

Entrepreneurs are particularly interested in the economic side of our community programmes. Help a Child has therefore developed a new approach that emphasizes the economic dimension of community development, named EPIC. We will now ask entrepreneurs for their feedback on this approach. In addition, we started two pilot projects involving a **Revolving Fund** from which young people can borrow money to invest in their business. These two projects in Rwanda and Uganda are funded by entrepreneurs. If successful, we intend to expand this concept and roll it out to more entrepreneurs. The Revolving Fund was thought up and developed with the aid of the Think Tank which met twice for this purpose.

The Growth Partners, entrepreneurs who contribute to our programme in Burundi, are still active. In September we organized a meeting with a speaker for them. This meeting was also attended by Country Director Clement Nkubizi from Burundi.

Country Program Director Clement from Burundi explained to the entrepreneurs that the programme had radically improved the children's perspective for the future. "A few years ago I asked the children what they hoped to be in ten years' time. Their answer was: I hope I am still alive. When I ask the same question now, the children talk about their plans for the future to become a doctor, teacher, entrepreneur or farmer."



Henriët Seinen,
Account Manager
Business Relations:

"We now have 41 Growth Partners who jointly contribute €92,300 per year. The number of Growth Partners is more or less constant because some stop supporting the project after three years. Most, however, extend their commitment for a further three years."

This year entrepreneurs were again invited to order tickets for the Dierbaar Relatiegeschenk (Precious Business Gift) campaign. The cards are ordered regularly, not just at the end of the year. Two entrepreneurs, for instance, ordered cards for their customers to mark their 50th anniversary.

In October of this year, employees of Atos (a large IT company) visited our projects in Rwanda. And not just to look on as an observer. They rolled up their sleeves and helped the local people build a preschool,

while also raising more than enough money to fund the project. That was a real morale booster for the people in Rwanda. Building the school was truly a combined effort, with everyone joining in, and mutual prejudices were torn down.

The entrepreneurs trip at the end of 2017 gave birth to an initiative: the Entrepreneurs Self-Help Group. This year the group initiated a new concept – The Talent Factory – to help people and groups in the Netherlands to invest in Help a Child campaigns. The first initiatives for this were started in 2019.

The funding raised in the business market in 2019 amounted to €424,921 from businesses and €146,200 from foundations that are affiliated with businesses, bringing the total to **€571,121**.

Code of conduct

Help a Child adheres to the Code of Conduct of 'Goede Doelen Nederland'. This sets out rules for dealing with donors, volunteers, other organizations and society. The code of conduct of 'Goede Doelen Nederland' can be found at www.goededoelennederland.nl. Added to this, we exclusively want to raise funds in a manner that befits our Christian identity, our constituents and our objectives. Our donors can trust us to give them correct and detailed information about how their donations are used and the way we operate. They must be able to rely implicitly on us to spend their money well. We as an organization want to account for our expenditures as transparently as we can. That is part of our integrity policy. More about this can be read in Chapter 4 of this Annual Report.

3.3

Institutional relationships & funds

Collaborative relationships

In 2019 we continued working hard to build and reinforce our relationships with institutional donors. This included the formation of strategic partnerships with other charitable organizations, companies and knowledge centres for the joint submission of applications for subsidies and grants. At the end of 2017 Help a Child became a member of Dutch Relief Alliance, an alliance comprising Dutch aid organizations that offer relief aid in humanitarian crisis situations with funding from the Ministry of Foreign Affairs. Within this network, partnerships with other Dutch emergency relief organizations for programmes in the Dominican Republic of the Congo and South Sudan, have been maintained since 2018.

Help a Child takes part in EU-CORD, a European network of Christian development aid organizations. To make an active contribution, Help a Child joined a steering group of the 'collaboration for partnerships' group of EU-CORD in 2019. This group meets twice yearly and is dedicated to establishing simpler procedures for fundraising and collaboration.

PerspActive, a network of Dutch Christian organizations with a thematic focus on youth and work, is another important alliance for Help a Child.

Help a Child also reinforced its collaborative relationships with various universities in 2019, including Wageningen University (agriculture and sustainable development),

Utrecht University (parenting) and Leiden University (innovation and upscaling).

Fundraising and cooperation with country offices

Together with the country offices we wrote several applications for foundations, charitable trusts and public subsidies. In this way Help a Child was able to secure disaster response funding for Somalia, South Sudan and the Democratic Republic of the Congo. In addition, funding was raised for development aid programmes for Malawi and Rwanda.

Innovation

After two successful innovation programmes in 2018, Help a Child continued to pursue innovative projects in 2019. As a relatively small organization, Help a Child benefited from its fast decision-making capability and extensive monitoring system to start up two more innovation projects in 2019 with funding from the Ministry of Foreign Affairs. Together with other aid and research organizations, we are going to introduce new strategies in 2020 for trauma processing and the avoidance of sexual violence against women. We want to keep looking for ways to help vulnerable people even better.

In 2019 we continued our relationship with the Netherlands Enterprise Agency (RVO) and businesses. We intend to explore opportunities for new collaborative relationships and programmes aimed at youth and work and the economic development of families. To this end, Help a Child has started up innovative pilot projects in Rwanda and Uganda together with ICCO.

Grant management

As always, we continue to closely monitor our expenditure of awarded subsidies and funds as well as

our reporting on these expenditures.

We managed the following subsidized programmes for the Ministry of Foreign Affairs:

- via the Dutch Relief Alliance (DRA): disaster response projects in the Democratic Republic of the Congo and South Sudan. We received EUR 1.8 million for this in 2019.
- via the DRA innovation fund: projects in Malawi, Ethiopia, the Democratic Republic of the Congo and South Sudan. We received almost EUR 340,000 for this in 2019.
- via the Addressing Root Causes Fund: a project in Burundi with our EU-Cord partners, Mensen met een Missie and AFSC. This concerned a subsidy of almost EUR 1.6 million.

In addition, we carried out programmes in Rwanda and Malawi that were funded by UNICEF and Comic Relief. For these programmes we received over EUR 300,000 from institutional donors.



CHAP. 4



Our organization

Donors, churches, schools, businesses, foundations and charitable trusts support children in need through Help a Child. Their support and trust places a great responsibility upon us, which calls for an efficient and effective organization.

4.1 Development of our organization

The development aid sector has undergone many changes in recent years, compelling us to radically alter the way we finance our activities. After the discontinuation of the MFS co-financing from the Ministry of Foreign Affairs in 2016, we urgently needed to find new avenues and sources of funding.

Since 2016 we have made several important decisions that were necessary to grow our income.

Decentralization

Subsidies and funds are increasingly available in the countries where we operate. To be eligible for these subsidies, an organization must be actually established in these countries and also maintain intensive collaboration with other organizations. To achieve this, we needed to step up our presence, visibility and added value in our programme countries, collaborating with others wherever possible. This means that the division of roles

between ourselves and our partner organizations is also changing in the various countries.

In 2019 we continued to reinforce our country offices in Burundi, Malawi, Kenya and Rwanda. Increasing our visibility, participating in networks, responding to local fundraising opportunities and strengthening the quality of our programmes formed a crucial part of this. We are delighted to report that we could celebrate our first local fundraising successes in 2019 and that our ties with local government agencies have been strengthened. The government of Malawi, for instance, has adopted our parental training course for a nationwide roll-out. In 2019 we took initiatives to raise the profile of the country offices that were set up in 2018 in the Democratic Republic of the Congo and South Sudan to support our work with our partners of the Dutch Relief Alliance.

Project-based working

At Help a Child we work with multidisciplinary teams comprising representatives from different departments and areas of expertise.

Our approach is increasingly project-based. In 2019 we invested in intensive external support in order to raise our project-based way of working to a higher level. Various employees were trained as project leaders and one employee has been dedicated to manage projects. In addition, we set up a portfolio management system to regularly assess our projects and make informed choices regarding their implementation.

Six country offices; nine programme countries

We have established our own country offices in six countries in Africa, namely in Burundi, Democratic Republic of the Congo, Kenya, Malawi, Rwanda and South Sudan. These operate under our English name Help a Child. Each country office is headed by a Country Program Director. To ensure good coordination between Help a Child Netherlands and the country offices, the Country Program Directors visit the Netherlands twice a year for a week to discuss issues and concerns.

In addition, we work in two other African countries: Uganda and Ethiopia. An existing community programme in Ethiopia is being continued in 2020. The community programmes in Ethiopia and Uganda are being monitored from our office in the Netherlands.

India takes up a separate place in our organizational structure. Help a Child of India is an independent sister organization with its own board and autonomy. Our CEO regularly attends board meetings in India.

A country-by-country description of our programmes and the partner organizations we work with is contained in Chapter two (and summarized in Appendix 1).

Competent employees

Our approach demands a high degree of independence from our employees. An effective organization, ongoing competence development and a good coordination of roles are crucial. Another key theme for us is the further development of leadership and entrepreneurship. We endeavour to make full use of the strengths of each employee. In 2019, the position of HR Manager was created and filled to pursue this ambition with even greater vigour.

4.2 Employees in The Netherlands

External developments and internal choices (see above) led to decisions and changes having a personal impact on our employees. Certain positions and roles were revised. Despite the considerable work pressure, our staff remained as motivated as ever.

In the past year, a lot of attention was devoted to cooperation, team spirit and acceptable workload. We are looking for the correct balance, where mutual encouragement and constructive criticism go hand in hand. We work on these aspects during the team days, but also

on a daily basis within the various teams. In this way, we aim to improve the results of our employees' efforts and promote innovative thinking.

Our workforce in the Netherlands

End of 2019	End of 2018
26.7 fte	23.8 fte

In 2019 four colleagues left and four new employees joined us. Appendix 2 contains the organizational chart.

In 2019 we continued to make use of a layer of flexible staff. More than in other years, we used the services of temporary staff to stand in for sick employees, while also hiring employees on zero-hours contracts to absorb peaks in the workload.

In terms of age profile, the workforce of Help a Child Netherlands is a reasonably good reflection of the Dutch working population, though the male/female ratio differs from the average: 69% of the staff are female and 31% are male. This is not a problem in practice, but we are striving for a somewhat more balanced composition. People with a disability are also welcome to join our team.



Sickness absence

2019	2018
7.3%	3.9%

The sickness absence rate was higher in 2019 than in 2018. Unfortunately, four of our colleagues were confronted with a long-term illness, three of them were not work-related while one case was partly work-related. Adjusted for these exceptional circumstances, the "normal" sickness absence rate was 1.06%.

Salary of the board of directors

The Supervisory Board determines the remuneration of our CEO. The remuneration is also regularly assessed, the last occasion being in 2019. Help a Child adheres to the Recommended Guidelines for the Remuneration of Directors of Goede Doelen Nederland (Goede Doelen Nederland is the sector-wide organization of the Dutch charitable sector) and the Code of Good Governance (also known as the 'Wijffels Code').

The Recommended Guidelines set out maximum income criteria. However, the Supervisory Board has decided that the CEO's salary may not exceed 80% of this guideline.

Employee representation

Our employee representation body (ERB) operates according to the model of the Social and Economic Council of the Netherlands (SER). In 2019 the ERB met three times with the Board of Directors on the same days as the meetings between the Supervisory Board and the Board of Directors.

The ERB discusses the progress of the policy and the agenda items of the Supervisory Board that have a bearing on the staff policy. In 2019 the ERB looked closely at the 'Individual Options Budget' to see

whether this may be an attractive scheme for employees of Help a Child Netherlands. In December the ERB organized an extra staff meeting to discuss time keeping & overtime, workload and the possible flexible use of holiday and leave allowance. The findings were communicated to the HR Manager.

In addition, an evaluation of our office cleaning led to an increase in the number of cleaning hours. The ERB also agreed on a housekeeping roster with the employees for daily recurring tasks.

Volunteers

Help a Child has always relied strongly on volunteers, but the nature of their role has changed greatly over time. Today, the volunteers who join our ranks often have a specific focus and/or special skills. Volunteers who work directly for and with Help a Child do so on the basis of a volunteer's contract which sets out our mutual expectations. Tasks that are well suited to volunteers include data management, staffing of stands and administrative duties.

There are currently four volunteers working at our office in Zwolle, based on a time commitment, ranging from one half-day to several days a week. In addition, many people around the country promote our cause in committees, events, churches and schools. We are grateful for their generous support.

After the landmark opening of our first charity shop in 2018, a second charity shop was opened in 2019 and the preparations for a third are in full swing. Organizationally, the charity shops are placed within their own foundation named KLIMREK. About 100 volunteers help out in the shop. Though they are not formally part of Help a Child, we most definitely see them

as valuable contributors to the mission of Help a Child.

Interns

Help a Child makes frequent use of the services of interns from different educational backgrounds. Together with the teaching staff, we identify suitable tasks for the interns. All interns must be motivated to work for Help a Child and have something to offer the organization. For our part, we aim to provide an instructive placement with good mentoring and support. Interns receive an appropriate remuneration.

INTERNS IN 2019:

- 4 interns in the Expertise & Development Department
- 3 interns in the Fundraising & Awareness Department

Evaluation of our staff policy

Our staff policy centres on good employment practices. We discuss the policy every quarter in our management team meeting. Noteworthy developments in 2019 included the following:

- Two managers left after eight years of service. We are pleased to report that these vacancies have satisfactorily been filled. In addition, we decided to create the position of HR Manager and this vacancy was also filled at the end of 2019.
- The relatively young Expertise & Development Department was developed further. New job descriptions were written. The relationship between the experts based in the Netherlands and at the country offices was made more explicit.
- Project-based working was given more emphasis and developed further. The external support we received in 2019 was a great help in this respect
- The Fundraising & Development Department sought to increase its marketing knowledge and

experience and made its approach and actions even more donor-driven. A vacancy that had been open for a relatively long time was successfully filled.

- The Finance Department was confronted with a high workload partly due to the departure of the previous manager and sickness of staff. Another reason was the increased administrative work resulting from the decentralization.

ization. In 2020 this team was strengthened with a new project administrator.

As in previous years, external HRM capacity was hired to support our international recruitment. The launch and expansion of our country offices has many consequences for our staff policy. The HR manual was translated into English and adapted to the African

context. The remuneration structure for decentralized locations was developed and adopted. Thanks to the appointment of our new HR Manager, this aspect can be given more structural attention.

4.3 A learning organization

Help a Child is a knowledge-intensive and learning organization. This is evident from various aspects of our work.

Impact evaluation

The impact evaluation we carried out in 2017/2018 to measure the enduring effects of our programmes produced the following important lessons:

- make our programmes even more sustainable;
- revise and clarify certain aspects of the Theory of Change so that our partners and the country offices can also make more clear-cut choices. This applies, notably, to two thematic areas of expertise: Early Child Development and Youth & Work;
- actively emphasize the spiritual side of child well-being in our programmes;
- encourage greater engagement of men and families in our programmes;
- develop better ways for the successful transfer of our acquired knowledge to the level of field workers of partner organizations.

We worked to improve our programmes and came up with new proposals in all these areas. The improvements defined in 2019 will be implemented in 2020.



Complaints

Rita Hoekerd, *Sponsoring Officer*:



"Customer-friendliness is paramount in our organization. All complaints we receive are taken seriously, dealt with as effectively as possible and treated as an opportunity to learn."

In 2019 we received 46 complaints. The average for the past five years is 62, and we are happy that the number is decreasing. Most complaints (12) were about our mailshots and varied greatly in nature. Someone, for instance, found one of our mailshots too forceful in tone, while another complained that the Christian faith did not shine through sufficiently in our message. One person received our magazine after unsubscribing from our list. The diversity of the complaints was striking. Not a single subject stood out.

We also always look at the seriousness of the complaint. Minor complaints concern personal expressions of displeasure or criticism. Sponsors may, for instance, find that they receive too little information about their sponsor child or constituents may be annoyed at being called for an extra donation. Minor complaints are seen as signals and are always taken on board in our evaluations. Of the 46 complaints in 2019, 18 were minor.

In the case of medium-level complaints, something really has gone wrong. Examples include the allocation of a gift to the wrong programme or a mistake in the bank number stated in a mailshot. In 2019, 24 complaints fell in this category. We see very clearly that mistakes can be made in the

manual processing of data when people are working under pressure. We have taken measures to reduce the workload, while also looking at ways to build in extra checks.

Serious complaints are major or repeated errors which harm or may harm our own organization or a partner or donor. These complaints are always discussed in our management team with the CEO. The resolution and rectification of such complaints is given priority. In 2019 we received four serious complaints. Three cases involved direct debit errors. In one case, the telemarketing agency sent a commitment that was not justified. Our target is zero serious complaints.

Overview of complaints 2019

- Sponsorship and data management: 6 complaints
- Mailshots: 12 complaints
- Correspondence about sponsorship: 6 complaints
- Direct debits: 9 complaints
- Telemarketing: 8 complaints
- Other: 5 complaints

Safety policy

In 2018 our safety policy and the accompanying five safety protocols was revised extensively: the policy was adjusted further to the new situation that we now have six country offices. The responsibilities of the Country Program Directors were described more clearly in this context. The crisis management protocol was reviewed following the crisis simulation held at the end of 2017. A new crisis simulation was

carried out in February 2019. The external supervisors of this exercise were full of praise for the quality of the crisis team. A new format was drawn up for the country-specific safety plans, making them easier to read. In addition, we reassessed who requires which type of safety training based on new insights and new training options.

Since 2018 Help a Child also has its own staff in South Sudan and the Democratic Republic of the Congo. Together with Burundi, these are the three highest-risk countries where Help a Child operates with its own staff. All our employees in these three countries have attended a three-day safety training programme (including simulations) together with colleagues of partner organizations. Aspects covered during the training included: risk analysis, dealing with aggression and crime, medical emergencies and abduction.

One incident was reported in 2019. This concerned the loss of travel money provided by Help a Child (\$50). We are grateful that 2019 was a safe year for Help a Child.

Integrity policy

In 2018 Help a Child developed an integrated Integrity Policy. This brings together existing policy documents about various types of violations, including abuse of power, fraud and corruption, and interpersonal misconduct. During this process, Help a Child gathered information by participating in various integrity workshops and information sessions that were organized within the sector by Partos, Goede Doelen Nederland and the Dutch Relief Alliance, amongst others. Within these networks, Help a Child also actively provided ideas and input for a sector-wide integrity policy and procedures.

The Integrity Policy of Help a Child contains a code of conduct, a fraud and corruption policy, a child protection policy and accompanying procedures concerning prevention, incident reporting, enforcement and the presence of an independent confidential counsellor. All our employees and anyone else working on behalf of Help a Child is obliged to adhere to this policy, including the code of conduct. In addition, visitors to our projects must also sign a code of conduct form. The integrity policy can be found on the Help a Child website: www.helpachild.org/explore-help-a-child/standards-and-quality-management/

It has also been decided to appoint an internal point of contact for integrity issues at every Help a Child office. These employees jointly constitute the integrity team. This team is responsible for the coordination and monitoring of policy implementation, reviewing and tightening up the policy documents, creating awareness, providing training, identifying risks and acting on reported incidents.

Actual or suspected integrity violations by representatives of Help a Child can be reported via this integrity team and via the line management. Incident reporting mechanisms are also being improved or started up for people in the regions where we work. In addition, a certified confidential counsellor is available to provide support.

Each reported incident leads to a preliminary investigation in order to determine whether a disciplinary investigation is necessary. If so, the Management Team will use the findings of this investigation to determine the sanction. The most severe sanction is termination of

the employment contract. Who needs to be informed of the progress is determined separately in each step of the investigation. Clearly, Help a Child is aware that integrity starts with prevention and that the organization is also responsible for creating an environment that discourages violations. Help a Child adheres to prevention measures in the selection of new employees, the selection of new partners, employee training and awareness, employee care measures, the facilitation of integrity and other learning processes, and analysis of risks. These learning processes are facilitated by an annual integrity workshop at each office as well as continuous policy monitoring.

Good governance?

In 2016 Help a Child adopted the procedures for reporting and investigating actual or suspected fraud and corruption. The procedures now describe in more extensive and explicit detail the measures that Help a Child has put in place to prevent or detect fraud and corruption as well as the measures

to be taken if possible corruption or fraud is identified.

In 2019 further action was taken on the three whistleblowing reports received in 2018. In two cases new audits were carried out at partner organizations to find out whether proposed improvements had been implemented. We concluded that one partner organization had acted on most of the proposed improvements. At the other partner organization, we regretfully came to the conclusion that continuation of our relationship was no longer responsible. There are too many doubts about the integrity of that organization's leadership. The agreement with that organization was dissolved effective from 30 November 2019. Fortunately, another partner organization was able to take over the funded programme as well as the employees involved.

A third report from 2018 concerning irregularities within our own programme had already led to disciplinary measures at the end of 2018. In 2019 an external expert carried out an audit of the finan-



cial systems of the country office concerned. No major problems were found.

An internal evaluation of the cases from 2018 resulted in the following measures:

- the contracts were adjusted so that we are better able to hold partner organizations accountable for integrity issues and to implement appropriate sanctions if necessary;
- external experts will be used for audits of our country offices' own implementation activities.

In 2019 there were two reports of possible irregularities within Help a Child. The first concerned suspicions regarding a Country Program Director's integrity. This report was investigated, including a number of reference checks. The conclusion was that the report was unfounded, so no measures were taken. The other report was made by one of our employees at a country office who had noticed that underlying accounting documents of a partnership organization were not in good order. Further investigation revealed that there were irregularities, but that these were probably due to carelessness rather than fraud. The amounts were relatively small and the partner was not reimbursed by us.

Child protection policy

The child protection policy also forms part of the integrity policy. All employees, volunteers, interns and consultants are required to read and sign this policy. Every employee does an interactive training course, explaining the importance of protecting children, not just against deliberate harm, but also and especially against harm that is unknowingly and unintentionally inflicted. The purpose of the training course is to ensure that employees are aware of these risks.

In 2019 we also looked to see how we can make it clear to children and adults in the village communities that they have a voice and have the right to submit a complaint if something unacceptable happens. Among other things, we installed complaints boxes in which people are able to deposit their complaints anonymously. Children's rights committees can also play a role in this connection.

In 2019 we received no reports of suspicions of children's rights violations by employees or other persons involved in Help a Child.

Core humanitarian standards self-assessment

In 2018 and early 2019 Help a Child carried out a self-assessment based on the 'Core Humanitarian Standards' (CHS). The Core Humanitarian Standards are nine standards that aid organizations can use as a guideline for a continuous learning process in order to keep improving the quality and effectiveness of the aid they offer. After completing the self-assessment, Help a Child marked its commitment to these standards in 2019 by writing an internal improvement plan containing the larger and smaller issues that we within Help a Child want to take in hand in the coming years. One of the biggest priorities in this improvement plan is to set up complaints procedures through which children and adults from the village communities can submit their complaints or feedback about the projects. To make sure they feel sufficiently able to submit their complaints and feedback, the local community members will be involved in its design and implementation from the outset. This prevents a mismatch between the procedure and the local context. It is also the reason why a specific complaints procedure will be set up for each

individual country. This process was started in Rwanda in 2019, with the Democratic Republic of the Congo, India and Malawi following in 2020.

ICT

Help a Child works with Pluriform, an ERP system with extensive analysis and processing capabilities. We use Pluriform for the processing of financial data, sponsor, donor & donation data, staff data and project data as well as for multiple reporting purposes. In 2019 we continued to work together with other organizations and software developer Matthat on the ProjectConnect web portal which gives Help a Child, the country offices and partner organizations better and faster insight into the progress of the budget and results of the projects. In the meantime, we have implemented ProjectConnect in our own organization, while aiming for the further roll-out to our partner organizations in 2020. This is expected to lead to greater efficiency in the project funding chain.

ProjectConnect also helps us to report in compliance with the IATI (International Aid Transparency Initiative). The quarterly reports for programmes funded by the Dutch government are already published in conformity with this standard. The aim is to make all our programme reporting IATI-compliant in due course.

In 2019 we worked with the supplier of Pluriform to explore the possibility of connecting our donor records with various marketing automation software programs. Marketing automation is perceived as a crucial tool for continuing to grow our fundraising among individual donors. The current Pluriform system is insufficiently capable of facilitating this form of automation. In 2020 targeted investments will be made to establish an interface between Pluriform and marketing

automation software in order to make the necessary steps in this direction.

Quality Management System

The Help a Child quality system is certified on the basis of ISO 9001:2015 for our activities in the Netherlands and, in addition, on the basis of the sector-specific Partos 9001:2015 standards for our activities in both the Netherlands and at the country offices in Africa.

A KIWA auditor re-audited our quality system at the end of 2019 and found no deficiencies. Our quality system will undergo another re-evaluation by KIWA in 2020.

Corporate Social Responsibility (CSR)

We are committed to conducting our operations in a socially responsible manner. Our most important CSR principle is 'do no harm'. All our choices, programmes and operations must be aimed at preventing negative consequences for everyone: people and nature. Also, we seek to have a positive impact on the people, nature and profit that we come into contact with. To this end, certain principles are rigorously enforced throughout the entire organization:

Protection of children and children's rights is central to our work.

This is an inherent part of our integrity policy (see above). Accepting children as they are and making them visible is a core value of Help a Child.

Respect and inclusion. We respect the unique individuality of everyone who is involved in our work. This includes our volunteers who belong to the heart of the organization and people with employment challenges. Sponsors and donors are our partners in supporting children and families. We respect their opinion

and tailor our communication to their wishes as best we can.

Transparency. We communicate honestly and transparently with all interested parties. We are not afraid to admit mistakes: we know there are always things that can be done better and work hard to make improvements where necessary. Our campaigns to attract donations are positive and transparent. We aim to do justice to the donors as well as to the people we support with the donations. Donations are spent on the specific charitable causes nominated by the donors.

Sustainability. Sustainability is a central concern both within our programmes and at our offices. In Malawi, for instance, Climate Smart Agriculture forms part of our YACSMART programme for young people. In our offices we use resources responsibly, offset the consequences of CO2 emissions from air travel and encourage the use of public transport. We are doing more and more online and the paper we use is responsibly sourced. All our office supplies are sustainable and fair-trade compliant. In 2019, rooftop solar panels were installed on our office in Zwolle in order to provide the office with green power.

Collaboration

Help a Child endorses the Partos Code of Conduct and the codes for fundraising, formation of reserves and director remuneration as drawn up by the industry organization for the charitable sector 'Goede Doelen Nederland'. The Partos Norm, with which Help a Child complies, prescribes an extensive CSR section. In addition, Help a Child subscribes to the importance of the public debate about corporate social responsibility that is also conducted with other Christian organizations (Prisma), in the national development aid

sector (Partos) and in the European context (EU-Cord). In our lobbying activities vis-à-vis government agencies and other important players, Help a Child also stresses the importance of children's rights. We advocate good protection for children in every aspect of Dutch foreign policy, but also at government level in Africa and India. Our most important partnerships are mentioned in Appendix 3 of this Annual Report.



CHAP. 5



Accountability Statement

Quality and transparency are top priorities for us. We already won the Transparency Award once. Last year we worked hard to implement the findings from the impact evaluation of our community programmes and the CHS self-assessment.

Help a Child is a 'CBF-recognized Charity'. This indicates that the CBF (Central Bureau on Fundraising) has approved our management, policy, finances and reporting as fit for purpose.

The CBF accreditation system consists of an extensive set of conditions that the accredited organization must meet. Help a Child meets these conditions, as is evident from the fact that we received the CBF Recognition Passport.

This chapter contains our accountability statement explaining how we deal with the following three areas:

- management, execution and supervision (section 5.1);
- expenditure of our funds (section 5.2);
- relationship with our stakeholders (section 5.3).

The Supervisory Board Model

ROLE	RESPONSIBLE BODY
Supervision	Supervisory Board
Management	CEO
Execution (day-to-day management)	Department managers / country directors

5.1 Management, execution and supervision

The following roles must be separated within the organization: management, execution and supervision. We make use of the Supervisory Board model to safeguard the adequate separation of these roles. The Board of Directors is tasked with the management of the organization and is responsible for the policy. The Supervisory Board supervises this and also has an important advisory role. The execution of the work is in the hands of the managerial staff.

Management and execution

In 2019 the Board of Directors of Help a Child consisted of the CEO, Andries Schuttinga. He managed the organization on the basis of a set of regulations, covering inter alia the avoidance of conflicts of interest and the adequate separation of duties.

The Board of Directors is responsible for the policy and its execution. This policy is formulated and monitored by the Board of Directors with the department managers. They jointly make up the management team (MT), which meets every two weeks in principle. The Board of Directors ensures that the Supervisory Board is provided – in good time – with all necessary information for the effective fulfilment of its supervisory role.

Supervisory Board

The Supervisory Board consists of six members. They too work according to a set of regulations. These outline the relationship between the Supervisory Board and the Board of Directors, while also containing provisions for the

avoidance of conflicts of interest and the separation of duties.

Various advisory committees provide the Supervisory Board with information on specific policy areas, such as fundraising, programmes and finance.

Committees of the Supervisory Board

The Supervisory Board has the following committees:

- Fundraising and Awareness Committee: 2 members – meets 2 x per year
- Partners and Programmes Committee: 2 members – meets 2 x per year
- Finance Committee: 2 members – meets 4 x per year
- Appointments and Remuneration Committee: 2 members – meets 1x per year and ad-hoc
- Agenda Committee: 2 members – meets 4 x per year

Supervision of policy

The starting point for the policy of Help a Child is our Strategic Multi-Year Policy Plan 2016–2020. Each year this policy is developed into a detailed annual plan with a budget for the year as well as a multi-year budget. This allows us to monitor the implementation of our policy.

Financial and other quarterly reports provide the MT and the Supervisory Board with insight into our income and expenditure as well as the progress made on the implementation of the policy. The Finance Committee discusses the financial reports each quarter with the Board of Directors and the Finance & ICT Manager. The report on this discussion is then dealt with, together with the other reports, at the next Supervisory Board meeting.

The budget and the financial statements are presented

annually to the Supervisory Board for, respectively, adoption and approval. A forecast of the expected full-year results is made each year in June, so that adjustments can be made if necessary.

Auditor

The Supervisory Board appoints the external auditor. The auditor appointed for 2019 was EY. The auditor audits the financial statements, issues an auditor's report, draws up an audit report and attends the meeting of the Supervisory Board as a guest during the discussion of the financial statements and the audit report.

Relationship between Supervisory Board and Board of Directors

The chairperson and one other member of the Supervisory Board hold annual appraisal interviews with the CEO. This appraisal interview is conducted on the basis of the job profile and board bylaws. They ascertain whether the policy objectives have been achieved and whether the relations between the Board of Directors and Supervisory Board are good.

The relations between the Supervisory Board and the CEO are open and transparent. The CEO sees it as his task to keep the Supervisory Board in touch with the thinking behind his management actions, provide them with insight into the decision-making and request them for advice and comments. In the perception of the Supervisory Board, the CEO conducts the management of Help a Child, and the Supervisory Board supervises that management, but can also give advice and encouragement, either upon request or on its own initiative.

In 2019 the CEO was accompanied twice by a member of the Supervisory Board on field trips. These trips give the Supervisory Board greater insight into the work of Help a Child, while also strengthening the mutual ties at executive and supervisory level.

Meetings of the Supervisory Board

The Supervisory Board has a scheduled meeting cycle of four meetings per year. In addition, 'extraordinary' meetings can be held about a specific theme. The extraordinary meetings usually include an off-site meeting. Important policy subjects are first discussed in the MT and then in the relevant Supervisory Board committee, together with the CEO and a member of the MT. The documents are subsequently presented, together with a report of this meeting, including key issues, to the full Supervisory Board. The Supervisory Board homes in on the key issues.

Several weeks before each Supervisory Board meeting, the Agenda Committee meets with the Board of Directors to discuss the agenda. The Appointments and Remuneration Committee determines the remuneration of the Board of Directors each year and discusses vacancies falling within the responsibility of the Supervisory Board. Twice a year, our strategic choices and the progress of our policy on fundraising, communication and awareness are extensively discussed in the Fundraising and Awareness Committee. The outcomes of this consultation are then dealt with in the full Supervisory Board meeting (see above: Supervision of Policy). Once every year the Supervisory Board members meet with the country directors when they are in the Netherlands.

The Supervisory Board normally meets with the Board of Directors, except in cases involving the position or performance of members of the Board of Directors or its own performance. In addition, the Finance & ICT Manager is in direct contact with the chairperson of the financial committee and is invited to attend the discussion about the budget, the risk policy and the financial statements.

In 2019 the Supervisory Board held four scheduled meetings.

What the Supervisory Board discussed in 2019:

- **2018 Financial Statements and Annual Report**

The Financial Statements and Annual Report were approved.

- **Auditor's Report on the 2018 Annual Report**

The auditor issued an unqualified opinion.

- **Management Letter**

There were no particular or worrying findings. Help a Child is well-managed.

- **Progress of 2019 Annual Plan and financial reports**

- **2020 annual plan and budget**

In September, we discussed the main outlines of our policy for 2020. These were then translated into the annual plan and budget that were approved in November.

- **Strategic cooperation in PerspActive**

The progress within the PerspActive partnership was regularly discussed.

- **Decentralization**

The decentralization to various country offices and the consequences for the Dutch organization were discussed in various rounds. Attention was paid to the shift in mandates, the need to create the leanest organization possible, as well as the content of the various roles. The ability to finance the organization, both now and in the future, was also dealt with.

- **Policy Plan 2021-2025**

In 2019 the preparations for the policy plan for the 2021-2025 period got underway. The Supervisory Board's off-site day (together with the CEO and the MT) in January was largely devoted to this plan. The progress was also regularly discussed during the scheduled meetings.

- **Supervisory Board vacancy**

- At the end of 2019 Mrs Elly Touwen left the Supervisory Board after over 8 years of service. We are extremely grateful to her for her unstinting efforts and enthusiasm for our foundation. And we are delighted to have found a worthy successor in the person of Arjen Wittekoek.

Internal performance of Supervisory Board

Each year the Supervisory Board carries out a self-assessment during the off-site day. This off-site day took place in January 2020. The Supervisory Board reflected on its performance in 2019. The best composition for the Supervisory Board was discussed in the light of the departures from and appointments to the Board. Good interaction within the Supervisory Board is crucial to ensure good interaction between a Supervisory Board and the CEO. The Supervisory Board is satisfied about the extent to which it is increasingly able to fulfil its supervisory role at a distance without becoming distant from the organization and its objectives. The Supervisory Board notes that, thanks to the good relations among its members, there is sufficient room to look critically at issues from diverse angles and that group thinking is prevented by keeping an eye on healthy group dynamics.

The Supervisory Board furthermore notes that closer attention should be paid to the agenda-setting process for the committee meetings that are linked to the Supervisory Board. The frequency of these committee meetings was also discussed and will be adjusted.

The Supervisory Board reflected on the relationship with the CEO and notes that given the current arrangement with a one-man Board of Directors it is important to ensure there is sufficient internal room for robust scrutiny and constructive challenge. In this connection, the Supervisory Board sees itself as a 'critical friend' of the CEO and intends to engage with the members of the second tier in the organization to gain deeper insight into the internal interaction between the CEO and the management. The "360 degree" assessment of the CEO



that has already been performed will be useful in this connection. In addition, the Supervisory Board wishes to gain more insight into the performance of the country directors by meeting them annually, both when they are in the Netherlands for their work and by visiting them in the countries where Help a Child operates. The findings from these contacts have been shared with the CEO.

5.2 Expenditure of our funds

Help a Child invests a great deal in the quality of its work. In addition, we want to expand our funding and document the results of our programmes as well as possible. One central recurring question is: are we achieving our objectives with our expenditures?

We produce a concise financial summary every month and a comprehensive financial summary plus a progress report every quarter. Based on these documents, we analyse the movements in our income and expenditure. Key indicators are used to check whether we are on the right track. Measures are taken where necessary.

Own costs

An important yardstick for the efficient use of our funds is the level of management, administration and fundraising costs. We monitor our adherence to the specific standards set for this purpose.

5.3 Our relationship with stakeholders

Help a Child has dealings with

many different people and organizations. Amongst all these contacts, we always consider the children, young people and families for whom we work to be our primary stakeholders. They are our *reason* to exist. Our *right* to exist stems from another important stakeholder group: our constituents, sponsors and donors on whose behalf we do our work.

Our most important stakeholders: children, young people, families

Our constituency

Their expectation: transparency, accountability for gifts, insight into our policy, careful expenditure of funds, engagement

As in previous years, we had thousands of conversations with constituents at events, concerts and thematic services. We also organized another Thankaton, where all staff members call constituents to thank them for their support, answer their questions and listen to their suggestions. Through our magazine OmArmen, but also through social media and other communication channels, we requested and received widespread attention for our work and its impact. In addition, we became more proactive in testing our communications in advance and asking selected constituents for advance feedback on ideas and messages.

Partner organizations

Their expectation: clarity about our support, the continuity of our support and our requirements

We meet with our partners, either in groups or individually, at least once a year for policy discussions. Most contacts take place through our country offices. The main topics were the strategic plan, the

plans per country for the coming years, and the consequences of the decentralization. In addition to the policy consultations, there are also frequent contacts between the country offices and the partner organizations. In Uganda, where there is no country office, there is direct contact with the programme staff at the office in the Netherlands. In 2019 we conducted a partner satisfaction survey (previously also in 2012 and 2015). We are encouraged by the progress we see in our partners' appreciation for our work, while remaining open to suggestions for improvements they make.

Knowledge centres

Their expectation: clarity about the mutual added value and substance of our relationships

We spoke with knowledge centres about our proposed choices for our knowledge policy for the period until 2020. Together, we explored how we can assist and support each other. This led to several new initiatives for collaboration in such areas as safeguarding, parenting courses and the introduction of participative agricultural methods.

Government

Their expectation: information on our social relevance and our added value for government policy; good and timely reporting (in the case of subsidies); regulatory compliance

Our ongoing dialogue about our programmes with the government is conducted via the embassies in programme countries and the Ministry of Foreign Affairs (policy consultation). Also, our lobby & advocacy officer liaises regularly with members of the House of Representatives. Regular contacts are also maintained with the authorities in the programme countries. In the countries where we operate we are increasingly able to work directly with the government. The Malawian government, for

instance, has adopted our parental training course for a nationwide roll-out.

Churches

Their expectation: opportunities for active and meaningful pastoral and missionary involvement; dialogue and encouragement

Churches in the Netherlands and in our programme countries are important stakeholders for us. Faith communities in Africa and Asia are often vital partners in places where other organizations lack authority or legitimacy. Churches also give us access to a large network reaching into multiple village communities. Our dialogue with them centres on leadership and ethical issues. In the Netherlands, too, we engage in a continuous dialogue with the churches (also during thematic services) about their involvement with our work and the position they take in public debates. In 2019 representatives of various churches

again accompanied us on some of our foreign trips, which helps to foster connections between churches worldwide.

Schools

Their expectation: information about our work; fun projects; connecting

For us, schools are natural places for engaging in conversations about our work. We encourage children and youngsters to help us answer questions about poverty and opportunity. We also speak with them about our responsibility towards others and the importance of an honest and decent lifestyle. Every year, we have dozens of these meetings with school classes, teachers and parents. In 2019 we organized a successful campaign for schools, together with the Christelijke Boekencentrale (see also Chapter 3).

Businesses

Their expectation: good, timely information/reporting; results; perspectives for action

We meet businesses on regional platforms and at gatherings about specific themes. We speak with them about their possible involvement in projects or other forms of corporate social responsibility (CSR) that can help to unify and motivate employees. Entrepreneurs regularly accompany us on our work trips and we invite them to network or think tank meetings to help us develop our policy for the future.

Institutional funds/charitable trusts

Their expectation: good, timely information/reporting; interesting programmes that match their objectives

We regularly speak with all sorts of institutional funds and charitable trusts to build bridges between our respective mandates. Sometimes we visit projects together.



Staff (employees, interns and volunteers)

Their expectation: involvement in our work and decision-making, a pleasant working environment, opportunities to use their own talents and skills

We regularly consult with our staff about our policy and the choices we need to make. Team days are organized every three months to discuss all subjects that are relevant for Help a Child and to hear our employees' opinions. All key choices concerning our programmes are given a sharper focus in this way. With the arrival of six country offices, our workforce has become a lot more international. In 2019 extra attention was given to project-based working.

Fellow organizations

Their expectation: cooperation, mutual added value, shared interests

We meet fellow organizations on all sorts of platforms and in different contexts (see partnerships in Appendix 3) to discuss subjects of mutual significance. We do things together wherever this is useful.

5.4 Composition of the Supervisory Board

Board of Directors and Supervisory Board

As at 31 December 2019, the Board of Directors of Help a Child comprised:

- **A.M. Schuttinga, CEO**

Relevant other positions: • Board Member of Help a Child US, Oregon Wisconsin (United States of America)
• Board Member of Radio Uzima, Dodoma (Tanzania) • Member of the Supervisory Board of Stichting Beheer Subsidiegelden Dutch Relief Alliance

As at 31 December 2019, the Supervisory Board comprised the following members:

- **F.R. Witteveen, Chair**

(until May 2020, available for reappointment)
Relevant other positions: Chair of the Supervisory Board of Stichting Kinderhulp Dominicaanse Republiek, Chair of the Supervisory Board of ROC Graafschapcollege Doetinchem (Regional Training Centre), Vice-chair of the Supervisory Board of Zorggroep Manna, Twente Region, Owner of Witteveen coaching en advies, Member of the National Disputes Committee for the Social Domain

- **Dr. C. Touwen-Bouwsma, Secretary**

(Resigned on 31 December 2019)
Former Director of Collections and Services NIOD, Institute for War, Holocaust and Genocide studies
Relevant other positions: none

- **Drs. B.P. Hidding RA, Chair of Finance Committee**
(until November 2022, not available for reappointment)

Board Chair of Flynth adviseurs en accountants
Relevant other positions: Chair of Supervisory Board of Rabobank Apeldoorn, Member of Supervisory Board of Stichting GGNet, Warnsveld, Member of Supervisory Board of Rabobank, Utrecht

- **G.W. Bastiaan**

(until July 2022, not available for reappointment)
Nursing specialist in mental healthcare, Therapeutisch Centrum Flevoland, Special Needs Education Specialist, Life Course Director for Municipalities, founder of HouvASS
Relevant other positions: Saam, home front committee South Africa

- **C. van Weelie**

(until 2020 – available for reappointment)
Communication Trainer/Owner of Grow2Care
Relevant other positions: Chair of Baptist Church Council Silo, Utrecht, Chair of Clients Council Residential Care Home Holland, Baarn

- **F.H. Slingerland**

(until 31-12-2021, available for reappointment)
General Manager RE&FM at Royal Flora Holland
Relevant other positions: Member of the Advisory Board of Pim Mulier in Arnhem

As at 1 January 2020, the Supervisory Board welcomed as a new member:

- **A. Wittekoek**

(until 31-12-2023 – available for reappointment)
CEO Waste Vision Rotterdam
Relevant other positions: Member of CCN (Contact Committee Neuhofen) and, in that capacity, Member of SSRO

CHAP. 6



Finance

In this chapter we explain in outline the financial figures for 2019. For detailed notes to the figures for 2019, please see the financial statements for 2019. The figures in this annual report have not been separately audited by the auditors.

6.1 Consolidated balance sheet as at 31 December 2019

The balance sheet as at year-end 2019 and the four previous years looks as follows:

(amounts in €1.000)	31 December 2019	31 December 2018	31 December 2017	31 December 2016	31 December 2015
ASSETS					
Intangible fixed assets	76	92	114	168	222
Tangible fixed assets	708	614	480	420	447
Financial fixed assets	533	382	150	149	132
Receivables and accrued items	2,102	696	1,785	1,171	1,626
Cash and cash equivalents	4,451	5,506	3,447	3,971	2,805
Total assets	7,870	7,290	5,976	5,879	5,232
LIABILITIES					
Continuity reserve	2,572	2,587	2,041	2,492	2,487
Special purpose reserves	370	401	245	2,627	845
Special purpose funds	873	407	512	398	584
Total reserves and funds	3,815	3,395	2,798	3,517	3,916
Provisions	0	3	11	11	12
Long-term liabilities	226	198	276	263	207
Short-term liabilities	3,829	3,694	2,891	2,088	1,097
Total liabilities	7,870	7,290	5,976	5,879	5,232

Receivables and accrued items increased by almost EUR 1.4 million in 2019. This is due to the advance finance paid to several partner organizations for projects that

are to be carried out in 2020. As a result, cash and cash equivalents at year-end 2019 were over EUR 1 million lower than at year-end 2018.

The continuity reserve has remained around the same level in recent years (about EUR 2.6 million) and constitutes a sufficient buffer for unforeseen circumstances.

The special purpose funds rose by almost EUR 0.5 million, making this the most important driver of the increase in reserves and funds.

The special purpose funds grew due to the receipt of donations in the second half of 2019 for specific purposes or projects which are still wholly or partly unexpended.

6.2 Consolidated statement of income and expenditure for 2019

The consolidated statement of income and expenditure for 2015 to 2019, together with the budget for 2019, is summarized in the table below:

(amounts in €1,000)	2019	Budget 2019	2018	2017	2016	2015
Income from individuals	5,952	6,005	6,792	5,865	6,449	7,139
Income from businesses	425	455	374	503	395	369
Income from government subsidies	4,062	4,953	3,125	667	1,767	3,774
Income from other non-profit organizations	1,305	1,191	1,189	1,228	1,528	1,429
Income from supplied products and services	10	0	35	0	0	0
Other income	-1	0	2	5	57	4
Total income	11,754	12,603	11,517	8,268	10,196	12,715
Expenditure on objectives	9,795	11,304	9,490	7,638	9,550	10,904
Costs raising income	1,006	1,103	909	883	773	730
Management and administration costs	507	483	527	473	348	279
Total expenditure	11,308	12,964	10,925	8,994	10,672	11,913
Balance	446	-361	592	-726	-476	802
Net financial income and expenses	-20	3	-11	2	6	4
Net income and expenses	426	-359	581	-724	-470	806
Cost percentages		norm				
Expenditure on objectives as a percentage of total expenditure	86.6%	90.0%	86.9%	84.9%	89.5%	91.5%
Expenditure on objectives as a percentage of total income	83.3%	90.0%	82.4%	92.4%	93.7%	85.7%
Three-year moving average	85.4%	90.0%	89.0%	88.8%	89.4%	89.7%
Costs raising income relative to raised income	8.6%	7%-9%	7.9%	10.7%	7.6%	5.7%
Management and administration costs relative to total expenditure	4.5%	5.0%	4.8%	5.3%	3.3%	2.3%

The statement of income and expenditure showed a positive balance of over EUR 400,000 at year-end 2019 as opposed to a budgeted deficit of over EUR 350,000.

There are two reasons for this variance between the budgeted and realized balance for 2019.

In the first place, many outstanding balances with partner organizations were settled in 2019. As a result, many balances that had been outstanding for some time were settled because the partner organizations had not expended the committed funds in full.

In addition, several funds remained wholly or partly unexpended, notably in the second half of 2019. These funds were recognized as income, but only partly as expenditures.

In 2019 the income stabilized at almost EUR 12 million. Help a Child saw institutional funds grow by almost EUR 1 million. The share of disaster response projects increased to almost 30%, both on the income and the expenditure side.

Income from individuals decreased by EUR 800,000 relative to 2018. This difference is almost wholly attributable to the lower income from bequests. In 2018 we received a very large bequest of almost EUR 1 million. Income from sponsorship almost stabilized after years of steady decline. Our systematic efforts to attract new sponsors are evidently starting to bear fruit.

We received over EUR 800,000 more from subsidies than in 2018. The main reason is the growth in funding from the Dutch Relief Alliance. In addition to the Joint Response programmes of the Dutch Relief Alliance, for which we already received subsidies in 2018, we also received subsidies in 2019 for innovation projects and an acute disaster response project in South Sudan.

The budgeted growth in institutional fundraising at our country offices was not achieved. Since 2016 we have invested in these offices, partly to unlock more sources of local funding. The run-up period to successful fundraising has turned out to be longer than expected. Local institutional fundraising was relatively limited in 2019.

Expenditure on objectives

Expenditure on objectives as a percentage of total expenditure remained more or less equal relative to 2018. In 2019 we failed to meet the norm we set ourselves of spending 90% of our income on objectives. This was partly because our total income turned out to be lower than budgeted, while income generation and management and administration costs were reasonably in line

with the budget. In addition, the balance was positive, so that the expenditure on objectives as a percentage of income worked out at 83%.

Costs raising income

In 2019 the costs raising income were lower than budgeted, but were still almost EUR 100,000 higher than in 2018. The percentage of costs raising income relative to raised income increased to 8.6% in 2019, which is still within the maximum limit.

Management and administration costs

Management and administration costs relative to total expenditure were 4.5%, which is below the Supervisory Board limit of 5%.

APPENDICES



Appendix 1 Our implementing partners

BURUNDI

- Help Channel Burundi
- FECABU (Fraternité Évangélistique du Christ en Afrique au Burundi)

D.R. CONGO

- ADED (Appui au Développement de l'Enfant en Détresse)
- Help Channel Congo

ETHIOPIA

- EKHC SWZ (Ethiopian Kale Heywet Church South West Zone)

INDIA

- RPC NEI (Reformed Presbyterian Church North East India)
- Bethel

KENYA

- AICCAD (Africa Inland Church Child and Community Development)
- Undugu Society of Kenya

MALAWI

- LISAP (Livingstonia Synod Aids Programme; Church of Central Africa Presbyterian)
- WACRAD (Word Alive Commission for Relief and Development)
- National Association of Smallholder Farmers (NASFAM)

UGANDA

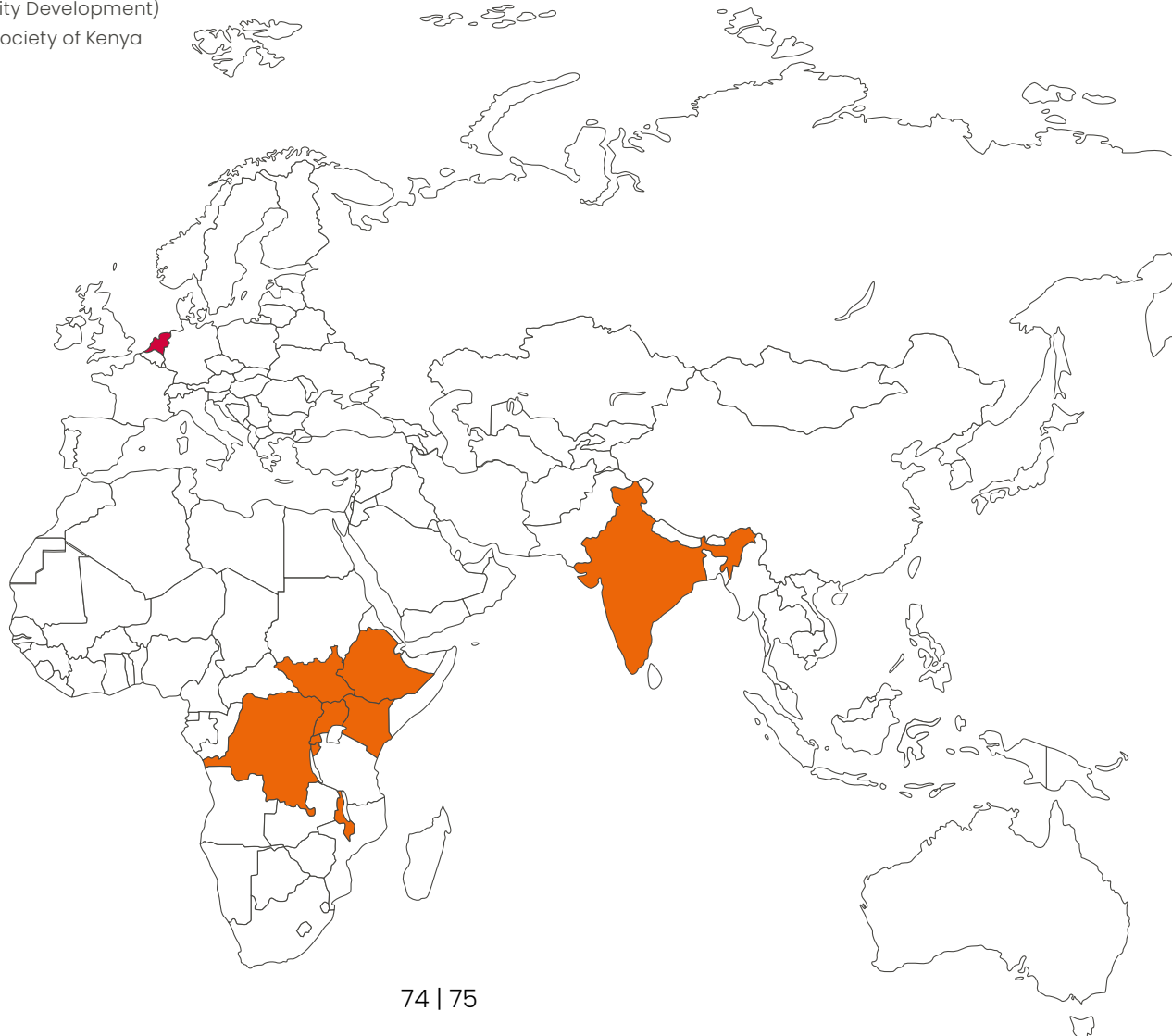
- SAO (Share An Opportunity)
- AEE (African Evangelistic Enterprise)

RWANDA

- AEE (African Evangelistic Enterprise)
- EPR (Église Presbytérienne au Rwanda)

SOUTH SUDAN

- Across



Appendix 2 Organizational Chart Help a Child International Office

These employees work for Help a Child in our various offices in the world.
Some are salaried staff, others are volunteers or self-employed.

CEO:



Andries Schuttinga
CEO

Staff positions:



Angélique Schuurman
Manager HRM



Jesca van Dijk
Executive Secretary

Expertise & Development:



Geert de Jonge
*Manager Expertise
& Development*



Marga Baaijens
*Child Development
Advisor*



Johan Kool
*Relationship Manager
Foundations and Capital
Funds*



Tiny Biewenga
*Institutional Fundraising
and Networking
Coordinator*



Petra Kuipers
*Program Development
Coördinator
Integrity Focal Point*



Pieter-Jan Bouw
*Program & Sponsorship
Advisor*



Tomas Moerman
*Grant Writer
(since January 2020)*

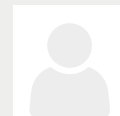
Finance:



Martin Vierhuizen
*Manager Finance
& ICT*



Saskia van het Ende
Financial Officer



Haïke Haan
*Support Officer ICT and
Finance*



Jeanette Horinga
*Project Financial
Officer*



Bram Wijnveen
Financial Officer

Fundraising & Awareness:



Anki van Bruggen
*Manager Fundraising
and Awareness*



Annemieke
Bossenbroek
Sponsoring Officer



Hanna van Gemeren
Sponsoring Officer



Roelie Boxen
Sponsoring Officer



Rita Hoekerd
Sponsoring Officer



Willemien Eilander
Sponsoring Officer



Marit Holwerda
Sponsoring Officer



Klaas Klok
Project Leader



Annemarie Mesu
Volunteers Coordinator



Lineke Mook
*International
Communications Advisor*



Annelotte Speelman
Protection Officer



Jaap Vuijk,
*Disaster Response
Coordinator & PMEL*



Ruben Mulder
*Disaster Response
Coordinator*



Liesbeth Speelman
*Child Development &
Protection Advisor*



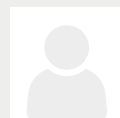
Dirk-Jan Otte
Youth and Work Advisor



Janita Visser
PMEL & CHS Coordinator



Klaasje Kooiker
Assistent Controller



Dirja Minnema
Financial Officer



Arielle van Dorsten,
Project Financial Officer



Lammertina Klein Obbink
Marketing Strategist



Alka Schuitema
Marketing Specialist



Thijs Waardenburg
Online Marketeer



Ard-Jan Kok
Account Manager Churches



Henriët Seinen
*Account Manager
Business Relations*



Jeanine Zwiggelaar
Sponsoring Officer



Aafke Lamberink
Communications Advisor



Froukje Spoelstra
Church Relations Officer

Burundi:



Clement Nkubizi
*Country Program
Director*



Cynthia Kerenda
Finance Manager



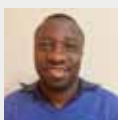
Beatrice Niyungeko
MEAL Coordinator

Democratic Republic of Congo:

The staff is divided over three locations: Bukavu, Baraka and Masisi



Kenze Ndamukenze
*Country Program
Director*



Alain Burongu
Finance Manager



Jean-Pierre Kamate
*Disaster Response Program
Manager*



Jean-Pierre Dz'bo
PMEL Coordinator



Claude Amissi
Project Coordinator DRA

India:

Country office Chennai



Dr. D J Edwin
*Chief Executive
Officer*



Moses Andrews
*Manager Child
Development & Disaster
Management Programs*



Anu George
*Manager Executive Assistance
& Human Resources*



Sweetie Eunice
*Manager Program
Quality & Capacity
Development*



T. Jebakumar
*Manager Donor Engagement
& Child Sponsorship*

Kenia:



Racheal Kigame
*Country Program
Director*



Jane Mugure
*Communication
Programs Coordinator*



Richard Otieno
Program Manager



Doreen Mutyota
Finance Manager



Calvince Odhiambo
Accounts Assistant



Claire Mukoshi
*Regional Sponsorship
Programs Coordinator*



Arnold Ongo Nyandiko
Office Assistant

Appendices



Elyse Ndayihimbaze
*Program Manager
Youth and Work*



Jean-Chrysostome Ndizeye
Program Manager BBB



François Bizimana
MEAL Officer



Jean Marie Vianney Misabiro
Protection Project Coordinator



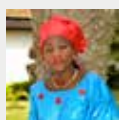
Robert Ntibonera Bihigi
Protection Officer E2P



Jonathan Mitima
WASH Officer



Prince Mbese Ngamabele
Protection Officer



Blandine Monga
Food Security Officer



Claude Muhindo Kanane
Driver



Dulip Pravin
*Manager Finance & Audit
Services*



V. Dheenadayalan
Coordinator Administration



Christy Solomon
*Manager Institutional &
Corporate Partnerships
Development*



John Laxminarayanan
Support Services

Help a Child of India has another 30 staff members working in field offices over the country

Field office Matuu



Alex Kinanu
Project Coordinator



Christine Kasina
Project Officer



Philip Mbithi
Project Officer



Eunice Sila
*Agricultural
Officer*

Field office Mavindini



Jennifer Waema
Project Coordinator



Dorcas Mwalili
Project Officer



Jackline Musyoka
Project Officer



Isaac Muoki
Agricultural Officer

Malawi:



Mary Khozi Khoza
*Country Program
Director*



Roreen Mzembe
Program Manager ECD



Sungeni Ngonamo
*Program Manager
Youth & Work*

Rwanda:



Jean-Claude
Nshimiyimana
*Country Program
Director*



Emily Gilkinson
*Program Manager Early
Childhood Development*



Epiphanie Kembabazi
Sponsorship Coordinator



Ezekiel Rukema
*Program Manager Youth
and Work*



Jean Marie Vianney
Habiyaemye
*Finance and Administration
Officer*

South Sudan: Country office Juba



Angelo Lubang
Paterno
*Country Program
Director*



Angwech Susan Lokoya
Finance Officer

Field Office in Wau



Lucy Osuo
Project Coordinator BoB



Dunia Magwira
Finance Officer



Alex Chapotera
Driver/Logistic Support



Jean Bosco Nirere
*District ECD Coordinator –
UNICEF Project*



Edouard Hagabimana
Driver



Louis Pascal Habimpano
Program Support Officer



Tipa Jackson
*SSJR Project
Coordinator*



James Wol Adhieu
*Child Protection
Officer*



Martino Gismalla
*Child Protection
Officer*



Dut Agany Thiel
*Child Protection
Officer*

Appendix 3 Partnerships

Working together with others is crucial to continue improving our organization. Our most important partners and partnerships are:

- **PerspActive** – Alliance of nine Dutch development aid organizations. The main objective is to support and strengthen people in developing countries.
- **Prisma** – Prisma is a development aid association of Christian organizations. They work together in the fields of identity, lobbying and advocacy.
- **EU-Cord** – This association of 22 European development aid organizations works together in the field of lobbying, advocacy, fundraising and programme consortiums. (www.eu-cord.org)
- **Christelijk Noodhulpcluster** – The disaster response cluster consists of the following organizations: Dorcas, Help a Child, Tear, Woord en Daad and ZOA. We conduct joint fundraising and expenditure activities in response to humanitarian disasters.
- **Partos** – The industry organization of Dutch development aid organizations whose activities include lobbying with the government and sector-wide quality improvement. (www.partos.nl)
- **Goede Doelen Nederland** – This association represents the general interests of national fundraising charities in the Netherlands. (www.goededoelennederland.nl)
- **Dutch Relief Alliance (DRA)** – A coalition of 16 Dutch aid and humanitarian organizations funded through a partnership with the Dutch Ministry of Foreign Affairs.
- **Medair** – Since 1989 Medair is helping people, who are suffering from disaster and emergencies. Medair is working globally. In case a disaster or emergency takes place, we can work closely together with Medair. By doing so we make use of each other's expertise, local presence and partner network.

Colophon

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www.youtube.com/user/redeekind

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49, 53, 54, 55, 57, 60, 76, 77

Marjan van der Lingen: page 6, 10, 12, 16, 48,
66, 68

Images World Vision, DRA: page 29

Malumbo Simwaka: page 37

Thijs Waardenburg: page 47

Lay-out: idd.nu

Help a Child is certified according to the
ISO 9001:2000 standard. The certificate
number is KSC-K40399/03

In 2019 we received funds from, among
others,:



Ministerie van Buitenlandse Zaken



Metterdaad



Algemeen Nut
Beoogende Instelling
ANBI



CBF
ERKEND
GOED DOEL



Mixed Sources

Product group from well-managed
forests, and other controlled sources
www.fsc.org Cert no. SGS-COC-004399
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'Help a Child' is the international name for Red een Kind, an NGO registered in the Netherlands with affiliates in Africa and India.

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