

Rutgers

For sexual and
reproductive health
and rights



Annual Report 2017

Sexual & Reproductive Health and Rights for All



Empowering young people towards
happy and healthy lives

Rutgers

For sexual and
reproductive health
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Rutgers had a very successful year with many highlights. We invite you to learn about our results and challenges in this Annual Report of 2017.

1

Introduction & Outlook

Our strategy 'Empowering young people towards happy and healthy lives' indicates the direction of our work until 2021. The new vision of Rutgers is: People are free to make sexual and reproductive choices, respecting the rights of others, in supportive societies. Our mission: We empower people through education and improved access to information and services. We strengthen professionals, organisations and societies. We connect research, implementation and advocacy. The strategy identifies our 11 objectives and our values: inclusive, activist, gender equality, positive approach, sustainable, openness and together. Priority areas are: contraception, safe abortion, sexual violence and population dynamics. After the development of our new strategy in 2016, we prioritised the implementation of the strategy in 2017. This led to discussions on how to improve the organisation. We decided on a more programmatic way of working in the future. The plans for this were prepared and discussed with the staff's council. The implementation started in January 2018.

Rutgers 50!

2017 was a year with a great deal of issues on Sexual and Reproductive Health and Rights being discussed in the public domain: women's marches all over the world after the installation of President Trump, the #MeToo movement on sexual harassment and sexual violence, the new government in the Netherlands immediately withdrawing a proposed law to make medical abortion accessible through the general practitioner, an extra investment of € 53 million in unplanned pregnancies in the Netherlands.

Rutgers also celebrated its 50th Anniversary – by organising an event with many of our partners. We were very honoured that his Majesty the King attended and that he took part in an intergenerational discussion on sexuality education. He also participated in discussions with some of our partners involved in local work in the Netherlands, research and international work. The event was concluded with a big party celebrating successes achieved and looking forward to the challenges ahead.

Elections led to a new government in the Netherlands. In our national work, the new focus is on unplanned pregnancies which is reflected in new investment. Internationally, the Dutch government will again prioritise Sexual and Reproductive Health and Rights.

Internationally, we see a lot of pushback on Sexual and Reproductive Health and Rights. At the beginning of the year and right after having been installed as the new US President, Mr Trump announced the return of the Mexico City Policy. This policy has a negative effect on many girls and women in the world. We immediately asked Minister Ploumen (Minister for Foreign Trade and Development Cooperation) to take action, which she did. This started the SheDecides movement. Rutgers has been part of this movement since day one. We developed the social media facilities for the campaign including the private fundraising facility. We also mobilised our partners, nationally and internationally. The movement was a great success in the course of the year. This led to a commitment in funding of \$ 400 million for Sexual and Reproductive Health and Rights for women and girls, which further resulted in the development of a new programme for the Postcode Lottery (the Dream Fund). The dream is 'no more unsafe abortions'. The decisions will be made public in 2018.

Nationally, we managed to acquire two important new programmes funded by the Ministry of Education (Emancipation Department). They focus on social security and more specifically on gender based violence. We are proud to lead one of the alliances and to participate in another one in the next five years.

Rutgers is 50 years young – we are alive and kicking. And there are many challenges ahead in the Netherlands, in our 17 countries and globally. We will take on these challenges together with our many partners!

April 2018



Ton Coenen
Executive director



Andrée van Es
Chair Supervisory Board



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and rights

Rutgers empowers young people towards happy and healthy lives

2 Advocacy



2.1 Advocacy in the Netherlands and Europe

Elections

Rutgers was very active in the run up to and after the national elections of March 2017. Before the elections, an online polling guide on sexuality (stemwijzer) was developed which was launched on Valentine's Day. This was completed by over 40,000 respondents. An election debate was organized two weeks before the elections to discuss the role of the Netherlands in development cooperation. Current and future MPs of five political parties participated in the debate which was attended by over 100 people and trending topic on twitter. Six political parties signed the "stembusakkoord: Handen Thuis!", an agreement to combat sexual violence after the elections. Rutgers also sent a letter on behalf of the directors of ten organisations to the chief negotiator for the government formation process urging him to continue to prioritize SRHR in Dutch development cooperation policy.

To raise awareness among the newly elected parliamentarians, a so-called "Happy Box" (Blije Doos) was developed jointly with other organisations. A "Happy Box" is a box filled with products for expectant parents. Since the parliamentarians were awaiting a new government, a special Happy Box regarding SRHR was very timely. Introduction meetings were held with MPs and their assistants, followed up with input for different parliamentary debates, including the budgetary discussions. All these activities resulted in broad support for SRHR among parliamentarians, and a new All Party Parliamentary Group on SRHR and HIV/AIDS was formed with MPs from seven different political parties which contributed to an increase in ODA and the selection of SRHR as a priority issue in the new governmental agreement.

SheDecides

After the election of President Trump, Rutgers started advocating towards the Ministry of Foreign Affairs to address the gap caused by the forthcoming Global Gag Rule. This contributed to the start of the SheDecides initiative, which Rutgers supported through advocacy with other European countries and Dutch parliamentarians, as well as coordinating the crowdfunding among the general public.

Humanitarian settings

Rutgers co-organized a round table discussion together with the Ministry of Foreign Affairs, Care and WO=MEN on SRHR in humanitarian settings. The meeting was attended by policymakers and representatives of organisations working in humanitarian settings (members of the Dutch Relief Alliance). A lively discussion took place between 'hardcore emergency aid workers' and those working on SRHR, gender and development; groups which rarely meet. As a result, SRHR and gender in humanitarian intervention was firmly put on the agenda of the Ministry of Foreign Affairs including the department of humanitarian affairs.

Parents & Income/Paternity Leave

Throughout 201, Rutgers campaigned for the extension of paternity leave, starting with a discussion in a well-known debate centre in Amsterdam (de Balie) including experts and a diverse panel of fathers. The results of a study based on the The International Men and Gender Equality Survey (IMAGES) were presented here. An online father platform (Vader zoekt Verlof) was established which grew to a platform comprising 30 organisations. The platform supported an active media strategy, resulting in a lot of media attention, with fathers as spokespersons. During the long negotiations for a new coalition government, a letter regarding paid paternity leave was sent to the key negotiator in collaboration with 25 organisations.

Rutgers also organized an event at the political centre in The Hague using prams with the note 'I have to work. Can you please take care of the baby?'



Signed: Paul' which sparked the attention of eight MPs and the media for the issue of paternity leave (five national media reports).

In the new government coalition agreement, it was agreed to extend leave for fathers (and other partners) from two days to six weeks of paid leave. This success was celebrated with the Fatherhood Platform in a campaign #vierhetverlof. As follow up, an expert meeting for parliamentarians and political policy advisors was organised (six parties attended). Rutgers continues monitoring and influencing developments in this area in order to support smooth and broad implementation in 2019 and beyond.

The Countdown 2030 Europe consortium, including Rutgers, advocated successfully to include the 2015 language on SRHR in the new European Consensus on Development.

The Rutgers ED is Chair of EuroNGOs, and the advocacy team was closely involved in supporting the SheDecide movement and conference in Brussels and in the preparations of the annual conference, including the building of a stronger joint SRHR partnership in Europe.

Rutgers participated in the UNECE Regional Forum on Sustainable Development, the regional preparatory forum for the UN High Level Political Forum, and provided input for the draft report of the meeting. At first SRHR was not included, but after input by Rutgers, amongst others, it was included in the final version.

2.2 International advocacy

Commission on Population and Development (CPD)

Rutgers was part of the Dutch government delegation for the 50th CPD and actively contributed to the Netherlands' and thereby EU position, in the negotiations. Although there was no outcome document agreed particularly due to obstructive behaviour by the US delegation, it was an achievement that the chair's text, from the Qatar delegation, maintained strong SRHR, human rights and gender equality language, and that a like-minded group of countries collaborated cross-regionally to achieve this result.

High Level Political Forum (HLPF)

Rutgers was actively involved in the HLPF – the forum assigned to follow up and review the 2030 Agenda on Sustainable Development. This resulted in:

- Successfully advocating for inclusion of SRHR in the Netherlands Voluntary National Review Report (domestically and internationally), and for references to SRHR in the 15- minute presentation of the minister.
- Co-organisation of a High-Level Roundtable on teenage pregnancies with the Dutch government together with the governments of Sint Maarten and Ethiopia.
- Rutgers working closely with the Ministry of Foreign Affairs resulting in a cross-regional like-minded statement initiated by the Netherlands, supported by 19 countries.
- Providing input for the zero draft Ministerial Declaration, and follow up during negotiations, leading to strengthened paragraphs on gender equality and human rights.

Human Rights Council (HRC)

MenEngage, Promundo, Sonke, and Rutgers worked together at the HRC (session 35) in Geneva to influence the language of the first ever resolution which is fully dedicated to the topic of men's roles in preventing violence against women. We managed to make the language more gender transformative and contributed to progressive language on Comprehensive Sexuality Education (CSE) and reproductive rights.

2.3 Capacity strengthening

Capacity strengthening is being carried out in a number of different programmes, notably Right Here Right Now, Get Up Speak Out, Prevention+, the Menyumenyeshe joint programme in Burundi and the NFP Tailor Made Training programme for Benin.

A learning meeting was organized by Rutgers in collaboration with IPPF Africa Region for partners from Kenya and Uganda on preventing and responding to opposition. A draft advocacy strategy was developed in Uganda. Tools were developed to conduct value clarification workshops/ sessions on Comprehensive Sexuality Education and Gender Transformative Approaches as well as modules for CS on national/general advocacy skills and regional and international advocacy which are being used at country level. Together with CHOICE for Youth and Sexuality, Rutgers developed a youth-friendly tool for SDG advocacy. The Gender Transformative Approach advocacy tool is in the final stages and will be piloted in 2018.

Various capacity strengthening was provided during field visits, and online (Skype, phone, email): advocacy learning and planning meeting in Burundi; advocacy strategy development in Uganda; advocacy skills, regional and international advocacy and PMEL in Senegal; advocacy in Indonesia; and value clarification in Bangladesh.

Arab World Advocacy Network (AWAN) for SRHR

This project supported advocacy activities in Morocco, Tunisia and Lebanon. A network meeting was organized under leadership of the IPPF Arab World Regional Office (AWRO) with participation of CSOs from nine countries, as well as several regional organisations. AWAN was formed during this meeting and it was decided that it should be an informal and loose network under the wings of IPPF AWRO. As follow up, national meetings took place and preparations started for the SDG readiness conference including development of SDG readiness papers for Lebanon, Egypt and Palestine. In December, a successful conference was organized jointly by IPPF AWRO and UNFPA, including Arab region Ministries of Health, parliamentarians and members of AWAN.

2.4 Right Here Right Now (RHRN) Partnership

The year 2017 was a remarkable year for the RHRN Partnership. It marked the development and implementation of the work plans by the country alliances in all ten countries and in the Caribbean, in order to achieve their national advocacy outcomes and improve the realities of young people. 2017 was also the year that strengthened the capacity of these country platforms to set out a comprehensive and inclusive SRHR agenda. We also influenced policy and accountability processes at national, regional and international levels, notably through the Commission on the Status of Women (CSW), the Commission on Population and Development (CPD) and the High Level Political Forum (HLPF) at international level, regional SDG reviews in preparation of the HLPF, and several Universal Period Reviews (UPRs) at national level. The interlinkages between the levels went hand in hand through capacity strengthening of country platform representatives to increase the potential impact of their participation in these processes. Linking and learning received particular attention through three regional forums and several online and face-to-face meetings of the programme team and working groups.

Rutgers as Lead Agent of Consortium

Efforts were focused on increasing collaboration, strengthening internal communication and building trust. The planning meeting in early 2017 resulted in a capacity strengthening strategy and prioritizing of international advocacy processes. Rutgers facilitated strategic conversations within the International Advocacy Working Group and Steering Committee on how best to make



RIGHT HERE
RIGHT NOW

progress on RHRN's core issues and to strengthen linkages between national, regional and international processes. To strengthen internal communication, a shared online platform was created that facilitates remote file sharing, which was finalized early in 2018. 2017 also saw the roll out of the RHRN branding at consortium and platform levels. Online presence through Facebook and Twitter accounts was also strengthened. A highlight was the RHRN animation.

Rutgers provided in-depth technical feedback to country work plans and budgets, strengthening their relevance, quality and balance and developed tools and guidelines for national programme and grant management, budgeting and reporting. Rutgers evaluated the formats and processes with representatives of the platforms, and as a result further improvements were made for the 2018 country planning process. As well as this, Rutgers also facilitated a national grant management training for the host organisations of the Nepal and Pakistan platforms which are the two youth-led host organisations in RHRN.

All proposals from the countries (10) and the Caribbean sub-region were approved and two-year contracts have been signed. This enabled a kick start of the work in countries including country planning workshops and recruitment of national coordinators.

Unfortunately, the Kenya host was unable to finalise their country plan and develop a grant management system. Rutgers subsequently provided support and advice to the Kenya platform in the process of selecting a new host organisation. This process, however, delayed implementation.

International Advocacy Working Group (IAWG) and Capacity Strengthening Working Group

The Right Here Right Now (RHRN) programme has an active IAWG, which was chaired by Rutgers in 2017. The work in this group is closely connected to and fed by Rutgers' advocacy work in the Netherlands as well as with the Countdown 2030 Europe consortium, which has a national, European and also international focus.

Rutgers, as member of the Dutch governmental delegation, CHOICE, dance4life, ARROW and LACWHN, as well as a large number of advocates from the RHRN country platforms, participated in the Commission on Population and Development. RHRN delivered an oral statement and organized a pre-meeting and daily briefings with the platform members.

Regarding the human rights mechanisms, a priority area for RHRN, a number of activities took place in relation to the Universal Periodic Review (UPR) of the Human Rights Council. This is a mechanism where all countries in a four-year cycle are reviewed by their peers regarding human rights issues.

- The platform in Pakistan submitted their CSO stakeholder submission which is based on youth consultations.
- The platform in Indonesia met with the Special Rapporteur on the Right to Health and participated in a Universal Periodic Review meeting at the Dutch Embassy in Jakarta with diplomats from about 16 countries.
- Rutgers had submitted its CSO stakeholder report for the Netherlands in 2016. Early 2017, Rutgers reached out to foreign embassies in the Netherlands; spoke at the UPR pre-session of the Netherlands and met with permanent missions in Geneva. This resulted in questions being put forward by other countries to the Dutch government prompted by Rutgers. Rutgers followed up with relevant ministries and parliamentarians on all recommendations made regarding Comprehensive Sexuality Education and paternity leave which were accepted by the Dutch government. This contributed to a focus on reviewing the sexuality education criteria for schools in the Netherlands, and the intention to extend paternity leave in the governmental agreement.

2.5 Lessons learned

In 2017, a number of lessons were learned regarding advocacy in the Netherlands:

During the long government formation period, it proved to be important to raise awareness on SRHR among MPs to keep the conversation with those in the negotiation room going. Regarding paternity leave, this same strategy was applied combined with continuous and successful efforts to engage with media.

In the framework of the Right Here Right Now partnership, the choice for two core strategies, capacity strengthening and advocacy, is still valid. The link between advocacy at different levels (national, regional and international) could be improved and capacity strengthening is necessary to fill this gap. However, 2017 already saw added value of connecting activists from program countries to regional and international processes. The partnership learned that multi-year capacity strengthening trajectories that are embedded in the platforms' advocacy strategy are key for success. This provides more opportunity to combine theory with practice and provide hands-on support. One area where this has worked well, is capacity strengthening to engage in regional and international advocacy. The provision of technical support, enabling platforms to influence their governments before the actual regional and/or international process starts and ensure follow up, is essential. Finally, hiring additional financial staff in Rutgers to support the Consortium partners, country hosts and platforms, with budgeting and reporting, proved to be spot on.

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Our aim is to contribute to improving the Sexual and Reproductive Health and Rights of all by focusing on young people

3 International programmes, research and resource mobilisation



The international department at Rutgers works in over 18 countries and three regions. The country offices and the Resource Mobilisation Unit are part of the international department.

3.1 Consortium programmes

Get Up Speak Out (GUSO) - introduction

This is a five-year program (2016-2020) developed by a consortium consisting of Rutgers, CHOICE for Youth and Sexuality, dance4life, International Planned Parenthood Federation, Simavi and Aids Fonds.

GUSO is being implemented in Ethiopia, Ghana, Indonesia, Kenya, Malawi, Pakistan and Uganda. The country alliances, consisting of 50 local partner organisations in the seven countries, aim to tackle the issue of young people not claiming their sexual and reproductive rights and their right to participation because of restrictions at community, societal, institutional and political levels. GUSO builds on the previous programmes: 'Unit For Body Rights' and 'Access, Services & Knowledge'. In the course of these programmes young people increasingly took a central position in the programmes. In GUSO, young people are also more than ever in the driver's seat: e.g. in reaching the central outcome 'empowered young people increasingly voicing their rights', and as Youth Country Coordinators.

The overall ambition within GUSO is to create country ownership for SRHR interventions under the lead of strong and sustainable SRHR alliances in the GUSO countries that will be able to continue beyond 2020 when the GUSO programme (2016-2020) expires.

Get Up Speak Out – progress update

For the Get Up Speak Out programme, 2017 was the second year of implementation. While in the first year, the GUSO consortium and the in-country SRHR Alliances devoted much time and energy to the operationalisation and development of the GUSO proposal into country-specific GUSO programmes; the second year can be summarized as full-swing implementation.

With adopting a multi-component approach, various interlinked interventions have been implemented in the seven GUSO countries that aim to provide access to quality information and education, access to quality SRH services and the creation of an enabling environment at community level for the SRHR of young people.

In general, the programme is on track. With regard to the increased utilization of comprehensive sexuality education by young people, the country alliances from the seven countries have reported a total of 6,457 educators that have been trained to provide sexuality education and a total of 261,379 young people reached with comprehensive in- and out-of-school education.

During 2017, regarding the SRHR of young people a more favourable environment was detected in Ethiopia, Ghana and Malawi where adolescent health policies have been adapted that include more progressive standards. However the trend of growing conservatism is detected in some of the GUSO countries like in Indonesia with creating policies around criminalizing same-sex couples and in Kenya and Uganda with strong and rising opposition from religious leaders regarding in-school comprehensive sexuality education.

In February of 2017, the GUSO Steering Committee paid a visit to the GUSO programme in Uganda. The visit included a meeting with the Dutch Ambassador and field trips to the three districts where GUSO is being implemented. The field visits provided several insights. One important insight was the need for establishing steering at district level with representatives from both the district level of the government as well as the GUSO Alliance partners.



In mid-November a successful annual coordinators' week took place, organized in Ethiopia. The National Program Coordinators (NPCs) and youth coordinators from the seven implementing countries together with staff from the Netherlands and the UK had an inspiring week where experiences and lessons learned on programme implementation were shared. The field visits to four project sites intensified the critical reflections and discussions between implementing countries.

Workshops in the seven GUSO countries were organized to support the country alliances in strengthening their mutual cooperation. Staff members of the GUSO consortium team, who in 2016 developed the GUSO alliance framework for strengthened and sustainable alliances, facilitated the workshops in 2017. During these workshops an assessment of the country-alliance' strengths and weaknesses was discussed and resulted in country specific action plans for further strengthening the in-country alliances.

The Netherlands/UK consortium members are collaborating in the technical expertise they provide to in-country partners and alliances on crosscutting themes within the GUSO programme. In relation to Meaningful Youth Participation, Rutgers joined forces with Choice, dance4life and IPPF to improve and add to the content of the Youth Do It platform as well as the MYP A-Z guide, which were both launched in Q3 of 2017. Regarding capacity building, a specific working group of both NL/UK and implementing-country representatives are developing strategies to build a pool of master trainers within the South, establishing a platform for knowledge sharing and increasing visibility of these master trainers in order to increase South-South capacity building and sharing and learning which can be sustainable beyond the GUSO programme. In furthering the Gender Transformative Approach (GTA), the current local master trainers in the GUSO implementing countries were reviewed and a selected number received training on the GTA with the aim of promoting these learnings to the partner organisations and alliances in their country.

Due to the current shrinking space for civil society who work on SRHR issues, Rutgers initiated a learning trajectory on dealing with opposition. This trajectory brings partners from the RHRN and GUSO programmes together. In 2017, staff of Rutgers organized a regional learning meeting in Kenya on dealing with opposition. Various internal and external experts on advocacy shared lessons learned on dealing with the current push-back on SRHR and CSE. The findings from this regional learning meeting have been transformed into a facilitator's guide for trainers in order to build the expertise of local partners on dealing with opposition, specifically on CSE and SRHR.

In the South as well as at NL/UK level, alignment was created between Dutch-funded SRHR partnerships (i.e. Right Here Right Now, PITCH and Bridging the Gaps II) by opening up trainings to participants of various alliances, such as the Gender Transformative Approach training in Malawi, early 2017, where both GUSO and YIDA partners were trained. Also, embassies are playing a role in aligning Dutch-funded SRHR programmes within a country by organizing partnership meetings at the embassy.

Finances: At country programme level and consortium member level, there are under expenditures. The under-expenditures will be used in 2018 for additional capacity building from NL/UK level and for specific interventions at implementation level to follow up on the findings from the midterm evaluation.

PREVENTION+



Prevention+

The Programme: Prevention+ builds upon the results and lessons learned of the Men Care+ programme (2013-2015).

By involving (young) men, the programme addresses the deeply-rooted causes of violence and works towards creating a culture based on equality and respect for women's rights. It is implemented in Indonesia, Lebanon, Pakistan, Rwanda and Uganda.

Progress in countries: Country programmes are generally on track. The Pakistan Programme is facing some delays as a result of an implementing partner's disappointing deliverables, and the registration issues of International NGOs. One outstanding result in Pakistan is the execution of the IMAGES Pakistan study, which feeds into advocacy activities and the development of context-specific interventions. The Indonesia programme has been running very well and shows promising processes especially in collaboration with policy, correctional and legal institutions, leading towards the institutionalising of evidence-based practices. In Uganda, the programme is new and had a slower start, but has been catching up during the second half of 2017 demonstrated promising results at community and district levels especially. The Rwanda country programme was on hold for a number of months in 2018 (April-October) due to organisational issues with Promundo's implementing partner Rwamrec. The programme restarted in October. Not all planned activities for 2017 have been delivered, but there was a lot of catching up in Q4, and prognoses for 2018 are good.

Challenges: Even if the Rutgers Pakistan office obtains approval to continue operations, it is likely that visa will still not be granted, affecting capacity-strengthening processes, monitoring and support visits. In Indonesia, notwithstanding the positive momentum of government towards combating Gender Based Violence, radicalization and conservatism impact the programmes at individual and community level.

Progress at consortium level: In November, the second Prevention+ partner meeting was organized in Jogjakarta. This was an important meeting to take stock, to share, learn and align. Compared to the first meeting in 2016, the programme has progressed well, the partner organisations display ownership, and the programme is at the stage of overall implementation. The partner meeting provided valuable input for the development of the Terms of Reference for the Mid-Term-Evaluation which will be executed in Q2/Q3 2018.

In advocacy, input was provided on the Human Rights Council Resolution 35/10 and preparations for the CSW 2018 are ongoing, where amongst language advocacy and Prevention+ side activities, an accountability meeting with women's rights organisations was organised.

Finance: At country-programme and consortium-member levels, some under-expenditures are seen, but not a great concern. At consortium level, the under-expenditures are mainly because of the limited expenses of the working groups; these unsents will be used to support the mid-term evaluation in 2018.

Yes I Do

YES I Do is a strategic alliance consisting of five Dutch-based organisations: Plan Nederland, Rutgers, Amref Flying Doctors, Choice for Youth and Sexuality, and the Royal Tropical Institute.

The Yes I Do programme strives for a future in which girls (and their communities, and nations) are no longer subjected to the debilitating and poverty-inducing impacts of child marriage, female genital mutilation/cutting and unwanted teenage pregnancy. The programme is funded by the SRHR



policy framework of the Ministry of Foreign Affairs of the Netherlands, and operates in seven countries: Ethiopia, Kenya, Malawi, Zambia, Mozambique, Pakistan and Indonesia. Rutgers is active in all countries except Mozambique. The programme runs from 2016-2020. Programme implementation fully started in 2017. The seven countries have country-specific theories of change. Activities, for example, include training of trainers, teachers, peer educators, health providers and other SRHR stakeholders, with a strong focus on child marriage, teenage pregnancies and FGM. As well as this, community and national campaigns raise awareness against these harmful practices, and advocacy focusses on the implementation/adaptation or execution of laws to prohibit marriage before the age of 18. Progress is on track. Conclusions from the Annual Review Meetings included the strengths and coherence of the programme's Theory of Change and the improved relations between the alliance members. Rutgers has provided capacity strengthening to partners in gender transformative approaches, by setting up focused advocacy activities and in finalizing the PME frameworks. Challenges to the programme have arisen, in Pakistan due to a shift in the programme scope because of political reasons, and in Kenya due to high logistic costs because of the remote implementation area leading to insufficient budget. Another challenge in Asia is to sufficiently address teenage pregnancies. Whereas child marriage is a relatively safe topic for discussion, teenage pregnancy, and the right to choose one's marriage partner, are rather sensitive subjects.

3.2 Projects

Uganda and Malawi: Innovations in service delivery

In Uganda, the *Youth Encouragement Project (YEP2)* as well as the *U Decide project*, implement new ways of service delivery outreaches. Both YEP2 and U Decide tackle challenges in remote areas through key strategies that a) increase young people's knowledge and understanding of sexuality and SRHR, b) answer for the acute need for contraception and SRH services, c) address underlying harmful norms and taboos around gender and sexuality and d) strengthen the health system. Among many other results, the projects provided a training on Youth Friendly Service provision for 45 health centre staff from the programme area in Apac and Mbarara. Furthermore, 110 young people were trained to become a Peer Educator for YEP2 and U Decide. These 110 Peer Educators were comprehensively trained on topics such as peer provision, peer education, mentoring, counselling, and sexual and gender based violence in order to be able to educate young people themselves on sexuality. The peer educators facilitated interactive open discussions on sexuality and health issues in the so-called 'table-talks' and 'intergenerational dialogues'. In 2017, 6,532 youth were reached through 538 table-talk sessions. Furthermore, the peer educators played a crucial role in different 'mobile outreach events' and mobilizing young people to access for SRH services through door-to-door sessions where they reached 22,832 young people with SRHR information during 2017. Regarding service provision, in 2017 a total of 15,619 young people received SRHR services provided at static clinics and 40,682 SRHR services were provided at outreaches.

Both the YEP2 and U Decide project make use of operational research to examine the effectiveness of the innovative outreaches. The operational research of YEP2 and U Decide meaningfully engaged young people by training six carefully selected young people as co-researchers and involving them in the data collection of the research. The objective of the study done through operational research for U decide in 2017 was to assess the contribution of trained peer educators to the (YouthFriendly)SRH service delivery among young people (10-24) in Bugamba and Rugando sub-counties Mbarara District. In the implementation area of YEP2 a needs assessment was carried out.



The findings of the research were validated with a diverse range of 35 stakeholders from the implementation sites in Uganda and led to a list of recommendations for improving the interventions of the YEP2 and U Decide projects for the coming years.

Bangladesh

During 2017, Rutgers implemented five different projects in Bangladesh.

The largest being the *Hello I Am project*, funded by the IKEA foundation, which started in 2017 and will run until 2020. Until August 2017, the Hello I Am project focused on inception, including selecting partners in Bangladesh, identifying geographical implementation sites (upazilas), securing government budget approval, recruiting staff, developing reporting tools, carrying out a baseline study and organizing the project launch event. In collaboration with BBC Media Action (BBCMA), 13 edutainment TV episodes were developed and filmed. The episode themes were based on research with end beneficiaries. At upazila-level partners engaged with marriage registrars, local journalists and local government officials. Implementation started in September 2017. 24 Youth groups were formed across the six upazilas, in which 353 young people aged 10-24 participated. Each youth group held 13 sessions based on Rutgers' comprehensive sexuality education curriculum *Me and My World*, including child marriage and teenage pregnancy sessions. 24 Parent groups were formed and awareness-raising discussions were held on the consequences of child marriage. Drama workshops and community campaigns reached a total of 3,291 young people and 2,738 community members. Meetings with community leaders involved 123 parents and 14 community leaders. Training was provided to 65 journalists, 63 community members and 36 staff members.

In another project in Bangladesh, through a collaboration with Marie Stopes, Women on Waves and MDF, Rutgers contributes to the capacity building of Marie Stopes Bangladesh, with a specific focus on the *quality of trainings regarding Menstrual Regulation (MR) and MR by Medicine (MRM)*, besides the academic capacity of Marie Stopes Bangladesh to develop, implement and monitor educational training programmes covering strengthening values and gender transformative approaches within the broader SRHR perspective. Rutgers also contributed to review of gender and sexual harassment policies translated into recommendations and action plan on gender mainstreaming embedded in structures and organisational culture.

The Netherlands Embassy (EKN) in Bangladesh requested Rutgers to provide technical assistance on Sexual and Reproductive Health and Rights (SRHR) to 27 national and international partners involved in EKN's SRHR programme in Bangladesh. The specific focus of the trainings provided in 2017 to these 27 NGOs was on SRHR, gender equity and sexual harassment.

Within the UBR2 project, Rutgers provided a training on Community of Practice for the Unite for Body Right (SRHR) Alliance in Bangladesh.

One of the five projects in Bangladesh ended during 2017, a Nuffic-funded project, in which Rutgers provided technical expertise and developed a counselling module for two vocational schools and specifically focussed on counselling skills for welfare officers in the garment industry. As a result of this project, Rutgers and its partner in Bangladesh, UCEP, developed the '*Workplace Wellbeing Management*' module.

Ghana

In the second half of 2017, Rutgers started a new project in Ghana. Together with Edukans and Savana signatures, Rutgers is building the capacity of vocational training institutes in Ghana in the field of SRHR in order to increase



the effectiveness of their vocational training courses for girls and women specifically. The role of Rutgers in this project is to train staff of the vocation training institutes in the design and development of a comprehensive sexuality education curriculum for young people.

India

The *'Making periods normal'* project, funded by NPL, and implemented in India, officially ended in 2017. Rutgers collaborated with Simavi and Women on Wings in this project which aimed to transfer knowledge and create access to sanitary napkins to improve the menstrual health of women and girls and to involve boys and men in order to break the taboo around menstruation. Although the project took some time to fully get going, in the end partners reached all the ambitious targets and local government has shown much interest in the project, which they would like to continue themselves. Over the three years (2015-2017), 336,561 women and 291,906 girls were informed on the risks of bad menstrual hygiene and ways to improve their menstrual hygiene management. A total of 182,048 men and 107,303 boys were informed about menstruation and the importance of menstrual hygiene. 815 Women were trained and became local entrepreneurs for Dharma Life in the sale and distribution of sanitary napkins within their community.

By using the Most Significant Change methodology, stories of change from beneficiaries were recorded regarding the menstrual hygiene project. The evaluation method resulted in a final selection of a number of impressive stories of change. Beneficiaries from the final selection of stories of change were first trained on making videos themselves and later captured their own story of change through video.

NICHE Great Lakes

The Great Lakes Region Niche project, implemented in collaboration with Rutgers, the Maastricht School of Management and Living Peace Institute (DRC) focuses on strengthening the Regional Training Facility based in Kampala (Uganda) in order to play a key role in capacity building in the prevention of Gender Based Violence in 12 countries in GLR.

An initial selection of master trainers from six countries have been trained in GBV, including a strong focus on gender and engaging men. The training was followed by operational research, carried out by the master trainers, resulting in a generic curriculum. This curriculum is to be complemented by sector-relevant information (medical, judicial, social sectors and police). In December the generic curriculum was piloted by master trainers with selected national trainers from Uganda. Adaptation based on this pilot will follow and master trainers will start training national trainers in other countries in 2018.

Burundi

The five-year (2016-2020) joint programme "Menyumenyeshe" focuses on improving the sexual and reproductive health of adolescents in Burundi.

In 2017, as part of the consortium consisting of CARE (lead), Cordaid and UNFPA, Rutgers continued to provide technical assistance to the programme through a training of trainers and the design of tools. Rutgers also contributed to advocacy towards public institutions in the promotion of sexuality education in general and the World Starts With Me module (WSWM, or: Le Monde Commence par Moi) in particular. Rutgers participated in several SRHR-related meetings at national level, led the formulation and validation of joint messages for the joint programme, and facilitated a workshop on advocacy, which resulted in an advocacy plan for the consortium. During the second half of the year, Rutgers took part in and provided input for several meetings and discussions with the Ministry of Education and other stakeholders around the WSWM manual. The Minister decided in December that the manual needs to be revised before continuing the implementation. The process with the Ministry

caused a delay in the overall implementation of the programme, and resulted in the postponement of some of Rutgers' activities. These developments showed the need for ongoing engagement by the consortium with key stakeholders at national level and repeated explanation of the comprehensive sexuality education programme, so that (new) staff in key positions remain informed and convinced of the need of this programme for the well-being of the young people in Burundi. As part of monitoring and evaluation, Rutgers continued to work with consortium members and partners in data collection, analysis and reporting. The database has been finalized, allowing for analyses at all levels (national, consortium member, partner, province, commune and réseau levels) in order to facilitate reflection on and ownership of the results. A start was made with the operational research component; research questions were developed, a Terms of Reference written, and a consultant selected. Data collection will start in 2018.

Tools and a protocol were developed for the related NWO-WOTRO funded research project, and ethical clearance received from AISSR. Ethical clearance has, however, not yet been granted in Burundi (authorization letter to start the ethical clearance process was received by the Ministry of Education early February 2018; this will take 2 – 3 months). The discussions on the WSWM manual, which is the intervention to be evaluated by this research, caused delays for data collection, which is now expected to start in June 2018.

Ivory Coast, Guinée, Mauritania, Niger

Late December 2017 we received approval for our technical assistance (€ 81,830) on CSE in the project *"Accélérer l'agenda des programmes d'éducation complète à la sexualité dans les pays du Partenariat de Ouagadougou"* in collaboration with the Civil Society for Family Planning project (CS4FP) of IntraHealth, funded by the Netherlands Embassy in Benin. In 2018, Rutgers will provide TA on training, curriculum development and capacity building in these countries.

Mali

Our proposal for technical assistance (€ 950,000) to Groupe Pivot got approved late December 2017. In this programme entitled *"Programme d'Education Sexuelle Complet au Mali"* (€ 8,9 million from EKN Mali) Rutgers will provide technical assistance to and support Groupe Pivot with training, curriculum development, capacity building and operational research.

Forced Migration

Rutgers 2017 Year Plan – Forced Migration (FM) & SRHR programme

The Forced Migration & SRHR programme received two-year follow-up funding from NPL core funding after the first successful year (June 2016-2017) of the programme. This enables Rutgers to anchor FM and SRHR in the Rutgers strategy and to broaden our visibility in the humanitarian world.

We started the year by holding a stakeholders' workshop and writing week in Amman, Jordan, for the NWO-Wotro call, for which we received funding for the first round. In 2017, we raised our profile by attending various conferences and network meetings. We also worked on a communication strategy for the FM programme. In 2018, this will result in an improved website and professional brochure for distribution during network meetings.

Furthermore, we managed to submit five proposals. Unfortunately, some have been turned down but others are still in the pipeline. We have also committed ourselves to various humanitarian organisations through Expressions of Intent and are waiting for the right opportunity to take this up further. All in all, the end of the year brought many new leads, with a sharper focus and better timing.



3.3 Country offices

The country offices are often in partnership with larger programmes like Prevention+, GUSO and Yes I Do. Once a year the two offices and Rutgers Utrecht have a strategic overall meeting. In July 2017 the offices came together in Jakarta to focus on a more autonomous strategy. Both offices changed leadership with new country representatives in place.

Indonesia

During the 2017 reporting period, the situation was more conducive for CSE implementation than before. Local government issued a provincial/district decree to translate the reproductive health education policy into action, allocated budget from the district budget, and issued circular letters and a declaration as a child-friendly district/city. Collaboration and partnerships between Rutgers Indonesia and the government of Indonesia at national and sub-national levels improved. On the other hand, the Constitutional Court dismissed the petition from Aliansi Cinta Keluarga [AILA] group to criminalize LGBT and adolescent sexuality. This impacted on the societal pressure in the education sector, and affected teachers' reluctance to present and discuss sensitive issues such as LGBT, abortion, and unintended pregnancies. Schools in Jakarta particularly, selected topics in the SETARA module that have no contra productive risks. Rutgers Indonesia chose to improve its communications strategy to avoid misunderstanding of society that results in public attacks both in social media and in program implementation.



The past year of 2017 was a boost in the implementation stage for RutgersWPF Indonesia. Close collaboration and partnership with the local community and local implementing partners and government bodies were established during the year. A total number of 4,454 people were reached in a series of 105 training sessions and 78 workshops carried out by Rutgers and its implementing partners at both national and sub-national level. From the total reached through training, 13,467 students became acquainted with CSE programs, 995 communities were engaged in serial discussion, and 42 schools implemented the SETARA module. Dance4life, hosted at RutgersWPF Indonesia office, took care that that 37 public health centres developed youth friendly services and 25 modules and guidelines were produced.

Through a systematic advocacy approach, Rutgers Indonesia maintained a progressive development with government bodies. Some agreements was put in place; a) together with the Ministry of Education the development of a CSE module for children with intellectual challenges was agreed to; b) with the Ministry of Health an SRHR module for adolescents including a practical guide for health services was designed and; c) with the Indonesia Police department it was agreed that standard operating procedures related to perpetrators of sexual violence are to be applied across Indonesia. Through the Gates foundation the office was awarded the *Explore for Action* grant which will start its implementation in 3 cities.

Total actual income 2017, in Euro, for Rutgers Indonesia office is:

IDR 14,231,895,836

Exchange rate: 15,037

Actual income 2017 in € 946,458

Nineteen staffs in total have been running the program including the support team of 2 specialists, 6 project officers working for GUSO, Prevention+, RHRN, and YID and supported by 8 support team staff (PMEL, Finance, HR – Admin and Communication), 4 office assistants and a security officer.

Pakistan

In 2017, Rutgers began thorough field implementation for three programmes with Sexual and Reproductive Health and Rights as a recurring motif. Young people, students, community members and private and public institutions were all determined to create an enabling environment for absorbing information, having dialogue and resolving issues related to SRHR.

As such, three programmes; Get Up Speak Out (GUSO), Yes I Do (YID), and Prevention+ built on implementation through field work, research and evidence-based advocacy to fulfil programme pathways and extend assistance in creating an equitable, gender-just and youth friendly environment for Pakistan. The approach yielded several relevant and ground-breaking research studies such as a legislation review of Gender-Based Violence Laws in light of Gender Transformative Approaches, and PAK-IMAGES, an operational research on men's perception of gender-based violence. Furthermore, Rutgers Pakistan collaborated with provincial government departments to further efforts towards implementing legislation on child marriage and GBV.

Diligent field implementation began for three programmes: Get Up Speak Out (GUSO), Yes I Do (YID), and Prevention+. For GUSO, 37 public and private school institutions were involved in engaging over 16,000 students, and more than 150 teachers were capacitated and trained as LSBE educators. YID reached more than 10,000 adolescents and the Kiran (youth advocates) network was launched in November 2017.

Rutgers identified research in the areas of Gender Based Violence and child marriage as a requisite for effective implementation of programmes and potent advocacy. For Prevention+, 14 individuals were inducted as Master Trainers on Gender Transformative Approaches and conducted step-down trainings, creating a pool of 159 trained staff from CSO's and government departments. Overall, 43,726 community members were reached through campaigns on GBV by 90 trained community members and teachers. Four operational research studies were initiated and concluded for realization of programme pathways and evidence-based advocacy. Rutgers collaborated in the IMAGES-Pak research study with the Rozan, Population Council and Ministry of Human Rights, Pakistan.

The INGO sector resonates an alien feeling to the vast population of Pakistan. This combined with the government's efforts to maintain hard-earned peace in the face of terrorism through stringent security policies results in paramount challenges for NGOs/INGOs to work to their full potential. Since our work is in targeted communities across Pakistan, highlighting our core values and achievements to the rest of the country is essential. Such conscious efforts are countermeasures to the suspicious lens by which INGO's are observed. Improvements in the security situation of the country are accompanied by more stringent policies. As a consequence, many INGO's, including Rutgers, had their registration in the country cancelled, initiating a process of re-registration that consumes time, energy and resources. The process is still going on. It is expected that the government will come up with a new strategy for INGOs by mid-year 2018.

Total actual income 2017, in Euro, for Rutgers Pakistan office is:

PKR 147,428,671.

Exchange rate: 118,49.

Actual income in € 1,244,239.

3.4 Resource Mobilisation

In terms of general fundraising, as well as in the diversification of the funding base for the international programme, 2017 was a successful year.

Early in 2017, Nuffic approved a consortium programme valued at € 950,000 to strengthen the capacity of Marie Stopes Bangladesh (MSB), with a specific focus on the quality of trainings on Menstrual Regulation (MR) and MR by Medicine (MRM or Medical Abortion). It is Rutgers' first international venture towards the strategic priority on abortion since the Termination of Pregnancy Programme in South Africa came to an end in 2014.

After a competitive process, the GUSO consortium successfully applied for the so-called Flexibility Fund from the Netherlands Ministry of Foreign Affairs. The grant of € 1.25 million is being used to implement an integrated SRHR/HIV community service delivery project in Uganda. Through an innovative business model developed by Healthy Entrepreneurs combined with peer educators and peer providers' models, the Ugandan GUSO partners will create an effective and efficient community service delivery model which will not only offer young people the SRHR and HIV information and services they desire, but also offer selected peer educators an opportunity to generate income as a peer provider.

Based on needs in this region and Rutgers' involvement in a national sexuality education intervention in Burundi, Rutgers decided to further investigate possibilities to meaningfully contribute to the improvement of the deplorable SRHR situation in Francophone Africa. After initial contacts, Rutgers was requested by IntraHealth to act as technical partner for an SRHR training, curriculum development and capacity building in Ivory Coast and Guinee. This technical support is funded by the Embassy of the Kingdom of the Netherlands in Benin through the Accélérer l'agenda des programmes d'éducation complète à la sexualité dans les pays du Partenariat de Ouagadougou project.

In 2017, Rutgers provided technical support and co-facilitated sessions with CINOP, le Grand Cru/Wâlo and ABPF under the € 1 million NICHE Ben239 project (April 2016 - Feb 2020) entitled "Capacity building of the teacher training colleges for better sexual health in schools in Benin". A module on Comprehensive Sexuality Education teaching competences was developed, which will be validated and inserted into the educational programmes of the teacher training colleges in 2018.

The two Tailor-Made Training projects (TMT) entitled "*Key building blocks for innovative and participatory approaches in SRHR programming in Benin*" funded by NUFFIC Netherlands Fellowship Programme Tailor-Made Training (NFP-TMT) started in 2017 (€ 62,450 and € 75,000 respectively). Two of the three training series were held with the Association Béninoise pour la Promotion de la Famille (ABPF) and the Association Béninoise pour le Marketing Social et la communication pour la Santé (ABMS). The first training focused on open communication about sexuality, the second on CSE principles, objectives and methodologies.

In March 2017, work started on the development of three concept notes for submission to the National Postcode Lottery. Concept notes to address Female Genital Mutilation in Mali, in collaboration with Plan Netherlands and a concept note on an intervention to support parents and caregivers to talk about sexuality with young children entitled "Early Talk Easy Talk" were rejected. Rutgers was, however, invited to develop a full proposal for submission under the NPL's "Droomfonds". Inspired by the SheDecides initiative and in collaboration with DKT International the "She Makes Her Safe Choice" project was conceptualized to address the incidence of unsafe abortion globally and in

Ethiopia, Kenya and West-Africa in particular with a total budget of € 12 million. In October 2017 Rutgers was invited to present the proposal to the NPL's Board of Directors and Supervisory Board. In February 2018 the project was approved.

Explore4Action

After an intensive and rigorous application process, the Bill and Melinda Gates Foundation approved a grant request of Rutgers to improve the sexual and reproductive health among Early Adolescents in Indonesia (US\$3.3 million). Explore4Action is a four-year research programme (2018-2021) aiming to understand how sexual and reproductive health attitudes, behaviours and outcomes change over time in Indonesia and the extent to which they are impacted by Rutgers' comprehensive sexuality education for very young adolescents (12-14 years), SETARA. The programme aims to translate and use this evidence to advance the scale-up of age-appropriate strategies to improve adolescent sexual and reproductive health in Indonesia.

Explore4Action is a joint initiative of Rutgers Netherlands, Rutgers WPF Indonesia, Johns Hopkins Bloomberg School of Public Health, the Centre for Reproductive Health of the Universitas Gadjah Mada, the Karolinska Institute and local branches of PBKI in Indonesia (the Indonesian IPPF Member Association), with generous support from the Bill and Melinda Gates Foundation. The programme was given the go-ahead in November 2017.

3.5 Lesson learned

In the operationalization of the GUSO objectives we encountered a challenge in setting realistic targets to quantify the changes the programme aims at. We experienced that this is not an easy task, for example since the context in countries may change rapidly and this influences realistic target setting. Also, for target setting 100% clarity is requested on the definitions that underlie the targets. Because we deal with different country contexts and about 50 organisations in the seven GUSO countries the target setting needs a lot of attention by programme officers in the countries and in the Netherlands/UK. As this was recognised already in 2016, the initiative was taken to set consolidated 2016/2017 targets in January 2017. The bi-annual reporting for January-July 2017 was used to carefully and critically assess the progress made with the country alliances, and review again the accuracy of the targets set. Although time consuming, we took on the challenging exercise of making target setting more realistic and meaningful, in close cooperation with the country alliances.



We must strengthen the position of women in society and in the family in all its diversity and inspire men and women to be equally caring partners and parents

4 Interventions, capacity building and Research in the Netherlands

In 2017 work was organized to reach these objectives by covering four relevant domains (at the end of 2017 we prepared to restructure our work in programmes as of 2018):

1. Education (development of good sexual-interaction competences).
2. Care (sexual health promotion in healthcare, counselling and for specific client groups in care (vulnerable people)).
3. Public communications (with the public, professionals and media).
4. Knowledge base (research, policy support & innovation).

To realise good quality intervention development, the Interventions and Research Departments closely cooperate. We work closely together with the Communications Department regarding implementation and promotion of products and services.

4.1 National Programmes

Main issues and priorities in 2017

The new strategy of Rutgers was leading for the work done in 2017. Our national work emphasised the importance of supporting professionals and the public in realising the following objectives:

- Children (under 12) are educated from a positive and safe approach to sexuality (including empowerment); parents are supported in this as well.
- Young people and young adults (specifically vulnerable groups) from 12-25 years are supported in experiencing their sexuality in a positive, safe and pleasurable way, free of coercion, discrimination and violence with emphasis on sexual empowerment and contraceptive choice; parents are supported in this as well.
- Sexual violence and intimidation and sexual risky behaviour are adequately observed; repetition of sexual violence or unwanted pregnancy is prevented and (access to) counselling is improved.
- Problems caused by sexual dysfunction or sexual and reproductive health problems due to illness or disabilities are prevented as much as possible. Sexual problems are spotted and discussed.

Evaluation of Rutgers national work

In the period November 2016 – April 2017 Rutgers' work has been assessed by Kwink, an evaluation study requested by RIVM. The national work from 2012-2015 has been evaluated, based on document analyses, interview with relevant stakeholders and interviews within Rutgers. The overall conclusion of Kwink was very positive about Rutgers' performance: well connected to the policy of RIVM/VWS, national work of Rutgers is consistent (no matter whether the donor is VWS or another party), it is very likely that Rutgers' work contributes to the goals and policy of RIVM/VWS, Rutgers performance is effective and shows further improvement (like: strategy to prioritize, measurable way of working, connection between advocacy, research and implementation). Stakeholders were positive about cooperation with Rutgers. Of course there were also recommendations to improve our work further: more focus on implementation, accent on branding of Rutgers' work, equality and pro-activity in cooperation with other organisations, monitoring on a higher level.

Important developments: Action Plan and two new alliances

In 2017 the national department was closely involved in the development of a 'National Action Plan STI, HIV and sexual health' (led by RIVM) and the development of a concept note on prevention and help in case of unintended/unwanted pregnancy. Moreover, Rutgers has been successful in acquiring two alliances in partnership with the Minister of Education, Culture and Science (direction Emancipation). Rutgers acts in the alliance 'Act4Respect' as lead organisation, in cooperation with Atria. This alliance will contribute to social security by preventing gender based violence. And Rutgers is partner in the alliance 'Gezondheidszorg op maat' with Women Inc. and COC. Central issue is the improvement of gender- and LGBTI sensitivity of health care workers in the Netherlands. Both alliance programmes will execute a five years programme, from 2018-2022.

Cooperation and funding

Rutgers worked together with the Centre for Healthy Living at RIVM to improve interventions in the field of local health promotion. Subsidy was granted by the Ministry of Health, Welfare and Sports via the Centre for Infectious Diseases at RIVM. We also worked closely together with other thematic health institutes (LOT) on youth, professionals and public communications. Close collaboration with Soa Aids Nederland has intensified in relation to young people (12-25 years), including LGBT. We have cooperated with Fiom and Soa Aids Nederland on the prevention of unplanned (teen) pregnancy and with Movisie on several

projects relating to the prevention of GBV; gender and LHBTI. Important additional funding has been granted by the Ministry of Education, Culture and Science and ZonMw.

4.2 Interventions in National Programmes

Education

- **Children up to 12 years old:** *Activities:* CSE in primary schools; development of an online-lesson platform; implementation of sexuality education for children in Teacher Training Colleges. *Highlights:* A new online platform for sex education in primary schools was developed and made available at the end of 2016. 682 schools ordered the online package Kriebels in je buik (Spring Fever) and we worked on the development of a special school edition. Over 500 schools participated in the Week of Spring Fever. We also accredited 19 primary schools with a Healthy School Relationships and Sexuality Certificate.
- **Youth: Age group 12+:** *Activities:* CSE in secondary schools (VO); Lovebuzz 2.0; sex education for vocational schools (MBO education/ROC); support for vocational school teachers. *Highlights:* At least 35,000 pupils received lessons in Long Live Love (around 1,400 classes). At least 68 schools used the Lovebuzz game. Three secondary schools received a Healthy School Relationships and Sexuality Certificate. Long Live Love was further developed for MBO vocational schools), with specific attention to unwanted pregnancy prevention. 150 vocational classes received lessons on relationships, contraception and prevention of STIs. Two vocational schools received a Healthy School Relationships and Sexuality Certificate.
- **Special-needs schools:** We worked on the development of a special edition for special-needs schools.
- **Seksuelelevorming.nl.** Internet site for teachers on sexuality education. In 2017, there were over 112,000 visitors, compared to 80,000 visitors in 2016.

Care

- **Preventive healthcare:** *Activities:* Supported child healthcare departments; supported parents in sexuality education; Sense support; interventions for prevention of teenage pregnancy. *Highlights:* Around 60 Sense professionals attended the Sense Symposium (organised with RIVM and STI Netherlands); four visits to different municipal health service (GGD) regions and two introduction trainings for 34 new Sense/STi nurses took place (together with STI Netherlands). A successful e-learning platform on contraception was launched during the Digitale Leerweek (Digital Learning Week); 340 professionals followed the workshop.
- **Youth welfare work/youth care:** *Activities:* Implementation of sexuality education in youth welfare work; implementation of sexuality education/counselling programmes in youth care institutions; Mandatory Educational Programme 'Respect Limits' for Juvenile Sex Offenders. Capacity building of professionals in relation to/with bicultural LGBT (Coming In). *Highlights:* 14 train-the-trainer programmes were carried out for the counselling programmes Girls' Talk and Make a Move. Reach 2017: 192 professionals. In total around 700 professionals have been trained so far to carry out the counselling programmes. Execution of the last Respect Limits trainings due to the fact that the Ministry of Justice and Security decided to discontinue the project. However, alternatives have been developed (a specific intervention 'Respect Online' with HALT; 'Ken je Grens' for municipalities). Coming in: National Seminar with 140 participants and several tools for volunteers and professionals.
- **Care for people with a disability or chronic illness:** *Activities:* Development Make a Move Plus, project for elderly people and sexuality, supporting vocational training centres for care and welfare; care guidelines. *Highlights:* Development and pilot Make a Move Plus (to be finalized in 2018);

seksuelelevorming.nl



Voor al je vragen
over seks

start of SIVIL, a project with Vilans and applied universities to support professionals in nursing homes for the elderly to deal with intimacy; further development of two mental healthcare guidelines regarding care and sexual functioning; start of a guideline on sexual development for Youth Care.

- **Primary health care:** *Activities:* Cooperation with and support of general practitioners (GPs) and midwives. *Results:* Together with GPs (NHG), improved the sexual health information on the patient information site, Thuisarts.nl; three trainings for midwives were carried out on talking about sexuality in relation to contraception, pregnancy and birth. An exploration among POHs revealed the need for capacity building on sexual health. This will be taken up in 2018.
- **Seksindepraktijk.nl:** This website for public health professionals, primary healthcare and residential care for vulnerable groups reached 77,000 visitors in 2017 (50,000 in 2016).

Direct communication public

- **Online information (CSE/gender):** *Activities:* Young people in general: Sense.info; ethnic minority groups: Turkish and Moroccan community sites; Parents: uwkindenseks.nl; Adults: seksualiteit.nl; Zanzu.nl. *Highlights:* 1,935,000 people visited Sense.info in 2017 (1,642,000 in 2016). 'No Taboos' for Turkish and Moroccan communities received 290,000 visitors (145,000 in 2016) and 33,000 visitors (199,000 in 2016) respectively; 9,900 visitors at uwkindenseks.nl (websites for parents about sexual education of children); 423,000 visitors (308,000 visitors in 2015) at seksualiteit.nl.
- The website Zanzu.nl (originally developed by Sensoa/BzGA) was launched and provides information on sexual and reproductive health in 14 languages.

Knowledge base: Policy

- **Advocacy and policy advice:** *Activities:* Advocacy work concerning affordable and accessible contraception, tailored use of contraception and quality of abortion care, prevention gender based violence, attention for sexuality in care, support of policy workers and members of Parliament and media attention. Local policy support on SRHR. *Highlights:* Input for new National Plan on STI/HIV and Sexual Health (in general and specifically on CSE, contraception and abortion in vulnerable groups, prevention of sexual violence). Support of local municipalities. Around 4,200 visitors used the manual Sexual Health Policy for Municipalities on the Internet.

4.3 Research in National Programmes

Operational research

An important part of our research activities can be labelled 'Operational research' or in Dutch: 'Interventie gebonden onderzoek.' These activities are strongly intertwined with intervention activities. They are partly included in the intervention sections above. Operational research focuses on making available the necessary data of each programme to get insight in how often the information that is generated is used, and how the activities and notions in the programme are grounded in scientific evidence and practice.

- In the programme 'Education' a large scale effect study was conducted on the intervention 'Je Lijf Je Lief' (see for a more extensive description the section 'Lessons learned' below). Also research into the use of the CSE programme 'Kriebels in je Buik' for primary schools in neighbourhoods with low social economic standards was done. Results were that the programme is suitable in more difficult conditions. In 2017, both Girls Talk+ and Make a Move were awarded the label 'Theoretisch Goed Onderbouwd' ('theoretically well substantiated') which is the first step towards a label of effectivity.

make a
move

girls'
talk+

- In the 'Care' programme the theoretical grounding as well as a process evaluation for the use of the intervention Make a Move+ was executed. Both projects were helpful in the development of the Make a Move+ programme.
- For the programme 'Direct communication public' the focus of the operational research activities was on an inventarisation of the suitability of communication channels. It was concluded that a new channel for parents of young children was not needed, the use of existing channels will be intensified.

Monitoring sexual health

The data collection of the two monitoring surveys ('Sex under the age of 25' and 'Sexual Health in the Netherlands') were completed. Both studies are an addition to the Life Style Monitor (Ministry of Health). Data collection from both studies has been synchronized. More than 21,000 people from 12 to 80 years old participated in the two studies. In 2017, data were analysed and results were published in two books (results are available online). In addition to these publications, results have been disseminated by means of (social) media, papers and presentations.



'Sex under the age of 25', the survey that targets young people and is executed with partners STI Netherlands and the municipal health services, had the data launched in the summer of 2017. This generated a lot of attention of policy makers and professionals in the field of sexual health, as well as a lot of media attention. Sex under the age of 25 yields a broad insight in sexual health of young people living in The Netherlands. It adopts a broad perspective ranging from sexual behaviour, relationships, experiences with unwanted pregnancies and the use of contraceptives, sexual violence, experiences with STI's and condom use as a protective measure, experiences and satisfaction with CSE in school, and talking about sex with parents and other important others. A major finding was the increase in age for first sexual intercourse. This trend is part of a broader one that can be seen in Western countries. In order to investigate the explanation for this, an in-depth qualitative study was started. Young people reflect on the age of their first sexual encounter. Results will be available early 2018.

Results of the LSM-K 2016 (core data sexual health from the National Health Survey of adults, 'gezondheidsenquête') have been made available in a factsheet. The data of the LSM-J (core data for young people) have been made available via 'de Staat van de Gezondheidszorg' (a governmental website with health statistics).

Registration of sexual healthcare

In 2017, several organisations that are involved in sexological care (LOPS, PSTG, SHVB) started registration with an updated registration form. All parties complied to the new standard of data handling, which adapts the registration work to the new data handling law. Since 2017 was, for the most part, focused on data gathering, the reports will be written in 2018. The difficult situation surrounding the CASA abortion clinics makes it uncertain what the state of the abortion registration (LAR) will be. This will become apparent in 2018.

Dissemination of data and knowledge on SRH

In 2017, the focus of research activities were primarily on data collection rather than on data dissemination. Still we managed to produce a sufficient amount of published materials for several target groups. For the scientific peer group several peer-reviewed scientific articles were published (36); for the SRH professionals numerous papers and chapters in books were written (15). Furthermore posters and presentations (64) were delivered (see Chapter 12). Our publications are made available on the Rutgers' corporate website.

In 2017, the project 'Knowledge files' continued with work on eight files: Culture and religion, contraception, sexual education, population, sexual violence, unplanned pregnancy and abortion, gender transformative approach and mainstreaming sexual diversity. Three are almost completed; the others will be completed in 2018. The files are standardized, including a paper with state of the art information, Rutgers' perspective and viewpoints and a listing of the most important publications and events on the topic.

4.4 Lessons learned

In interventions and implementation, we try to work with the principle online first. However, we have learned that it is difficult to stop producing hard copy booklets. Even though many things can be communicated via the Internet (the target group is young), professionals still feel the need for hard copies: they want to be able to give something to parents, pupils, clients or patients.



In 2017, monitoring and evaluation of our own work started. As well as this, we wanted to aim for an approach where staff are facilitated and stimulated to share their experience, lessons learned and best practices with each other. A standard way of work was introduced: the basis for this was the evaluation framework including criteria for evaluation from projects. Project teams use this framework during the evaluation of their project. In improvement workshops, joint conclusions are drawn regarding how to execute our project work, and the scope for improvement is examined. Concrete focus and action points are also formulated. These are then shared with staff, programme managers and the management team and referred to the relevant people responsible. In 2017, this way of work was tested on a small scale.

In 2018 all of our national work will be evaluated in this way and lessons learned will be documented and taken up in the organisation.

A less successful project and lessons learned for executing effect studies

A recurring difficulty in trying to establish the effects of interventions on sexual health is that it is difficult to get significant quantitative results. The effect study 'Je lijf Je Lief' is a good example of this. The effect of the teaching programme Je Lijf Je Lief was determined using a multi-method approach: a quantitative effect study with a pre-test, post-test and follow up in which knowledge, attitudes, own effectiveness, skills and behaviour were measured. This was combined with a qualitative study in which questions were asked about experiences with the teaching programme by means of log books, interviews and focus groups with teachers and the target group itself.

The results of both methods were subsequently combined in order to reach a nuanced view of the effect of the teaching programme. The quantitative effect study showed that the teaching programme had no effect. This leaves us with the problem of how to explain this lack of significant effect and what can be learned from this for future effect studies.

- Firstly, there is a methodological explanation. There was question of a ceiling effect in the results of the questionnaire that was used in the effect study. This means that pupils had already scored well in the various result areas in the baseline measurement. Because of this, only a small improvement was possible in the scores. For future effect studies, this entails that the sensitivity of the instruments developed must be an explicit issue in the test phase.
- A second methodological explanation is that the methodology used (self-reporting using a questionnaire) was perhaps unsuitable for (some of) the target group. Pupils in vocational education generally have difficulty in reflecting on their own behaviour. Thus, again this steers us to more testing and fine-tuning of the instruments used in this group.
- A third explanation is low programme integrity. Because 'Je Lijf, Je Lief!' was only partly carried out as planned, this led to unclarity, and effectiveness





is difficult to demonstrate. It is of paramount importance that programme integrity is controlled and monitored during effect studies. This has to be included in research projects, while up till now it is often seen as the responsibility of the trainers of the intervention.

Risk management

Last year, we realized the necessity of a good help desk and that technical support is important. In 2017, we made arrangements in order to cope better with the questions of users of the online lesson platforms. Nevertheless, Rutgers is trying to work via the 'online first' principle. Another risk is expiring intellectual rights on educational films. This requires major investment in either buying new rights or making new educational films.

5 Report of the Supervisory Board

The Supervisory Board oversees the general affairs of Rutgers, develops general organisational strategies, and controls efficient and transparent spending of budgets. Rutgers adheres to CBF (Central Bureau Fundraising) guidelines and the Wijffels Code for good governance, which stipulates a separation of supervisory and governance responsibilities between Supervisory Board and Managing Director.

Members of the Rutgers Supervisory Board receive an annual expense allowance of € 450. Travel and hotel costs for Supervisory Board members from abroad are refunded.

5.1 Supervision and decisions

The Supervisory Board had three regular meetings, in February, May, and October 2017. The Executive Director also attended the Board meetings. Members of the Management Team were invited to attend for certain agenda items at these meetings. In addition to the standard items on the agenda, such as adopting annual reports, financial reports, budgets and work plans, each agenda contained strategic items.

The Supervisory Board adopted a number of reports during the year: the Internal Workplan, the Annual Report (in accordance with CBF guidelines) and the new profile of the Supervisory Board. The Board discussed a new framework for Risk Management. Later in the year, it was decided to assign this responsibility to the new manager of finance in 2018. The Board discussed and supported the changes in the organisational structure. It also discussed and decided on a better process for being involved in supervising alliances where Rutgers is in the lead. The Employees Satisfaction Survey was discussed. The Board was pleased with the positive evaluation that was performed on behalf of the RIVM on the national work done by Rutgers, funded by the Ministry of Health through the RIVM.

The Supervisory Board approved the new strategy for the period 2017-2021 at the end of 2016. This is a highly ambitious plan indicating the future direction of Rutgers' work in the Netherlands and abroad. The new strategy was developed by the team under the leadership of the new Executive Director, Ton Coenen, who started on 1 January 2016 at Rutgers. This year, the focus has been on the implementation of the strategy.

5.2 Profile Supervisory Board

The Supervisory Board decided on the following profile of seats:

1. A Chair who has a public profile in the Netherlands (could be politics, corporate sector).
2. SRHR in the Netherlands.
3. Research: a professor in research and SRHR.
4. International SRHR.
5. Private Sector.
6. Finance.
7. Communication.
8. Youth.
9. Partner seat for Rutgers' partner in international programme.

Two members should be under 25 when elected and at least half should be women.

5.3 Composition Supervisory Board

The Supervisory Board appoints its own members for a three-year term, after which members may be nominated for two more terms.

The Supervisory Board consisted of eight members by the end of 2017. With five female and three male members, the required gender balance meets IPPF regulations. Sara Seims reached the end of her term on the board in February 2017. She was replaced by Julia Bunting.

In 2017, the Supervisory Board of Rutgers included the following members (between brackets: year of joining the board and year of resignation):

- **Ms Andrée van Es**, Chairman and member of Presidium (July 2014/July 2018).
 - President of the supervisory board of the UMCG (University Medical Centre Groningen).
 - President of the supervisory board of Forensic Care Specialists.
 - President of the Dutch National UNESCO Committee.
 - Co-dean of the Dutch School of Public Governance.
- **Ms Sara Seims**, Consultant in global reproductive health and rights. Senior Advisor to the Population & Reproductive Health Programme at the David & Lucile Packard Foundation, (October 2011/February 2017).
- **Mr Tom de Man**, member of the Rutgers Presidium, former Africa director of Heineken, member of the Supervisory Board of Nigerian Breweries Plc. Chair of VNO committee on international development (October 2012/October 2017). Ambassador of Wageningen University.
- **Ms Nicolette Loonen**, General managing director VERA Community. Was an auditor and consultant at KPMG for 15 years, is founder and chair of Women in Financial Services (WIF), network in finance (April 2013/April 2020). Ms Loonen acts as contact for the Works Council. She is now executive director of Fidat, a financial consultancy.
- **Ms Marijke Wijnroks**, Chief of staff at the Global Fund in Geneva (February 2014/February 2017).
- **Mr Laurent de Vries**, Chair of Board of Directors of Viattence (Branch organisation for nursing homes, homes for the elderly and home care) (July 2014/July 2018).
- **Mr Lars Dellemann**, Journalist and youth member of the supervisory board (February 2016/February 2019).
- **Ms Anita Hardon**, Professor at Amsterdam University (UvA) (February 2016/February 2019):
 - Amsterdam Institute for Social Science Research (AISSR).
 - Faculteit der Maatschappij- en Gedragwetenschappen (Faculty of Social and Behavioural Sciences).
 - Programme group: Anthropology of Health, Care and the Body.
- **Ms Julia Bunting**, President of Population Council, New York (February 2017/February 2020):
 - Served as director at the International Planned Parenthood Federation (IPPF), where she led the Federation's Programme and Technical areas.
 - Julia Bunting was a lead catalyst in the 2012 London Summit on Family Planning. This event brought together the UK government, the Bill & Melinda Gates Foundation, UNFPA, USAID, national governments, donors, civil society, the private sector, and the research and development community to support the rights of women and girls to decide whether to have children and, if so, when and how many.

Executive Director

Ton Coenen (1963) has been executive director of Rutgers from January 2016. He is chair to EuroNGOs - the European network of SRHR civil society organisations and member of the Supervisory Board of VluchtelingenWerk Nederland (Dutch Refugee Council). Mr. Coenen follows the Collective Labour Agreement (CAO) of GGZ (Dutch Mental Health Care Service) and received a gross salary in 2017 of € 131,760. The executive director is responsible for the functioning of the organisation and has internal as well as external management duties. He has had an annual Performance Review with the members of the Presidium.

Final comments

The Supervisory Board would like to thank all who awarded subsidies and grants, and all partner organisations for supporting the work of Rutgers. Rutgers has been very fortunate in receiving so much trust and financial support from the Ministry of Foreign Affairs, the Ministry of Health, the Dutch Postcode Lottery, The Bill and Mellinda Gates Foundation, the IKEA Foundation and other donors. The Supervisory Board appreciates the work done by staff, management and interns and values their commitment and efforts in improving Sexual and Reproductive Health in the Netherlands and developing countries.

5.4 Governance

Governance and supervision

Annual Workplan and budget

The Executive Board and the Supervisory Board adopted an (internal) Annual Workplan and budget together with external plans for programmes such as those relating to the institutional subsidy from the Dutch Ministry of Health and the programmes for the Dutch Ministry of Foreign Affairs. The annual plans contain an update of the situation analysis, adjusted policies and planned activities if needed, set the indicators used to measure results and establish the levels that will be required at the end of the year. In the Annual Report, these aspects can be found in the various programme chapters. The budgets for the reporting year and for the coming year are presented in the financial report.

Management Team in 2017

The Executive Director was assisted by a Management Team consisting of managers of all departments. Meetings took place every six weeks. Its members were:

- Paulien van Haastrecht - Manager National Programmes.
- Ciel Wijzen - Manager National Research.
- Jos Dusseljee - Manager International Programmes (till May 2017).
- Marieke Ridder - Manager International Programmes (as of July 2017).
- Yvonne Bogaarts - Manager Advocacy.
- Tamara Smits - Manager Finance & Control (till March 2017).
- Gerard Hooiveld - Manager Finance & Control (as of April 2017).
- Dionne Puyman - Manager Communications (till May 2017).
- Ilse Dekker - Manager Communications (as of August 2017).
- Anita van Ekris - Manager General Affairs.
- Marijke Priester - Programme manager GUSO Consortium.
- Hannie Ontijt - Manager HR.

Operational matters were discussed bi-weekly with the Management Board consisting of:

- Ton Coenen.
- Paulien van Haastrecht.
- Jos Dusseljee/Marieke Ridder.
- Tamara Smits/Gerard Hooiveld.

Managers and employees had an annual performance review with their manager about their results-based targets.

External supervision and quality management

Rutgers was audited by external certified auditors who reported directly to the Executive and Supervisory Boards. The Field Offices were also audited by authorised local accountants.

Rutgers is ISO 9001 certified. In 2017, Rutgers was audited on the new ISO 9001:2015 standard and the Partos 9001:2015 standard. The certification period for 2017-2020 was also renewed with a small adaption where Rutgers had to include paragraph 8.3. Rutgers received the new certificates from the Lloyds Register.

Adequate communication with stakeholders

Rutgers' Stakeholders included:

- Donors (institutional and private).
- Employees, Supervisory Board members and employees in the field offices.
- Implementing Partner organisations.
- Civil society organisations with similar or complementary objectives.
- National and international governments and policy makers.
- Dutch professionals working with Rutgers' target groups such as teachers, youth workers, medical professionals, etc.
- The general public.

Apart from the specific reports sent to institutional donors, Rutgers offers reporting and accountability in this Annual Report aimed at institutional donors and stakeholders such as CBF. Moreover, a more readable report on our activities was widely distributed and made available online.

Both corporate websites (rutgers.nl in Dutch, rutgers.international in English) provided a broad overview of our activities, including news messages. The intranet served as the channel for internal communication.

Staff received information about overall operational management and strategy from management twice during the year. All staff were invited to monthly internal meetings in which colleagues shared highlights and special-interest issues. All departments had regular meetings.

Complaints procedure

In 2017, we received three kind of external complaints: one complaint was about an annual donation where Rutgers had cashed in a wrong amount. This was corrected and customer was satisfied with Rutgers offering apologies. There was one complaint about violation of publicity rights. This complaint was not yet settled. The last complaint was about verbal miscommunication between the country office and a partner in that country. Both parties were acknowledged for their point of view. There was no reason to adjust the procedures.

Risks and risk management

The organisation manages its risks by:

- A management information system with indicators relating to the various organisational objectives. Indicators are reviewed annually and adjusted when necessary.
- Regular adjustment of strategy and policy based on up-to-date environmental analyses and recent experiences.
- The application of proven scientific methods of intervention development.
- On-going feedback through monitoring and evaluation. Most of Rutgers international work was monitored and evaluated according to the requirements of the Ministry of Foreign Affairs. Requirements from donors such as the Ministry of Health were followed for national activities.
- In 2016, we continued with our donor satisfaction interview for all reviews. All projects were reviewed and rated highly.
- Transparency of financial-related processes and policies and well set up project management procedures and execution.
- In 2017, the Risk Management Policy, developed in previous years, was approved both by the Executive Board and Supervisory Board in 2017. Part of the policy includes a system of Risk Management Cards for which risk holders were appointed. Updating the cards will be a process of ongoing concern and is the responsibility of the risk holder. The next phase in the development will be:
 - Respond to risks in the management information system observed by the new Finance Manager and strengthen internal controls.
 - Adjust the support systems to the new organisational structure.
 - Integrate risk management into the primary process and workflow.

Three consortium programmes funded by the Ministry of Foreign Affairs with a total consolidated budget of € 90 million for the period 2016-2020 will ensure a solid income for the period mentioned. In 2017, Rutgers diversified its donor base by securing more than € 6 million in funding from private charity funds.

Through a combination of tailored-made management information and policies at corporate, department and programme levels, Rutgers manages its financial results.

Country Offices

Rutgers has two Country Offices, both in Asia (Pakistan and Indonesia). The Country Offices were recognised locally as agencies of an international NGO and, as such, they were permitted to have staff and manage finances. The two Country Representatives were appointed by the Executive Director and report to the manager International Programmes. They apply all Rutgers's standard systems and operate through annual budgets allocated to them, including locally raised funds. Their accounts were audited by local external certified accountants and were consolidated in the financial statements. They were permitted to accept funds independently and approve projects up to a maximum of € 50,000 per project.



People are free to make sexual and reproductive choices, respecting the rights of others, in supportive societies

6 Human Resources

Rutgers, the Netherlands - Human Resource Activities

In 2017, the Human Resources Department made a professional step forward by implementing a new Employee Information and Registration System. With this system, monitoring the HR-processes have been improved. Another benefit of the system is that HR-management information is easier accessible by the managers and employees can administer their own personnel information, such as a change of address etc.

Besides the implementation of the Employee Information and Registration System, the HR-department has worked on new HR-policies and up-dating the old policies. In 2017 the whistle-blowers policy was written. Also, the Code of Conduct was finalized. A policy about hiring fixed and flexible employees was updated. The Works Council has given its consent to the above mentioned policies. Information about the new law concerning occupational health and safety (arbodienstverlening) was shared with the employees, the sick leave policy was up-dated and the plan of actions, that was based on the risk assessment for employment conditions, was written and agreed after consent of the Works Council.

Rutgers staff worldwide

At the end of 2017, the organisation, including country offices, employed 121 FTE:

- Rutgers The Netherlands: 85 FTE (95 employees)
- Country office Islamabad, Pakistan: 14 FTE (18 employees)
- Country office Jakarta, Indonesia: 22 FTE (22 employees)

In 2017, Rutgers The Netherlands obtained the referent status for highly skilled migrants and employed two highly skilled migrants at the office in Utrecht.

Ongoing HR business:

- Developing and implementing relevant HR policy.
- Implementing or having HR policy implemented.
- Safeguarding the level of knowledge and skills in the organisation by supporting the implementation of the training and development policy.
- In 2017 Rutgers had 21 vacancies and filled 9 vacancies from the previous year.
- Advising and facilitating the executive director, managers and staff regarding HR matters.
- The HR advisor also acted as health and safety (arbo) coordinator and prevention official.

Employee turnover at headquarters

In 2017, Rutgers had 21 vacancies of which 17 were filled. For the 4 other vacancies, employees have been recruited in 2018. On top of the new vacancies in 2017, 9 vacancies from 2016 were filled in 2017. A total of 21 people left Rutgers in 2017, mostly due to expiration of their contracts, or other work ambitions.

Sickness and absenteeism at headquarters

Rutgers had a sick leave rate of 6,62%. Compared to 2016, this was an increase of 1,1%, mainly caused by new long term sick leave (longer than 6 weeks). Rutgers had an average sick leave reporting frequency of 1,22. We aim to achieve a sick leave rate below 4% and sick-reporting frequency below the average of 1 sick report per employee per year. To keep the sick leave rate low, HR has planned a training for managers, that has started in 2018. HR continued carrying out the preventive measures and advising and coaching the managers on that subject. One of the HR-employees has followed a course, specialised in sick leave prevention and management, in order to better advise the management. With support of HR, two employees who had been sick for a long period, re-integrated successfully and started a career outside Rutgers.

Training, Rutgers The Netherlands

The total budget for individual and collective training and education, seminars and development was € 130,000,- in 2017. The organisational training plan for 2017 focussed on project leaders' skills and advising skills. A new training that focussed on this subject (persuading and influencing) was organized for a big group of employees. The training turned out to be a great success, and is therefore planned for other employees in 2018. As was the case in 2016, in 2017 the managers also made an education plan for their department to have an overview of the skills needed for the department and with a focus on a long term and strategic way to educate staff. The training "Project Driven Creation"



continued for new employees. Plans were made in 2017 to further safeguard and deepen the knowledge of this subject and further train the programme managers at this subject. In 2017 peer supervision groups continued and the safety training for employees who have to travel abroad was re-organized. HR made a system to safeguard that all travelling people are properly trained before departure.

Terms of Employment

The risk assessment and Employment Satisfactory Inventory that was started at the end of 2016, was finalized in 2017. In 2017 a plan of action was drafted and the Works Council gave its consent to this plan of action regarding the risk assessment. The outcomes of the Employment Satisfactory Inventory were discussed with the management team and a plan of action was drafted by the management team and discussed with the Works Council.

7 Brand & Corporate Communication

7.1 Communications policy

The overall communications objective is to create awareness on SRHR issues, to visualize the urgency and to make Rutgers well-known as a renowned expert centre and expert partner in the field of SRHR. We approach communications pro-actively, choosing dialogue. We aim to be a demand-driven organisation capable of quickly and adequately responding to changes in society. Key words are transparency, an integral approach and cutting-edge communications. People are Rutgers' core business and, therefore, will always be at the centre of our communications policy, with a focus on young people under 30 years of age. Online communication is a main feature of the organisation's policy and strategy.

Communication with stakeholders

Rutgers stakeholders include:

- Benefactors, donors (institutional and private) and sponsors.
- Ambassadors and influencers.
- Employees and volunteers, including board members and employees in the field offices.
- Partner organisations in the Netherlands and abroad.
- Civil society organisations with similar or complementary objectives.
- National and international governments and policy makers.
- The public, with a focus on young people <30.

Apart from the specific reports sent to institutional donors, Rutgers offers reporting and accountability in its annual report. This annual report is available on request and via our website. Information is also made available via the corporate websites www.rutgers.nl and www.rutgers.international.

Rutgers in the media

Rutgers was well represented in the media in 2017. It was consulted as expert centre in 53 (2016: 55) television and radio broadcasts. We appeared in television broadcasts such as national news television bulletins and Editie NL and in radio broadcasts on different channels, e.g. Radio 1 and 2, BNR News radio and FunX.

Rutgers was cited 1.077 (2016: 309) times in the printed media (magazines and newspapers) and in almost 1.200 (2016: 449) online articles.

Online

Our online strategy focuses on target groups receiving relevant content at the right moment through their preferred channels and preferred devices. Employees also contribute to the (online) goals of Rutgers through the content they produce and the social media through which they communicate.

The following number of people visited our websites in 2017:

Unique web site visits national	2017	2016	up by
rutgers.nl	104.904	102.464	2.440
rutgers.international	30.607	24.079	6.528
rutgers50.international	1.512	--	--
shop.rutgers.nl	61.967	21.132	* 40.835
seksuelevorming.nl	112.800	82.126	** 30.674
seksindepraktijk.nl	77.294	67.226	10.068
seksualiteit.nl	423.316	308.111	115.205
sense.info	1.935.256	1.642.781	292.475

* Increase partly due to the addition of teaching method 'Kriebels in je buik'.

** Increase partly due to the inclusion of formerly separate website 'Week van de lentekriebels'.

Rutgers' social media channels are increasingly in the picture: our social media (Facebook and Twitter) capital is larger than 10.215 (2016: 8.257) followers and this number is increasing. Also, Rutgers has become more active on LinkedIn.

Internal communications

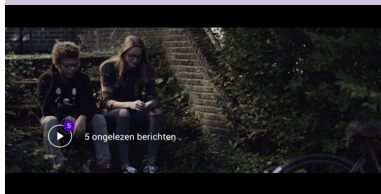
Employees of Rutgers were informed through an internal website (intranet). Several expert meetings were organized to facilitate exchange of knowledge between employees on various subjects. Also, several meetings were held to inform all personnel on organisational matters.

7.2 Events, publications and project communication

The Communications Department developed several new publications and products in collaboration with other departments of Rutgers. Also, several events were hosted. Communications consultants advised and supported communications efforts of Rutgers as an organisation and in Rutgers' national and international projects and programmes. Some of the highlights of 2017 are described below.

Rutgers 50

On 2 November, we celebrated Rutgers' 50th anniversary in Utrecht's Nicolai Church. More than 300 stakeholders and young influencers were treated to a splendid programme, highlighting both the role performed by Rutgers and the significance of the work we do. The Rutgers strategy focus on young people under 30 echoed throughout the day: they were well represented during the event in the discussion panels and students from local schools and universities participated in a creative challenge. His Majesty King Willem-Alexander attended. We achieved a lot of media attention, such as NOS Journaal, RTL Nieuws, Telegraaf, Trouw, Radio Journaal, Met Het Oog Op Morgen, RTL Boulevard, SBS Shownieuws and many more. Also, the British Medical Journal wrote an extensive article on our comprehensive sexuality education. Please find the online magazine about the event on our website: <http://rutgers.media/50/>.



For the launch of the anniversary website, targeted at younger people, Rutgers collaborated with 23-year-old spoken word artist Anne Bosveld. Together we created '5 unread messages', a series of videos which cover all 5 of our thematic priorities. The trailer for these videos was launched on Facebook and reached an audience of over 100,000 young people. The website itself had 1.512 unique visitors. The total online reach of this event was approximately 6.5 million people. Please check <https://www.rutgers50.international/>.

#MeToo

Reducing gender based violence is one of Rutgers' priorities. Starting in October, Rutgers' experts on gender based violence participated extensively in the #metoo discussion, mainly in newspapers and radio programmes. We confirmed the importance of opening up about experiences, because it helps to get the discussion going. We emphasized the importance of emancipation, the dialogue between men and women, role models in the media and attention for relationships - in addition to sexuality education - in education and upbringing.



Launch of the 'Sex under the age of 25' report

The 'Sex under the age of 25' report: 'Young people start having sex later', was headline of all national newspapers of 20th June. The report 'Sex under the age of 25' also was main topic on the national news on tv and radio that day: RTL News, Edition NL, RTL Boulevard, the ten o'clock news and many radio broadcasts paid attention to the outcome of the report. Together with Soa Aids Nederland we presented the results at a conference for professionals.



SheDecides

After facilitating the handover of the shedecides.com domain to the international support unit at CIFF earlier this year, Rutgers remains in the lead of creating support for SheDecides in the Netherlands. To facilitate this, the



platform [shedecides.nl](https://www.shedecides.nl) was launched early 2017, with support from the Ministry of Foreign Affairs.

Rutgers' role in SheDecides got media coverage after Lotte Rensen, Rutgers' project lead for SheDecides, won the Viva400 Game Changers award in November: <https://www.rutgers.nl/nieuws-opinie/nieuwsarchief/lotte-rensen-wint-viva400-award-met-inzet-voor-she-decides>. The total online reach of this announcement was over 75K people.

SWOP launch

On 17 October 2017, Rutgers organized the annual launch of the State of the World Population Report, in partnership with UNFPA. This year's report focused on how choices regarding sexuality and reproductive health are connected to economic opportunities, education and gender equality. For the occasion, Rutgers had arranged for a media partnership with one of the largest Dutch women's magazines Viva. In addition to our regular guests from UNFPA, the representatives of the Dutch Ministry of Foreign Affairs and our partners, we also welcomed Viva's editor-in-chief as well as former nominees of the Viva400; the magazine's annual listing of the most inspiring and successful Dutch young women. The partnership with Viva was initiated to give the Dutch young women who experience the outcomes of the report first hand, a voice in the discussions during the event. This new approach was very much appreciated by both the UNFPA and the Ministry. Viva posted an after movie of the event on their website and Facebook page: <https://www.viva.nl/video-2/video-kun-als-zwangere-vrouw-wel-carriere-maken/>. The total online reach of this event was 117.8k people.

Political Sex guide

For the parliamentary elections in March, we make people aware that sexuality is also political, with the Political Sex Guide. The special voting guide shows how much political decision-making influences people's the sexual freedom and rights.

7.3 Lessons learned

Although Rutgers has been very present in the media, the several websites show an increase in visitors, and our social media following is rising, we do realise that in order to (better) reach the younger public we need to target them through different channels and media types. More use of images and videos, for example, is necessary. And better presence on social media where youngsters hang out, so we should consider adding Instagram as one of our channels. Also, reaching them through young ambassadors/influencers, as peer-to-peer communications works well with young people, and they already have a large followers' base.

Rutgers

For sexual and
reproductive health
and rights



Our efforts are always informed by the principles of non-discrimination, equity and respect for diversity

8 Finance

Amounts in euros

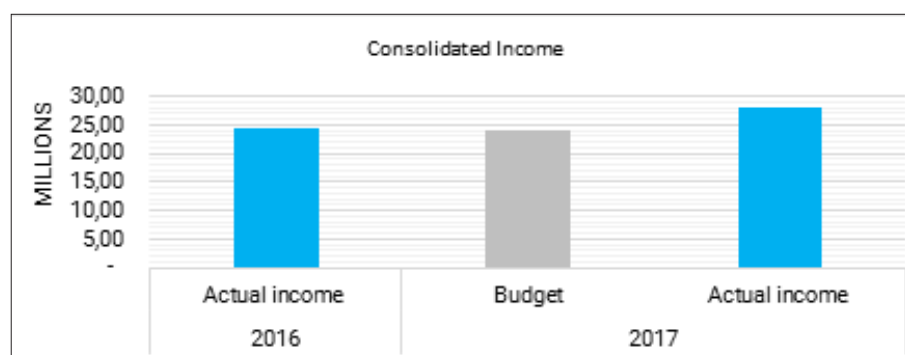
8.1 Income

Rutgers is in the lead of the following consortia (2016-2020) to implement the following programs funded by the Dutch Ministry of Foreign Affairs (MoFa):

- Get Up Speak Out (GUSO) with members Simavi, Aidsfonds, IPPF, dance4life, Choice.
- Prevention+ Alliance with members Promundo US, Sonke.
- Right Here Right Now with members Hivos, dance4life, Choice, Arrow, LACWHN.

Our role as lead agent is also reflected in the Statement of Income and Expenditure. Because we have a responsibility as lead agent regarding the subsidy provided to the consortium members, we have to show both our own actual expenditures and those of our consortium members in our Statement of Income and Expenditure. As the income and expenditures of consortium members is reported for the same amounts, there no impact on result or equity of Rutgers.

The audit protocol of MoFa requests to account for multi-annual partner cost at the stage of signing the contract. This principle does not affect the result but does increase the volume of income and expenditure reported in the year of signing multi-annual partner contracts.



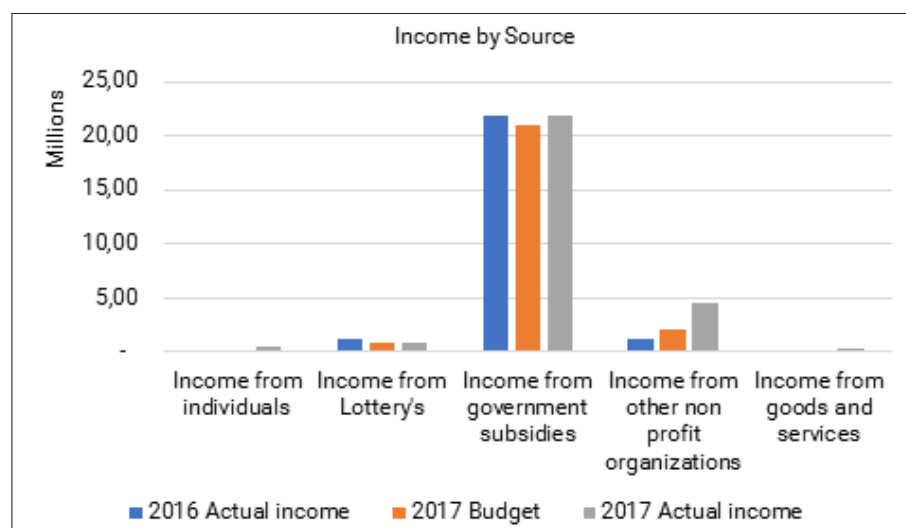
In 2017, Rutgers consolidated income amounted to € 28,1 million, € 3,9 million above budget. This represented a 15% increase on the 2016 consolidated income of € 24,5 million. The significant increase in income can be attributed to an increase in Income from other non-governmental organisations and Income from individuals.

Introduction

This chapter details the income, expenditures and financial position of Rutgers in 2017. The financial statements have been prepared in accordance with the new Dutch Accounting Standard for Fundraising Institutions (RJ 650). The 2016 comparative figures have been adjusted accordingly.

All expenditures of Rutgers are committed to the objectives, to the generation of income, and management and administration. The objectives are divided into three objectives: International, National and Advocacy

As a consequence of applying the new RJ 650, different income categories apply. The new RJ 650 requests to report on the sources of income. The graphic below shows the actual income by contribution from different sources.



Income from Individuals

Income from individuals amounted to € 0,5 million. The increase in the income was largely due to the SheDecides initiative. The organisation was requested to admin and execute this initiative of former Minister Lilianne Ploumen. The donations amounted to € 0,5 million, with the balance of € 0,01 million coming from other private donations.

Income from Lottery

Income from Lottery sources decreased 25% compared to the 2016 amount of € 1,2 million. The 2017 income is € 0,9 million. The Dutch Postcode Lottery contributes € 0,9 million annually to this fund. Actual expenditure for the "Gewoon Ongesteld" project contributed € 0,02 million, with the balance coming from other lottery sources. The 'Making Periods Normal' project which ended in 2016 contributed € 0,3 million in the previous but none in 2017, resulting in the decline in income under this section.

Income from government subsidies

Income received through government subsidies in 2017 amounted to € 21,9 million, representing no notable increase from the 2016 income figure of € 21,9 million. Actual income was € 0,9 million (4%) more than the budget amount of € 21 million for the period. In 2017 Rutgers received funding for the programmes Right Here Right Now, Get up Speak Out, Prevention+ and Yes I Do. These grant incomes for the period 2016-2020 will be subject to approval by MoFA by the end of the contract period. The funds received from the Dutch Ministry of Public Health relate to the total expenditures in 2017 (€ 2,131,663). The difference between the annual budget granted in 2017 (€ 2,101,650) and the actual expenditure is recognized in equalization fund (€ 30,000).

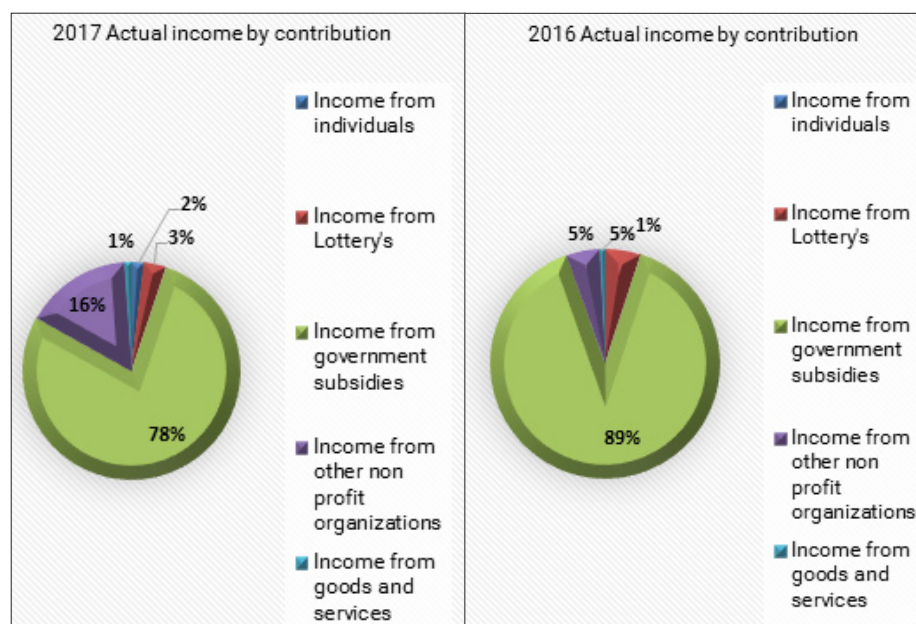
Income from other non-profit organisations

In 2017 income from other non-profit organisations amounted to € 4,5 million, a substantial increase on the 2016 income of € 1,1 million. The 2017 income is € 2,4 million (120%) more than the budgeted amount. The contract with IKEA for the period 2017-2020 largely contributed to the increase in this category.

Income from goods and services

Income from goods and services amounted to € 0,3 million in 2017. This is € 0,06 million (31%) above budget and € 0,1 million above 2016 income. Other income contributed to the increase in the income.

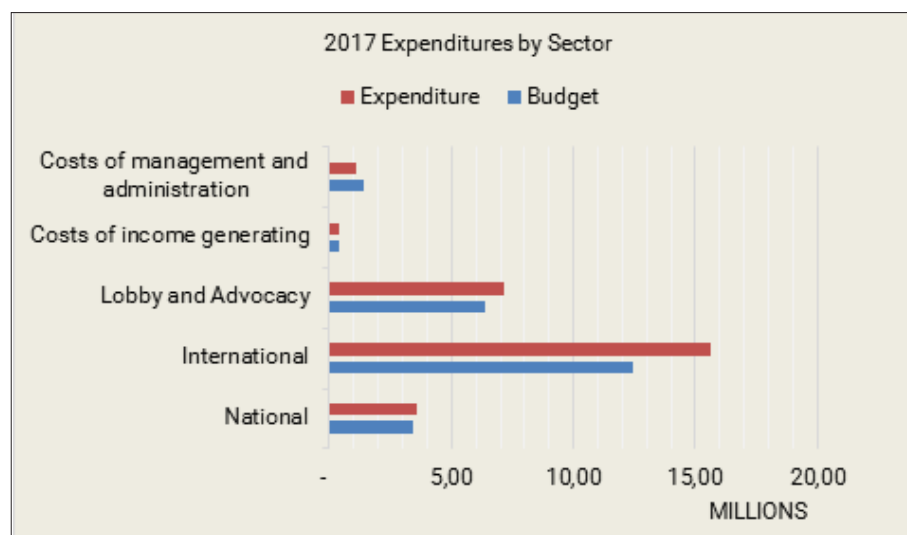
The graphic below shows the actual income by contribution in % from different sources.



Income from government subsidies continued to dominate the funding structure, contributing 78% of the actual income realised. Income from other non-profit organisations contributed 16% of the budget whilst income from lottery, individuals, goods and services contributed the other 6%.

8.2 Expenditure

The total expenditure in 2017 amounted to € 27,8 million, € 3,7 million (15%) above the 2017 budget. The 2017 expenditure was €3,4 million more than the 2016 expenditure of € 24,4 million, a 14% increase. The graphic below shows the expenditure based on contribution.



The biggest part of expenditure, € 15,5 million, representing 56% of the expenditure was spent on International programs. Of total expenditure of 27,8 million, 25,9 million (92% of the total income) was directly spent on the three objectives-related activities of Rutgers (2016: 92%). The total expenditure excluding the grants to consortium members in 2017 amounted to 20 million euro (2016: 15,8 million euro). Of this total expenditure of 20,0 million, 18,1 million was directly spent on the three objectives (90% of total expenditure, 2016: 88%).

National

Most national activities were carried out by Rutgers' staff. The activities carried out with the institutional subsidy were extensively reported on to the Ministry of Health. The costs in 2017 were € 3,4 million against a budget of € 3,3 million. The costs spent on our National objective are mainly spent on Rutgers' staff costs (51%) and programme expenditure (41%).

International programmes

Most of the activities were carried out by local partners including our own field offices. In addition to this, project expenditures included the costs of activities carried out by Rutgers: guidance, partner relations management, technical assistance/capacity building and monitoring and evaluation. The costs of the country offices in Asia were part of the respective country portfolios. These country portfolios were partly financed by Rutgers, the Ministry of Foreign Affairs but also by locally raised income. The total expenditure within the international programmes was € 15,6 million; this included the 7,8 million spend by the consortium members. There was no significant changes in expenditures compare to 2016. This expenditure was € 3,2 million (26%) above the budget amount. Programs funded by other non-profit organisations like IKEA and Diorapthe largely contributed to the higher than budgeted volume of expenditure in the international programme.

Lobby and advocacy

Most of the advocacy activities are carried out by local partners. In Asia, Africa and South America platform organisations implement the biggest program in the Lobby and Advocacy sector, the RHRN program. Expenditure was € 7,0 million in 2017, € 3,4 (97%) million above 2016. This represented a 97% increase in expenditure from 2016. In 2017 contracts for the period 2017-2018 with platform organisations were signed through agreement with host organisations. As a consequence of the aforementioned RJ650, 2018 partner budgets are accounted for in the year 2017 resulting in an optical overshooting of the 2017 budget.

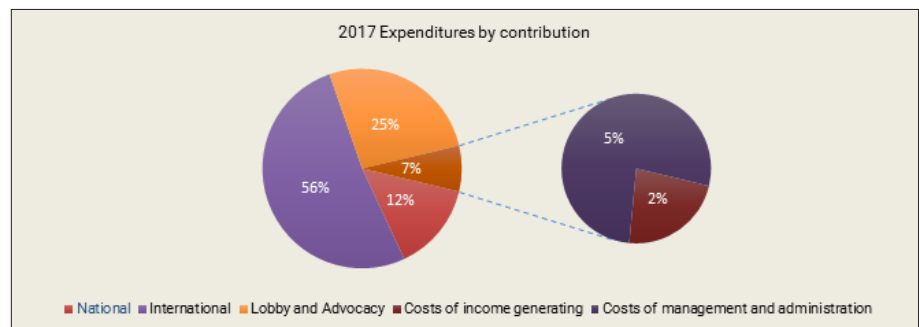
Income generating

The costs of income generating amounted to € 0,4 million in 2017, equalling the budget and slightly below 2016. The direct fundraising expenses mainly consisted of staff costs.

Management and Administration costs

Management and administration costs accounted for € 1,5 million, an slight increase compared 2016 expenditure of € 1,4 million but equalling the 2017 budget. This is 5,4% of the total expenditure. The target set by Rutgers is a maximum of 10% of the total expenditure. This standard has been determined on the basis of the various factors that influence the organisation of Rutgers such as project portfolio, diversity of donors, the scale in which activities are carried out and others. The CBF (Central Bureau on Fundraising) does not prescribe a target.

The graphic below shows the expenditure based on contribution in %.



8.3 Net result

Rutgers has generated a positive result of € 0,3 million. However, the result is optical. Without the SheDecides income, the result is € 0,2 million negative. The negative result causes a withdrawal of the continuity reserve of € 0,05 million and a withdrawal of € 0,19 million of the NPL appropriated reserves. A breakdown of appropriate reserves is included in section E of the financial statements.

According to guideline 650 incurred costs related to the appropriated reserve can only be charged to the reserve after balancing the income and expenditure.

Equity, reserves and cash position

The cash and cash equivalent items at the end of the financial year stood at 12,9 million, sufficient to meet obligations. The cash position is 3,1 million higher than last year. The high cash position is caused mainly by the pre financing of the 2017 budget of the programs financed by the Ministry of Foreign Affairs and other donors.

Rutgers invests surplus cash and cash equivalents in such a way that the principal remains intact (working capital is sufficient). Surplus cash and cash equivalents are held in deposit accounts at large Dutch banks which can be withdrawn on short term notice. The interest rate amounts to 0,15% (2016: 0,34%) on average. There are no securities held by the organisation or the country offices. As a result of the policy not to engage in securities there are no non-financial criteria in place with regard to the reserve policy and/or treasury policies.

The country offices report in the local currency. Consolidation of the assets and liabilities of the country offices leads the recognition of unrealised currency exchange results within equity amounting to € 0,027 million (2016: € 0,026 million). Rutgers has limited cash and cash equivalents in foreign exchanges, only a US dollar account is in place due to grants transferred in dollars. A currency exchange loss was realised amounting to € 0,04 million against a gain of € 0,07 million in 2016.

The continuity reserve is meant to guarantee the organisation's continuity, to cover risks and provide working capital. Rutgers aims to build a reserve equal to three to six months of fixed costs, also taking the field offices into account. The costs of the working organisation represent the staff costs (with a contract of more than one year), the contractual obligations (rent, office equipment lease, etc.) of the offices in Utrecht, Jakarta and Islamabad. The continuity reserve will enable Rutgers to smoothly downsize the organisation if deemed necessary. Generating such a reserve is in accordance with the code 'Reserves of Charities' of the Association of Fundraising Institutions which allows 1,5 times the annual costs of the working organisation.

Preview 2018

Rutgers has been successful in acquiring additional resources the organisation as part of her strategy to diversify its funding base. In 2018, Rutgers started with a new, more decentralized organisational structure to further enable successful programmatic implementation, research and innovation.

Rutgers

For sexual and
reproductive health
and rights



We seek to understand the world as it is and use evidence to inform our work

Balance

8.4 Annual Financial Statements 2017

amounts in euros

Assets

		31-12-2017	31-12-2016
Fixed assets			
Intangible fixed assets	A	29,768	86
Tangible fixed assets	B	293,256	398,051
		323,024	398,137
Current assets			
Receivables, prepayments and other current assets	C	4,318,472	4,287,835
Cash and cash equivalents	D	12,891,384	9,798,228
		17,209,858	14,086,063
Total		17,532,882	14,484,201

Liabilities

		31-12-2017	31-12-2016
Reserves and funds			
Continuity reserve	E1	1,958,161	2,012,479
Appropriated reserves	E2	596,477	788,000
Reserve exchange rate differences	E3	-27,303	-26,261
Subtotal reserves		2,527,335	2,774,218
Equalisation fund VWS	E4	104,045	74,045
SheDecides fund	E5	512,960	
Reserves and funds		3,144,339	2,848,263
Provisions			
Provision jubilee employees	F1	40,087	42,177
Provision projects	F2	4,648	43,525
		44,735	85,702
Current and accrued liabilities	G	14,343,807	11,550,237
Total		17,532,882	14,484,201

Statement of income and expenditure for 2017

Income				
		Actual 2017	Budget 2017	Actual 2016
Income from from individuals	H	527,159	10,000	10,650
Income from Lotteries	I	920,756	900,000	1,222,290
Income from government subsidies	J	21,937,925	20,991,636	21,932,284
Income from other non profit organisations	K	4,450,869	2,023,725	1,139,568
Total income fundraising		27,836,709	23,925,361	24,304,792
Income from goods and services	L	311,752	236,466	187,026
Total income		28,148,460	24,161,827	24,491,818
<i>Total income MoFa Consortium members excluded</i>		<i>20,320,267</i>	<i>18,604,052</i>	<i>15,00,949</i>

Expenditure				
National	N1	3,398,151	3,316,936	3,227,590
International	N2	15,517,614	12,437,543	15,658,240
Lobby and Advocacy	N3	6,993,753	6,407,572	3,621,128
Directly allocated to objectives	M	25,909,517	22,162,052	22,506,957
<i>Total expenditure MoFa consortium members excluded</i>		<i>18,081,324</i>	<i>16,604,277</i>	<i>13,916,088</i>
Costs of income generating	N	413,724	408,492	450,606
Costs of management and administration	O	1,493,350	1,521,282	1,426,356
Total expenditure		27,816,591	24,091,826	24,383,919
<i>Total expenditure MoFa Consortium members excluded</i>		<i>19,988,398</i>	<i>18,534,051</i>	<i>15,793,050</i>
Interest and exchange result	P	-34,750		97,205
Result		297,120	70,000	205,104
Result appropriation				
Continuity reserve		-54,317	70,000	151,462
Appropriated reserve; Dutch Postcode Lottery		-191,523		73,700
Equalization fund VWS		30,000		-20,058
SheDecides fund		512,960		-
		297,120	70,000	205,104

Cash Flow Statement for 2017

Cash flow from operating activities

	2017	2016
Result	297,120	205,104
Depreciation	117,927	117,829
Changes in provision and reserve exchange rate differences	-42,010	-30,521
Change in working capital (excl. cash and cash equivalents)	2,762,933	1,808,840
	3,135,970	2,101,251

Cash flow from investing activities

Investments in		
Intangible fixed assets	-31,570	-
Tangible fixed assets	-11,378	-94,245
	-42,948	-94,245
Disinvestments in		
Intangible fixed assets	-	-
Tangible fixed assets	135	76,686
	135	76,686
Movement cash and cash equivalents	3,093,158	2,083,691
Liquid assets at the end of the financial year	12,891,384	9,798,228
Liquid assets at the start of the financial year	9,798,228	7,714,535
Movement cash and cash equivalents	3,093,158	2,083,692

General accounting principles

The financial statements have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650) published by the Dutch Accounting Standards Board. As of the year 2017 the new RJ650 has been applied for reporting. The 2016 comparative figures have been adjusted accordingly. As a consequence of applying the new RJ650, the income categories are presented differently.

Use of estimates

The preparation of the financial statements requires Rutgers' executive director to make judgments, estimates and assumptions that influence the application of accounting principles as well as the reported value of assets, liabilities and income and expenditures.

The accounting principles are based on historical cost. Unless otherwise indicated, assets and liabilities are reported at face value.

The financial statements includes the operations of the country offices in Indonesia and Pakistan.

Accounting period

These financial statements have been drawn up on the basis of an accounting period of one year. The financial year is concurrent with the calendar year.

Transactions in foreign currencies

Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date.

Monetary assets and liabilities denominated in foreign currencies are translated into euros at the rate of exchange ruling at the balance sheet date.

Accounting principles for the balance sheet

Intangible fixed assets

Intangible assets are carried at costs less straight-line depreciation over their estimated useful lives. The depreciation is calculated as a percentage of the acquisition price according to the straightline method on the basis of the estimated useful life. Depreciation in the first year of an asset's life is calculated on a time-weighted basis.

Tangible assets

Tangible assets are carried at costs less straight-line depreciation over their estimated useful lives. The depreciation is calculated as a percentage of the acquisition price according to the straightline method on the basis of the estimated useful life. Depreciation in the first year of an asset's life is calculated on a time-weighted basis.

Receivables

Receivables are stated at face value less a provision for bad and doubtful debts. Receivables denominated in foreign currency are translated into euros at the rates of exchange ruling at the balance sheet date. The receivables for projects approved by governments and other external organisations are valued at face value.

Cash and cash equivalents

Cash and cash equivalents are stated at face value. Cash and cash equivalents denominated in foreign currency are translated into euros at the rates of exchange ruling at the balance sheet date. Any exchange differences are taken to the statement of income and expenditure.

Other assets and liabilities

These are stated at face value. Other assets and liabilities denominated in foreign currency are translated into euros at the rates of exchange ruling at the balance sheet date.

Continuity reserve

This reserve is meant to guarantee the organisation's continuity, to cover risks and provide working capital. Rutgers aims to build a reserve at a minimum of three months of fixed costs

and a maximum of six months. The continuity reserve calculations include the country offices. This will enable a downsized organisation. Generating such a reserve is in accordance with the code 'Reserves of Charities' of the Association of Fundraising Institutions which allow 1.5 times the annual costs of the work organisation.

Appropriated reserves

The appropriated reserves are earmarked by the executive director.

Exchange rate reserve

Exchange rate differences on transactions concerning the country offices are recognised in the state of income and expenditure except for exchange rate results from country offices net investments. They are classified as equity within the exchange rate reserve. In case of disposal of a country office, the cumulative balance of the exchange differences in equity relating to that country office will be recognised in the state of income and expenditure.

Breakdown of current program- and projects end of year position

Rutgers' funds to large extent consist of project or program related subsidies. Programs are mostly multi-annual and are implemented within a consortium. In order to provide insight in the end of year position, the balance positions related the current projects and programs are presented under section C 'grants to be received' and section G. 'grants received in advance'. In order to provide insights in the end of year position of the programs and projects, a breakdown per project/program is included in section R.

Accounting policies for the statement of income and expenditure

Incoming resources are recognised in the year to which they relate.

Income from individuals

Donations and contributions are recorded in the year in which they are received.

Income from government subsidies

Government subsidies are recognised based on the actual costs related to the progress of the implementation of the grant, with the maximum of the approved budget. The income is allocated based on the realised indirect and direct project costs, implying that this income is only reflected if and when the related costs have been made.

Rutgers is lead agent in several programmes financed by the Ministry of Foreign Affairs. Our role as lead agent is also reflected in the Statement of Income and Expenditure by including the actual income and expenditure of consortium members in our Statement of Income and Expenditure. As the income and expenditure of the consortium members is reported for the same amounts, there is no impact on result or equity of Rutgers.

Expenditure

Stakeholders require insights into the level of the costs of fundraising organisations. The notes provide a breakdown of these costs in accordance with model C of the RJ -650 guidelines.

Costs are allocated to the following categories:

- Objectives of Rutgers (National, International and Lobby & Advocacy).
- Costs of generating income.
- Management and administration.

The direct programme costs are allocated to the specific project/programme. The indirect costs are allocated using allocation keys. These allocation keys are based on hours worked by staff and the use of resources and services. The management and administration costs are calculated in accordance with the guideline published by the Fundraising Institutions Association (VFI). They include costs for the Board of directors, the Supervisory Board, the financial accounting function, the general secretariats, the project controllers and all costs indirectly allocated thereto, to the extent that these cannot be allocated directly to the goals and generation of income.

A. Intangible fixed assets

	2017	2016
Acquisition value		
Balance 1 January	294,636	294,636
Acquisitions	31,570	-
Disinvestments	-	-
Balance 31 December	326,206	294,636
Depreciation		
Balance 1 January	294,549	288,029
Depreciation	1,889	6,520
Disinvestments	-	-
Balance 31 December 2017	296,438	294,549
Book value 31 December 2017	29,768	86

The above-mentioned intangible fixed assets refer to software, which are maintained for operational use and depreciation is based on the expected useful period of five years.

B. Tangible fixed assets

The development in the tangible fixed assets can be represented as follows:

	Renovation	Furniture & equipment	Hardware	2017	2016
Acquisition value					
Balance 1 January 2017	297,903	312,165	263,089	873,159	855,599
Acquisitions	10,596	-	782	11,378	94,245
Disposals/desinvestments	-	-1,245	-	-1,245	-76,686
Balance 31 December 2017	308,499	310,920	263,871	883,292	873,159
Depreciation					
Balance 1 January 2017	92,546	219,975	162,588	475,108	433,965
Depreciation	59,437	28,834	27,767	116,038	117,829
Disposals/desinvestments	-	-1,110	-	-1,110	-76,686
Balance 31 December 2017	151,983	247,699	190,355	590,036	475,108
Book value 31 December 2017	156,516	63,221	73,516	293,256	398,051

The depreciation of the above presented tangible fixed assets is based on the expected useful period of five years.

C. Receivables, pre-payments and other assets

	31-12-2017	31-12-2016
Debtors	21,963	13,062
Grants to be received	1,720,404	2,617,352
Provision bad debtors	-509	-1,138
Advances consortium members	2,384,168	1,379,466
Receivable amounts	11,180	30,924
Tax	2,283	3,120
Prepaid expenses	148,995	242,289
Other	29,988	2,759
	4,318,472	4,287,835

Receivables have a maximum term of one year. Grants to be received relate to finished and current projects and programs. A breakdown is included in annex Breakdown of current programmes. Advances consortium members consist of paid advances exceeding the actual expenditures.

D. Cash and cash equivalents

	31-12-2017	31-12-2016
Bank current accounts	894,362	575,808
Bank deposits	10,421,700	8,915,816
Bank foreign currency	1,574,114	305,816
Cash resources	1,209	788
	12,891,384	9,798,228

The interest rate on the deposits varies, but on average amounts to 0,15%. The high bank balance is a result of the pre-financing of programs by the Ministry of Foreign Affairs and other donors.

E. Reserves

	31-12-2017	31-12-2016
E1. Continuity reserve		
Situation as of 1 January	2,012,479	1,861,017
Result appropriation	-54,317	151,462
Situation as of 31 December	1,958,161	2,012,479

As per the end of 2017, the continuity reserve enables the organisation to cover 4,97 months of the work organisation. To cover the aim of 6 months, a continuity reserve of 2,19 million euros is required. The costs of the work organisation represents the staff costs (with a contract of more than one year), the contractual obligations (rent, office equipment lease etc.) of the Country Offices in Utrecht, Jakarta and Islamabad.

	31-12-2017	31-12-2016
E2. Appropriated reserve Dutch Postcode Lottery		
SRHR in the picture	156,704	240,000
Stop inappropriate sexual behavior in The Netherlands	93,206	150,000
Sex under the age of 25 in secondary education	90,299	100,000
Other projects	256,268	298,000
Situation as of 31 December	596,477	788,000

Proceedings appropriated reserve Dutch Postcode Lottery		
Situation as of 1 January	788,000	714,300
Use reserve SRHR in the picture	-58,296	-
Result appropriation SRHR in the picture	-25,000	-
Use reserve Stop inappropriate sexual behavior in The Netherlands	-56,794	-
Use reserve Seks under the age of 25 in secondary education	-9,701	-
Use reserve Contraception Coach	-15,695	-
Result appropriation Contraception Coach	-60,000	150,000
Result appropriation Other projects	33,963	-76,300
Situation as of 31 December	596,477	788,000

Out of annual subsidy of the Dutch Postcode Lottery (NPL), Rutgers allocate funds to initiate innovative and additional projects. Project period can last for two years. At the end of the year the board decides which projects will continue the next year and add the responding amount to the appropriated reserve NPL.

	31-12-2017	31-12-2016
E3. Reserve exchange rate differences		
Situation as of 1 January	-26,261	-29,922
Withdrawals/additions	-1,043	3,661
Situation as of 31 December	-27,303	-26,261

Differences are caused by the different exchange rates used for balance sheet positions and for the profit and loss items for the Country Offices. For the balance sheet items we use the exchange rate on the 31st of December 2017 and for the profit and loss items we use the average rate of 2017.

	31-12-2017	31-12-2016
E4. Equalization fund VWS		
Situation as of 1 January	74,045	94,103
Under-/overspending subsidy	30,000	-20,058
Situation as of 31 December	104,045	74,045

Based on paragraph 6 articles 34 up to 36 of the framework VWS-grants, the differences between the annual amount granted and the actual expenditures are recognized under this reserve.

	31-12-2017	31-12-2016
E5. SheDecides fund		
Situation as of 1 January	-	-
Withdrawals/additions	512,960	-
Situation as of 31 December	512,960	-

In January 2017 Minister Ploumen launched the SheDecides Global Fundraising Initiative in order to compensate organisations world wide who were affected by the Mexico City Policy. Rutgers was appointed to collect the private donations and transfer those donations to affected organisations.

F. Provisions

	31-12-2017	31-12-2016
F1. Provision for jubilee employees		
Situation as of 1 January	42,177	38,734
Changes during the year	-2,090	3,443
Situation as of 31 December	40,087	42,177

The jubilee provision was formed to cover jubilee benefit. In the calculation the possibility of early departure of employees is included. According to article 11, Gratification in chapter 7, Job and pay of the CAO, an employee is entitled to a single gratification at 12,5, 25 and 40 years service.

	31-12-2017	31-12-2016
F2. Provision transitions staff		
Situation as of 1 January	43,525	77,489
Changes during the year	-38,877	-33,964
Situation as of 31 December	4,648	43,525

The law 'Werk en Zekerheid' obliges Rutgers to compensate employees with a temporary position when their contractperiod ends. This compensation is called transition compensation. The calculation of this provision was based on the salarycosts for the contractperiod till the end of 2016 of all the employees that are entitled to this compensation. From 2017 onwards only the transitions that have been contracted per the end of the year are included.

G. Current and accrued liabilities

	31-12-2017	31-12-2016
Subsidies received in advance	8,938,544	6,069,690
Contract obligations	3,298,160	2,356,113
Liabilities consortium members	466,726	1,554,118
Creditors	544,593	447,184
Contributions for national insurance, income tax and pensions	364,962	339,417
Holiday provision	476,571	451,636
Accrued liabilities	254,252	332,079
	14,343,807	11,550,237

Subsidies received in advance are specified in annex Breakdown of current programmes. Liabilities consortium members consist of expenditures exceeding the advances.

Off balance commitments

	End date contract	Obligation 2017
Rent agreement office space	31-5-2020	317,302
Scan/print/fax unit	29-5-2019	12,733
		330,035

The amount represents the contract costs for the coming years (2018-2020).

Bank guarantees

A bank guarantee was given on the 1st of April 2016 for the total amount of € 66,764 to NSI HNK B.V. for the rent of the building.

H. Income from individuals

	Actual 2017	Budget 2017	Actual 2016
Private donations SheDecides	512,960	-	-
Private donations	14,199	10,000	10,650
Total	527,159	10,000	10,650

I. Income from Lotteries

	Actual 2017	Budget 2017	Actual 2016
Dutch Postcode Lottery	919,386	900,000	1,220,586
Income from other Lotteries	1,370	-	1,704
Total	920,756	900,000	1,222,290

Income from the Dutch Postcode Lottery (NPL) consists of the annual contribution of € 900,000 and the actual expenditure for the NPL funded "Gewoon Ongesteld" project (€ 19,386).

J. Income Government subsidies

	Actual 2017	Budget 2017	Actual 2016
Dutch Ministry of Foreign Affairs GUSO programme	2,650,435	3,837,015	3,437,861
Dutch Ministry of Foreign Affairs (alliance members GUSO)	2,874,549	1,865,886	4,163,621
Dutch Ministry of Public Health (annual institutional grant)	2,131,663	2,101,663	2,214,009
Dutch Ministry of Public Health - correction 2016 income	-20,058		
Dutch Ministry of Foreign Affairs (alliance members RHRN)	3,555,829	2,290,558	2,069,917
Dutch Ministry of Foreign Affairs RHRN programme	5,694,182	3,666,957	1,045,998
Dutch Ministry of Foreign Affairs (alliance members ASK)	-	-	1,141,269
Dutch Ministry of Foreign Affairs ASK programme	-	-	1,458,303
Dutch Ministry of Foreign Affairs YID programme	951,172	1,295,725	1,093,927
Dutch Ministry of Foreign Affairs (alliance members Prevention+)	1,397,815	1,401,331	819,116
Dutch Ministry of Foreign Affairs Prevention+ programme	1,265,123	1,714,180	1,151,282
Dutch Ministry of Public Health (projectgrants)	347,860	486,501	447,312
Dutch Ministry of Foreign Affairs (alliance members MenCare+)	-	-	215,929
Dutch Ministry of Foreign Affairs MenCare+ programme	-	-	401,458
Dutch Ministry of Foreign Affairs (alliance members UFBR)	-	-	181,017
Dutch Ministry of Foreign Affairs UFBR programme	-	-	292,131
Dutch Embassy Burundi (through CARE as lead in project "Biraturaba")	-	390,082	227,057
ZonMw	91,186	210,299	182,183
Dutch Ministry of Justice (DJI)	50,116	890,845	176,371
dance4life GUSO programme	187,554	-	219,483
United Nations Population Fund (UNFPA)	80,248	67,000	104,882
Dutch Ministry of Education, Culture and Science (OCW)	45,597	125,527	34,650
UTSN	-	-	34,860
NUFFIC/Niche	245,600	402,667	81,518
Other income from government grants	389,054	245,400	738,129
	21,937,925	20,991,636	21,932,284

Income from the government subsidies include all grants from various government departments and agencies. In 2016 Rutgers entered agreements with the Ministry of Foreign Affairs in relation to the program:

- SRHR Partnership Fund "Get Up Speak Out". This program is being implemented through a consortium that consists of: Rutgers (lead), Simavi, Aidsfonds, IPPF, dance4life and CHOICE for youth & sexuality. The contract amount is € 39,590,000 for the period 2016-2020.
- Strategic Partnership "Right Here, Right Now". This program is being implemented through a consortium that consists of: Rutgers (lead), Hivos, dance4life, CHOICE for youth & sexuality, Arrow, IPPF AR and LACWHN. The contract amount is € 34,667,680 for the period of 2016-2020.
- Funding Leadership and Opportunities for Women "Prevention+" Men and Women Ending Gender-Based Violence. This program is being implemented through a consortium that consists of: Rutgers (lead), Promundo and Sonke. The contract amount is € 15,000,000 for the period of 2016-2020.

The funds received from the Dutch Ministry of Public Health relate to the total expenditures in 2017 (€ 2,131,663). The difference between the annual budget granted in 2017 (€ 2,101,663) and the actual expenditure is recognized in equalization fund (€ 30,000).

K. Income from other non-profit organisations

	Actual 2017	Budget 2017	Actual 2016
IKEA Foundation	2,739,477	577,366	78,217
Diorapthe Foundation	327,308	151,000	
Care Nederland	291,170		233,293
IPPF EN	132,887	93,327	219,342
St. Nefkens	177,439	200,000	135,013
Hewlett Foundation	170,432	168,214	115,930
Pharos	154,567		
WOMEN INC	106,936	94,288	111,963
NOC NSF	58,359		-
Other income	292,294	739,530	245,811
Total	4,450,869	2,023,725	1,139,568

The funds received from other non-profit organisations are related to grant agreements for a period varying from one to four years.

L. Income from goods and services and other income

	Actual 2017	Budget 2017	Actual 2016
Income webshop	163,616	160,000	109,441
Other income	148,136	76,466	77,585
	311,752	236,466	187,026

The other income amongst others, consist of training and workshops.

M. Expenditure directly allocated to objectives

	Actual 2017	Budget 2017	Actual 2016
M1 National	3,398,151	3,316,936	3,227,590
M2 International	15,517,614	12,437,543	15,658,240
M3 Advocacy/communication	6,993,753	6,407,572	3,621,128
Total costs	25,909,517	22,162,052	22,506,958

An explanation of the activities relating to education/awareness-raising, structural aid and project portfolio has been included in the Rutgers Annual Report.

Spending percentage

Below, the proportion of the total expenditure on the objective(s) to the total income has been represented as a percent for the relevant years:

	Actual 2017	Budget 2017	Actual 2016
Total direct expenditures for the objectives	25,909,517	22,162,052	22,506,957
Total income	27,836,709	23,925,361	24,304,792
Spending percentage	93%	93%	92%

Below, the proportion of the total expenditure on the objective(s) to the total expenditure has been represented as a percent for the relevant years:

	Actual 2017	Budget 2017	Actual 2016
Total direct expenditures for the objectives	25,909,517	22,162,052	22,506,957
Total expenditure	27,816,591	24,091,826	24,383,919
Spending percentage	93%	92%	92%

N. Costs of income generating

	Actual 2017	Budget 2017	Actual 2016
Raising funds	413,724	408,492	450,606

Below, the proportion of the fundraising costs to the total income fundraising has been represented as a percent for the relevant years:

Total income fundraising	27,836,709	23,925,361	24,304,792
Total fundraising costs	413,724	408,92	450,606
Cost percentage fundraising	1%	2%	2%

O. Costs of Management and administration

	Actual 2017	Budget 2017	Actual 2016
Management and administrative costs	1,493,350	1,521,282	1,426,356
Total expenditure	27,816,591	24,091,827	24,383,919
Management and administration percentage	5,4%	6,3%	5.8%

The departments indicated below have been broadly assigned to these main activities:

Departments	Objective	Fundraising	Management & administration	FTE
Board & management	40%	20%	40%	1,0
General affairs & Secretary	20%	8%	72%	6,6
Human Resources	0%	0%	100%	2,3
Finance & Control	64%	1%	35%	5,4
Communication	36%	1%	62%	9,9
Fundraising	0%	100%	0%	2,0
Advocacy	98%	2%		9,9
National	99%	1%		21,5
International	97%	3%		23,2
				81,7

Number of staff

During 2017, the average number of staff amounted to 81,7 FTE (2016: 77 FTE). This number does not include the country offices.

P. Income from interest and exchange result

	Actual 2017	Budget 2017	Actual 2016
Interest	7,128	10,000	24,365
Exchange result	-41,878	-	72,840
	-34,750	10,000	97,205

In 2017 Rutgers received an advance in US dollars. The reported exchange rate result is due to the revaluation of the US dollar balance against the exchange rate as per the end of the year.

**Explanatory
notes to
model C**

	Actual 2017	Budget 2017	Actual 2016
Staff costs			
Wages and salaries	4,435,559	4,775,546	4,324,867
Social security costs	648,905	731,690	641,465
Pension	438,339	453,197	411,548
Sickness absence insurance	100,014	80,000	85,491
Sickpay insurance refunds	-179,467	-35,000	-141,991
Hired personnel	199,152	35,241	473,320
Commuting Allowance	132,194	124,680	128,052
Training and conferences	92,078	156,100	72,226
Occupational health & safety costs	17,107	30,500	12,924
Recruitment costs	23,436	20,000	20,643
Other office costs	15,607	16,000	16,933
Other staff costs	49,284	18,037	51,610
	5,972,208	6,405,991	6,097,089
Accommodation costs			
Rent	295,930	258,000	197,933
Maintenance costs	2,285	1,500	7,230
Other accommodation costs	33,983	47,850	16,942
	332,198	307,350	222,105
Office and general expenses			
Supervisory Board costs	2,725	17,000	6,722
ICT costs	268,199	261,128	369,290
Project support office costs	115,864	153,500	155,708
Advice - and administration costs	213,903	174,500	122,919
VAT	-1,867	-5,000	-1,774
Other general expenses	2,191	98,470	60,550
	601,017	699,598	713,415
Depreciation and interest			
Depreciation	114,450	121,100	112,081
Interest, exchange rate and bankcosts	32,797	8,500	8,189
	147,247	129,600	120,270
Total	7,052,669	7,542,538	7,152,879

Remuneration Board

Job title
Period in 2017
Scope employment (in fte)
WNT-maximum

A.J.J. Coenen

Executive Director
1/1 - 31/12
1,0
168,000 per year

Remuneration

Remuneration
Taxable expense allowance
Benefits payable on term
Subtotal
-/- Amounts unduly paid
Total remuneration 2017
Justification if exceeding

120,765
0
10,995

131,760
-

131,760
n.a.

Figures 2016

Period in 2016
Scope employment (in fte)

1/1 - 31/12
1

Remuneration 2016

Remuneration
Taxable expense allowance
Benefits payable on term
Total remuneration 2016

115,668
0
10,746

126,414

Individueel WNT-maximum 2016

168,000 per year

*WNT = Wet Normering Topinkomens; Law on the criteria for top incomes

Rutgers adheres to the advisory schemes for the Remuneration of Directors of Charity Organisations (Association of Fundraising Organisations, Goede Doelen Nederland), the Wijffels Code of Good Charity Governance and the law on the criteria for Top incomes (Wet Normering Topinkomens, WNT). The Supervisory Board sets the remuneration policy for the Director. This remuneration policy is reviewed periodically.

Over 2017 Rutgers complies with all the relevant remuneration schemes. Over 2017 the remuneration of our Director, mr. Ton Coenen, does not exceed the maximum.

Remuneration Supervisory Board

The supervisory board receives a remuneration of € 150 per meeting. There are three meetings per year.

For members who don't live in the Netherlands, the travel costs are reimbursed.

The total remuneration of the Supervisory Board in 2017 was € 2,725.

The individual WNT-maximum is € 25.200 (chair) and € 16,800 (members).

The members in 2017 were:

J.M. Bunting (Julia)
L. Dellemann (Lars)
A.C. van Es (Andrée, chair)

A. Hardon (Anita)
N.C.G. Loonen- Van Es (Nicolette)
L.F.L. de Vries (Laurent)

Breakdown of current program- and projects end of year position

	2017		2016	
	To be received from donor	Unspent project subsidies	To be received from donor	Unspent project subsidies
Dutch Ministry of Foreign Affairs UFBR	-		(581,086)	
Dutch Ministry of Foreign Affairs ASK	-		1,483,670	
Dutch Ministry of Foreign Affairs MenCare	-		415,537	
Dutch Ministry of Foreign Affairs RHRN		(1,387,076)		(4,111,444)*
Dutch Ministry of Foreign Affairs GUSO		(3,495,123)		(802,478)
Dutch Ministry of Foreign Affairs Yes I Do		(498,722)		(176,870)
Dutch Ministry of Foreign Affairs PP		(672,449)		(379,599)
Dutch Postcode Lottery	900,000		900,000	
Dutch Postcode Lottery Making periods normal	5,000		170,480	
Other	815,404	(2,885,173)	228,751	(599,300)
	1,720,404	(8,938,544)	2,617,352	(6,069,691)
Total project balance		-7,218,140		-3,452,339

* including advance payments for 2017.

**W.
Explanatory
notes to
allocation of
expenditure**

Specification and cost allocation to appropriation

Appropriation Expenditure	Objective		
	National	International	Advocacy/ communication
Programme spending	1,392,354	10,687,812	5,877,790
Subsidies and contributions	-	2,710,966	95,000
Staff costs	1,726,484	1,849,398	851,418
Accommodation costs	95,609	102,720	48,315
Office and general expenses	141,137	121,121	100,237
Depreciation, interest and bankcosts	42,567	45,598	20,992
Total	3,398,151	15,517,614	6,993,753

	Raising funds	Management and administration	Total 2017	Budget 2017	Total 2016
			17,957,956	16,549,288	15,044,924
			2,805,966	-	2,186,116
	343,055	1,201,852	5,972,208	6,405,991	6,097,089
	18,998	66,556	332,198	307,350	226,430
	43,212	195,309	601,017	708,098	717,279
	8,458	29,632	147,247	121,100	112,081
	413,724	1,493,350	27,816,591	24,091,827	24,383,919

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List financial donors

Rutgers would like to thank all organisations that in recent years have made a financial contribution or donation to the programs of Rutgers:

- Aidsfonds
- Bernard van Leer Foundation
- CARE Nederland/Care Burundi
- dance4life
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- Embassy of the Kingdom of the Netherlands Bangladesh
- Embassy of the Kingdom of the Netherlands Benin
- Embassy of the Kingdom of the Netherlands Burundi
- Embassy of the Kingdom of the Netherlands Mali
- Halt
- IKEA foundation
- IPPF European Network
- IPPF London
- Marie Stopes Timor Leste
- Ministerie van Buitenlandse Zaken
- Ministerie van Onderwijs, Cultuur en Sport (OCW) (Ministry of Education)
- Ministerie van Veiligheid en Justitie
- Ministerie van Volksgezondheid, Welzijn en Sport (VWS) (Ministry of Health)
- Movisie
- Nationale Postcode Loterij
- Nederlands Instituut van Psychologen (NIP)
- Netherlands Initiative for Capacity development in Higher Education (NICHE/Nuffic)
- Nederlands Jeugdinstituut
- Pharos
- Plan Nederland
- RIVM
- Simavi
- Soa Aids Nederland
- Nefkens Stichting Ontwikkelingshulp
- Stichting Dioraphte
- UNFPA (USD)
- UTSN
- VriendenLoterij
- William and Flora Hewlett Foundation
- WOTRO
- ZonMw

10

Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board and the Board of Stichting Rutgers in Utrecht, The Netherlands.

A. Report on the audit of the financial statements 2017 included in the annual report

Our opinion

We have audited the financial statements 2017 of Stichting Rutgers based in Utrecht.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Rutgers as at 31 December 2017 and of its result for 2017 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2017;
2. the statement of income and expenditure for 2017; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

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

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

B. Report on the other information included in the annual report

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

- the board's report (chapter 1 – 8).
- list of donors (chapter 9).
- Budget 2018 (chapter 11).
- list of publications (chapter 12) and;
- List of abbreviations (chapter 13).

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

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

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the board's report, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

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

The Board is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board, and the Policy rules implementation of the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT). Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The board should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for monitoring the financial reporting process of the organization.

Our responsibilities for the audit of the financial statements

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

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

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

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, as well as the Policy rules implementation WNT, including the Audit Protocol WNT, ethical requirements and independence requirements. Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting

from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

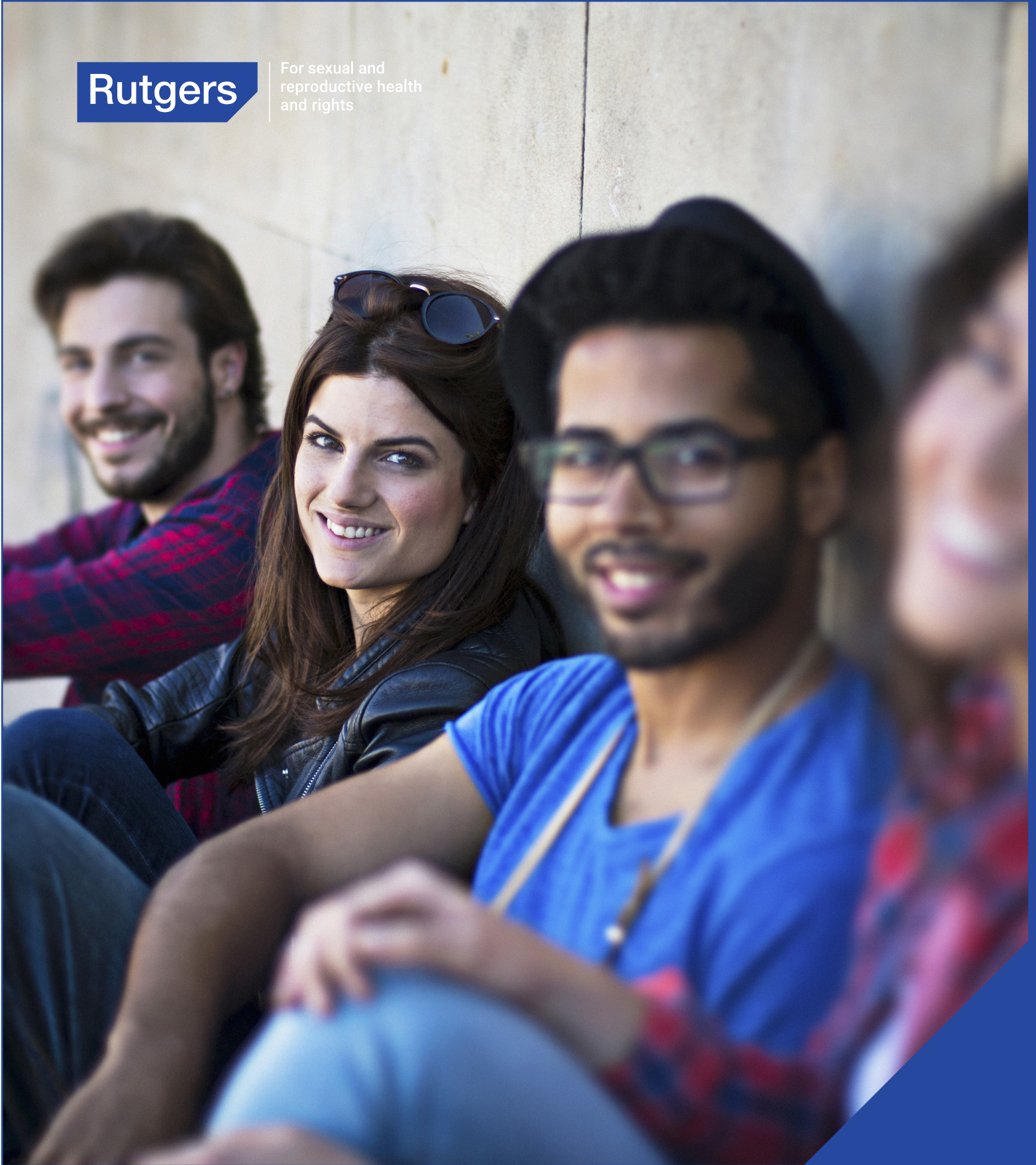
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern.
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 18 May 2018

Dubois & Co. Registeraccountants

Signed on original by: G. Visser RA



Everyone has the right to universal access to sexual and reproductive health information, education and services, including contraceptives and safe abortion

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Budget 2018

Income	
National	3,553,535
International	17,686,623
Advocacy	9,048,809
Other income	905,000
	31,193,967

Expenditure direct project costs	
National	908,739
International	14,333,930
Advocacy	7,501,518
Other income	595,500
	23,339,687

Net Income	
National	2,644,796
International	3,352,693
Advocacy	1,547,291
Other income	309,500
	7,854,280

Organisation costs	
Salary and other personnel costs	6,603,943
Depreciation	139,869
Computer/Automatisering costs	235,800
Office and accomodation costs	447,040
Advise- and administration costs	169,366
Other material costs	188,250
VAT	-1,000
	7,783,268

Result	71,012
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Costs charged to Appropriated reserve:	
- SRGR in beeld (digital)	80,000

Result after Appropriation	151,012
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Cultural norms and values and gender stereotypes have a great impact on healthy sexuality

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List of publications

Author(s), Title, Publication/Book/Congress

Peer reviewed article

- Cense, M., Haas, S. de & Doorduyn, T. Sexual victimisation of transgender people in the Netherlands: prevalence, risk factors and health consequences. *Journal of Gender-Based Violence* jrg. 1 nr. 2 (2017), p. 235–52.
- Cense, M. & Ganzevoort, R.R. Navigating Identities: Subtle and Public Agency of Bicultural Gay Youth. *Journal of homosexuality*; Jrg. 64 nr. 5 (2017), p. 654-670.
- Dalmijn, E.W. & Lisdonk, J. van. Tienerzwangerschap bij meiden met een lichte verstandelijke beperking. *JGZ Tijdschrift voor jeugdgezondheidszorg* vol 49 (2017), p. 8-13.
- DeWinter, J., Graaf, H. de & Begeer S. Sexual Orientation, Gender Identity, and Romantic Relationships in Adolescents and Adults with Autism Spectrum Disorder. *Journal of autism and developmental disorders* (9 juni 2017), p. 8.
- Flink, I., Mbaye, S., Diouf, R., Baumgartner, S. & Okur, P. Collaboration between a child telephone helpline and SRHR organisations in Senegal: Lessons learned. *Sex education*; Jrg. 17 (2017), p. online.
- Lisdonk, J. van & Callens, N. Labeling, stigma en discriminatie: ervaringen van mensen met intersekse/DSD. *Tijdschrift voor Seksuologie* vol 41 (2017)2, p. 95-104.
- Lisdonk, J. van, Nencel, L. & Keuzenkamp, S. Labeling same-sex sexuality in a tolerant society that values normality: The Dutch case. *Journal of homosexuality*; Jrg. 00 nr. 00 (2017), p. 1-24.
- Nikkelen, S. & Kreukels, B. Sexual experiences in transgender people: the role of desire for gender confirming interventions, psychological wellbeing and body satisfaction. *Journal of Sex and Marital Therapy* 16 November 2017. Online first.

National publications

• Non peer reviewed articles

- Bakker, B. & Mouthaan, I. Seksuele en genderdiversiteit in beroepsopleidingen: waarom en hoe?
- Berlo, W. van & Twisk, D. (2017). Seksueel geweld en seksuele grensoverschrijding. In: Graaf, H. de & Wijsen, C. (Red.) (2017). *Seksuele gezondheid in Nederland 2017*, pp. 88-98. Delft: Eburon.
- Blécourt, K. de. Lust op leeftijd. *Sozio - Vakblad voor sociale professionals in het sociale domein*, vol 6 –(2017), p. 10-13.
- Cense, M. Is aandacht voor tienerzwangerschap nog wel nodig in Nederland? *Seksoa* 26/1/2017.
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- Graaf, H. de (2017). Opzet en uitvoering van het onderzoek. In: Graaf, H. de & Wijsen, C. (Red.) (2017). *Seksuele gezondheid in Nederland 2017*, pp. 13-20. Delft: Eburon.
- Graaf, H. de (2017). Seksueel gedrag. In: Graaf, H. de & Wijsen, C. (Red.) (2017). *Seksuele gezondheid in Nederland 2017*, pp. 21-36. Delft: Eburon.
- Graaf, H. de (2017). Seksuele problemen en parafilieën. In: Graaf, H. de & Wijsen, C. (Red.) (2017). *Seksuele gezondheid in Nederland 2017*, pp. 99-106. Delft: Eburon.
- Graaf, H. de & Wijsen, C. *Seks onder je 25e 2017*. Utrecht, Rutgers, Soa Aids Nederland, CBS. 2017.
- Graaf, H. de & Borne, M. van den (2017). Opzet en uitvoering van het onderzoek. In: Graaf, H. de (Red.), Borne, M. van den, Nikkelen, S., Twisk, D. & Meijer, S. (Red.) (2017). *Seks onder je 25e: Seksuele gezondheid van jongeren in Nederland anno 2017*, pp. 1-12. Delft: Eburon.
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- Graaf, H. de, Nikkelen, S. & Twisk, D. Samenvatting Seks onder je 25e 2017: Belangrijkste conclusies; Rutgers, Soa Aids Nederland, CBS.
- Graaf, H. de, Nikkelen, S. & Bakker, B. Diversiteit in schattingen: het meten van seksuele oriëntatie en genderidentiteit. Soa Aids Nederland, Rutgers. 2017.
- Haastrecht, P. van. Sensoa Flagsystem: usability and effectivity. WAS Congres, Prague 2017.
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- Nikkelen, S. & Graaf, H. de (2017). Betekenis en beleving. In: Graaf, H. de & Wijsen, C. (Red.) (2017). Seksuele gezondheid in Nederland 2017, pp. 37-51. Delft: Eburon.
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- Nikkelen, S. & Borne, M. van den (2017). Kennis, informatiegebruik en (sociale) media. In: Graaf, H. de (Red.), Borne, M. van den, Nikkelen, S., Twisk, D. & Meijer, S. (Red.) (2017). Seks onder je 25e: Seksuele gezondheid van jongeren in Nederland anno 2017, pp. 149-189. Delft: Eburon.
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- **Factsheet**

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13 List of abbreviations

ASK	Access, Services and Knowledge (SRHR Alliance Programme 2013-2015 SRHR Fund)
AWID	Association for Women's Rights in Development
BKKBN	National Family Planning and Population Development Board
CAO	Collective Labour Agreement
CBF	Central Bureau on Fundraising
CPD	Commission on Population and Development
CR	Country Representative
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organisation
CSW	Commission on Status of Women
FGM	Female Genital Mutilation
FLOW	Funding Leadership Opportunities for Women
FM	Forced Migration
GBV	Gender Based Violence
GGD	Gemeentelijke Gezondheidsdienst
GGZ	Dutch Mental Health Care Service
GP	General Practitioners
GTA	Gender Transformative Approach
GUSO	Get Up Speak Out (SRHR Consortium Programme)
HIV	Human Immunodeficiency Virus
HLPF	High Level Political Forum
IAWG	International Advocacy Working Group
ICFP	International Conference on Family Planning
IPPF	International Planned Parenthood Federation
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
LOPS	Landelijk Overleg van Poliklinieken Seksuologie
LOT	Landelijk Overleg Thema-instituten
MAP	Meaningful Adult Participation
MENA	Middle East and Northern Africa
MFS	Mede Financierings Stelsel
MP	Member of Parliament
MR	Menstrual Regulation
MRM	MR by Medicine
MYP	Meaningful Youth Participation
NGO	Non-Governmental Organisation
NHG	Nederlands Huisartsen Genootschap
NICHE	Netherlands Initiative for Capacity Development in Higher Education
NPL	Nederlandse Postcode Loterij (Dutch Postcode Lottery)
PME(L)	Planning, Monitoring, Evaluation (and Learning)
PSTG	Platforms Seksuologische Teams GGZ
RHRN	Right Here Right Now (Dialogue and dissent programme 2016-2020)
RIVM	Rijksinstituut voor Volksgezondheid en Milieu
SDG	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SHVB	Seksualiteits Hulpverlening Verstandelijk Beperkten
SOGI	Sexual Orientation and Gender Identity
SRHR	Sexual and Reproductive Health and Rights
STI	Sexually Transmitted Infection
TVET	Technical and Vocational Education and Training
UFBR	Unite for Body Rights (SRHR Alliance Programme 2011-2015 MFS II)
UNFPA	United Nations Population Fund
UPR	Universal Periodic Review
WHO	World Health Organisation
WSA	Whole School Approach
WSWM	World Starts With Me (CSE curriculum)
YEP	Youth Empowerment Programme (SRHR Programme 2017-2020)
YFS	Youth-friendly services
YID	Yes I Do (SRHR Consortium programme 2016-2020)

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