

Rutgers

For sexual and
reproductive health
and rights



Annual Report 2018

Sexual & Reproductive Health and Rights for All



Empowering young people towards happy and healthy lives

Rutgers

For sexual and
reproductive health
and rights

Table of contents

1	Introduction & Outlook	5
2	Advocacy	7
2.1	Advocacy in the Netherlands and Europe	7
2.2	International advocacy	8
3	International programmes, research and resource mobilisation	11
3.1	Postcode Lottery awarded Rutgers the Dreamfund for She Makes Her Safe Choice programme	11
3.2	Consortium programmes	12
3.3	Projects	14
3.4	Country offices	16
3.5	Resource Mobilisation	18
4	Interventions, implementation and capacity building in the Netherlands	21
4.1	National Programmes	21
4.2	Work of National Programmes	21
4.3	Lessons learned	24
4.4	Risk management	24
5	Research	25
5.1	Research in National programmes	25
5.2	Research in International programmes	26
5.3	Research in Advocacy programmes	27
5.4	Dissemination of research output	28
5.5	Indicator development	28
5.6	Lessons learned	28
6	Communication	29
6.1	Communications policy	29
6.2	Events, publications and project communication	30
6.3	Lessons learned	32
7	Human Resources	33
8	Report of the Supervisory Board	35
8.1	Composition of the Supervisory Board	35
8.2	Meetings and decisions	36
8.3	Governance	37
9	Finance	41
9.1	Income	41
9.2	Expenditure	43
9.3	Net result	45
9.4	Annual Financial Statements 2018	47
10	List financial donors	68
11	Independent Auditor's Report	69
12	Budget 2019	75
13	List of publications	77
14	List of abbreviations	87

Rutgers had a very successful year with many highlights. We invite you to learn about our results and challenges in this Annual Report of 2018.

We won the Postcode Lottery Dreamfund of € 11,900,000 for our programme on safe abortion She makes her Safe Choice.

The pushback on civil society by the Pakistan government has led to closure of our Pakistan country office.

In the Netherlands we:

- Reached 1,9 million young people through the website Sense, together with Soa Aids Nederland and RIVM.
- Reached 86,000 professionals through online support.
- Started a new programme on the prevention of gender-based violence.
- Did research into the sexual health of children with physical and intellectual disabilities and children with behavioural or psychiatric problems. Results will come in 2019.
- Were active in identifying a more family-friendly word for vagina: Poenie.

Successful action week a year since the start of #MeToo:

- The 'Are you Okay' campaign reached 156,000 young people through social media.
- We had a very lively debate on the need to focus more on prevention of sexual violence which was picked up by a lot of national tv, radio and newspapers. It led to the further discussion with a Minister and a State Secretary.
- We are pushing for a pro-active strategy and investments on prevention of sexual violence.

Mid-term reviews of our three largest international programmes GUSO/Right Here Right Now/Prevention+ indicate that all three are relevant and well on track.

- Get Up Speak Out reached 400,000 young people with sex education and 5,5 million with services. 7,000 educators were trained.
- Prevention+ reached 9 million people and 4,500 religious leaders and other role models. 12,200 professionals were trained.
- Right Here Right Now created successful platforms in 10 countries and one region to advocate for sexuality education, LGBTI-issues and safe abortion. The programme managed to effectively lobby in the UN and at the Human Rights Council. Capacity building proved to be key in the programme.

We managed to acquire several important programmes from important donors:

- Bill and Melinda Gates Foundation.
- Amplify Change.
- Netherlands Embassy in Mali.

- We published 20 peer reviewed articles and 51 other publications.
- We welcomed a new chair of the Supervisory Board: Mirjam de Blécourt.
- We had the largest financial turnover ever: € 41 million.

1 Introduction & Outlook

The pushback that we have seen on Sexual and Reproductive Health and Rights has grown stronger in 2018 – especially internationally. In many countries all over the world we see anti-abortion, anti-sexuality education and anti-LGBTI policies and laws being implemented. In the Netherlands we see a more vocal anti-abortion movement. In many countries we also see a pushback on the space for civil society. In Pakistan this has led to the closure of our office. We are one of many international NGOs that had to close shop in Pakistan in 2018. At the end of the year we had to say farewell to our Pakistani colleagues, several of whom had dedicated many years of their lives to Rutgers and Sexual and Reproductive Health and Rights.

Against the tide!

Our strategy ‘Empowering young people towards happy and healthy lives’ gives the direction of our work until 2021. Our vision 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 the 11 objectives we wish to achieve 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 2018. This led to a restructuring of the organisation that started in 2018. We held two surveys since to track implementation. Staff was satisfied with the directions taken and identifies specific areas for improvement. These were integrated in the management planning.

Rutgers was very successful in acquiring the Dream Fund from the Dutch Postcode Lottery for the programme ‘She makes her safe choice’ based on the dream to have no more unsafe abortions. We were awarded close to € 12 million for this programme that we will implement together with DKT and other partners. This is part of the work that we develop linked to the ‘SheDecides’ movement.

The Dutch government decided at its start on an extra investment in the Netherlands of € 53 million for the prevention of unplanned pregnancies. This year we worked intensively with our partners to develop plans for this budget. The Ministry of Health still has to decide on its implementation.

The Minister for Foreign Trade and Development Cooperation presented the new policy which is very important as framework for potential new funding after 2020. Sexual Reproductive Health and Rights are still part of the policy, but less prominent so. Gender has become a very strong focus. It is unclear yet which opportunities will be created for programmatic work.

The larger programmes that we implement with funding from the Ministry of Foreign Affairs like Get Up Speak Out, Prevention+ and Right Here Right Now did their mid term reviews in 2018. Overall the programmes are on track with specific recommendations to improve the work in the next two years.

The Supervisory Board welcomed four new members including a new chairperson. The management team welcomed two new managers. And we welcomed 20 new members of staff. The new leadership is ready to face the future. There are many challenges ahead in the Netherlands, in the other 17 countries and globally. We will take on these challenges together with our many partners!

April 2019



Ton Coenen
Executive director



Mirjam de Blécourt
Chair Supervisory Board

Rutgers

For sexual and
reproductive health
and rights



Rutgers empowers young people towards happy and healthy lives

2 Advocacy

2.1 Advocacy in the Netherlands and Europe

The Netherlands

Working with parliamentarians

On March 8, International Women's Day, the Dutch All Party Parliamentary Group (APPG) was officially launched. Six MPs from different political parties were present, and the room in the government press centre in The Hague was packed, showing broad support for SRHR.

The work with parliamentarians continued, and Rutgers succeeded to include a visit to one of our partners in Uganda in the field trip organized by parliament itself. Parliamentary questions were prepared, and input put forward on several occasions to keep parliamentarians engaged. There was a lot of attention for SRHR during the discussions about the ODA budget for 2019 both in parliament as well as in the media. An amendment was accepted on access to information and contraception, resulting in an increase of € 10 million for reproductive health supplies. Also, a motion on continuation of support for SheDecides was accepted.

Visit of Executive Director of UNFPA, Natalia Kanem, to the Netherlands

In collaboration with Share-Net, Rutgers organized a meeting with the new Executive Director of UNFPA, Natalia Kanem, which was a lively, well-attended meeting with many NGO representatives (30). Topics discussed included the new transformative agenda of UNFPA, the Commission on Population and Development of 2018 and the process ahead, and SRHR in emergencies. Besides a meeting with civil society, Rutgers also organized a meeting in Parliament with Natalia Kanem and Ton Coenen, Executive Director of Rutgers, attended by four parliamentarians from four different political parties to raise awareness and gain understanding about the current political climate around SRHR and the importance of the support from the Netherlands in this field.

New policy document 'Investing in Global Prospects'

Mid-May the policy document 'Investing in Future Prospects' was launched by Minister Kaag. Rutgers has advocated for inclusion of SRHR in this document ever since the new coalition government was installed. The sustainable development goals, SDGs, are the leading framework in the new policy, and gender is a crosscutting theme. There are four closely connected objectives: Preventing conflict and instability; Reducing poverty and social inequality; Promoting sustainable and inclusive growth and climate action worldwide; Enhancing the Netherlands' international earning capacity.

There is a new focus on the more unstable regions of the Sahel, the Horn of Africa, the Middle East and North Africa, on education and employment. The four priorities of the previous government, including SRHR, remain with specific attention for freedom of choice and improved access to contraception, and investing in rights and services.

Domestic

Advocacy for domestic issues

The Ministry of Education started a trajectory to develop a new curriculum for both primary and secondary school. Rutgers together with COC Netherlands and AIDS FUND organized an expert meeting on comprehensive and inclusive sexuality education and shared expertise throughout the year with the teams developing the curriculum to try and ensure attention for all issues around sexuality.

Furthermore, an extensive action week including the Rutgers Dialogue was organized focusing on prevention of sexual violence one year after #MeToo, Rutgers continued to advocate and campaign for the extension of paternity leave, including the importance of solo care by partners (partners taking

Investing in Global Prospects

For the World,
For the Netherlands



parents-leave after the mother has returned to work). On October 2, Dutch Parliament voted with a large majority in favour of the new law to extend paternity leave with an additional five weeks, on top of the current 5 days leave.

2.2 International advocacy

Human Rights Council

As follow up to the strong Human Rights Council resolution on Violence Against Women, a side event was organised during the HRC38 informing decision makers in Geneva on the evidence, results and lessons learned of engaging men and boys to prevent violence against women and girls by using a gender transformative approach. It was co-sponsored by the permanent missions of the Netherlands, Canada and Uganda, and the Office of the High Commissioner on Human Rights (OHCHR). All Prevention+ partners took this opportunity to share their story and to engage in advocacy with their delegations. The participants appreciated the participatory event that gave practical insights in how to engage men and boys to prevent violence.

Right Here Right Now programme (RHRN)

Total Budget: € 34,667,670

Budget 2018: € 8,541,813

Donor: Ministry of Foreign Affairs – Dialogue & Dissent – 2016-2020

Right Here Right Now (RHRN) is a global partnership of eight consortium organisations and eleven country/sub-regional platforms that envisions a world where young people, in all their diversity, acquire full and uninterrupted access to comprehensive sexuality education and youth-friendly sexual and reproductive health services, including safe abortion, and are not afraid to openly express who they are and who they love. The programme is built around two core strategies: capacity strengthening of Civil Society Organisations and young people; and advocacy for the development and implementation of progressive and inclusive SRHR norms, policies and legislation, at the national, regional and international levels.

In 2018 a Mid-Term Evaluation (MTE) of RHRN was carried out. The report lauded the creation of and support to 11 diverse advocacy platforms, the creation of spaces for civil society and youth voices, the consolidation of advocacy across different movements, and the awareness raising of decision-makers on the RHRN advocacy agenda. The MTE also provided recommendations for the future, including an increased focus on strengthening public support and increased focus on linkages between national, regional and international advocacy. These and other recommendations have been included in the 2019 plans of country platforms and consortium members.

In line with MTE recommendations, Rutgers continued investing in host organisations and the broader RHRN platforms through capacity strengthening on grant management and PMEL. Progress is visible with countries taking more ownership and showing more capacity in joint agenda setting and advocacy implementation. In Asia, Rutgers embarked on an innovative pilot with ARROW shifting more responsibilities to the South, to ensure integrated programme management of countries.

RHRN contributed to important advocacy successes for young people's SRHR. In 7 countries, more supportive SRHR legislation or policies were adopted, and/or increased budget for SRHR was made available. For example, in Nepal the Safe Motherhood and Reproductive Health Rights Act was passed, recognizing women's reproductive health as a right, Uganda doubled its budget for reproductive health commodities for the 2018/2019 financial year, and in La Paz, Bolivia, local law 311 was approved, respecting the rights of LGBTI people.



RIGHT HERE
RIGHT NOW

A major result was the inclusion of SRHR recommendations of RHRN platform members of Senegal and Bangladesh during the Universal Period Review of these countries which was held at the Human Rights Council in 2018. RHRN Nepal also saw their key recommendations adopted in the review of Nepal on CEDAW (Convention on Elimination and Discrimination Against Women). The RHRN countries are following up on these recommendations on country level with their governments. Despite these and other successes, RHRN is facing increased opposition against SRHR and shrinking civic space at country level. The programme is reacting to this by providing capacity strengthening on dealing with opposition, and developed a guide for this purpose, and by continued investment in safety & security measures.



Commission on Population and Development (CPD) and ICPD+25

At international level, the Commission on Population and Development (CPD) ended, for the third time in four years, without a negotiated outcome document. While the vast majority of Member States were willing to be flexible and accept the text in the spirit of compromise, the US refused to join consensus. After this refusal, Tunisia on behalf of 33 countries including the Netherlands, read a strong and supportive statement followed by long applause. Rutgers was member in the governmental delegation to the CPD, and contributed to statement and gathering support.

In order to prepare for the process of the 25th anniversary of the International Conference on Population and Development (ICPD+25), a shadow report was written. This Right Here Right Now report dives into the progress and remaining gaps, in the implementation of the ICPD Programme of Action. The report gives a global analysis, as well as an overview of regional developments and the situation in the eleven countries/regions of the Right Here Right Now strategic partnership. Its goal is to highlight the critical importance of the ICPD+25 review processes in addressing the SRHR issues often left at the margins: Comprehensive Sexuality Education (CSE), youth-friendly SRH services, safe and legal abortion and LGBTI rights. The report was handed over to UNFPA during a reception at the International Conference on Family Planning in Kigali, Rwanda.

Rutgers was also member in the Dutch governmental delegation to the UN Economic Commission for Europe (UNECE) Regional Conference on ICPD+25 “Enabling Choices: Population Dynamics and Sustainable Development” in Geneva, 1-2 October 2018. The Dutch delegation made two interventions to recommit loud and clear to the vision of Cairo and the realization of SRHR, wherein also Advocacy asks regarding comprehensive sexuality education were included. Unlike the atmosphere at international level, the different member states, CSOs and experts present, exchanged views in a very positive and constructive way. The region showed a strong commitment to the ICPD agenda and a human rights approach, which is reflected in the conference report. This report is the regional input to the ICPD+25 global review process.

Standing Strong Together

Total budget: € 2,000,000

2018 budget: € 334,000

Donor: Amplify Change

Standing Strong Together works towards more progressive policies on CSE, safe and legal abortion, and LGBTI rights. The programme works closely with RHRN partners to increase and mobilise public support for these issues.

Standing Strong Together started in September 2018 and will be a two-year strategic programme. This project strives to increase the effectiveness of the SRHR movement in countering the narratives and growing influence of conservative and fundamentalist opposition groups. With the strengthening

of the opposition groups globally but also in countries as Uganda, DRC and Indonesia, there was a clear demand of the partners for effective strategies to be not only reactive in countering the opposition but also proactive in telling our own story. Therefore the programme will work on the following strategies: Research, Capacity Strengthening, Advocacy Campaigning, Communication, Safety&Security and Linking&Learning. In 2018 contracts were signed with consortium partners and partners from Uganda, DRC and Indonesia. A kick off meeting was held, and the outline for the first workshops developed.

2.3 Challenges & Lessons learned

The past few years groups opposing sexual and reproductive rights, gender equality, and human rights overall, get more of a podium and are relatively successful in their anti-rights lobby towards certain governments. At UN level, an unholy alliance is formed where the US, Russia, and Saudi Arabia amongst others are leading. Christian-right wing, Catholic and populist parties find one another on issues related to LHBTI, women's rights and abortion. In a number of countries, partners have come under attack and space for civil society is shrinking. And also in the Netherlands, the anti-abortion protests manifest themselves more openly. These opposing forces put partners at risk, and ask for different approaches to achieve our goals. Rutgers is therefore investing more in safety and security strategies, and trying to integrate a more pro-active approach in our advocacy efforts.

Challenges exist within RHRN in Senegal, Indonesia and to a lesser extent in Pakistan. In Indonesia a special audit was conducted, which led to small modifications in the new contract with the host organisation, including more frequent tranches and making use of standard operating procedures. RHRN does not depend too much on the local Rutgers office in Pakistan, and is therefore little affected by its closure. The Pakistan RHRN platform has come up with suggestions how best to replace Rutgers Pakistan in the platform; Rutgers and ARROW support the platform in these endeavours.

In Senegal, internal politics and a general lack of capacity among CSOs came to the fore and necessitated several visits to develop a solution with all partners involved. As Standing Strong Together (SST) builds upon the Right Here Right Now programme in three out of the four countries selected, the start of SST in Senegal and Indonesia got delayed. In Senegal a new, and different start and set up of the programme had to be developed. The alignment between RHRN and SST proved to be more time-consuming than foreseen. To include sufficient time for alignment when developing new proposals building upon other programmes is a clear lesson learned.

3

International programmes, research and resource mobilisation



3.1 Postcode Lottery awarded Rutgers the Dreamfund for She Makes Her Safe Choice programme

We won the Dreamfund of € 11,900,000! The Postcode Lottery took a very brave step in awarding Rutgers this programme. The programme originated from the SheDecides movement to invest more in safe abortion programmes. The programme focusses on better access to safe abortion information and safe abortion methods globally and more specifically in Kenya, Ethiopia and francophone countries. We created the programme together with our partner DKT. After the fund was granted we started implementing the programme.

Total budget: € 11,900,000

2018-2019 budget: € 5,871,782

Donor: Nationale Postcode Loterij (NPL), Dream fund.

A thorough partner selection process for the Demand and Support components (May-June) allowed implementation to start in July.

Partners in Kenya (DKT Kenya, Well Told Story, and Ipas Africa Alliance) were brought together for a strategic communications session in October, ensuring alignment between activities, in particular around various planned events and campaigns to raise awareness about contraception and safe abortion methods amongst young people. Media-partner Well Told Story (WTS) designed their Action Research to gain insights into young people's knowledge, perceptions and language on abortion. With technical research support from Rutgers, this research will inform the WTS campaign via their Shujaaz comic and social media outreach.

In Ethiopia, DKT procured and distributed commodities and designed flyers and brochures on medical abortion and the Manual Vacuum Aspirator (MVA) for use by pharmacists and clinics. Triggerise Ethiopia completed a mapping of providers and retailers to build their award-based "Tiko" system. A total of 4 Tiko-systems were set up, including at one general clinic and one sex-worker clinic from IPPF MA Family Guidance Association of Ethiopia (FGAE).

At global level, DKT WomanCare registered in France on 6 December and started to establish their office in Paris. Meanwhile, they presented and marketed the MVA kit at several conferences and meetings (including FIGO, ICFP, and a conference in Moldova) and by December they had distributed 131,047 MVA kits and produced and distributed a new brochure on MVA. Rutgers and DKT became active members of the Safe Abortion Supplies workstream of the Reproductive Health Supplies Coalition (RHSC) and will present the programme to the members in 2019. Rutgers joined the ShareNet Community of Practice on Contraception and Abortion, and as new member of the Abortion working group under Inspire, Rutgers initiated a sign-on letter to WHO in support of reclassification of medical abortion on the model Essential Medicines List. Links from the programme with the global SheDecides movement have been strengthened, and in particular in Kenya, Safe Choice partners are involved with the launch of the SheDecides Kenya movement; a strong national voice for safe abortion and women's rights.

Lessons learned

Implementation in Kenya was delayed as partners awaited the outcomes of the government ban on Marie Stopes Kenya end November (the ban was partially lifted on 20 December). In particular DKT and Ipas had to postpone their joint mapping exercise of safe abortion providers, and DKT faced delays in getting approval from the Medical Board for the printing of each produced poster/flyer/prescription. Working in a more conservative environment can create pushback and delays in activity planning.

3.2 Consortium programmes

Prevention+

Total Budget: € 15,000,000

Budget 2018: € 3,551,796

Donor: Ministry of Foreign Affairs – Flow – 2016-2020

Prevention+ is a five-year programme that addresses inequalities between women and men by working with men – as partners with women – to be agents of change in promoting healthy masculinities based on equality, caregiving, and non-violence. The programme strategy aims to scale up evidence-based Gender-based violence (GBV) prevention programmes (with young men), in strategic partnerships with the communities, public institutions and civil society organizations to achieve positive and equal gender norms and reduce men's use of GBV. Rutgers, together with consortium partners Promundo, and Sonke Gender Justice, carries out this programme across Indonesia, Pakistan, Uganda, Rwanda and Lebanon.

In 2018, the Prevention+ Consortium conducted a mid-term review (MTR) to assess overall performance, informing strategic decisions and programme plans for 2019-2020, and to inform consortium collaboration. To conclude, the programme is well on track towards achieving output targets and demonstrates progress towards the outcomes. To ensure sustainable implementation, Prevention+ builds the capacity of relevant institutions (schools, media, CSOs, health institutions, police), enabling them to provide quality gender-sensitive information and services, and to support women's empowerment and GBV-prevention through their everyday work. To date, a total of 6,700 staff members in health care, education, social welfare and justice, 5,500 community facilitators, and 54 master trainers were trained in gender-transformative approaches. Prevention+ communication and media activities reached over 9 million people and 4,500 religious leaders, role models, and people within community groups. The MTR validates the Theory of Change, especially the objective to engage men and boys in preventing GBV and long-term sustainability in terms of government buy-in, institutional uptake, and the impact at the individual and community levels.

Lessons learned

MTR findings indicate the challenge of the disparity between Prevention+ values and the increasing conservative or patriarchal cultural and religious beliefs around gender norms and the shrinking space for CSOs. Other challenges are the need for expertise on operationalisation of GTA in programming, country-level accountability practices, and finding the right entry points for structural engagement of men. Like other programmes, all Prevention+ activities in Pakistan were frozen as of October 2018. Rutgers investigated opportunities for alternative modalities to continue a part of the programme. This alternative plan was shared with the Ministry of Foreign Affairs at the end of March 2019.

Get Up Speak Out (GUSO) – Implementation & consortium

Total budget: € 39,590,000

2018 budget: € 8,836,354

Donor: Ministry of Foreign Affairs – SHRH Fund – 2016-2020

Get Up Speak Out (GUSO) is a five-year program developed by a consortium consisting of Rutgers, CHOICE for Youth and Sexuality, dance4life, International Planned Parenthood Federation, Simavi and STOP AIDS NOW!. GUSO is being implemented in seven countries, i.e. Ethiopia, Ghana, Indonesia, Kenya, Malawi, Pakistan and Uganda. The change the Consortium envisages is that all young

people, especially girls and young women, are empowered to realize their SRHR in societies that take a positive stance towards young people's sexuality.

For GUSO, 2018 marked the halfway point of the programme. While the implementation continued full steam, there was also a moment of reflection to measure the progress of the programme and to see whether any adjustments were needed. This happened in the form of a midterm review: an external evaluation by the Royal Tropical Institute conducted in each of the seven programme countries. The midterm results were validated with the local alliances during in-country validation workshops, where the alliances also reflected on their Theories of Change.

The midterm review showed promising results in all countries. It also flagged some points that require extra attention in the remaining years of the programme, such as the level of comprehensiveness of CSE and the strengthening of referral systems. This information provided valuable input for the annual in-country Planning & Review meetings, where the 2019-2020 workplans were made.

Other annual meetings held in 2018 include the in-country write shops in February, where alliances worked on their Annual Reports, and the annual Coordinators Week that took place in November. This last event was organized in Kisumu, Kenya and was characterized by a mix of content sessions in which coordinators exchanged best practices and field visits to members of the Kenyan SRHR Alliance. In November GUSO and its in-country alliances attended the International Conference on Family Planning. Next to having a GUSO Booth at which several events were held, members from different alliances presented their work at various sessions.

A priority area for Rutgers in GUSO is the gender transformative approach (GTA). As part of a capacity strengthening trajectory, Rutgers trained a pool of 18 master-trainers on GTA (for GUSO, YID and Prevention+) in three consecutive in-depth trainings. The trajectory was very successful, and gave rise to a powerful group of capable and committed GTA-trainers. Now, they are ready to support and work with SRHR partner organisations within different alliances, and to take forward the GTA-agenda in SRHR. To strengthen partners' and country alliances' capacity to deal with opposition, Rutgers developed a guide 'Working on SRHR in times of opposition' and organized (in collaboration with RHRN) workshops and learning meetings in Africa and Asia. In these meetings, several strategies on limiting the influence of the opposition were discussed, including sharing challenges and best practices within the countries. Each country developed an action plan on how to strengthen certain strategies to limit the influence of opposition.

"After taking part in the Gender Transformative Approach (GTA) Master Training series my way of thinking and working changed. I explore the harmful norms behind sexual and reproductive health and rights (SRHR) situations. I view cases through human rights and intersectionality lenses, and I analyse all power dynamics that are involved. I feel that I gained a strong and clear position with regard to SRHR issues." – Quote of a GTA Master trainer

Lessons learned

In many countries it remains difficult to comprehensively address sexuality education in school and in out-of-school settings. An important focus for Rutgers in the coming years will therefore be on strengthening strategies to improve the comprehensiveness and quality of SRHR information and education provided to young people.

A key challenge that several countries face in implementing the GUSO programme, is the shrinking space for civil society and the growing conservative climate regarding SRHR.





YES I DO Alliance

Total budget: € 5,671,342

2018 budget: € 823,467

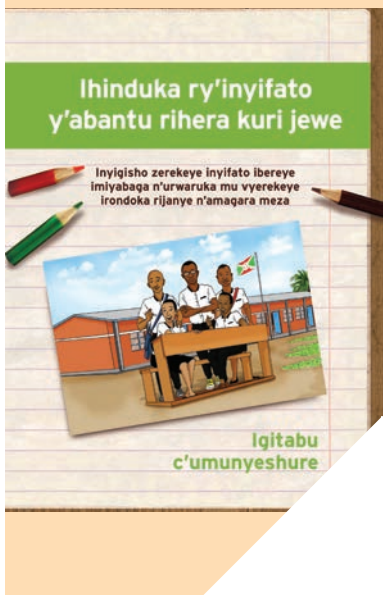
Donor: Ministry of Foreign Affairs – Dialogue and Dissent 2016-2020.

YES I Do is a strategic alliance consisting of five Dutch-based organisations: Plan Nederland (lead), 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 (FGM/C) and unwanted teenage pregnancy. The programme targets seven countries: Ethiopia, Kenya, Malawi, Zambia, Mozambique, Pakistan and Indonesia.

Rutgers is active in all countries except Mozambique. Within the country specific Theories of Change, Rutgers is particularly responsible for access to quality SRHR education/information, and for strengthening a supportive environment to prevent teenage pregnancies, early marriage and FGM. Rutgers is furthermore responsible for strengthening the capacity of partner organisations to work with a Gender Transformative Approach, and positively engaging men and boys. In 2018, Rutgers has reached through its partners at least 14,232 young people with Comprehensive Sexuality Education, 36,384 community members through social mobilization on child marriage, teenage pregnancy and FGM/C. In addition, at least 7.7 million people were reached through media campaigns in Indonesia and Pakistan. This year the programme has reached its halfway point and an extensive Mid-Term Review was conducted to identify progress, challenges, good practices and lessons learned. Conclusion: the programme is largely on track and positive changes in community understanding of, and attitudes towards preventing child marriage, teenage pregnancies and FGM/C become visible.

Lessons learned

The need for increased focus on involving parents, more comprehensive messaging around teenage pregnancies, strengthening linkages between various programme components and involving out of school youth were identified as areas for attention in the remaining two years of the programme. A challenge the programme faces is the rise of conservatism in both the African and Asian countries leading to limitations in the implementation of comprehensive sexuality education and that, for example in Indonesia, child marriage is actively promoted. In Malawi and Zambia one of the challenges was the shortage of contraceptives in the country which poses a significant risk and could lead to increased unwanted pregnancies and an increase in sexually transmitted diseases.



3.3 Projects

Francophone Africa

Burundi

The five-year (2016-2020) EKN Burundi-funded joint programme 'Menyumenyeshye' (consortium of CARE/lead, Cordaid, UNFPA and Rutgers) aims to improve the sexual and reproductive health of adolescents in Burundi.

Within this programme, Rutgers has the role of lead in PMEL and Operational Research and technical partner in SRHR with a focus on CSE. In October and November 2018, the programme faced delay as a result of the suspension of all INGOs, their reopening being conditional "on respecting the new law on NGOs". During the course of the year, the national CSE manual 'Le Monde Commence par Moi' was adjusted following comments on its language by

the Burundian Ministry of Education. The package now consists of a teacher manual (in French), a learner book (in Kirundi) and a complementary booklet with key messages for learners. As an additional tool, Rutgers and Cordaid developed an image toolkit for role-model parents on sexuality education. Operational research focuses on 1) the quality, challenges and best practices of the coordination of the programme and 2) the synergy between the three main components: education, services and an enabling environment. Data collection started in 2018 and will continue in 2019. Furthermore, data collection was conducted for the related NWO-WOTRO research with University of Amsterdam (lead), Makerere University in Uganda and CARE Burundi. The study focusses on assessing the effects of sexuality education in-school, and understanding the factors contributing to these effects: can learners put in practice what they are taught and why (not)? These questions will be answered in 2019 after the second round of data collection.

Benin

The four-year (2016-2020) NUFFIC-NICHE-funded project "Strengthening Primary and Secondary School Teacher Colleges for a better sexual health in schools in Benin" (consortium of CINOP, Le Grand Cru and Rutgers) aims to introduce a module on CSE delivery in the curriculum of the nine public teacher colleges for primary and secondary school teachers in Benin.

In the last quarter of the year, Beninese government authorities validated the CSE module for secondary and primary teaching colleges. This means that the modules are now compulsory in the teaching programme of the six teaching colleges and three state-run universities that educate respectively primary and secondary school teachers. The two modules were developed in the past two years, in line with UNESCO's principles for CSE, focussing on core competencies in terms of attitude and skills. Rutgers and Le Grand Cru developed a unique set of participatory exercises that engage both body and mind in order to stimulate the future teachers to reflect on their personal values and taboos related to sexuality, and how they influence their professional capacity to deliver high quality CSE. Rutgers and Le Grand Cru trained the technical teams of the universities and colleges, which are now training/coaching their peers in the facilitation of the modules. The first year of implementation will be a pilot, after which the consortium will collect feedback from the teachers and students to further fine-tune its content and methodologies.

Ivory Coast, Guinée, Mauritania and Niger

In the context of its Civil Society for Family Planning project (EKN Benin-funded), Rutgers provides technical support to IntraHealth aimed at contributing to the quality of CSE materials and capacity in the mentioned countries.

During the course of 2018, support was provided to IntraHealth in the review and fine-tuning of the CSE country action plans, in particular for Niger. In July, Rutgers co-facilitated a training on the content and didactic methods of 'Le Monde Commence Par Moi', for integration/adaptation into the already existing CSE modules and materials in Niger. Further technical support was provided by Rutgers at a distance, to improve quality of the content of and methodology in the CSE modules and the teacher training programme. The additional CSE materials for secondary schools in Niger have been validated by its government authorities and the training of teachers by the national committee has started.

Mali

The initially 3-year EKN Mali-funded project under the lead of Groupe Pivot/Santé Population aimed to create access to comprehensive sexuality education for youth in Mali. The project was cancelled per January 2019.

In April 2018, Rutgers signed a 3-year contract with the Malian network NGO Groupe Pivot/Santé Population to provide technical support in the development and implementation of a nation-wide in-school CSE package focusing on youth aged 10 to 14. The programme supported and co-implemented by the Malian Ministry of Education. Rutgers' role included conducting trainings on CSE for groups ranging from Ministry representatives to local NGOs, long distance coaching and providing input and feedback on curricula. Furthermore, Rutgers was responsible for the Operational Research and provide M&E support. A baseline survey was conducted with input from Rutgers on the methodology, tools and draft report. The report clearly showed that, although some sexuality education initiatives have taken place before, very few young people and educators actually have information on CSE – thus stressing the need for this programme.

During the course of the year, Rutgers conducted three trainings on SRHR and CSE for key partners of the programme. In total, 70 representatives of government and NGOs reported to have increased capacity in the field of CSE curriculum development, talking about sensitive issues, SRHR programme implementation, and reported an increased knowledge in all key themes of CSE. The trainings were rated an average of 8.5. Furthermore, Rutgers accompanied and supported the entire process of the national CSE curriculum development that was led by the Malian Ministry of Education. Through presence during write shops, direct communication with the Technical Committee, revision of and input and feedback on draft versions, Rutgers directly contributed to the development of a module and accompanying guide for teachers of secondary schools on CSE, as well as a CSE module to be used in teachers' schools. Finally, Rutgers contributed to the development of a television series that was to be used to create general support for CSE education in schools.

Lessons learned

The francophone countries have their challenges in working with governmental institutions. This requires continuous flexible planning and adjustments. For example, in Mali, the national CSE curriculum was about to be finalised when criticism by the country's best known Iman halted the project. The President, under pressure of criticisms on his government by a growing mass of religious protestors, announced in his 2019 new year's speech that he could not approve of such a project. It meant the end of the project as a whole. Although Rutgers did not have any influence on this development, some key lessons we learned as a bystander in this upheaval are: (1) to always conduct an elaborate risk analysis when starting a project on sensitive issues, particularly in a country in conflict and a complex political dynamic; (2) to always include religious leaders from the start of the project on; (3) to very carefully think about which language is used to describe projects and activities.

3.4 Country offices

Pakistan Country office

This year we had to close our country office in Pakistan due to the decisions of the Pakistan Government. We are very sorry that we lost our appeal and have to finish our work in Pakistan through the country office.

The year 2018 remained full of changes and happenings with regard to shrinking space for civil society particularly INGOs. The year started with a situation where around 21 INGOs including Rutgers had already lost their registration with the government of Pakistan and were struggling to maintain their presence through an interim permission to continue operations till a final decision was made on their appeal against the decision.

In response to the appeal the Government decided to call in concerned INGOs to represent and defend their case. Without knowing the reason for

the cancellation of registration INGOs based their arguments on guess work. A decision on appeals was promised in 90 days but it took much longer. Meanwhile INGOs including Rutgers focused on lobby & advocacy with the government for a favourable response. Main formal platforms used for lobby and advocacy with the government were Pakistan humanitarian forum (PHF), which is a consortium of INGOs in Pakistan; diplomatic community in Islamabad including Dutch Embassy, European delegation in Pakistan, government ministries and departments for example federal ministry of interior, Economic affairs division. Informally, a large number of other politicians, ministers, government officials were also approached.

The uncertainty caused by the situation posed all sorts of challenges ranging from lack of peace of mind to implications for programme planning, talent management, resource mobilisation and networking. It was important to keep the required human resource on board and also to keep their morale high enough to achieve the promised targets but equally important was to keep them informed of the situation with honesty and sincerity. Staff was allowed and encouraged to find new jobs as it suited them. Gradually decreased number of staff was a natural result. Work was managed with outsourcing and remainder of the team & delegation to the Implementing partners. This strategy was challenging but in favour of both the team and the organization.

Further fundraising was also prohibited as the interim permission was given to complete the ongoing programmes only. Therefore, some good resource mobilisation opportunities were missed, for instance a partnership with GIZ was finalised and signing of contract agreement kept awaiting government's permission for several months before finally cancelling it.

2018 was also general election year in Pakistan. An interim/care taker government was in charge since May 2018. Considering their "care taker" mandate they did not take decisions on any matters of long-term impact including INGO registration.

In July 2018, the ruling party (Pakistan Muslim League-Nawaz) was defeated and a first timer, Pakistan Tehreek e Insaaf (PTI) made government after its political struggle of over two decades. The new government had won the elections on the slogan of "change" but the change was not observed in case of shrinking space for civil society. In early October Mol decided to maintain its previous decision of registration cancellation and 18 INGOs including Rutgers was asked to close down their operations and leave Pakistan within two months of the notice. A total of 21 INGOs' registration was cancelled of which three already had closed operations and left the country after the first notice end 2017; the rest of the 18 appealed and after the final decision two organisations challenged the decision in the court of law; rest of the 16, including Rutgers, closed their operations and left the country on the given deadline which was November 30th in our case.

In January 2018 a minor girl Zainab was abducted raped and murdered in district Kasur of Punjab. Her body was found on a garbage dump near her house. This case and its rigorous follow up by media provided an opportunity to civil society and NGOs for further advocacy on inclusion of LSBE in the school curricula. Rutgers despite its challenges with the registration did not miss the opportunity to play its role in this regard.

Indonesia Country office

In 2018, the conservative movement is getting stronger at national and sub-national level which impacts to SRHR and SGBV advocacy work in almost all intervention areas.

Despite the difficult situation, Rutgers Indonesia largely achieved the targets, produced knowledge products, increased cost sharing of government budget from 10% to 30%, and started work on sustainability strategies to make sure the programme could be adopted by national and sub-national governments. Knowledge production such as modules: a) SRHR for adolescent with an intellectual challenge, b) teens' aspiration (SETARA) for 7th grade student, c) juvenile sex offenders to prevent sexual violence, d) videos and media campaign for youth empowerment, e) a community discussion module. Next to that, policy products were realised such as: a) Nine SOP to support mandatory counselling for violence perpetrators, b) several child marriage prevention regulations at village level, and c) letter of decree of the head district education offices on CSE. At outcome level, achievement can be observed in the level of behaviour change, community, and regulation level. For instance, female students who had attended the CSE session tended to be absent fewer times during their menstruation periods compared to other students. Attitudes on preventing child marriage increased amongst community members, especially related to negotiating postponement of marriage and encouraging girls and parents to continue their education.

During 2018, Rutgers Indonesia learned that programmes and projects which "fitted" with partner government policies had much better prospects for sustainability as they were more likely to have high level political and institutional support both during implementation and beyond. In the context of an integrated management and operational system, integration of programme management and operational systems with government systems creates a blended approach to implementation with the government, building ownership, leadership and capacity. Management systems that facilitate and support the government without becoming a burden and drawing resources away to donor funded projects are more likely to achieve acceptance and uptake of programme outcomes.

Rutgers Indonesia has an income to the amount of IDR. 19,880,142,261. Its actual Income in Euros is 1,386,947. This income was managed by around 18 staff during 2018. The new structure of Rutgers Indonesia has more focus on supporting knowledge management, resource mobilization, and proving evidence-based work at country level with strongly encouraging the quality of the programme achievement. PMEL and communication were grouped as one team to support the visibility of Rutgers Indonesia with data, research results, information and dissemination through a communication strategy with strong messages.

Lessons learned

Allies-opposition mapping and an appropriate selection of language in advocacy work, play a big role in determining how fast advocacy targets can be met. A complex and lengthy Indonesian government bureaucracy structure requires careful diligence to map the primary duties and functions of each ministry involved. It requires a thorough knowledge and experience in determining who our allies and opponents are in certain tasks or projects. In addition, the use of institutionalized vernacular as well as bringing up common interests of various parties are crucial strategies.

3.5 Resource Mobilisation

In 2018 the Explore4Action (Bill and Melinda Gates Foundation) and She Makes Her Safe Choice (Droomfonds, Dutch Postcode Lottery) were formally approved. In the latter project, the Resource Mobilisation Unit (RMU) assisted in a further refinement of project design and partner identification.

With Group Pivot, Rutgers developed (lead) a CSE programme for young people in Mali, financially supported with € 950,000 from the Netherlands Embassy. At the invitation of Global Affairs Canada, a subsidy request aimed at preventing gender-based violence was ultimately rejected. But a useful exercise as Global Affairs Canada is becoming a more prominent donor.

Rutgers secured € 2,000,000 through Amplify Change for the Standing Strong Together programme that is being implemented in DRC, Senegal, Uganda and Indonesia. A small grant of € 299,000 from the Netherlands Embassy was secured for a youth-led advocacy programme in Vietnam. Moreover, the RMU assisted several partners, such as the Reproductive Health Network Kenya and the Ethiopian GUSO consortium in preparing grant applications. Funding requests were submitted to several private equity funds and contacts were established with other equity funds to prepare for submissions early 2019.

The year 2018 had many networking opportunities. In June, The Resource Mobilisation Unit (RMU) was present at the European Development Days (EDD) in Brussels. The overall theme for EDD 2018 was, 'Women and Girls at the Forefront of Sustainable Development: protect, empower, invest'. At this event Rutgers also got the chance to give a presentation on this theme. In November, Rutgers led a number of key activities at the 5th International Conference on Family Planning (ICFP), which took place in Kigali, Rwanda. This year's conference focused on Investing for a Lifetime of Returns, which drew upon sustainable strategies to reach the goal of enabling an additional 120 million women to access voluntary, quality contraception by 2020. In addition to participating, the RMU assisted in the preparation of communication materials for the conference.

Further Resource Mobilisation activities were undertaken for Francophone Africa for which Rutgers was present at the Ouagadougou Partnership (OP) meeting. The 7th Annual Meeting of the OP was held in Dakar, Senegal, from 12 to 14 December, and continued the reflection begun last year with the theme "The Paths to the Success of the OP for 2020". The meeting focused on three key topics: Youth, High Impact Practices (IHPs) and Multisectoral Strategies and Policies.

Furthermore preparations for post-2020 era, when the Netherlands Ministry of Foreign Affairs Programmes end, have started based on the 'Investing in global prospects' policy document of Minister Sigrid Kaag.

Rutgers

For sexual and
reproductive health
and rights



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, implementation and capacity building in the Netherlands

Main issues and priorities in 2018

Our national work contributes specifically to two important outcomes:

- More young people, in and outside school, receive comprehensive sexuality education
- More people have access to improved, needs-based sexual and reproductive information and services.

4.1 National Programmes

In 2018 we restructured our work in four interdisciplinary programmes, according to Rutgers' strategy. Two of these programmes are rather general, one aimed at comprehensive sexuality education (CSE) and the other one aimed at Care and information. Two other programmes are aimed at specific themes within sexual health: Sexual violence and Contraception and Abortion.

To realise good quality intervention development, National Programmes works closely together with the Research and Communications Department.

Important developments

End 2017 a 'National Action Plan for STIs, HIV and sexual health' was launched. Especially the topics CSE, prevention sexual violence and prevention unintended pregnancy are important topics and extremely relevant for Rutgers, we try to play a proactive role to make progress in these domains. Rutgers is also one of the partners involved in a 7-steps plan launched in September 2018 by the Ministry to prevent unintended pregnancy. Moreover, Rutgers is involved in two alliances with the Ministry of Education, Culture and Science (Emancipation), both started at the beginning of 2018. Rutgers is lead taking part in the alliance 'Act4Respect', in cooperation with Atria. Moreover, Rutgers is partner in the alliance 'Gezondheidszorg op maat' (Tailormade Healthcare) with Women Inc. and COC.

Cooperation and funding

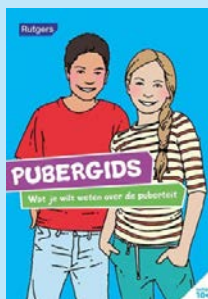
Rutgers worked together with the Centre for Healthy Living at RIVM to improve interventions in the field of local health promotion. Subsidy was granted by the Ministry of Health, Welfare and Sports via the Centre for Infectious Diseases at RIVM. We also worked closely together with other thematic health institutes (LOT) on youth, professionals and public communications. Close collaboration with STI the Netherlands (SANL) has intensified in relation to young people (12-25 years), including LGBT. We cooperate with Fiom and SANL 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. There is regular contact with Sensoa, our Belgium counterpart.

4.2 Work of National Programmes

Programme Comprehensive Sexuality Education

The main goal of this programme is putting a continuous curriculum for comprehensive sexuality education on the agenda. Therefore, we have specifically invested in input on sexuality education for Curriculum.nu; this will become an important framework for the educational sector. Also an elearning course has been developed for teachers on sexuality education which will become available for the teachers register. This course will soon be available on Rutgers online elearning platform. Together with colleagues from other thematic health institutes (LOT) we carried out activities for better content and promotion of Healthy Schools (working group Young People).

In order to improve the quality of comprehensive sexuality education, a mix of activities took place. The educational module 'You and the Media' was evaluated, and a report was written with a plan for improvement; we also realised the draft revision of You and the Media. We started an in-depth research in participation with young researchers about the quality of CSE in schools, since pupils rated the quality of CSE with only 5,8 on a 10-points scale (its' report with recommendations is expected mid 2019). The website seksuelevorming.nl was made up to date; the number of visitors



seksindepraktijk.nl



to seksuelevorming.nl has increased to over 150.000 visitors in 2018, an increase of 36% in comparison to 2017. We realised a (renewed) certification of several interventions, 'Kriebels in je buik' (Butterflies in Your Stomach, a teaching package for primary schools) for special-needs education and for the counselling programme 'Girls' Choice', and good progress for the educational game 'Boys R Us'.

In order to scale-up and implement our evidence-based interventions, we invested in our popular Pubergidsen. The Pubergidsen were analysed, improved in terms of gender issues and redeveloped. The new Pubergids (we developed one general version instead of a boys' and a girls' version) is also available in an online version (www.pubergids.nl).

The number of purchased teaching packages for primary schools has increased by 10% compared to 2017 for all types of education. 50 schools use Butterflies in Your Stomach for special-needs education (i.e. 25% of special-needs schools in the Netherlands).

The number of visits of the Sense-website has increased to 2.4 million per year (increase of almost 20%), the number of unique visitors lies around 1,9 million. The combined number of visitors to the community-sites sections No Taboos dropped down due to technical and organisational causes. Visits to the sexual health section of www.opvoeden.nl have increased by over 35% compared to 2017. This is related to the fact that we have incorporated new and relevant elements into Opvoeden.nl based on Uwkindenseks.nl, which was technically not up-to-date anymore.

Programme Health Care & Information

An important goal of this programme is to integrate and strengthen the themes of sexuality and sexual health in healthcare. We reached over 400 professionals via face to face and blended trainings, positively evaluated by the participants (guidelines, blended learning, Sense Doe Dag et cetera). We also invested in support of the Sense regional structure, which are connected to the Municipal Health Services throughout the country.

To improve accessibility of tailored care and support we reach out to professionals through seksindepraktijk.nl. To also improve the reach of seksindepraktijk.nl among, and in partnership with, professionals, we were active on social media. seksindepraktijk.nl has been improved, supported by new professional channels and was visited by at least 86,000 professionals (70,000 in 2017). Also guest lectures on sexuality in nursing colleges in partnership with association of general practice nurses (V&VN POH) were realised.

We also expanded content, developed tools for self-management, and promoted the website seksualiteit.nl. We worked on an up-to-date LGBTI-proof general website for adults and reached 488,000 visitors in 2018 (350,000 in 2017).

'Coming in' is the title of a project aimed at better understanding of and care for bicultural LGBTI people in cooperation with Movisie and COC, and deserves special attention, since various important products were finalized. An e-learning course was developed for professionals in social work and healthcare. Also a social map (sociale kaart) was developed, including a decision tree for volunteers and professionals concerning identification, setting boundaries, and referral. There were activities to increase access to care, for instance through an overview of available care for target groups and content for professionals in healthcare and social work, e.g. through seksindepraktijk.nl. Finally the project was evaluated and reported to make sure results are sustained.



Programme Sexual Violence

Several activities were aimed at strengthening the theme of sexual violence. There was contribution to discussion and debate (policy makers, politicians, the public) by the successful Action Week Prevention Sexual Transgressive Behaviour (October 2018). We worked on prevention of gender-based violence (a separate alliance programme Act4Respect, together with Atria – financed by the Ministry of Education). Rutgers had particularly worked on the needs assessment for a norm-based campaign to combat gender-based violence; and on the selection of interventions to improve and scale up. We were also involved in a needs assessment for capacity building and development. The Knowledge hub Act4Respect.nl had been successfully launched in December 2018). We produced an internal report on (secondary) analysis of data from Sex Under 25 and Lifestyle monitoring on LGBT issues.

Implementation of existing and new interventions is also an important task within the programme. For that reason the manuals of Boundary Awareness (Ken je grens) and Make a Move are developed/revised. And 58 training groups (over 700 professionals) have been trained in Girls' Talk (+), Make a Move and LEFgozers (Dare Devils). We also further developed existing interventions: E-learning for counselling programmes (blended learning) have been produced and piloted.

Programme Contraception and Abortion

This programme worked on the strengthening of the theme of (tailored) contraception. An online guide for Local Policy with good practices has been updated. And there was active contribution to discussion and debate (policymakers, politicians, public) on issues like contraception and reimbursement, contraception and undocumented women, medical abortion opportunities via the GP and so on.

Accessible up-to-date information and tools for the general public is essential. For this reason we monitor amongst others, the use of the websites Sense.info. Visits to thematic pages on contraception significantly increased, due to many extra social media actions. The sales of the contraception box and contraception information materials doubled in comparison to 2017. We also researched the use, rating and impact of anticonceptievoorjou.nl: developing topic list, recruiting respondents through panels and forums; survey and impact measurement were completed.

In order to support professionals in primary health care and social work, we reported on a practice-oriented exploratory study on improving contraceptive counselling. We also developed support services for professionals and an e-learning course on contraception embedding and promoting it. The e-learning course was taken by 363 professionals.

Financed with additional funding we worked on the 'impulse project' prevention unwanted pregnancy and supporting teenage mothers (IPOT) in cooperation with Fiom, SANL (and GGD'en). We also collaborated with Pharos in a specific project on Refugees and Sexual Health (including the introduction of the multilingual Zanzu website in the Netherlands). In 2018 over 600,000 people visited Zanzu.nl.

2018 was also used to further develop and prepare implementation of the online Contraception coach (launch early 2019). In collaboration with GGD GHOR we invested in the implementation of Nu Niet Zwanger and development of supportive tools, including an elearning course.



4.3 Lessons learned

Prevention of sexual violence is a priority for Rutgers. It is, however, unclear on a national level what ministry feels most responsible for this important topic. Several ministries invest in elements of prevention, but there seems to be no coherent policy. We have flagged this situation in the National Action Plan, but during the action week in October 2018 it became clear that it was very difficult to find support on the level of ministries for this issue. Our conclusion is that this is a matter that needs ongoing lobby and attention at national level.

The national programmes started this year with the development of theories of change. This was an intensive but rewarding exercise. Although we feel that the theories of change already help a lot in focusing and choosing for ways of working, we realise that we should focus even more on the exact role of Rutgers and the added value of our work to the goals of our programmes. This is something to take up in 2019.

4.4 Risk management

Since the end of 2017 we have been in dialogue with the Ministry of Health and RIVM about 'state support'. As an organisation we receive an annual amount from the Ministry (via RIVM) to function as a thematic institute/knowledge centre. Due to European regulations there are stricter rules from the viewpoint of 'equal competition'. Therefore, the Ministry needs to assess thoroughly whether the agreement with Rutgers is consistent with the European rules and regulations (state support proof). Although the assessment would have taken place in 2018, it was postponed by the Ministry. Several problems are not expected for Rutgers; however, we are preparing to organise training, sales and online activities (elearning, online teaching packages) independent/more independent of the annual subsidy (instellingssubsidie).

5 Research

5.1 Research in National programmes

Operational research

An important part of our research activities consists of 'Operational Research'. These activities are strongly intertwined with intervention activities. In general, our focus in 2018 was on implementation and evaluation research, to get insight into the use of our interventions. In addition, we invested in certifications of intervention effectiveness: 'Make a Move+', 'Boys R Us' and 'Girls' Choice' applied for certification based on their theoretical evidence at the National Institute of Public Health and the Environment (RIVM). Early 2019 these certificates will be granted.

Since operational research activities are strongly intertwined in intervention and implementation programmes we refer for a detailed description of our operational research activities to the national programmes section, chapter 4 of this annual report.

Monitoring & Evaluation

In our national work, we focused on developing Theories of Change (ToC) for our five programmes. In addition, we worked on further implementing our standard procedure and standardized documents for monitoring and evaluating projects. For instance, project leads were trained in evaluating their project and took part in an overarching workshop in which lessons learned for project work were formulated. Points of improvement were fed back into the projects and were reported to the management team (departments). In 2019, we will start with monitoring and evaluating our national work at the programme level.

Programme Knowledge Development (Kennisonwikkeling)

Dissemination Sexual Health Surveys: 'Sex under the age of 25' and 'Sexual health in the Netherlands'

In 2017, Rutgers collected data for two sexual health surveys: 'Sex under the age of 25' (in collaboration with Soa Aids Nederland) and 'Sexual Health in the Netherlands'. Both are part of the 'Lifestyle Monitor' of the Ministry of Health. The general reports of both surveys were published as a book in the beginning of 2018. Also, the accessible publications '103 questions about young people and sex' and the 'Sex under the age of 25 plan of action' for professionals and the general public were finalized. In addition, the results of these and previous surveys were disseminated in the media, articles, chapters, factsheets and presentations. We developed animations on three of our most important sexual health themes: contraceptives, sexual behaviour of young people and sexual violence. One of the main results of the 'Sex under the age of 25' survey was that young people start having sex at an older age than in 2012.

A qualitative study was conducted to gain insight in explanations for this later sexual debut from the perspective of young people. The results from this study were also published in 2018. Finally, we conducted secondary analyses on the 'Sexual Health in the Netherlands' data to identify differences in sexual health between gay, bisexual, lesbian and heterosexual people.

Over the course of the year, almost all participating Municipal Health Surveys that collect local 'Sex under the age of 25' data produced a factsheet to present their local data. In 2019 these data will be analysed further in comparison with each other and with national level data.

Sex under the age of 25 for children with special needs

At the end of 2017, we started a study into the sexual health of children with special needs: children with physical and intellectual disabilities (cluster 3 of special secondary education) and children with behavioural or psychiatric problems (cluster 4 of special secondary education). These children are more vulnerable than children in regular schools with regard to their sexual and relational development. In 2018, we developed measurement instruments that matched the needs of these young people. We recruited schools and



participants, collected data and conducted the first analyses. In the first quarter of 2019, the results of this study will be published and shared with professionals and the general public.

Registrations of sexual health care

Rutgers has been conducting registrations of sexual health care in different settings, such as hospitals (LOPS), mental health care (PSTG), institutions for people with intellectual disabilities (SIG-(L)VB) or abortion clinics (LAR). In 2017, we improved the registration form for several groups (LOPS, PSTG, SIG-(L)VB). We finalized the analyses and report of the SIG-(L)VB, which was presented at the annual conference of the European Federation of Sexology in Portugal. The reports of the LOPS and PSTG were almost completed and will be published in the first quarter of 2019.

Collaborations with academic research partners

We intensified relationships with several academic partners (Utrecht University, University of Amsterdam, Maastricht University, Erasmus University Rotterdam), to stimulate scientific sex research. We stimulated international sharing of data by translating the 'Sex under the age of 25' survey into English and the questionnaire is now used by Canadian, Norwegian, Swedish, Portuguese and Spanish researchers.

5.2 Research in International programmes

Operational research and Planning, Monitoring, Evaluation and Learning (PMEL)

Operational research (including formative research) focusses on the insights needed to develop or implement interventions or implementation and on testing the assumptions of a programme's theory of change. Each programme has, therefore, an element of operational research, and since operational research activities are very much intertwined with intervention and implementation work, these activities are reported in the context of the appropriate programme (see chapter 3).

The same holds true for PMEL activities. These are meant to document the progress of a programme (as described in the ToC). Since the ToCs and the set of indicators are context specific, again we refer to chapter 4 of this Annual Report for the reports on PMEL activities within programmes. In general, it can be said that in 2018 the emphasis of the PMEL work has been on the mid-term reviews, besides on the (bi-) annual reports on indicators and outputs.

Explore4Action

Total budget: € 2,930,234

2018 budget: € 1,127,000

Donor: Bill and Melinda Gates Foundation

In 2018 the programme:

- Set up strong collaborations with national and local government to support the research programme and discuss research findings through local and national advisory committees.
- Trained and involved young people as co-researchers (6 young people) and as enumerators (36 young people).
- Successfully conducted the first wave of GEAS (Global Early Adolescent Study), collecting extensive data from 4681 adolescents (12 years old) on gender attitudes, well-being, SRHR, mental health, healthy sexuality and key data from their parents (expectations, demographic data).
- Strengthened the Setara M&E system as part of the implementation research.
- Collected and analysed qualitative in-depth data with young people (18-24 years) through 24 focus group discussions and 86 in-depth-interviews in

explore
+action

Research • Collaboration • Action • Change



addition to observations (pubs, dating sites) and content analysis (mostly social media).

- Presented at a number of international and Indonesian meetings and conference, including the ICFP and VOICE conferences and at the GEAS partner meeting with WHO in Geneva.

Results up till now

- GEAS baseline and qualitative data were presented and discussed with key stakeholders from schools and government. Baseline data indicate that gender norms have a strong influence on mental health, voice, choice and decision-making – with boys scoring lower than girls. Through discussions with key stakeholders, youth activists and adolescents themselves we are formulating a set of recommendations, as well as hypotheses about outcomes that our CSE will have positive influence on. In 2019 the data and report will be officially launched at the Indonesian Conference for Family Planning, in collaboration with UGM and large media networks.
- Our research team is encountering new challenges and ethical dilemmas in working with GEAS, adolescents, and with young people as co-researchers. These experiences are carefully documented and discussed in the GEAS Ethics working group and should lead to new guidance for doing research with adolescents in a programme context.
- As a result of collaboration with the government, there is an official commitment in Semarang to start training other schools to prepare Setara scale-up with government budget to 6 more schools in 2019 following Rutgers Whole School Approach. The City of Denpasar asked our implementing partner PKBI to develop a plan for Setara scale-up in 2020. Under Rutgers GUSO programme the collaborative approach was copied to 5 other cities, resulting in 2 cities expressing official support from their City Mayor and City Office of Education.
- To make the work in Explore4Action known in the local community an article in the Jakarta Post on Setara and on E4A, covering the launch and our presence at the ICFP: (<https://www.thejakartapost.com/youth/2019/01/17/explore4action-to-discover-what-youths-really-want.html>). was published and Rutgers produced a video where our young researchers from E4A explained about the youth voices research and their role: <https://www.youtube.com/watch?v=0mdFJtD2OAw&feature=youtu.be>

5.3 Research in Advocacy programmes

In the advocacy programmes Right Here Right Now, Standing Strong Together and Paternity Leave, the operational research activities as well as the PMEL activities are reported in the chapter on Advocacy (chapter 2).

In addition, Rutgers invested in Outcome Harvesting (OH) as a preferred monitoring methodology (alongside existing methodologies), initially in RHRN and later also in other programmes including Prevention+. GUSO has recently also taken up this methodology. The added value of Outcome Harvesting lies in the fact that it is well-suited for complex programmatic contexts, whereby the logical flow between activities, outputs and outcomes cannot be established beforehand but is dynamic. It specifically looks at changes in behaviour (such as actions, relationships, policies, practices) of one or more social actors influenced by an intervention. Outcome Harvesting does not measure progress towards predetermined indicators, but rather allows to look at relevant outcomes and then, working backwards, determines whether and how an intervention contributed to these changes. This allows monitoring for example advocacy work, that is often not well captured through more 'traditional' monitoring methodologies, much more effectively. Also, it allows to capture unexpected outcomes that were not foreseen when the programme was designed, but may seriously contribute to our goals and is much more flexible if unforeseen opportunities or challenges require us to change a programme's strategy.



5.4 Dissemination of research output

It is important to make available our research outputs to SRHR professionals and in some cases also to the public. In 2018 Rutgers published 20 peer reviewed articles in renowned scientific journals. Furthermore more than 20 papers and articles were published in non-peer reviewed journals, these papers were mostly targeted on SRHR professionals and policymakers. On top of this more than 70 (poster) presentations were given on conferences and expert meetings. An overview of the output of Rutgers can be found in chapter 13 'List of publications'.

To make actual, state of the art knowledge, easily accessible for Rutgers' staff and the public, we have developed seven knowledge files on topics that are central to Rutgers' work: contraceptives, population dynamics, sexual violence, cultural and religious diversity, sexual diversity, the gender transformative approach and comprehensive sexuality education. These knowledge files will serve as a knowledge platform and content is focused on connecting evidence and practice. New files will be produced in 2019.

5.5 Indicator development

During 2018 a working group worked on the development of a set of indicators that are shared by all programmes and together constitute a dashboard for Rutgers' impact. This set of indicators is linked to the indicators of the Rutgers' corporate strategy and to the SDG indicators as far as this is relevant for SRHR. The indicators will be finalized and implemented in the first half of 2019.

5.6 Lessons learned

In our research activities often we face the challenge of designing our measurement tools in such a way that tool are sensitive to the nuances and diversity in aspects of sexual health. Whether we design an online questionnaire for a quantitative survey to make visible nuances of sexual health for the general population and the relevant sub-groups, or we design measurement tools to capture the effects of a CSE programme or an intervention, in all cases it is of paramount importance that we design our research work as close as we can to our practice. By incorporating qualitative research and design our research from a participatory perspective we make sure this connection is always there.

As Rutgers values youth participation highly, we also actively work on meaningful youth participation (MYP) in our research. Our experiences, both internationally - for instance in Explore4Action (see above) and nationally (see our study on youth perspectives on CSE, chapter 4.2) demonstrate how MYP in research can create valuable knowledge by increasing access to study informants and empower young people by developing skills and expertise and providing opportunities to voice their perspective and influence policies. However, MYP in research comes with several challenges, both practical and ethical. Practical challenges include the amount of training young people need to gain research skills, conflict between research planning and young people's multiple school, work and other responsibilities, and problems obtaining consent to undertake research from institutions such as schools. Ethical challenges include the labelling of young co-researchers as 'bad' because they show such an interest in sexuality and sexual rights, dealing with power dynamics including recognising and working with local cultural values in relation to age and power (as well as gender, ethnicity and more); and the impact of the research on young people's well-being, e.g. hearing traumatic stories. Rutgers is analysing these challenges internally and with external experts and "learning by doing". We also share and discuss our experiences in national and international fora and publish about our lessons learned in research reports and publications.

6 Communication

6.1 Communications policy

The overall communications objective is to create awareness on SRHR issues, to visualise the urgency and to make Rutgers well-known, as a renowned expert centre and partner in the field of SRHR.

Rutgers approaches communications pro-actively by 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 the age of 30 years. 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, Supervisory Board members and employees in our country office in Indonesia.
- Partner organisations in the Netherlands and abroad.
- 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, with a focus on young people <30.

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.

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

Staff receives information about overall operational management and strategy from biweekly internal meetings in which colleagues share highlights and special-interest issues. After every Management Team meeting an update on matters discussed in the meeting is sent to all staff by email. All departments have regular meetings.

Online

Rutgers' online strategy focuses on target groups receiving relevant content at the right moment through their preferred channels and 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 Rutgers' websites in 2018:

Unique web site visits national	2018	2017	up/down by
rutgers.nl	113,309	104,904	8,405
rutgers.international	47,161	30,607	16,554
shop.rutgers.nl	86,170	61,967	24,203
seksuelevorming.nl	152,830	112,800	40,030
seksindepraktijk.nl	85,939	77,294	8,645
seksualiteit.nl	483,677	423,316	60,361
sense.info	1,861,462	1,935,256	-73,794

Rutgers in the media

Rutgers was well represented in the media in 2018. It was consulted as an expert centre in 55 television and radio broadcasts. We appeared in television broadcasts, such as national news television bulletins, EenVandaag, Nieuwsuur, Hart van Nederland and Editie NL. We also appeared in radio broadcasts on different channels including, Radio 1 and 2, BNR News Radio and FunX.

Rutgers was cited 319 times in the printed media (magazines and newspapers) and in more than 1,300 (2017: 1,200) online articles.

Rutgers' social media channels are increasingly in the picture: social media (Facebook, Twitter, LinkedIn) capital is 13,448 followers, and including Sense.info it is 18,730. At the end of 2018, Rutgers also added Instagram to its social channels.

Internal communications

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

6.2 Events, publications and project communication

The Communications Department developed several new publications and products in collaboration with other departments of Rutgers. We also hosted several events. 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 2018 are described below.

Sexting

In 2018, the phenomenon of sexting (exchange of sexual messages among teenagers via the internet or mobile phones) has been in the news a lot, when for example in September the police sternly advised young people to stop sexting. Rutgers argued in various media, such as the NOS and Editie NL, for better prevention and sexual education, at home and at school. This is likely to result in stopping unwanted sexting and the condemnation and blackmail that sometimes follows. In our media appearances, we explained that the police placed too much responsibility on the victim, which encourages victim blaming and slut shaming.

Sexual Violence Action Week

Has anything really changed a year after #MeToo? Far too little, says Rutgers. That is why we made undesirable sexual behaviour the theme of the Rutgers Dialogue and linked it to an action week. We called on schools, municipalities, music venues, clubs and festival organizations to fight against sexual harassment and provided them with tools for this. The action week started with the launch of the public campaign, "Are you Okay?" to allow discussion about unwanted sexual behaviour during clubbing and going out. The media attention was huge, including coverage in NOS Journaal, RTL Nieuws and EenVandaag, as well as in many national and regional media outlets. Pop venues, festivals and clubs from the networks of VNPF (branch organisation) and Celebrate Safe enthusiastically joined in and most importantly: young people embraced the campaign. Sixty-eight pop venues, festivals and clubs from the networks of VNPF (branch organisation) and Celebrate Safe enthusiastically joined in and most importantly: young people embraced the campaign. 156,000 young people were reached through social media and over 110,000 young people shared their 'Are you Okay' photo via Snapchat.

Rutgers experts on the topic of sexual harassment participated considerably in the discussion, both on television (Nieuwsuur) and in newspapers and on radio programmes. We emphasized the importance of prevention, emancipation, dialogue between men and women, role models in the media and attention to relationships in education and upbringing.

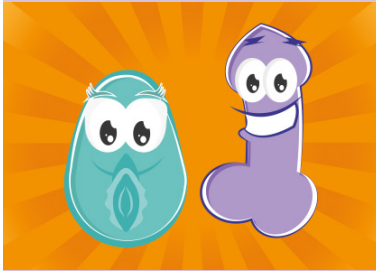
Campaign shared responsibility

Why would contraception only be a woman's business? In the week of 26 September 2018, World Contraception Day, Rutgers campaigned for men's and women's shared responsibility to prevent unintended pregnancy. At the





contraception camper videos were recorded in which students gave their opinion about contraception and who they thought was responsible for it. The statements made one think and sometimes evoked indignation. The videos were placed on Instagram and Facebook. In particular, the video film, “Would you take the men’s contraceptive pill?” was often shared, liked or commented on. In addition, influencers were mobilized to deal with the subject on their own channels. The media attention was huge and showed shifted attitudes on shared responsibility.



Poenie

In search of a family-friendly word for vagina to empower children to talk about sexuality at home or at school, Rutgers teamed up with the radio-of show Ruud de Wild. Listeners of the show voted for ‘Poenie’ as their favourite word. The result of the campaign: 3 days of airtime on Radio 2, lots of media attention (for example NOS online, Jeugdjournaal, newspaper Trouw) and on Twitter #poenie was two days trending topic. The action fits in seamlessly with the objective of our sex education programme: encourage children and young people aged 4 to 25 to develop positively on a relational and sexual level.

ICFP 2018

By attending the International Conference on Family Planning (ICFP) 2018 in Kigali, Rwanda, Rutgers had the opportunity to showcase the impact of its international work on a global stage. Rutgers staff presented their implementation work and research during pre-conferences, side events and conference (poster) presentations. Also, the first module of the Rutgers’ Gender Transformative Approach (GTA) Toolkit was launched. All these different aspects were shared online through Rutgers’ international social media channels and in a liveblog, connecting with partners, experts and practitioners from the field. An easy-to-share map was created, that gives readers a comprehensive overview of Rutgers’ work at a glance.

Get Up Speak Out Alliance booth and animation

The Get Up Speak Out (GUSO) alliance took a prominent place in Rutgers’ communications at ICFP 2018, with a conference booth that functioned as a meeting point for young international advocates and as a venue for Rutgers’ mini events. An animation was produced to highlight the work and impact of the GUSO alliance around the world. This short video premiered at the GUSO booth, and was consequently shared online.

Case studies at 39th Human Rights Council

At the 39th Human Rights Council in Geneva, the Prevention+ programme presented five case studies on successfully engaging men and boys in ending gender-based violence. Rutgers communications coordinated the production of case study factsheets. The side-event was successful, with an Ugandan minister for Health committing to GBV prevention.

Explore4Action

The Explore4Action programme was launched in 2018. It is a pioneering research programme investigating 12-24 year olds’ experiences of sexual development and factors that may influence these experiences positively or negatively. Young people play a central role in both the advocacy and research tracks of the programme, acting as co-researchers and advocates. These important insights will be used to make the case for better health education and services for young people in Indonesia. Rutgers communications contributed to the programme around its launch with a press release, web articles and social media presence. The Indonesian office created a video in which the young researchers explain the importance of their work and perspective on sexuality in the programme.





State of the World Population report Launch

On October 17th, Rutgers organised, in cooperation with UNFPA and the Ministry of Foreign Affairs the Netherlands, the launch of the UNFPA State of the World Population report 2018, 'The Power of Choice: Reproductive Rights and the Demographic Transition'. Arthur Erken, Director of UNFPA's Division of Communications and Strategic Partnerships officially launched the report by handing over the first copy of the report to Birgitta Tazelaar, Director of Middle East North Africa at the Ministry of Foreign Affairs and Acting Director-General for International Cooperation at the Dutch Ministry of Foreign Affairs. A range of professionals in the field of policy, reproductive health and rights, and population dynamics attended.

6.3 Lessons learned

Rutgers has been very present in the media, our social media following is rising and several websites show an increase in visitors. However, we realise that to more effectively reach young audiences, they need to be targeted through different channels and media types. For example, the use of more images and videos, ambassadors/influencers, and a clear brand and voice is necessary to make an even bigger impact.

7 Human Resources

Our policy focuses on timely availability of qualified, enthusiastic and vital professionals who are able to work programmatically. An open culture supports them in this. The management team encourages this by conducting dialogues with employees and programme managers, reserving space and time for meetings such as Hart voor de Zaak and the bi-weekly update in the social hub.

Rutgers, the Netherlands

In order to continue to grow along with the organizational needs, the professionalization process continued. In addition to optimizing the PRIS system, reports and processes, we also focussed on team development. Besides, a permanent HR manager was appointed. To strengthen the department, we looked at priorities, service provision, capacity and Human Resources in the line.

HR successfully completed several matters. The leave module has been supplemented, the PRIS personnel information system was linked to Synergy and all users are now committed to the PRIS system. HRM explored a proposal for a flex budget, trainings in connecting communication and programmatic working (advanced) were organized, and a proposal was made for the implementation of one's own risk in the case of illness. HR assisted the Management Team with the implementation of the Empowered Passionate Professional and the first phase of the job structure model was started.

The Works Council was involved in the subjects above and, where necessary, has given their consent. Also, the Employees Satisfaction Survey MTO (2016) was the subject of discussion. Jointly, executive director and the works council concluded that most of the MTO agenda deserved attention and was embedded in other actions or projects. In addition, we explored shared issues with the Works Council and how HR, MT and the executive director defined their future roles. Elections were also held, and the new Works Council was installed.

Rutgers staff worldwide

At the end of 2018, the organisation, including country offices, employed FTE:

- Rutgers Netherland 89.34 FTE (104 employees).
- Country office Pakistan (closure 2019 November 30).
- Country office Indonesia 14.6 FTE (15 employees).

In 2018, Rutgers employed three highly skilled migrants with a residence and work permit.

Employee turnover headquarters

In 2018, Rutgers had 23 vacancies of which 20 were filled. For the other 3 vacancies, employees were recruited early in 2019. 23 people left Rutgers in 2018, mostly due to expiration of their contracts or other work ambitions. We have a permanent contracts/temporary contract ratio of 55%-45%.


Sickness and sick leave Rutgers (Utrecht)

The following interventions were deployed to decrease the sick leave rate. Within the HR team, we appointed a case manager, who monitors the sick leaves, advises and guides team managers by reintegration of their employees. The HR manager assists her in the complex cases. The contact with the health&safety officer improved, which resulted in more timely and efficient reintegration plans. Frequent absentees were more in the picture and managers evaluated their absence with them.

Rutgers had a sick leave rate of 6.07%; compared to 2017 a decrease of 0.55%. In 2018 we had 15 long term cases (longer than 6 weeks). Most employees were successfully reintegrated, 4 employees are still reintegrating and 4 had to leave Rutgers. In 2017 Rutgers had an average sick leave reporting frequency of 1.22 against 1.19 in 2018. 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.

Training Rutgers the Netherlands

MT and HR annually analyse the training needs, both collective and individual training. Most of the training courses were continued in 2018, such as Basic PMC, Persuading & Influencing and safety. The safety protocol and CMT must become more transparent in our organization.



In addition, the following new training courses were developed: Connecting communication, sickness absence training for the managers and PMC advanced level for programme managers. PMC advanced level stimulated the programme managers' confidence and was really successful. There will be a follow up in 2019.

In 2018 the HRM-budget for training and education was € 164,500,-, of which two thirds was spent. Next year, development of employees' will receive attention during their annual performance appraisal.

Lessons learned

Optimization in HR will eventually support integral management, but in the near future it requires investment. In the coming year, it is necessary to plan more realistically. Fortunately, we have a great HR team with possibilities to grow.

Risk management

Most employees' contracts are based on temporary projects and programmes. Most of these contracts will end in 2020-2021.

8 Report of the Supervisory Board

Introduction

The Supervisory Board oversees the general affairs of Rutgers, develops general organizational strategies, and controls efficient and transparent spending of budgets. Rutgers adheres to CBF (Central Bureau Fundraising) guidelines and the Governance Code for Charities, which stipulate a separation of supervisory and governance responsibilities between Supervisory Board and Executive Director.



8.1 Composition of the Supervisory Board

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

In 2018, the Supervisory Board appointed four new members and a new chair. Andrée van Es and Laurent de Vries left the Supervisory Board in 2018. Mirjam de Blécourt was appointed as the new chair, and Karel van der Flier, Bea Schouten, Marian Spier and Lotte Dijkstra were appointed as members. With these new appointments, the Supervisory Board consisted of nine members by the end of 2018. IPPF Regulations state that at least half of the members should be women and two members should be under the age of 25 when elected. With this composition of the Supervisory Board, Rutgers meets this requirement.

The Supervisory Board now includes the following members (between brackets: year of joining the board and end of this term as member):

- **Ms Mirjam de Blécourt**, Chair (June 2018/June 2021, first term)
Ms de Blécourt is a leading employment lawyer and a partner at Baker McKenzie. She is one of the publicly spoken women on #metoo and has been working on diversity and gender equality for years. Mirjam has a lot of experience as a board member for various organisations such as Baker McKenzie Amsterdam, the Royal Concertgebouw Fund, Women on Top and the Female Cancer Foundation.
- **Ms Anita Hardon** (February 2016/February 2019, first term)
Ms Hardon is a professor with the University of Amsterdam (UvA) in the field of anthropology of health, care and body. She is a medical anthropologist and researches health problems worldwide.
- **Ms Bea Schouten** (May 2018/May 2021, first term)
Ms Schouten is a representative at the Provincial-Executive of the province of Gelderland. Before that she worked in health care, first as a nurse and later as manager at GGD Hart voor Brabant in the area of prevention and youth health care.
- **Ms Julia Bunting** (May 2017/May 2020, first term)
Ms Bunting is president of the Population Council in New York. She served as executive director at the International Planned Parenthood Federation (IPPF), where she led the Federation's Programme and Technical areas; she was a lead catalyst of the 2012 London Summit on Family Planning.
- **Mr Karel van der Flier** (June 2018/June 2021, first term)
Mr van der Flier is a business economist and brings his experience in media, sales and marketing.
- **Mr Lars Delleman** (February 2016/February 2019, first term)
Mr Delleman is a journalist and one of the youth members of the Supervisory Board.
- **Ms Lotte Dijkstra** (May 2018/May 2021, first term)
Ms Dijkstra is the second youth member of the Supervisory Board. She studies medicine and was the Dutch youth ambassador for sexual and reproductive health and rights.
- **Ms Marian Spier** (June 2018/June 2021, first term)
Ms Spier is a business consultant and entrepreneur. She started TedxWomen to stimulate female entrepreneurship.
- **Ms Nicolette Loonen** (April 2013/April 2019, second term)
Ms Loonen is an independent financial consultant. She is general managing director for VERA Community, she was an auditor and consultant at KPMG for 15 years and she is founder and chair of Women in Financial Services (WIF). Ms Loonen acted as the contact for the Works Council in 2018.

8.2 Meetings and decisions

The Supervisory Board had four regular meetings, in February, May, October and December 2018. The Executive Director also attended the Board meetings. Members of the Management Team were invited to attend for certain agenda items at these meetings. Each meeting consists of standard items on the agenda such as adopting annual reports, financial reports, budgets and work plans. Besides these standard items, the agenda of each meeting also contained strategic items such as national (political) developments.

During the year, the Supervisory Board adopted a number of reports such as the Internal Workplan, the Annual Report (in accordance with CBF guidelines), the IPPF accreditation report, the remuneration of the Executive Director (in accordance with the Governance Code) and the Year plan and budget for 2019.

The Supervisory Board discussed the new organisational structure of Rutgers and supported the changes that were made in 2018. After the implementation of these changes, the Supervisory Board monitored the progress that was made.

Because the Supervisory Board appointed five new members in 2018, by the end of the year they had a discussion on its way of working, made a planning for 2019 and discussed subjects to attend to during the meetings. The Supervisory Board decided on having two commissions, the Presidium and the Audit committee. The Presidium consists of Ms de Blécourt and Ms Loonen, the Audit committee of Ms Loonen and Mr van der Flier.

Allowance

Members of the Rutgers Supervisory Board receive an expense allowance of € 150,- per meeting. Travel and hotel costs for members from abroad are refunded.

Executive Director

Ton Coenen (1963) has been Executive Director of Rutgers since January 2016. He is chair to Inspire, the European partnership for sexual and reproductive health and rights, and he is a member of the Supervisory Board of VluchtelingenWerk Nederland (Dutch Refugee Council). Mr Coenen follows the Collective Labour Agreement of Dutch Mental Health Care Services (CAO GGZ) and received a gross salary in 2018 of € 134,140.

The Executive Director is responsible for the functioning of the organisation and has internal as well as external management duties. He has 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 for making the work of Rutgers possible and all partner organisations for their continuing support. Rutgers has been very fortunate in receiving so much trust and financial support from the Dutch 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.

8.3 Governance

Management team

The Executive Director is assisted by a Management Team consisting of managers of all departments. In 2018, meetings took place every three weeks. The members of the management team were:

- Ms Paulien van Haastrecht, Manager National Programmes.
- Ms Ciel Wijzen, Manager Research.
- Ms Marieke Ridder, Manager International Programmes.
- Ms Yvonne Bogaarts, Manager Advocacy.
- Mr Gerard Hooiveld, Manager Finance and Control (till October 2018).
- Mr Michael Salemink, Manager Finance and Facilities (as of November 2018).
- Ms Ilse Dekker, Manager Communications (till mid-August 2018).
- Ms Suzan Damen, Manager Communications (as of November 2018).

Annual workplan and budget

The Management Team adopted an Annual Workplan and Budget for 2018 which was approved by the Supervisory Board. Every quarter, this annual plan received an update of the planned results and the indicators set to measure these results. This way the Management Team can monitor the progress for reaching the levels that will be required at the end of the year. In this Annual Report, these aspects can be found in the various programme chapters. The budgets for the reporting year are presented in the financial report.

External supervision and quality management

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

Rutgers is ISO 9001 certified. In 2018, Rutgers was audited on the ISO 9001:2015 standard and the Partos 9001:2015 standard.

Integrity

In 2018, as part of the joint plan of action on integrity of Dutch NGOs, Partos adopted changes in the Partos Code of Conduct. These same changes are made in the Partos 9001 and the Organisational Risk and Integrity Assessment of the Ministry of Foreign Affairs. Key to these changes is that every organisation should have an integrity system in place. The Management Team and the Supervisory Board discussed a plan of action on these changes at the end of 2018. By the end of 2019, Rutgers will be fully compliant with the new requirements.

In 2018 Rutgers accepted a code of conduct, which all employees sign upon starting their work at Rutgers. All other people working for Rutgers in any form are asked to comply with this code of conduct and the code of conduct is also part of the partner policy Rutgers developed in 2018. Besides this code of conduct, regulations are in place concerning complaints and a person of interest.

Complaints procedure

This year, a number of Rutgers partner organizations suspected fraud and/or inappropriate behaviour. These cases were investigated in accordance with the relevant procedures by the Rutgers' complaints committee.

Further investigation is currently taking place and there is as yet no full insight into the scale with respect to money and time in which this occurred.

Visionary Foundation Pakistan (amount involved Rutgers € 2,000, GUSO)

It has been established that expenditure has been incurred on contracts that do not comply with the applicable policy. As a result, an amount of € 2,000 was not charged to the GUSO programme.

IPPF-Africa Regional Office (amount involved unknown)

Some whistle blowers approached Rutgers to pay attention to the alleged fraudulent acts and inappropriate behaviour by the Regional Director. Rutgers worked closely with IPPF Central Office in this case. The Regional Director has since been fired.

Fraud Rutgers country office Indonesia (amount involved Rutgers € 7,809)

At the end of 2018 a fraud case with petty cash occurred at the country office in Indonesia. The employee involved has been dismissed and a repayment arrangement has been agreed with him.

FPAM (Malawi) (amount involved Rutgers USD 2,325, You Decide)

Within FPAM there is an accusation of abuse of position and fraudulent conduct. PWC conducted a forensic investigation of which we received the report. There has been fraud for USD 2,325 with You Decide funds from Rutgers. FPAM has promised to compensate for this.

In 2018, Rutgers received no other complaints.

Risks and risk management

The organisation manages its (financial, organizational, programmatic and reputational) risks by:

- A management information system with indicators relating to the various organisational objectives. Indicators are reviewed on a quarterly basis 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 work was monitored and evaluated according to the requirements of the Ministry of Foreign Affairs, Ministry of Health and specific requirements by non-governmental donors.
- Transparency of financial-related processes and policies like code of conduct, fraud – zero tolerance, etc. and well set up project management procedures and execution.
- In 2017 the Risk Management Policy was approved both by the Executive Board and Supervisory Board. The next phase in the implementation will be:
 - Respond to risks in the management information system observed by the new Finance Manager (started November 2018) and strengthen internal controls.
 - Adjust the support systems to the new organisational structure.
 - Integrate risk management into the primary process and workflow.
- Through a combination of tailored-made management information and policies at corporate (including the field offices), department and programme levels, Rutgers manages its financial results.
- Diversify the funding furthermore to avoid a too great dependency of funding by one of the Ministries.

IPPF accreditation

Rutgers is part of the international network IPPF (International Planned Parenthood Federation). Accreditation was carried out by IPPF in 2018. Many different elements that determine the quality of the organization were investigated. Rutgers was again positively assessed. Two points for improvement were identified, one relating to the absence of a conflict of

interest policy and the other for a better structured evaluation by the Supervisory Board. These are both addressed.

General Data Protection Regulation (GDPR)

The AVG Act took effect on 25 May 2018. In 2018 a risk assessment was carried out for Rutgers. Risks were filed on risk cards and the necessary safety measures were taken. A privacy statement was prepared and published on the website. Rutgers has an internal general privacy policy and privacy research policy has been prepared and disseminated. Processing agreements have been concluded with processors and the required processing registers have been established.

Country Offices

Rutgers had two Country Offices in 2018, in 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 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.

In 2018, due to changing local government regulations, the country office in Pakistan had to close. The closure process was conducted under close supervision of the Manager International Programmes and was controlled by local external certified accountants.

9 Finance

Introduction

Rutgers had a very success full financial year. Rutgers generated the largest income ever and realized a very good result. The main reasons for this success are acquisition efforts (Amplify Change and Dutch Postcode Lottery Dreamfund for She makes her safe choice) and the effect of improving and strengthening our financial organisation (systems, policies, processes and control).

This chapter details the income, expenditures and financial position of Rutgers in 2018. The financial statements have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). All expenditures of Rutgers are related to the objectives, to the generation of income, and to management and administration. The objectives concern three departments: International, National and Advocacy. All amounts report in this report are in Euros (€).

Rutgers receives since many years an institutional subsidy of the Ministry of Health and a yearly, non-earmarked contribution by the Dutch Postcode Lottery.

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

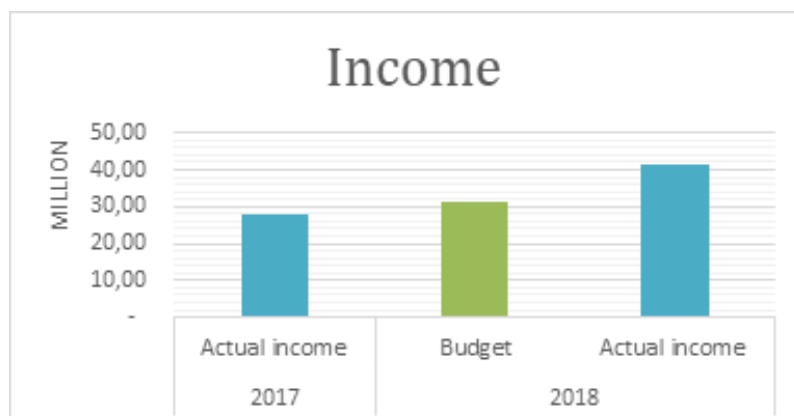
- Get Up Speak Out (GUSO) with partner organisations Simavi, Aidsfonds (AIDS Fund), IPPF, dance4life, Choice.
- Prevention + Alliance with partner organisations Promundo US, Sonke.
- Right Here Right Now with partner organisations Hivos, dance4life, Choice, Arrow, LACWHN.

Next to this Rutgers is in the lead of the consortium (2018-2022) for the programme Act4Respect funded by the Ministry of Education, Culture and Science (OCW). Atria is partner in this consortium.

Our role as lead agency is also reflected in the Statement of Income and Expenditure. Because we have a responsibility as lead agency 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, this does not affect results or equity of Rutgers.

The audit protocol of MoFa and the RJ650 requests our accounting for multi-annual partner costs when signing a 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.

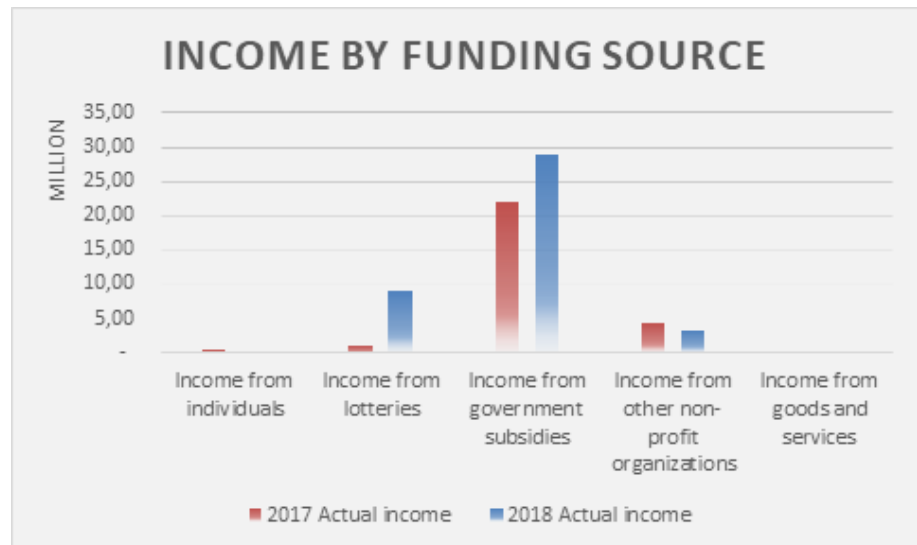
9.1 Income



In 2018 Rutgers consolidated income amounting to € 41.4 million, € 9.9 million above budget. This represented a 48% increase on the 2017 consolidated income of € 28 million.

The significant increase in income can be attributed to an increase in income from other non-governmental organizations: € 2.0 million granted by Amplify Change for Standing Strong Together and a grant of € 11.9 million by the Dutch Postcode Lottery for She Makes Her Safe Choice of which € 8.0 million was contracted in 2018. This € 8.0 million has been accounted for as income and expenditures.

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



Income from Individuals

Income from individuals amounted to € 0.1 million. This decrease was largely due to the SheDecides initiative in 2017 when € 0.5 million was raised. However, in 2018 we still generated € 0.09 million income for SheDecides (recurrent individual donors) and € 0.01 million coming from other private donations.

Income from Lottery

Income from Lottery sources (€ 8,93 million) increased significantly compared to the € 0.9 million of 2017. The Dutch Postcode Lottery contributes € 0.9 million annually to Rutgers. In 2018 the Dutch Postcode Lottery also granted € 11.9 million for She Makes Her Safe Choice, as the so-called Dreamfund. In 2018 contracts were signed up to € 8.0 million. This amount is accounted for in income and expenditure in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650).

Income from government subsidies

Income received through government subsidies in 2018 amounted to € 29.0 million, representing a notable increase from the 2017 income figure of € 21.9 million. Actual income was € 2.4 million (32%) higher than the budget of € 26.6 million for the period.

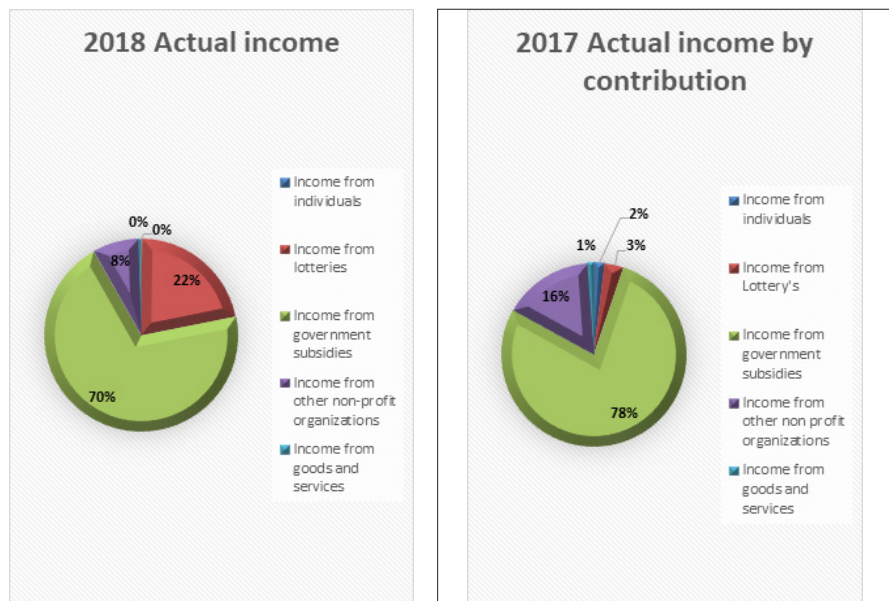
In 2018 Rutgers received funding for the programmes Right Here Right Now, Get up Speak Out, Prevention+ and Yes I Do. These grant incomes for the period 2016-2020 will be subject to approval by MoFA by the end of the contract period. The funds received from the Dutch Ministry of Health relate to the total expenditures in 2018 (€ 2,136,535). The difference between the annual budget granted in 2018 (€ 2,111,003) and the actual expenditure was transferred to the equalization fund (€ 25,532). The Ministry of Education, Culture and Science (OCW) provided funding (€ 0.5 million) for the programme Act4Respect.

Income from other non-profit organizations

In 2018 income from other non-profit organizations amounted to € 3.2 million, a decrease on the 2017 income of € 1.1 million. The 2018 income was € 0.8 million (28%) less than the budgeted amount. Not all the acquisition objectives for this type of income were achieved. In 2018, the contracts with Mannion Daniels Limited (for Amplify Change), Netherlands Youth Institute (NJI), The Dutch Embassy in Mali and Pharos generated new income.

Income from goods and services

Income from goods and services amounted to € 0.2 million in 2018. No budget had been drawn up for this. The graphic below shows the actual income by contribution in % from different sources.

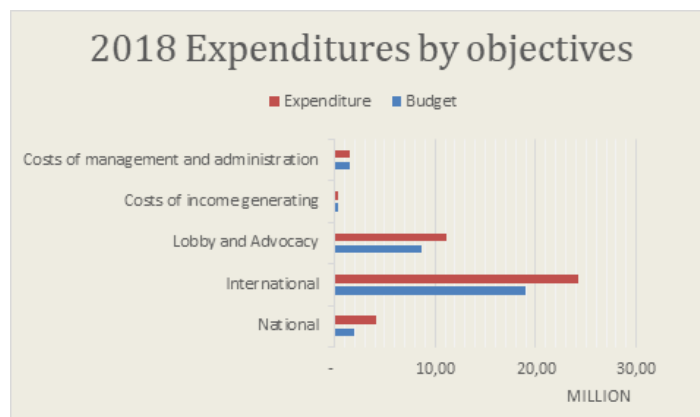


Income from government subsidies continued to dominate the funding structure, contributing 70% of the actual income realised. Income from other non-profit organizations contributed to 8% of the budget whilst income from the Dutch Postcode Lottery (21%), individuals (0%), goods and services (1%) contributed to the other 29%.

9.2 Expenditure

The total expenditure in 2018 amounted to € 41.4 million, € 10.0 million (32%) above the 2018 budget. The 2018 expenditure was € 13.6 million higher than the 2017 expenditure of € 27.8 million, a 49% increase. The increase in expenditure was mainly caused because of the Dutch Accounting Standard for Fundraising Institutions (RJ 650) which forces to take income and expenditure into account in the year the contracts are signed.

The graphic below shows the expenditure based on objectives.



The biggest part of expenditure, € 24.3 million, representing 59% of the total expenditure was spent on International programmes. Of the total expenditure of € 41.4 million, € 25.9 million (96% of the total income) was directly spent on the objectives (National, International and Advocacy) of Rutgers (2017 93%).

The total expenditure excluding the grants to consortium members in 2018 amounted to € 31.3 million (2017: € 20.0) million).

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 2018 were € 4.2 million against a budget of € 2.0 million.

International programmes

Most of the activities were carried out by local partners including our own country offices. In addition, project expenditures included the costs of activities carried out by Rutgers: supervision, 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 and the Ministry of Foreign Affairs but also with locally raised income. The total expenditure within the international programmes was € 24.3 million. There was a significant change in expenditures compared to 2017. This expenditure was € 5.3 million above the budgeted amount. Programmes funded by other non-profit organizations such as the Dutch Postcode Lottery Dreamfund and Mannion Daniels Limited (for Amplify Change), the Dutch Embassy in Mali and Pharos largely contributed to the higher than budgeted volume of expenditure in the international programme.

Lobby and advocacy

Most of the advocacy activities were carried out by local partners. In Asia, Africa and South America platform organizations implemented the biggest programme in the Lobby and Advocacy sector, the RHRN programme. Expenditure was € 11.1 million in 2018, € 4.1 million above 2017. This represented a 58% increase in expenditure from 2017.

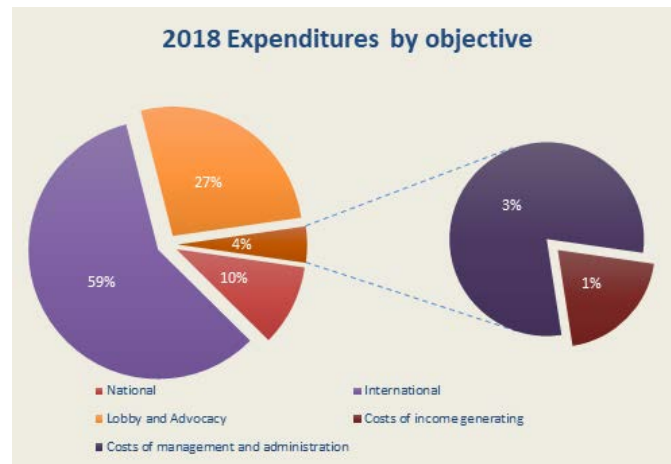
Income generating

The costs of income generating amounted to € 0.4 million in 2018, equalling the budget and this was slightly below 2017. The direct fundraising expenses mainly consisted of staff costs.

Management and Administration costs

Management and administration costs accounted for € 1.5 million and matched the costs of 2017. This was 3.6% of the total expenditure. This percentage is fluctuating because it is set against the total of generated income, which in its turn fluctuated due to the Dutch Accounting Standards (RJ650). 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 organization 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 impose a target.

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



9.3 Net result

Rutgers has generated a positive result of € 0.17 million of which € 0.22 million are realised exchange gains. The Rutgers policy on this matter is for precautionary reason that an exchange gain would not be realized through the income statement before actually being materialized. The closure of the field office in Pakistan meant the exchange rate gain of 89k was realized at the end of 2018 and therefore added in the financial result of 2018.

However, the result is only virtual because the 2018 costs of a number of projects were reserved in an appropriated reserve to cover the costs of 2018.

For the 2018 costs of SheDecides € 0.5 million was reserved in a fund; the € 0.5 million costs in 2018 were covered out of this fund. After gifts of a total of € 0.09 million was received in 2018 for SheDecides, the balance of this fund is € 0.4 million.

All the appropriated reserves of 2018 for projects were funded out of the annual contribution of € 0.9 million by the Dutch Postcode Lottery. The Executive Director determined in 2018 that all appropriated reserves had to end by 31 December 2018. All the money not spent by that time would become available for new projects. The usage of funds and unspent money totalled an amount of € 0.6 million in 2018.

Taking all this into account the result for 2018 totalled € 1.17 million (€ 0.17 million as result, € 0.4 million as withdrawal for SheDecides fund and € 0.6 million for the usage of funds and unspent of appropriated reserves).

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

Reserves

Continuity reserve

The continuity reserve is meant to guarantee the organisation's continuity, to cover risks and provide working capital. The costs of the working organization 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 and Jakarta. 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 organization.

Out of the corrected result of € 1.17 million a contribution of € 0.3 million was made to the continuity reserve. Rutgers aims to build a reserve equal to three to six months of fixed costs, also taking the field offices into account. After this addition the continuity reserve covers 5,38 months of the cost of the working organisation and holds € 2.26 million.

Appropriated reserves

New appropriated reserves were formed for an amount of € 0.82 million. These have been described in paragraph 9.4, section E3 of the annual financial report.

Equity and cash position

The cash and cash equivalent items at the end of the financial year stood at 24.3 million, sufficient to meet obligations. The cash position is 11.4 million higher than the previous year. The high cash position was caused mainly by the pre-financing of the 2018 budget of the programmes financed by the Ministries, the Dutch Postcode Lottery and other (foreign) 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. For She makes her safe choice Rutgers received the total grant in advance. In 2018 we contracted a US-partner (DKT) and converted at a fixed exchange rate the total contract amount with DKT from Euro to USD (€ 6.6 = USD 7.X). The result is the exclusion of any exchange rate risks and to benefit the programme with the interest on USD deposits (about 2% per year).

The interest rate on Euro equals almost 0% on average. There are no securities held by the organisation or the country office. 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. Because the reserve for exchange rates differences had a negative balance, which is not allowed under RJ650, €-0.028 million was realized and taken into the result. Rutgers has limited cash and cash equivalents in foreign exchanges, only a US dollar account is in place due to grants transferred in dollars.

Preview 2019

In the past years Rutgers has been successful in acquiring additional resources for the organisation as part of her strategy to diversify its funding base. In 2019 Rutgers started to prepare for the new calls by the Ministries for the post 2020 period.

9.4 Annual Financial Statements 2018

amounts in euros

Assets			31-12-2018	31-12-2017
Fixed assets				
Intangible fixed assets	A		26,572	29,768
Tangible fixed assets	B		206,076	293,256
			232,648	323,024
Current assets				
Receivables, prepayments and other current assets	C		6,435,107	4,318,472
Cash and cash equivalents	D		24,329,483	12,891,384
			30,764,590	17,209,858
Total			30,997,238	17,532,882

Liabilities			31-12-2018	31-12-2017
Reserves and funds		E		
Continuity reserve	E1		2,259,131	1,958,161
Appropriated reserves	E2+E3		818,572	596,477
Reserve exchange rate differences	E4		0	-27,303
Subtotal reserves			3,077,703	2,527,335
Equalisation fund VWS	E5		129,577	104,045
SheDecides fund	E5		105,508	512,960
Reserves and funds			3,312,788	3,144,339
Provisions		F		
Provision jubilee employees	F1		36,138	40,087
Provision projects	F2		0	4,648
			36,138	44,735
Current and accrued liabilities		G	27,648,312	14,343,807
Total			30,997,238	17,532,882

Statement of income and expenditure for 2018

Income				
		Actual 2018	Budget 2018	Actual 2017
Income from individuals	H	109,052	-	527,159
Income from lotteries	I	8,933,908	900,000	920,756
Income from government subsidies	J	28,977,327	26,557,559	21,937,925
Income from other non-profit organisations	K	3,186,149	4,021,595	4,450,869
Total income fundraising		41,206,435	31,499,154	27,836,709
Income from goods and services	L	182,057	-	148,136
Total income		41,388,492	31,499,154	27,984,844
<i>Total income Consortium members excluded</i>		<i>31,218,169</i>	<i>20,450,053</i>	<i>20,156,651</i>
Expenditure				
National	M1	4,209,980	2,006,584	3,398,151
International	M2	24,291,294	18,975,614	15,517,614
Lobby and Advocacy	M3	11,067,253	8,586,785	6,993,753
Directly allocated to objectives	M	39,568,527	29,568,983	25,909,517
<i>Total expenditure Consortium members excluded</i>		<i>29,398,204</i>	<i>18,519,882</i>	<i>18,081,324</i>
Costs of income generating	N	380,759	383,607	413,724
Costs of management and administration	O	1,493,952	1,475,549	1,493,350
Total expenditure		41,443,239	31,428,139	27,816,591
<i>Total expenditure Consortium members excluded</i>		<i>31,272,916</i>	<i>20,379,038</i>	<i>19,988,398</i>
Interest and exchange result	P	224,032		-34,750
Result		169,286	71,014	297,120
Result appropriation				
Continuity reserve		300,969	71,014	-54,317
Appropriated reserve		250,236		-191,523
Equalization fund VWS		25,532		30,000
SheDecides fund		-407,452		512,960
		169,286	71,014	297,120

Cash Flow Statement for 2018

Cash flow from operating activities

	2018	2017
Result	169,286	297,120
Depreciation	118,541	117,927
Changes in provision and reserve exchange rate differences	18,707	-42,010
Change in working capital (excl. cash and cash equivalents)	11,158,976	2,762,933
	11,465,509	3,135,970

Cash flow from investing activities

Investments in		
Intangible fixed assets	-3,817	-31,570
Tangible fixed assets	-36,902	-11,378
	-40,719	-42,948
Disinvestments in		
Intangible fixed assets	754	-
Tangible fixed assets	12,555	135
	13,309	135
Movement cash and cash equivalents	11,438,099	3,093,158
Liquid assets at the end of the financial year	24,329,483	12,891,384
Liquid assets at the start of the financial year	12,891,384	9,798,228
Movement cash and cash equivalents	11,438,099	3,093,158

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.

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 organization. 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 organization.

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

Income is recognized in the year to which it relates.

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

	2018	2017
Acquisition value		
Balance 1 January	326,206	294,636
Acquisitions	3,817	31,570
Disinvestments	-754	-
Balance 31 December	329,269	326,206
Depreciation		
Balance 1 January	296,438	294,549
Depreciation	7,014	1,889
Disinvestments	-754	-
Balance 31 December 2018	302,698	296,438
Book value 31 December 2018	26,571	29,768

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	2018	2017
Acquisition value					
Balance 1 January 2018	308,499	310,920	263,871	883,292	873,159
Acquisitions	-	17,703	19,199	36,902	11,378
Disposals/desinvestments	-	-27,137	-9,286	-36,423	-1,245
Balance 31 December 2018	308,499	301,486	273,784	883,771	883,292
Depreciation					
Balance 1 January 2018	151,983	247,699	190,355	590,036	475,108
Depreciation	58,846	28,577	24,104	111,527	116,038
Disposals/desinvestments	-	-23,868	-	-23,868	-1,110
Balance 31 December 2018	210,829	252,408	214,459	677,695	590,036
Book value 31 December 2018	97,670	49,078	59,325	206,076	293,256

The depreciation of the above presented tangible fixed assets is based on the expected useful period of five years. Of the total amount of € 36,423 that was disposed, most of it represents the disposal of the renovation and office equipment of the closed country office in Pakistan and the previous office of country office Indonesia.

C. Receivables, pre-payments and other assets

	31-12-2018	31-12-2017
Debtors	6,049	21,963
Grants to be received	3,329,459	1,720,404
Provision bad debtors	-509	-509
Advances consortium members	2,800,018	2,384,168
Receivable amounts	41,737	11,180
Tax	16,692	2,283
Prepaid expenses	223,566	148,995
Other	18,094	29,988
	6,435,107	4,318,472

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

	31-12-2018	31-12-2017
Bank current accounts	1,007,488	894,362
Bank current accounts foreign currency	371,979	1,574,114
Bank deposits	17,178,523	10,421,700
Bank deposits foreign currency	5,770,476	1,574,114
Cash resources	1,018	-
	24,329,483	12,891,384

The interest rate on the deposits varies and is low, nearly 0%, on the EUR deposits and around 2% on the USD deposits. The duration varies from 1 to 6 months.

The high bank balance is a result of the pre-financing of programs by the Ministry of Foreign Affairs, The Dutch Postcode Lottery and other donors.

E. Reserves

	31-12-2018	31-12-2017
E1. Continuity reserve		
Situation as of 1 January	1,958,161	2,012,479
Result appropriation	300,969	-54,317
Situation as of 31 December	2,259,131	1,958,161

As per the end of 2018, the continuity reserve enables the organisation to cover 5.38 months of the work organization. To cover the aim of 6 months, a continuity reserve of 2.31 million euros is required. The costs of the work organization represents the staff costs (with a contract of more than one year), the contractual obligations (rent, office equipment lease etc) of the offices in Utrecht and Jakarta.

	31-12-2018	31-12-2017
E2. Appropriated reserve Dutch Postcode Lottery		
SRHR in the picture	-	156,704
Stop inappropriate sexual behavior in The Netherlands	-	93,206
Sex under the age of 25 in secondary education	-	90,299
Other projects	-	256,268
Situation as of 31 December	-	596,477

Proceedings appropriated reserve Dutch Postcode Lottery		
Situation as of 1 January	596,477	788,000
Use reserve SRHR in the picture	-70,192	-58,296
Result appropriation SRHR in the picture	-26,512	-25,000
Use reserve Stop inappropriate sexual behavior in The Netherlands	-93,206	-56,794
Use reserve Sex under the age of 25 in secondary education	-78,264	-9,701
Use reserve Contraception Coach	-61,825	-15,695
Result appropriation Contraception Coach	-12,480	-60,000
Result appropriation Other projects	-253,998	33,963
Situation as of 31 December	-	596,477

Out of annual subsidy of the Dutch Postcode Lottery (NPL), Rutgers allocated funds to initiate innovative and additional projects in 2018. The board decided to allocate the result of 2018 in appropriated reserves not defided by donor per the end of 2018. As shown under E3. Appropriated reserve.

	31-12-2018	31-12-2017
E3. Appropriated reserve		
Refugee crises project	24,000	-
Video content for social media channels	30,000	-
SRHR in the picture	60,000	-
SRHR Digital	100,000	-
Stop inappropriate sexual behavior in The Netherlands	50,000	-
Sex under the age of 25 in secondary education	12,035	-
Redesign online landscape	150,000	-
Prepare for the future	175,000	-
Research on Francophone countries in Africa	30,000	-
Replace and upgrade information systems	97,000	-
Resource Mobilisation	30,000	-
Innovation and upscaling of programme activities	60,537	-
Situation as of 31 December	818,572	-

Rutgers allocates 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.

	31-12-2018	31-12-2017
E4. Reserve exchange rate differences		
Situation as of 1 January	-27,303	-26,261
Withdrawals (-)/additions (+)	28,141	
Additions/withdrawals	-838	-1,043
Situation as of 31 December	0	-27,303

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 and for the profit and loss items we use the average rate of the year.

	31-12-2018	31-12-2017
E5. Equalization fund VWS		
Situation as of 1 January	104,045	74,045
Under-/overspending subsidy	25,532	30,000
Situation as of 31 December	129,577	104,045

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.

	31-12-2018	31-12-2017
E6. SheDecides fund		
Situation as of 1 January	512,960	-
Use	-500,000	-
Addition	92,548	512,960
Situation as of 31 December	105,508	512,960

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

F. Provisions

	31-12-2018	31-12-2017
F1. Provision for jubilee employees		
Situation as of 1 January	40,087	42,177
Changes during the year	-3,949	-2,090
Situation as of 31 December	36,138	40,087

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.

	31-12-2018	31-12-2017
F2. Provision transitions staff		
Situation as of 1 January	4,648	43,525
Changes during the year	-4,648	-38,877
Situation as of 31 December	0	4,648

The law 'Werk en Zekerheid' obliges Rutgers to compensate employees with a temporary position when their contractperiod ends. This compensation is called transition compensation. From 2017 onwards only the transitions that have been contracted per the end of the year are included.

G. Current and accrued liabilities

	31-12-2018	31-12-2017
Subsidies received in advance	12,401,364	8,938,544
Contract obligations	13,469,986	3,298,160
Liabilities consortium members	12,793	466,726
Creditors	552,883	544,593
Contributions for national insurance, income tax and pensions	371,910	364,962
Holiday provision	557,209	476,571
Accrued liabilities	282,166	254,252
	27,648,311	14,343,807

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 2018
Rent agreement office space	31-5-2020	94,534
Scan/print/fax unit	31-12-2020	10,811
		105,344

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 2018	Budget 2018	Actual 2017
Private donations SheDecides	92,548	-	512,960
Private donations	16,504	-	14,199
Total	109,052	-	527,159

I. Income from Lotteries

	Actual 2018	Budget 2018	Actual 2017
Dutch Postcode Lottery Dreamfund	8,039,406	-	-
Dutch Postcode Lottery	900.000	900,000	900.000
Dutch Postcode Lottery "Gewoon Ongesteld"	-6.513	-	19.386
Income from other Lotteries	1,014	-	1,370
Total	8,933,908	900,000	920,756

In 2018 the Dutch Postcode Lottery granted an one-off grant of € 11,900,000 for the programme She Makes Her Safe Choice (a four-year programme). In the income is only a part accounted for since not all implementing partners have been contracted for the whole period. The difference between the grant of € 11,900,000 and the contracted amount is part of our liquidity position as stated in D. Cash and cash equivalents.

J. Income Government subsidies

	Actual 2018	Budget 2018	Actual 2017
Dutch Ministry of Foreign Affairs GUSO programme	4,039,748	3,265,224	2,650,435
Dutch Ministry of Foreign Affairs (alliance members GUSO)	5,684,712	5,571,130	2,874,549
Dutch Ministry of Health (annual institutional grant)	2,136,535	2,118,150	2,131,663
Dutch Ministry of Health - correction 2016 income	-	-	-20,058
Dutch Ministry of Foreign Affairs RHRN programme	7,940,181	4,785,435	5,694,182
Dutch Ministry of Foreign Affairs (alliance members RHRN)	2,458,152	3,756,378	3,555,829
Dutch Ministry of Foreign Affairs YID programme	1,281,098	1,418,286	951,172
Dutch Ministry of Foreign Affairs (alliance members Prevention+)	1,738,735	1,721,593	1,397,815
Dutch Ministry of Foreign Affairs Prevention+ programme	1,659,395	1,830,203	1,265,123
Dutch Ministry of Health (projectgrants)	88,529	321,001	347,860
Dutch Ministry of Foreign Affairs (alliance members Atria)	288,724	-	-
ZonMw	157,173	170,299	91,186
Dutch Ministry of Justice (DJI)	100,241	-	50,116
dance4life GUSO programme	189,443	306,124	187,554
United Nations Population Fund (UNFPA)	70,674	91,316	80,248
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect	490,457	844,085	45,597
Dutch Ministry of Education, Culture and Science (OCW) WOMEN INC.	108,558	21,930	106,936
NUFFIC/Niche	194,794	351,405	245,600
Other income from government grants	350,177	5,000	389,054
	28,977,327	26,577,559	22,044,861

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.
- Partnership Fund "Act4Respect". This program is being implemented through a consortium that consists of: Rutgers (lead) and Atria. The contract amount is € 3,000,000 for the period 2018-2022.

The funds received from the Dutch Ministry of Health relate to the total expenditures in 2018 (€ 2,111,003). The difference between the annual budget granted in 2018 (€ 2,136,535) and the actual expenditure is recognized in equalization fund (€ 25,532).

K. Income from other non-profit organisations

	Actual 2018	Budget 2018	Actual 2017
Bill & Melinda Gates Foundation	1,263,191	917,758	-
Mannion Daniels Limited (for Amplify Change)	665,072	-	-
Care Nederland	346,502	560,756	291,170
IKEA Foundation	168,817	855,602	2,739,477
St. Nefkens	165,795	175,988	177,439
NJI	101,494	-	-
Diorapthe Foundation	71,000	244,500	327,308
IPPF EN	117,006	143,750	132,887
EKN Mali	124,130	-	-
Hewlett Foundation	-	-	170,432
Pharos	77,853	-	154,567
NOC*NSF	1,170	-	58,359
Other income	84,119	1,123,241	292,294
Total	3,186,149	4,021,595	4,343,933

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 2018	Budget 2018	Actual 2017
Other income	182,057	-	148,136
	182,057	-	148,136

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

M. Expenditure directly allocated to objectives

	Actual 2018	Budget 2018	Actual 2017
M1 National	4,209,980	2,006,584	3,398,151
M2 International	24,291,294	18,975,614	15,517,614
M3 Advocacy/communication	11,067,253	8,586,785	6,993,753
Total costs	39,568,527	29,568,983	25,909,517

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 2018	Budget 2018	Actual 2017
Total direct expenditures for the objectives	39,568,527	29,568,983	25,909,517
Total income	41,206,435	31,499,154	27,836,709
Spending percentage	96%	94%	93%

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 2018	Budget 2018	Actual 2017
Total direct expenditures for the objectives	39,568,527	29,568,983	25,909,517
Total expenditure	41,443,239	31,428,139	27,816,591
Spending percentage	95%	94%	93%

N. Costs of income generating

	Actual 2018	Budget 2018	Actual 2017
Raising funds	380,759	383,607	413,724

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	41,206,435	31,499,154	27,836,709
Total fundraising costs	380,759	383,607	413,724
Cost percentage fundraising	0.9%	1.2%	1.5%

O. Costs of Management and administration

	Actual 2018	Budget 2018	Actual 2017
Management and administrative costs	1,493,952	1,475,549	1,493,350
Total expenditure	41,443,239	31,428,140	27,816,591
Management and administration percentage	3,6%	4,7%	5,4%

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

Departments	Objective	Fundraising	Management & administration	FTE
Board & management	40%	20%	40%	2,7
General affairs & Secretary	25%	8%	67%	6,0
Human Resources	0%	0%	100%	2,0
Finance & Control	65%	0%	35%	6,4
Communication	44%	1%	55%	11,7
Fundraising	0%	100%	0%	2,0
Advocacy	99%	1%		9,2
National	100%	0%		29,4
International	99%	1%		33,3
				102,6

Number of staff

During 2018, the average number of staff based in Utrecht amounted to 88,0 FTE (2017 82 FTE) and in Jakarta 14.6 FTE (2017 22 FTE).

P. Income from interest and exchange result

	Actual 2018	Budget 2018	Actual 2017
Interest	3,237	5,000	7,128
Exchange result	220,795	-	-41,878
	224,032	5,000	-34,750

Rutgers receives advances in US dollars. The reported exchange rate result is partly due to the revaluation of the US dollar balance against the exchange rate as per the end of the year. The country office in Pakistan had a financial administration in local currency, the PKR, which was yearly consolidated in the annual accounts of Rutgers in euro. Due to differences between reporting exchange rates and actual exchange rates over several years there were unrealized exchange gains in the intercompany balance between Rutgers and the country office. The Rutgers policy on this matter was for precautionary reason that the exchange gain would not be realized through the income statement before actually being materialized. The closure of the country office meant the exchange rate gain of 88k was realized at the end of 2018 and therefore added in the financial result of 2018. An appropriated reserve is created under equity on 31 December 2018 to ensure that this result is used for the sole purpose of innovating and upscaling programme activities in the future.

**Explanatory
notes to
model C**

	Actual 2018	Budget 2018	Actual 2017
Staff costs			
Wages and salaries	5,229,982	4,969,781	4,435,559
Social security costs	828,323	715,017	648,905
Pension	470,753	447,084	438,339
Sickness absence insurance	155,360	98,400	100,014
Sickpay insurance refunds	-211,507	-35,000	-179,467
Hired personnel	290,282	55,000	199,152
Commuting Allowance	129,359	134,559	132,194
Training and conferences	113,677	149,600	92,078
Occupational health & safety costs	14,146	21,500	17,107
Recruitment costs	35,004	15,000	23,436
Other office costs	14,653	15,000	15,607
Other staff costs	32,211	18,000	49,284
	7,102,243	6,603,941	5,972,208
Accommodation costs			
Rent	271,219	266,000	295,930
Maintenance costs	37,366	35,200	2,285
Other accommodation costs	25,417	24,340	33,983
	334,002	325,540	332,198
Office and general expenses			
Supervisory Board costs	6,600	12,500	2,725
ICT costs	276,349	260,800	268,199
Project support office costs	172,257	218,500	115,864
Advice - and administration costs	132,287	188,833	213,903
Other general expenses	28,414	25,283	324
	615,906	705,916	601,017
Depreciation, interest and bankcosts			
Depreciation	117,583	139,869	114,450
Interest, exchange rate and bankcosts	11,455	8,000	32,797
	129,038	147,869	147,247
Total	8,181,189	7,783,266	7,052,669

Remuneration Board

		A.J.J. Coenen
Job title		Executive Director
Period in 2018		1/1 - 31/12
Scope employment (in fte)		1.0
WNT-maximum international development		174,000 per year
Remuneration		
Remuneration		122,859
Taxable expense allowance		0
Benefits payable on term		11,281
<i>Subtotal</i>		134,140
-/- Amounts unduly paid		-
Total remuneration 2018		134,140
Justification if exceeding		n.a.
Figures 2017		
Period in 2017		1/1 - 31/12
Scope employment (in fte)		1
Remuneration 2017		
Remuneration		120,765
Taxable expense allowance		0
Benefits payable on term		10,995
Total remuneration 2017		131,760
Individueel WNT-maximum 2017		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 Organizations (Association of Fundraising Organizations, 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.

The BSD-score was calculated on 460 and approved by the Supervisory Board. Resulting in a maximum remuneration of € 131,373 for 2018.

Over 2018 Rutgers complies with all the relevant remuneration schemes. Over 2018 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 2018 was € 3,150.

The individual WNT-maximum is € 26,100 (chair) and € 17,400 (members).

The members in 2018 were:

M. de Blécourt (Mirjam) CHAIR as of June 2018

J.M. Bunting (Julia) as of May 2017

L. Dellemann (Lars) as of February 2016

L. Dijkstra (Lotte) as of May 2018

A.C. van Es (Andrée) CHAIR till June 2018

K. van der Flier (Karel) as of June 2018

A. Hardon (Anita) as of February 2016

N.C.G. Loonen- Van Es (Nicolette) as of April 2013

B. Schouten (Bea) as of May 2018

M. Spier (Marian) as of June 2018

L.F.L. de Vries (Laurent) till June 2018

Breakdown of current program- and projects end of year position

	2018		2017	
	To be received from donor	Unspent project subsidies	To be received from donor	Unspent project subsidies
Dutch Ministry of Foreign Affairs RHRN	835,427	-	-	(1,387,076)
Dutch Ministry of Foreign Affairs GUSO	-	(3,624,266)	-	(3,495,123)
Dutch Ministry of Foreign Affairs Yes I Do	-	(547,163)	-	(498,722)
Dutch Ministry of Foreign Affairs PP	-	(847,699)	-	(672,449)
Dutch Ministry of Education (Act4Respect)	-	(284,140)	-	-
Bill & Melinda Gates Foundation (Explore4Action)	242,497	-	-	(1,153,899)
IKEA Foundation	669,782	-	-	(504,155)
Amplify Change (SST)	-	(7,456)	-	-
Amplify Change (MEGA)	2,125	-	-	-
Dutch Postcode Lottery Dreamfund She Makes Her Safe Choice	-	(3,860,594)	-	-
Dutch Postcode Lottery	900,000	-	900,000	-
Other	(679,629)	(3,230,046)	820,404	(1,227,120)
	3,329,459	(12,401,364)	1,720,404	(8,938,544)
Total project balance		-9,071,904		-7,218,140

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

Specification and cost allocation to appropriation

Appropriation Expenditure	Objective		
	National	International	Advocacy/ communication
Programme spending	1,073,771	16,885,533	7,431,410
Subsidies and contributions	-	5,330,815	2,540,521
Staff costs	2,736,751	1,831,701	898,200
Accommodation costs	127,808	85,818	43,993
Office and general expenses	221,927	124,148	136,809
Depreciation, interest and bankcosts	49,723	33,280	16,319
Total	4,209,980	24,291,294	11,067,253

Raising funds	Management and administration	Total 2018	Budget 2018	Total 2017
-	-	25,390,714	23,644,874	17,957,956
-	-	7,871,336	-	2,805,966
334,118	1,301,473	7,102,243	6,603,941	5,972,208
15,603	60,779	334,002	325,540	332,198
24,968	108,054	615,906	713,916	601,017
6,070	23,646	129,038	139,869	147,247
380,759	1,493,952	41,443,239	31,428,140	27,816,591

10

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:

- Amplify Change
- Bill & Melinda Gates Foundation
- Care Nederland
- 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
- IKEA Foundation
- IPPF EN
- 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)
- Nationale Postcode Loterij
- Nederlands JeugdInstituut
- Nefkens Stichting Ontwikkelingshulp
- Netherlands Initiative for Capacity development in Higher Education (NICHE/Nuffic)
- NOC*NSF
- Pharos
- Private donations Rutgers
- Private donations SheDecides
- RIVM
- Stichting Dioraphte
- United Nations Population Fund (UNFPA)
- William and Flora Hewlett Foundation
- WOMEN INC
- ZonMw

11 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 2018 included in the annual report

Our opinion

We have audited the financial statements 2018 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 2018 and of its result for 2018 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Standards for Remuneration Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2018;
2. the statement of income and expenditure for 2018; 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.

Compliance with rule against overlapping pursuant to the WNT not audited

In accordance with the Audit Protocol under the Standards for Remuneration Act ("WNT"), we have not audited the rule against overlapping as referred to in Section 1.6a of the WNT and Section 5(1)(j) of the WNT Implementing Regulations. This means that we have not audited whether an executive senior official exceeds the norm as a result of any positions as executive senior official at other institutions subject to the WNT, and whether the explanation required in this context is correct and complete.

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 – 9)
- list of donors (chapter 10);
- Budget 2019 (chapter 12);
- list of publications (chapter 13); and
- List of abbreviations (chapter 14).

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 Standards for 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, 13 June 2019
Registeraccountants

Dubois & Co.

Signed on original by:
A.P. Buteijn RA

Rutgers

For sexual and
reproductive health
and rights



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

12

Budget 2019

(inclusive Country office in Indonesia)

Income	
National	4,026,245
International	18,079,092
Advocacy	10,741,751
Other income	900,000
	33,747,087

Expenditure direct project costs	
National	1,045,885
International	14,420,522
Advocacy	9,085,524
Other income	459,610
	25,011,542

Net Income	
National	2,980,360
International	3,658,569
Advocacy	1,656,226
Other income	440,390
	8,735,546

Organisation costs	
Salary and other personnel costs	7,274,701
Depreciation	118,600
Computer/Automatisering costs	227,719
Office and accomodation costs	498,659
Advise- and administration costs	185,226
Other material costs	283,250
VAT	-
	8,588,154

Result	147,392
---------------	----------------

Rutgers

For sexual and
reproductive health
and rights



Cultural norms and values and gender stereotypes have a great impact on healthy sexuality

13 List of publications

National publications

- **Non peer reviewed articles**

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

Knowledge files

- Contraceptives. Annemarie Schaapveld, & Ineke van der Vlugt. October 2018. Culture, Religion and Sexual and Reproductive Health & Rights. Marianne Cense, Milleke de Neef & Wilco Visscher. August 2018.
- Comprehensive Sexuality Education. Maeva & Ineke van der Vlugt. December 2018.
- Gender transformative approaches. Jeroen Lorist. November 2018.
- Population dynamics and Sexual and Reproductive Health and Rights. What, why, and how to be addressed. Judith Westeneng & Henk Rolink. November 2018.
- Sexual violence. Willy van Berlo & Rachel Ploem. October 2018.
- Sexual and gender diversity in SRHR: Towards inclusive sexual and reproductive health & rights through mainstreaming. Jantine van Lisdonk, Joline Schelfhout, Aida Bilajbegovic, Bouko Bakker. December 2018.

Peer reviewed article

- Cense, Marianne, Bay-Cheng, Laina and Lieke van Dijk. 'Do I score points if I say "no"?': Negotiating sexual boundaries in a changing normative landscape. *Journal of Gender-Based Violence* 2 (2) p. 277–91.
- Cense, Marianne. Navigating a bumpy road. Developing sexuality education that supports young people's sexual agency. *Sex Education*, 2018 (Online First).
- Cense, Marianne and Ruard R. Ganzevoort. The storyscapes of teenage pregnancy. On morality, embodiment, and narrative agency. *Journal of Youth Studies*, 2018 (Online First).
- Cense, Marianne. Rethinking sexual agency: proposing a multicomponent model based on young people's life stories. *Sex Education*, 2018 (Online First).
- Graaf, Hanneke de, Verbeek, Mirthe, Borne, Marieke van den & Meijer, Suzanne. Offline and Online Sexual Risk Behavior among Youth in The Netherlands: Findings from "Sex under the Age of 25". *Frontiers in Public Health*, Vol 6, 2018.
- Graaf, H. de, Borne, M. van den, Nikkelen, S., Twisk, D., & Meijer, S. Onderzoek 'Seks onder je 25e 2017': Seksuele gezondheid van Nederlandse jongeren. *Nederlands Tijdschrift voor Geneeskunde*. 62 (22/3), 52-59.
- Graaf, H. de & Haas, S. de. The effect of behavioural specificity of survey items on survey respondents' disclosure of sexual victimization. *Journal of Gender-Based Violence* 2 (2) p. 359-372.
- Heijne, J., Van de Broek, I., Bruisten, S., Bergen, J. van, Graaf, H. de, & Benthem, B. van. National prevalence estimates of chlamydia and gonorrhoea. *Sexually Transmitted Infections*, 20 June 2018.
- 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*, 44, 370-381.
- Berlo, W. van & Ploem, R. (2018). Sexual Violence. Paper knowledge file. <https://www.rutgers.international/facts-figures/knowledge-file-sexual-and-gender-based-violence>.
- Blécourt, Karlijn de & Mouthaan, Ineke. Seksualiteit belangrijk onderdeel welzijn en gezondheid. *POH, tijdschrift voor en door praktijkondersteuners*.
- Brederveld, J., Hommes, M., Berlo, W. van, Wijsen, C., & Lankveld, J. van. Seksueel-misbruikslachtoffers: hoe vergaat het hen in de ggz? Tevredenheid van cliënten met een misbruikgeschiedenis over hun behandeling in de ggz. *Tijdschrift voor Psychotherapie* 44 (4) p.210-227.

- **Book (or chapter in book)**

Coehoorn, Iris & Cense, Marianne. Als je het gaat bespreken, komt het naar boven. Wat verenigingen kunnen doen tegen seksueel grensoverschrijdend gedrag. Sport bestuur en management. April 2018.

Jonker, Marianne. Girls' Talk+ & Make a Move+: jongeren met een lvb seksueel wijs en weerbaar maken. Tijdschrift voor Artsen voor Verstandelijk Gehandicapten (TAVG). Vol 36, 2018, p. 137.

Mante-Adu, Amy. Anticonceptie regel je samen. One World, 26 September 2018.

Vlugt, I. van der. Verfügbarkeit und Bezahlbarkeit: Zugang zu Verhütungsmitteln in den Niederlanden/Köln: BZgA, 2017. - 3 p.

- **Factsheet**

Berlo, W. van, Höing, M., & Oosten, N. van (2018). Preventie van seksuele grensoverschrijding. In L. Gijs, L. Aerts, M. DeWitte, P. Enzlin, J. Georgiadis, B. Kreukels & E. Meuleman (Red.), Leerboek Seksuologie, derde herziene druk (hoofdstuk 13). Houten: Bohn Stafleu Van Loghum.

Graaf, H. de & Enzlin, P. (2018). De seksuele levensloop. In: Gijs, L. et al. (Red.). Leerboek Seksuologie (pp. 147-166). Houten: Bohn Stafleu van Loghum.

Graaf, H. de, Borne, M. van den, Nikkelen, S., Twisk, D., & Meijer, S. Seks onder je 25e: De seksuele gezondheid van jongeren in Nederland anno 2017. Delft, Eburon, 2018.

Graaf, H. de & Wijzen, C. (Red.). Seksuele gezondheid in Nederland 2017. Delft: Eburon, 2018.

Maliepaard, Emiel & Jantine van Lisdonk. Online dating practice as a perfect example of interwoven worlds? Analysis of communication in digital and physical encounters. In Interfaced Lives, Interwoven Worlds. Eds: Catherine, J. Nash & Andrew Gorman-Murray, 2018.

Mante-Adu, Amy, Ineke van der Vlugt. Nu Niet Zwanger methodiekbeschrijving in concept. Uitgave Handleiding/Interventiebeschrijving/Lesbrief.

Mouthaan, I., Kuyper, A., Jansen, A. Seksuele ontwikkeling en opvoeding in Reader scholing 'Een Gezonde Start'.

Vanwesenbeeck, I. (2018). Seksuele diversiteit. In: Gijs, L. et al. (Red.). Leerboek Seksuologie (pp. 167-178). Houten: Bohn Stafleu van Loghum.

Vanwesenbeeck, I. (2018). Commerciële seks. In: Gijs, L. et al. (Red.). Leerboek Seksuologie (pp. 179-192). Houten: Bohn Stafleu van Loghum.

- **Manual/professional guideline**

Courvreur, L., & I. Mouthaan. Flyer website seksualiteit.

Jonker, Marianne & Mante-Adu, Amy. Informatie voor gemeenten: Girls' Talk(+) en Make a Move(+): preventieprogramma's jongeren (factsheet).

Jonker, Marianne & Mante-Adu, Amy. Flyer Girls' Talk+ en Make a Move+: jongeren met een LVB seksueel wijs en weerbaar maken.

Vlugt, I. van der. Handreiking preventie en zorg seksuele gezondheid statushouders. Kennisdelingsprogramma (Rijksoverheid, VNG, Pharos, GGD/GHOR, Rutgers), 2018.

Kuyper, Annelies. Draaiboek tweedaagse training werken met Girls' Talk(+) en Make a Move(+) Rutgers, 2018.

Kuyper, Annelies. Draaiboek eendaagse training werken met Girls' Talk(+) en Make a Move(+) Rutgers, 2018.

Kuyper, Annelies & Reitzema, Elsbeth & Coehoorn, Iris. Handleiding Make a Move+. Rutgers, 2018.

Mouthaan, I., Kuyper, A., Jansen, A., Reitzema, E. Module seksuele ontwikkeling en opvoeding.

Mouthaan, I. Herziening folder Verschil in verlangen (heet nu Geen zin in seks).

Mouthaan, I. Herziening folder Erectiestoornissen (heet nu Erectieproblemen).

Mouthaan, I. Herziening handleiding Opgroeien met liefde.

Neef, de M., Vermeulen, M., Vlugt, van der I. Wijzer in de liefde: handleiding seksuele voorlichting aan nieuwkomers.

Neef, de, M. & Koning, M. E-learning Cultuursensitief werken in gesprekken rond seksuele gezondheid.

Neef, de, M. i.s.m. Soa Aids Nederland. Update e-learning basiskennis anticonceptie Digitale leerweken 2017.

- **Presentation/poster**

- Reitzema, E. & Mouthaan, I. Lessen Gezonde Start.
 Reitzema, E. Koolieelses eas laste seksuaalkasvatus, Springfever kleuter module in Estisch. Estland.
 Reitzema, E. Laste seksuaalne areng vanuses 0kuni, Ouderfolder 0-18 in Estisch. Estland.
 Schutte, L., Meijer, S. Herhalingsmodule Lang leve de Liefde. SoAids, Rutgers, FIOM. Tweede druk, 2018.
 Update blended learning Opgroeien met liefde.
 Vermeulen, M., Kuyper, A. & Vlugt, van der I. Handleiding Girls' Talk Special: Anticonceptie en kindrewens.
 Vermeulen, M., Grauw, de S., Cense, M. & Zimbile, F. Update van de Beter in bed-app.
 Vermeulen, M., Kuyper, A. & Vlugt, van der I. E-learning Girls' Talk Special: Anticonceptie en kindrewens.
 Vermeulen, M., Grauw, S. de. Herziening Boys R Us .
- Bakker, B.H.W. & Jantine van Lisdonk. Iedere patiënt is anders: op weg naar een gender- en LHBTI-sensitieve gezondheidszorg in Nederland. Alliantie 'Gezondheidszorg op maat' 2018 – 2022. Expertmeeting Diversity in Care, Vrije Universiteit, 23 April 2018.
 Berlo, W. van. Seksuele ontwikkeling van mensen met een verstandelijke beperking.
 Berlo, W. van. Seksuele grensoverschrijding in Nederland. Hoe nu verder?
 Berlo, W. van. Deelname aan expertmeeting over modernisering Zedenwetgeving. Ministerie van Justitie en Veiligheid, 7 February 2018, Den Haag.
 Berlo, W. van. Deelname aan #MeToo Beraad: brainstorm over preventie ongewenst seksueel gedrag, 23 April 2018, Amsterdam.
 Blécourt, Karlijn de. Women's Day Special: Not So Guilty Pleasure. Gender Think & Do Tank - The Hague University of Applied Sciences, 8 March 2018.
 Blécourt, Karlijn de. Expertmeeting Toegankelijke hulp voor LHBT. Movisie, 3 April 2018.
 Blécourt, Karlijn de & Kuyper, Annelies. Lunchbijeenkomst #metoo. Gezondheidscentrum Noord, Den Bosch, 21 March 2018.
 Cense, Marianne & Steven de Grauw. Beter in bed! Seksuele vorming aan studenten met een app. Congres MBO Burgerschap.
 Cense, Marianne. Seks in tijden van social media. Congres Kinderen, jongeren en seks.
 Cense, Marianne. Double Dutch? Proven Methods and New Challenges to Sex Education. Bekämpft, befreit, bevormundet: Die sexuelle und reproduktive Selbstbestimmung der Frau.
 Euwema, A., Maris, S., Schutte, L., Meijers, M. Klankbordgroep Lang Leve de Liefde VSO. Rutgers/SANL, 7 March 2018.
 Graaf, Hanneke de, & Cense, Marianne. Laatbloeiërs of angsthazen: De latere seksuele start van de huidige generatie jongeren onder de loep. Congres NVVS, 23 March 2018.
 Graaf, Hanneke & Jonker, Marianne. Seksuele ontwikkeling jongeren. Actualiteitendag Zeden. SSR, 15 February 2018.
 Graaf, H. de, Borne, M. van den, Nikkelen, S., Twisk, D., & Meijer, S. Seks onder je 25e: Tips en tricks voor de lessen seksuele vorming. VMBO congres Nederlands Instituut voor Biologie (NIBI), 1 June 2018.
 Graaf, H. de. Bachelorcursussen 'Jongeren en seksualiteit' en 'Psychoseksuele ontwikkeling van jongeren'. Universiteit Utrecht, 15 May 2019.
 Graaf, H. de. Seks onder je 25e: de belangrijkste resultaten. SeksHag, 23 March 2018.
 Grauw, S. de. Preventie gendergerelateerd geweld. Sense Doe Dag. March 2018.
 Grauw, S. de. Preventie gendergerelateerd geweld contactfunctionarissen. March 2018.

Grauw, S. de. Netwerk aanpak seksueel geweld. Rotterdam-Rijnmond, November 2018.

Gürses, Nilüfer & Ottens, Dieuwke. Aandacht voor seksualiteit in de verloskundigenpraktijk 29 March 2018 in Raalte.

Gürses, Nilüfer & Ottens, Dieuwke. Aandacht voor seksualiteit in de verloskundigenpraktijk 8 June 2018 in Utrecht (Rutgers).

Gürses, Nilüfer & Ottens, Dieuwke. Aandacht voor seksualiteit in de verloskundigenpraktijk 14 September 2018 in Vriezenveen.

Haastrecht, Paulien van, Jonker, Marianne & Berlo, Willy van. Een seksueel gezondheidsperspectief op (digitale) zedendelicten. Proces Studiedag, Leiden. 25 January 2018.

Haastrecht, Paulien van. Rutgers Strategy as SRHR NGO/CSE in The Netherlands. Officials from Eastern Europe and Central Asia, Utrecht, 7 March 2018.

Haastrecht, Paulien van. Dagvoorzitterschap Sense Doe Dag. Utrecht, 6 March 2018.

Haastrecht, Paulien van. Dagvoorzitter Congres kinderen, jongeren en seks. RINO congres. Vleuten, 11 June 2018.

Haastrecht, Paulien van. Flagsystem: usability and effectivity. IPPF EN Regional Managers Meeting. Brugge, 6 June 2018.

Haastrecht, Paulien van. SRHR in The Netherlands. Caribbean Delegation/IPPF. WHR, Utrecht, 10-11 September 2018.

Haastrecht, Paulien van. Presentatie Sexuality and intimacy: inseparable part of the life course, often neglected in health care. IUPHE European Conference. Trondheim, 24 September 2018.

Haastrecht, Paulien van. CSE in the Netherlands & Rutgers Strategy as an NGO. Studytour MoH Russian Federation. Amsterdam, 19 February 2018.

Jonker, Marianne. Ken je grens. APJ Breda (OM). 26 March 2018.

Jonker, Marianne & Maris, Sanna. Interventies seksualiteit en weerbaarheid kwetsbare kinderen en jongeren. Congres Kinderen, jongeren seks. RINO 11 June 2018.

Jonker, Marianne. Wat doen jongeren online? Studiedag sexting & grooming. Baarn, presentatie 8 June 2018.

Lisdonk, Jantine van. Uncomfortable encounters: Dutch same-sex oriented young people's experiences and the relation with gender nonconformity in a heteronormative, tolerant society PhD Defence. Vrije Universiteit Amsterdam, 27 February 2018.

Lisdonk, Jantine van. Presentatie bij Meer ruimte voor iedereen: Wat is seksuele diversiteit? Amsterdam, Pakhuis de Zwijger i.s.m. Bi Denktank, 31 January 2018.

Lisdonk, Jantine van. Using expertise by experience to inform health care, education, and advocacy in The Netherlands. Intersex Social Sciences Conference 2018: Activism, Human Rights, and Citizenship. Bologna, 5 June 2018.

Lisdonk, Jantine van. Presentation Operational research for Learning Agenda: operationalization & reflections. Right Here Right Now MTE Validation meeting in Costa Rica, 27 June 2018.

Lisdonk, Jantine van. Consultatie over 'onnodige seksregistratie' door OCW, 9 July 2018.

Lisdonk, Jantine van. Presentation dissertation Uncomfortable Encounters. Share-Net Sexual Diversity Working Group, 12 July 2018.

Lisdonk, Jantine van, Henny Bos & Myrte Dierckx. Organisator Congres LGBTI onderzoek in de lage landen State-of-the-art en een blik op de toekomst als coördinator van het Vlaams-Nederland Netwerk LGBTI onderzoek i.s.m. Universiteit van Amsterdam, 10 October 2018.

Lisdonk, J. van, Emiel Maliepaard & Charlotte Loopuijt. Panel-voorzitter & presentator Biseksualiteit in Nederland: De start van een onderzoeksagenda. 2e Congres LGBTI onderzoek in de Lage Landen, 10 October 2018.

Lisdonk, Jantine van. Presentation Intersex: A social perspective to inform policy 21st European Governmental LGBTI Focal Points Network Roundtable, 22 November 2018.

Lisdonk, Jantine van & Bouko Bakker. Adviseur Informele verkenning ministeries over samenwerking onderzoek transgender & intersekse. Belgisch, Vlaamse en Nederlandse ministeries op gebied van LHBTI emancipatie, in Antwerpen, 11 December 2018.

Maris, S. Sexuality Education in special schools. WHO European Expertgroup, 22 February 2018.

Maris, S., Frans, E., van Berlo, W., van Haastrecht, P. Follow-up meeting Flag System Europe Rutgers/Sensoa, 19 - 20 March 2018.

Maris, S. Seksuele vorming (V)SO. Hét Congres, 30 November 2018.

Neef, M. de, Jeswin Paragh, Samrawit Yohannes, Dieuwke Ottens, Annet Sonneveld. Bodytalk. Symposium Gezondheid Statushouders, 14 June 2018.

Ohlrichs, Yuri. Training: LHBTIQ... XYZ? Over gender en seksuele diversiteit. Qpido/Spirit, Amsterdam.

Ohlrichs, Yuri. Omgaan met klachten over seksueel grensoverschrijdend gedrag in hulpverlening aan mensen met LVB. Raad op Maat (cliëntvertrouwenspersonen).

Ohlrichs, Yuri. Gastcollege Diversiteit in de Zorg. Medische Faculteit, Universiteit Utrecht.

Ohlrichs, Yuri & Roosjen, Hanneke. Dutch Peer Vlogs on Contraceptives on Sense.info. International HIV Congress, Amsterdam.

Ohlrichs, Yuri. Man & Missers, over preventie van seksueel grensoverschrijdend dadergedrag van jongens. NVVS Congres "Wass will der Mann?".

Vermeulen, Manouk & Jonker, Marianne. Girls' Talk special & sexting, Pretty Woman, Utrecht 3 April 2018.

Vermeulen, M. How to use games and materials when discussing sexuality. Congres: Let's talk about... Erasmus project safeguarding young people in care.

Vermeulen, M., Meijer, S. & Schutte, L. 'O, nee... Pfff seksualiteit!' Omgaan met lastige situaties in het lesgeven. Congres Gezonde school.

Vlugt, Ineke van der. Preventie herhaalde abortus. Congres.

Vlugt, Ineke van der. Seksuele reproductieve gezondheid vanuit een cultuursensitief perspectief voor huisartsen in opleiding.

Vlugt, Ineke van der. Anticonceptie en hormonen, studiedag V&VN.

Wijsen, C. Parent-adolescent communication about sexuality-related topics in The Netherlands: findings from the "Sex under the age of 25"- Monitors, 14th congress of the European Federation of Sexology.

• Reports

Cense, Marianne. 'Ze weten wel wat ze moeten typen, maar niet wat ze moeten zeggen'. Verklaringen voor een latere seksuele start. Intern rapport, 2018.

Coehoorn, Iris. 'Alles wat je wil weten en wat je niet zomaar aan iemand vraagt, staat op deze site'. Gebruikersonderzoek sense.info. Intern rapport, 2018.

Coehoorn, Iris. 'Ik word blij wakker als ik Make a Move+ heb'. Proefimplementatieonderzoek Make a Move+. Intern rapport, 2018.

Coehoorn, Iris. Herziening Pubergidsen. Doelgroeponderzoek. Intern rapport, 2018.

Coehoorn, Iris. Trainingen in 2018 voor counselingprogramma's. Evaluatie deelnemers. Intern rapport, 2018.

Coehoorn, Iris & De Neef, Milleke. 'In een paar vragen kom je te weten wat bij je past'. Evaluatie en waardering van www.anticonceptievoorjou.nl. Intern rapport, 2018.

Coehoorn, Iris & Nikkelen, Sanne. Je Lijf, Je Lief! Effectstudie en procesevaluatie van lesprogramma Je Lijf, Je Lief! Intern rapport, 2018.

Coehoorn, I. Medewerkerevaluatie 2018. Nieuwe organisatiestructuur. Intern rapport, 2018.

Schutte, L. & De Graaf, H. (L)VB Registratie 2017.

- **Training**

Grauw, S. de. Trainingsweekend White Ribbon Campagne. November 2018.

Gürses, Nilüfer en Geerkens, Marsha. Introductiedag voor startende professionals in de seksuele gezondheid.

Jonker, Marianne & Reijmers, Marieke. Opleiding Halt-medewerkers interventie Sexting. Halt Utrecht, opleiding. 29 June 2018.

Jonker, Marianne & Kuyper, Annelies. Jongeren, (online) seks en gender. Terugkomdag trainers Girls' Talk(+) and Make a Move. 9 February 2018.

Jonker, Marianne. Terugkomdag Halt-interventie Sexting. Halt Utrecht, bijscholing 20 February and 6 March 2018.

Jonker, Marianne & Ohlrichs, Yuri. Training sexting politie, 30 January 2018.

Maris, S. & Jonker, M. Interventies voor kwetsbare groepen bijscholing op RINO dag, 11 June 2018.

Maris, S. Lezing seksuele ontwikkeling SO/VSO GGD GHOR Gezonde school bijscholingsdag 2 July 2018.

Maris, S. & Foolen, N. (NJI). Instructiebijeenkomst richtlijn jeugdhulp en jeugdbescherming NJI, 7 November 2018.

Ohlrichs, Yuri. Make a move – tweedaagse training.

Ohlrichs, Yuri & Maris, Sanna. Training Seksuele Vorming in het VSO, MLK School, Purmerend.

Ohlrichs, Yuri. Training: Omgaan met seksueel grensoverschrijdend gedrag in hulpverlening aan mensen met LVB. J.P. van den Bent Stichting, Deventer.

Reitzema, E. & de Grauw, S. Masterclass GGD Week van de Lentekriebels. Utrecht, 1 November 2018.

Reitzema, E. Training CSE Estonia. Tallin, Estland.

Reitzema, E. Presentatie Thematafel Gezonde School. Amsterdam, 4 October 2018. Eindhoven, 4 December 2018. Tilburg, 13 September 2018.

Reitzema, E. & Ohlrichs, Y. Training VSO. Rotterdam College, 2 October 2018.

Reitzema, E. & Maris, S. Training VSO. Martin Luther King school, 10 October 2018.

Vermeulen, M. Dagdeel Seksuele gezondheid. Bildung Academie, November 2018.

Vlugt, I. van der, Neef, M. de, Gürses, N. i.s.m. J. Hiemstra. Training pilot Anticonceptie Sense. 27 February 2018.

- **Workshops, Symposia, expertmeetings**

Cense, Marianne & Vergouwen, Lotte. Workshop Design voor seksueel gezond opgroeien (UCreate).

Graaf, Hanneke de & Jonker, Marianne. Seksuele ontwikkeling jongeren. Actualiteitendag Zeden. 15 February 2018.

Grauw, S. de. Workshop Beter in bed app. MBO Amstelland, July 2018.

Jonker, Marianne en Gürses, Nilüfer. Workshop omgaan met sexting; jeugdwerkers Den Haag Zebra Welzijn, 22 February 2018.

Jonker, Marianne & Vermeulen, Manouk. Omgaan met sexting. Workshop CVO Rotterdam, 17 May 2018.

Jonker, Marianne & Gürses, Nilüfer. Workshop Sexting. Utrecht, 6 April 2018.

Jonker, Marianne. Wat doen jongeren online? Sexting & Grooming. Jeugdbescherming West, workshop, 16 October 2018.

Jonker, Marianne & Puts, Maartje. Workshop Preventie #MeToo. Landelijke bijeenkomst Veilig Uitgaan (CCV, Gemeente Rotterdam) 13 October 2018.

Jonker, Marianne & Ohlrichs, Yuri. Workshop: Alles over Sexting. Politie- en researchteam, Katwijk.

Lisdonk, Jantine van. Sessie-voorzitter Expertmeeting intersekse/DSD. Georganiseerd door VWS & OCW, 22 January 2018.

Maris, S. & Reitzema, E. Seksuele vorming in het VSO. Workshop VSO Roosendaal, 22 May 2018.

Maris, S. & Reitzema, E. Seksuele vorming in het VSO. Rotterdam College, 2 October 2018.

Maris, S. Workshop srv so/vso. Masterclass GGD, 1 November 2018.

Maris, S. Sexting en Seksuele ontwikkeling. Workshop WMO consultants, 14 June 2018.

- Other

Publications International Research Department

- Peer reviewed articles

- Maris, S. Workshop Seksuele ontwikkeling in de kinderopvang (2x). Gezonde Start/Gezonde kinderopvang, 6 November 2018.
- Maris, S. Workshops (2x) bijscholingsdag WMO consulenten. WMO, 13 November 2018.
- Ohlrichs, Yuri. Workshop LHBTIQ... XYZ? Over gender en seksuele diversiteit. Congres Jeugdbescherming Rotterdam Rijnmond.
- Reitzema, E. & de Grauw, S. Workshop RSV in BO. Sexacademie, GGD Kennermerland, Hoofddorp, 11 October 2018.
- Vermeulen, M. Dagdeel voor opleiding Consulent seksuele gezondheid: Doorontwikkeling van een interventie. Rinogroep January 2018.
- Vermeulen, M., Liessum, van M. & Smit, F. Workshop Let's Talk about sex: Aan de slag met gaming en speelse werkvormen. NIBI-congres June 2018.
- Ineke van der Vlugt. Anticonceptie counseling Sense-spreekuren.
- Ohlrichs, Yuri. Comprehensive Sexuality Education in the Netherlands. Studiebezoek studenten University of Seoul, Zuid Korea.
- Ohlrichs, Yuri. Comprehensive Sexuality Education in the Netherlands. Studiebezoek studenten University of Florida, U.S.A.
- Reitzema, E. Nieuwsbegrip lessen Week van de Lentekriebels.
- Burke, E., A. le May, F. Kebe, I. Wittebrood-Flink, M. van Reeuwijk. Experiences of being, and working with, young people with disabilities as peer researchers in Senegal: The impact on data quality, analysis, and well-being. *Qualitative Social Work*, Vol 0(0) pp 1–18.
- Chandra-Mouli, V., Plesons, M., Hadi, S., Baig, Q. & Lange, I. (2018). Building Support for Adolescent Sexuality and Reproductive Health Education and Responding to Resistance in Conservative Contexts: Cases From Pakistan. *Global Health: Science and Practice*, 6, 128-136.
- Chau, K., M. van Reeuwijk, S. Mbaye. Perceptions and results of youth participation: The youth focal point model in a Sexual and Reproductive Health programme in Senegal. *African Journal for Reproductive Health*.
- Flink, I., Solange Mbaye, Richard Diouf, Sophie Baumgartner & Pinar Okur. (2018). Collaboration between a child telephone helpline and SRHR organisations in Senegal: Lessons learned. *Sex education*, 18, 32-46.
- Kedde, H., Rehse, K. Nobre, G., Berg, & W. van den (2018). MenCare+ in South Africa: findings from a gender transformative young men's group education on sexual and reproductive health and rights. *Sex Education*, 18, 206-218.
- Pieters, R., H. Kedde, J. Bender (2018). Training rehabilitation teams in sexual health care: A description and evaluation of a multidisciplinary intervention, *Disability and rehabilitation*, 40, 732-739.
- Reeuwijk, Miranda, van & Arushi Singh. Meaningful Youth Participation as a way to achieving success - Results from operational research on meaningful youth participation in a large-scale youth SRHR program in Africa and Asia. *Canadian Journal of Children's Rights*, Vol. 5 No.1, pp 200-222.
- Vanwesenbeeck, I., J. Westeneng, I., Wittebrood-Flink, M. van Reeuwijk. Not by CSE Alone... Further Reflections on International Cooperation in Sex Education. *Sex Education*. DOI: 10.1080/14681811.2018.1530650.
- Emmerink, P.M.J., Vanwesenbeeck, Ine, van den Eijnden, R.J.J.M., van Lankveld, J.J.D.M. & ter Bogt, T.F.M. (2018). Een verkenning van de seksuele dubbele standaard bij adolescenten en jongvolwassenen in Nederland. *Tijdschrift voor Seksuologie*, 42 (1), (pp. 8-13).
- Vanwesenbeeck, Ine. Jongeren, sociale media en seksualiteit: een literatuurbeschuwing. *Tijdschrift voor Seksuologie*, 42 (1), (pp. 14-24).
- Vanwesenbeeck, Ine. The Making of "The Trafficking Problem". *Archives of Sexual Behavior*.

- **International papers**

31st Session Universal Periodic Review of Senegal. Summary Stakeholder Submission of Right Here Right Now (RHRN) Platform of Senega.
- **(research) report**

Cousins, L. ICPD+25 Shadow Report: Amplifying and accelerating action on young people's SRHR. Right Here Right Now, 2018.
- **Factsheets**

Countdown 2030 Europe. Netherlands context.
Glogbal Gag Rule en She Decides – overzicht en veelgestelde vragen. Advocay Rutgers, 2018.
- **Manuals/guidelines**

Haines, T., J. Kloosterman, J. Lorist, R. Ploem, I. Smit, S. Wong Chung, R. van Zorge. Adopting a genderbased approach in sexual and reproductive health and rights and gender based violence programmes. Toolkit. Module 1 Six interrelated components and the socio-ecological model. Rutgers, 2018.

Rutgers, CINOP, Le Grand Cru UE d' Education Complète à La Sexualité (ECS). Benin: Nationale module docentenopleiding Basisschool en middelbare school docenten. Online publicatie, December 2018.

Rutgers Le monde Commence par Moi, herziening docentenhandleiding en leerlingenboek, Burundi December 2018.
- **Other**

Advocacy Department. Working on SRHR in times of opposition: Facilitator's guide. April 2018.

Coenen, T. Anticonceptie en economische ontwikkeling, hoe Rutgers het ziet: fact check NRC.
- **Workshops, Symposia, expertmeetings**

Reeuwijk, Miranda van & Nur (Nana) Jannah. Explore4Action presentations on ToC for Setara GEAS and WHO partner meeting Geneva, 19-22 June Geneva.

Reeuwijk, Miranda, van. Addressing ASRHR social norms: Setara CSE in Indonesia. SBCC summit Bali, 16-20 April 2018.

Schaapveld, Annemarie & Bonjour, Maeva Workshop: Healthy sexuality: as easy (or complicated!) as eating healthy. Characteristics of the comprehensive approach. Sharenet Event on UNESCO Guidelines, 14 June 2018.

Westeneng, Judith. Moderator of session "Comprehensive Sexuality Education in Great Lake Region: Achievements, Challenges and Prospectives". Great lakes Regional Practitioners' Conference on Adolescent Sexual and Reproductive Health & Rights, Kigali, 28-29 June 2018.

Westeneng, Judith. Expert contribution & discussant. WHO: Technical workshop to develop guidance on post hoc evaluations of adolescent sexual and reproductive health projects and programmes, 15-16 May 2018.
- **Presentation**

Bilajbegovic, Aida. SAUTIplus youth-driven e-referral system to increase uptake of services amongst young people in rural Uganda. Poster presentation at ICFP Rwanda November 2018.

Devereux, Anna. Oral Statement: 51st Commission on Population and Development Oral Statement Rutgers, 2018.

Dijk, Paula & Bonjour, Maeva. Progress on CSE. Terugkomdagen MinBuZa, 7 February 2018.

Ploem, Rachel. The Other Half of Gender; involving men and boys. Keynote lunchlezing op het ministerie van Buitenlandse Zaken. 2018.

Reeuwijk, Miranda van. What support do adolescents need to make informed decisions about their SRH? European Development Days, 18-19 June 2018.

Reeuwijk, Miranda van. Debating critical reflections on gender transformative programming for adolescents. GEAS pre-conference at ICFP Kigali, 11 November 2018.

- **Training**

Reeuwijk, Miranda van. Why we need to invest in CSE for adolescents & early findings GEAS baseline Indonesia. ICFP Kigali, GEAS Donor Lunch, 12 November 2018.

Walakiri, Godfrey, Imakit, Richard; Schaapveld, Annemarie. WSA for SE: A model for improving the implementation of school-based sexuality education. Aidsconferentie.

Westeneng, Judith. Implementation Research on CSE. WHO expert meeting on implementation research on ASRHR, 31 October 2018.

Westeneng, Judith & Paul, Mandira. CSE - what are the pressing issues? WHO expert meeting on implementation research on ASRHR, 31 October 2018.

Ohlrichs, Yuri. Training: Prevention of Genderbased Violence & Sexual Harassment at work Partnerorganisation Strategic Alliance Embassy Kingdom of the Netherlands, Dhaka, Bangladesh, 2018.

Ohlrichs, Yuri. Hello I Am! Prevention of Early Marriage in Bangladesh. Training en ontwikkeling van serie programmá's voor radio, televisie en website. 2018.

Ohlrichs, Yuri & Schaapveld, Annemarie. Training: Value Clarification Sexual & Reproductive Health Yida. Project Addis Abeba, Ethiopië.

Page, Anna. Youth Voices Research Conceptualisation Workshop, Yogyakarta, April 2018.

Page, Anna & Fuji riang Prastowo. Explore training (Explore4action). October 2018.

Rutgers, Johns Hopkins University & Universitas Gadjah Mada. GEAS pilot training, April 2018.

Rutgers & Universitas Gadjah Mada. GEAS Wave 1 training. 2018.

Rutgers & Universitas Gadjah Mada. NVivo Training. November 2018.

Schaapveld, Annemarie en Ohlrichs, Yuri. Training: Comprehensive Sexuality Education for Teachers of The World Starts With Me. Addis Abeba, Ethiopië.

Westeneng, Judith. 6-day training of 20 young co-researchers in Burundi.

WOTRO-research project: the effectiveness of CSE in Burundi, September 2018.

Rutgers

For sexual and
reproductive health
and rights



Sexual health is a vital component in tackling poverty worldwide and a key factor in sustainable development

14 List of abbreviations

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
MP	Member of Parliament
MR	Menstrual Regulation
MRM	MR by Medicine
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
MVA	Manual Vacuum Aspirator
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)
ODA	Official Development Assistance
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
RMU	Resource Mobilisation Unit
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
SST	Standing Strong Together
TVET	Technical and Vocational Education and Training
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)

Arthur van Schendelstraat 696
3511 MJ Utrecht
Postbus 9022
3506 GA Utrecht

+31 (0)30 231 34 31
office@rutgers.nl
www.rutgers.nl
www.rutgers.international

© 2019, Rutgers

Photography:
David Jagersma
Floor Godefroy
Heleen Klop
Ines Sherly Zahrina
Jeroen van Loon
Jonathan Torgovnik
Marieke van der Velden
Solideo Hamazia
UN Photo
iStockphoto