



For sexual and reproductive health and rights



**Annual
report
2022**



We approach sexuality as a positive aspect of life that can be discovered, experienced and expressed without shame in a healthy, enjoyable and safe way.

Contents

Highlights 2022	4
1 Introduction & Outlook	7
2 Our strategy in short	9
3 Data core indicators 2022	11
4 Advocacy	13
5 International programmes and resource mobilisation	17
6 National programmes	29
7 Research	35
8 Communication	39
9 Organisational report	45
10 Report of the Supervisory Board	51
11 Finance	55
12 Annual Financial Statement 2022	59
13 List financial donors	86
14 Independent Auditor's report	87
15 List of publications	91
16 List of abbreviations	96

Highlights 2022

Launch of SEKSO research network

A platform for researchers working on the broad field of sexuality. It was initiated by Rutgers and Universiteit Utrecht and already has more than 170 subscribers.

Manifesto for better Sexuality Education

Collaboration with LAKS, JOB MBO and LSVB led to development of the Manifesto for better sexuality education in The Netherlands, signed by 40+ youth and civil society organisations.

Ben je Oke?

Over 350 student associations joined the Ben je Oke? (Are you Okay?) campaign.

Various platforms

Rutgers provided various platforms to talk openly and positively about sexuality and this is something we will continue to do. Being the Netherlands lead center on sexuality gives us this freedom and we will therefore continue to address topics that others cannot.

Abolition of compulsory waiting period for an abortion

5-day mandatory waiting period prior to an abortion lifted in The Netherlands and vote on medical abortion at the general practitioner passed by majority.

Rutgers launched its international LinkedIn page

We have been able to reach new audiences through our new international LinkedIn page. The number of followers across the globe has steadily increased since its launch in October. Now almost 2000 people see our news, latest resources and tools and read up on our research.

SRHR policy recommendations

Rutgers supported several partners, including Benin, Ghana, Indonesia, Morocco and Tunisia in the human-rights peer review of their governments for the Universal Periodic Review mechanism at the UN Human Rights Council, leading to several strong SRHR policy recommendations.

“Wat Seks jij nou!?”

Dance4Life, in collaboration with Rutgers, has developed a comprehensive guide for parents, offering valuable tips on how to initiate conversations about sexuality. We've reached 1.1 million parents on Instagram and Facebook with this campaign en generated 5700 leads.

Ado Avance Ensemble programme

Rutgers secured grant contract with European Union for Ado Avance Ensemble programme, to support out-of-school girls in West Africa to fully exercise their sexual and reproductive health and rights, including access to contraception and safe abortion.

Media hits

A record number of 300 media hits, especially on countering sexual violence in The Netherlands.

National Action Programme

After lengthy but successful lobbying, the government appointed a government commissioner on Sexual Harassment and Sexual Violence who will work on a national action plan to prevent sexual violence.

3 New alliances

3 alliances in which Rutgers participates were selected by the Ministry of Education, Culture and Science as cooperation partners for the next 5 years (2023-2027), including new Jong Gelijk alliance in which young people and youth organisations fulfil a crucial role.

Dance4Life TikTok breaks records & interacts with young people

The third season of the Dance4Life series Schaamteloos went viral on TikTok, reaching almost 8 million youngsters.

That TikTok is the platform for young people to discuss these topics can be seen not only in the high reach numbers but also in the many reactions. Young people reacting appreciating that influencers share their stories, but also share their own stories.

Trek 'm aan! (Put It On!) campaign

5 short, animated videos made for Trek 'm aan (Put It On!) campaign looking at sexuality in a positive way. The video reached 600,000 young people through social media.

Right Here Right Now en Generation G.

Over 90 million people in 14 countries reached through Generation Gender and Right Here Right Now campaigns related to preventing sexual and gender-based violence.

New policy document

SRHR is maintained as priority in the new policy document of the Minister for Foreign Trade and Development Cooperation in The Netherlands.

We want young people to be free to enjoy their sexuality and relationships, while respecting the rights of others, in an inclusive society.



16 Days of Activism. We let young people post statements on Placards over the 16 days of Activism as a means to advocate for the change they want.

1 Introduction & Outlook

In the Spring, after two years of COVID-19 measures, the world slowly opened up. Seeing our colleagues in the office again, and meeting partners abroad renewed our connections and working relationships. It was much needed, as the pandemic had brought devastating effects. Fortunately, nearly all our goals have been reached in 2022. Together with our partners, we really made a difference in people's lives.

Progress in the field of sexual and reproductive health and rights (SRHR) has stalled globally. At the same time, we can build on lessons learned during the pandemic: virtual and agile working, as well as digital sharing of knowledge and information to young people and other target groups.

Our multiyear international programmes in more than 20 countries have really taken off in 2022. Nationally, Rutgers now has three impactful programmes underway. We highly value all the young people and partner organisations we collaborate with globally. We also appreciate and celebrate our funders who enable us to work in sometimes challenging circumstances, and who also serve as our strategic partners.

In terms of content, nearly all our objectives and results for 2022 were (more than) achieved. We are proud of this. Our gratitude goes out to all colleagues and partners who made this possible.

Rutgers' leadership changed in May. The focus of the newly appointed executive director Marieke van der Plas has been on the internal organisation: managing the high workload, improving staff wellbeing and vitality, lowering sickness rates, streamlining internal processes as well as building the brand and positioning of both Rutgers and Dance4Life after their merger in 2021. Externally she invested in (further) strengthening our important network all around the world, positioning Rutgers as a reliable and professional organisation in the field of SRHR.

Financially, 2022 was a challenging year for Rutgers. Rutgers' net result in 2022 was negatively affected by general price increases, high costs for temporary staff and other staff-related expenses, and unsatisfactory results from private fundraising. Additionally, the continuity reserve was impacted due to a correction on the 2021 accounts.

As a result of the disappointing financial result in 2022, including the correction on the results for 2021, the board has made a decision to strengthen the finance capacity and work towards contributing to the continuity reserve in the upcoming years. The upcoming years will focus on recovery, risk management, and bolstering the financial base.

We need that solid financial base to keep creating impact. A global push for comprehensive sexuality education (CSE), access to contraceptives and safe and legal abortion is needed. We must end gender-based violence. We therefore started the process of working towards a new strategy for 2025 and beyond: what do we want to achieve by 2030 and how do we get there?

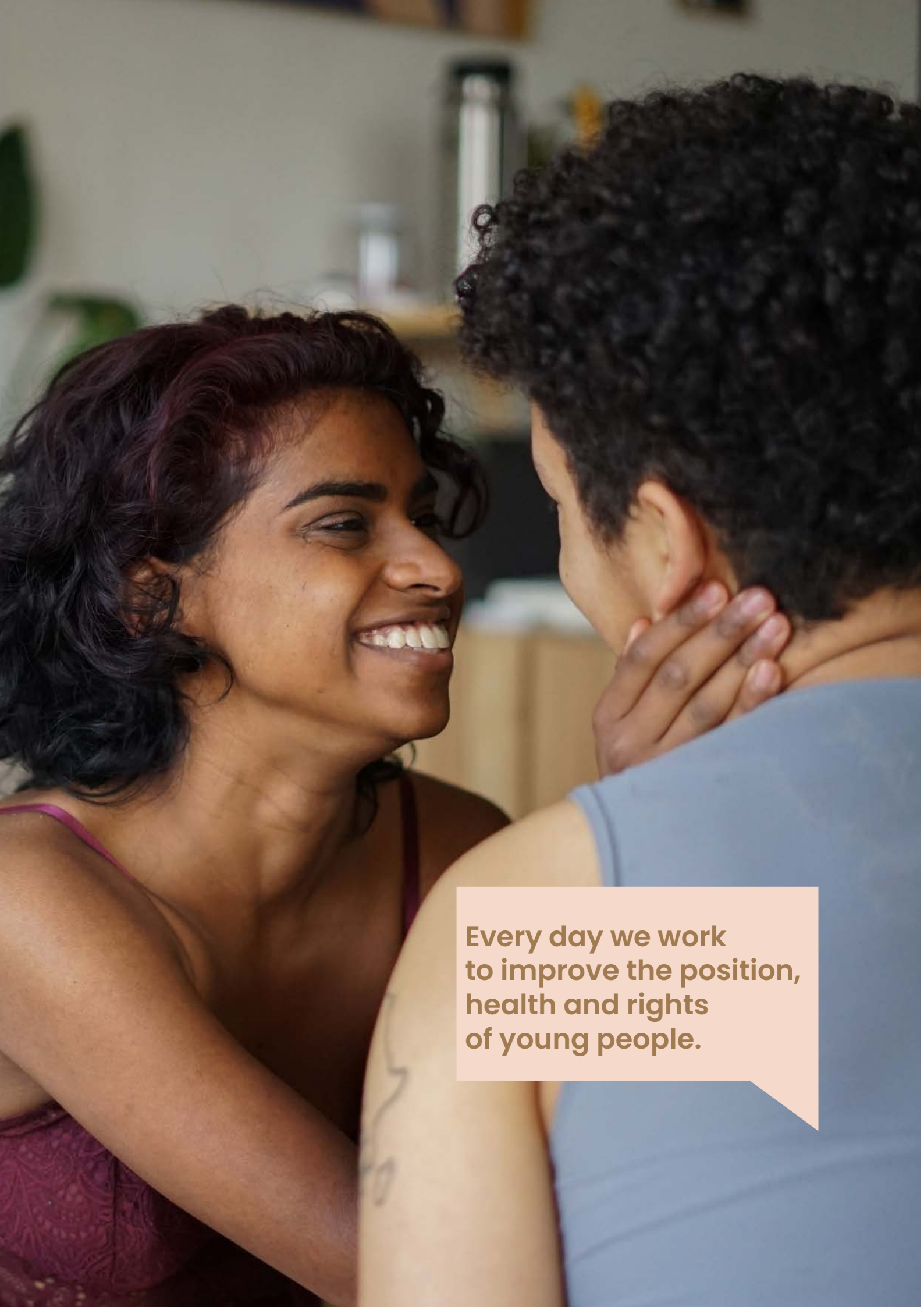
Looking ahead, 2023 promises more opportunities to scale up our work. But it will also bring more opposition to SRHR in many countries, including The Netherlands, with the spread of disinformation and online hate as important tactic. We will need to continue strengthening our relationships with partners, peers and donors; creating new funding opportunities for topics such as access to safe abortion; creating new data and evidence; and speaking openly and positively about sexuality.



Marieke van der Plas
Executive director
as of 1 May 2022



Mirjam de Blécourt
Chair Supervisory board



Every day we work to improve the position, health and rights of young people.

2 Our strategy in short

Who we are

Rutgers, leading centre on sexuality in the Netherlands has over 50 years of knowledge and experience of working with young people on sexuality. We are now highly recognised in the field of SRHR and meaningful youth engagement, both in the Netherlands and internationally.

Sexual and Reproductive Health and Rights (SRHR) are not only about being physically healthy, but also mentally and socially healthy when it comes to sexuality and reproduction. SRHR relates to the individual, their relationships and society. Good sexual health is about having pleasurable sexual relationships, positive self-esteem, and relationships based on trust and communication. At Rutgers we talk about sexuality openly and practically. We base our work and content on research and experience and dare to address difficult and controversial issues. We commit ourselves to always work in an inclusive way and with respect for diversity in context and culture.

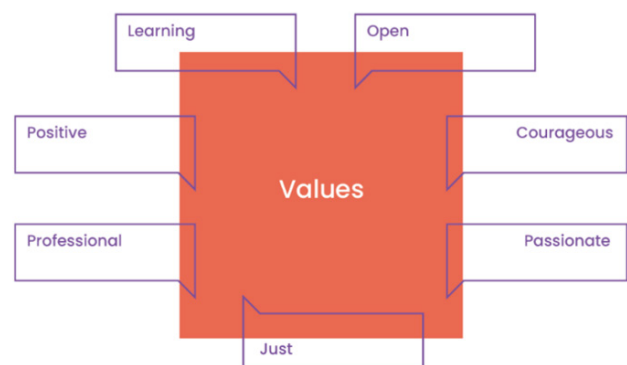
Our themes


Every day we work to improve the position, health and rights of young people. We work on sexuality education and information, access to contraception and safe abortion, and the prevention of sexual violence. Our priority themes lead us to strategise and collaborate with partners who are working on related themes including HIV and AIDS and reproductive health, and those from the women's movement and lesbian, gay, bisexual, transgender and intersex (LGBTI+) movement. To make headway on these themes we combine programmes with research and advocacy. And most of all we work in partnerships.

In our [Strategy \(2021-2025\)](#) we formulated the 'why' of our organisation: being free to enjoy our sexuality and relationships contributes to our happiness. All Rutgers' programmes contribute to this goal with their activities.

Rutgers' Strategy 2021-2025

Rutgers' Values





With many diverse partners we work in over 20 countries.

3 Our core indicators for 2022

Rutgers contributes to empowering young people by improving their SRHR. We work on many different programmes and projects in over 20 countries with diverse partners. In each programme, our work is guided by research, implementation and advocacy. We use participatory approaches and translate evidence (research) into practice (implementation and advocacy) and vice versa, to ensure the relevance of our work. The quality of our work comes from always being evidence-based and contextualised. The core indicators from all our national and international programmes below (Table 1) provide an overview of Rutgers' major programmatic achievements in 2022.

Table 1: Core indicators achieved by Rutgers' programmes 2022

	2022	2021*	2020
Number of young people (up to age 30) provided with Comprehensive Sexuality Education (CSE) as part of Rutgers' programmes	1,791,110	799,400	566,855
Number of people reached with Sexual and Reproductive Health and Rights (SRHR) messages and information**	99,091,065	1,077,850,000	269,613,512
Number of Civil Society Organisations (CSOs) strengthened in SRHR programming	66	97	127
Number of professionals trained in SRHR	14,877	14,718	18,328
Number of external publications and presentations that contribute to the SRHR knowledge base	207	137	160
Number of allies/stakeholders/influencers who actively support our SRHR work	243	129	707
Number of occasions in which youth organisations and CSOs have participated in policy decision making processes that affect their lives	94	58	72
Number of positive changes in (implementation) of laws and policies on SRHR	25	13	47
Number of regional and international agreements that maintain or strengthen progressive language on SRHR	19	14	9

* Differences between 2020 and 2021 can be explained by programmes ending and new ones starting. Also, a new way of calculating the communication data led to a high increase in the first indicator.

**Numbers are high as this indicator includes social media, online media, print media and radio/TV, at both national and international level.



SWOP launch-Rutgers

**Improve laws
and policies.**

4 Advocacy

The year 2022 was a tumultuous one for the world. In the Netherlands, following a lengthy process to form the new government, the incoming ministers took office on January 10, 2022. In the United States, the so-called Roe v Wade legislation, guaranteeing the constitutional right to abortion, was overturned, with major implications for Rutgers' international work. And a war broke out on European territory by Russia invading Ukraine, showing the importance of having a European Union.

Despite this turmoil, our advocacy work, initiated in previous years, began to pay off, with our goals set for this year achieved. This includes the lifting of the five-day mandatory waiting period prior to an abortion, and maintaining SRHR as priority in the new policy document from the Minister for Foreign Trade and International Development in The Netherlands.

Dutch Development Cooperation

Rutgers and other organisations collaborated to give inputs for the new draft policy on foreign trade and development cooperation in writing, through an online consultation as well as in an expert round table. In the new policy document, 'Do what we do best', from the Minister for Foreign Trade and Development Cooperation SRHR is maintained as priority.

In collaboration with the networks Share-Net and WO=MEN, Rutgers organised a session for Dutch CSOs to debrief on the UN Commission on Population and Development (CPD) negotiations and outcomes, as well as the developments in the US around the constitutional right to abortion. Rutgers' Executive Director spoke at an event to defend the right to abortion and show solidarity with the American people.

This year's State of the World Population report published by the UN Population Fund (UNFPA) highlighted the hidden crisis of unintended pregnancy, with almost half of all pregnancies unintended. Rutgers organised and moderated a hybrid launch of the report with representatives from the Ministry of Foreign Affairs (MoFA), UNFPA, and PSI-Europe.

In April the advice of the Dutch Advisory Commission on International Affairs regarding a Global Health

Strategy was presented in Parliament. The report reflected input from Rutgers as the report acknowledges the role and added value of the Netherlands in the area of SRHR, the importance of continuing this role, and the need to have strong health systems as a precondition for realising SRHR. This advice was taken over in the government's Global Health Strategy published in October which anchors SRHR as a cornerstone of the strategy.

Two events were organised with parliamentarians of the Dutch Multi-Party Initiative in collaboration with other members of the SRHR lobby group. Rutgers together with Amref organised a meeting with political youth parties and young representatives from Indonesia and Zimbabwe on youth participation in Dutch foreign policy on SRHR. Recommendations were made to integrate meaningful youth participation better in the Dutch Multi-Party Initiative.

Advocacy in the Netherlands

After the broadcasting of the BOOS documentary exposing sexually transgressive behaviour on the Dutch edition of The Voice, Rutgers wrote a letter to eight (vice-)ministers on how to prevent sexual violence. We stressed the need for all of them to act, and to appoint someone to take charge of the issue. In the government's letter sent to parliament soon after, Rutgers was mentioned and our recommendations were met: acknowledgment of the problem, the necessity for all ministers to step up, and the appointment of Mariëtte Hamer as government commissioner. When the commissioner presented the outline for a national action plan on sexual violence, Rutgers sent a public response that was shared with Minister Dijkgraaf, the commissioner and other stakeholders.

Rutgers' advocacy work around lifting the Netherlands' five-day abortion waiting period paid off, as it passed with a large majority in the House of Representatives as well as in the Senate. The important vote on providing medical abortions at the general practitioner also passed with a majority in both the House of Representatives and the Senate. In 2022, the Netherlands was up for review by the Universal Periodic Review (UPR) at the Human Rights Council (HRC). This is a peer-to-peer review mechanism, wherein member states provide recommendations to the country which is up for review. Rutgers jointly with the Sexual Rights Initiative (SRI) submitted a stakeholder report, focusing on sexual violence, sexuality education, and access to contraception and abortion. We were invited as a panellist at the pre-session organised in Geneva, and met with 20 country delegates. During the session in November, the Netherlands received many recommendations, including on sexual violence and sexuality education. In 2023, Rutgers will provide a video statement at the HRC.

International Advocacy

Rutgers was active in the run up to and during the international processes around the Commission on the Status of Women, (CSW) and the CPD. We focus on the CSW through the Generation G(ender) programme perspective, while CPD is a focus for the Right Here Right Now programme. In both processes, Rutgers worked together with staff from the Ministry of Foreign Affairs and was a member of the official government delegation to CPD. Rutgers organised a virtual meeting with 12 like-minded governments, jointly strategising for CPD with representatives from their capital as well as New York, plus the European Commission representative from New York. Rutgers submitted a written statement for CPD and spoke during the actual meeting in New York. Despite high political tension due to the war in Ukraine and widespread opposition to SRHR and gender equality, both meetings ended with an outcome document,

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Towards the end of 2022, preparations started for the 2023 CSW and CPD, including the submission of written statements for each forum. In addition, for CSW, Rutgers delivered a pitch to the delegation at the Dutch Ministry of Education and provided inputs to the draft resolution. For CPD, Rutgers was invited as a member in the official government delegation, organised a session for new ministry staff on CPD, and spoke at the preparatory UN meeting for CSOs.

This year's High-Level Political Forum on Sustainable Development (HLPF) focused on a number of Sustainable Development Goals (SDGs), including education (SDG 4) and gender equality (SDG 5). Rutgers wrote a shadow report and was active behind the scenes providing inputs for the outcome document.

The ministerial outcome declaration was adopted with consensus, a big step towards strengthening multilateralism. The text speaks about SRHR, sexual and gender-based violence (SGBV) and multiple and intersecting forms of discrimination.

We also worked hard to bring more attention to CSE. This included the preparation of a Call to Action on behalf of the Global Partnership Forum on CSE, which could be used by all partners. Rutgers made use of this Call to Action at the Transforming Education Pre-Summit in Paris to advocate for CSE with country delegations. The Youth Declaration coming out of the Pre-Summit stressed the importance of gender equality and included a specific recommendation on CSE. In addition, we wrote to the UN Secretary General just prior to the Transforming Education Summit (TES) on behalf of the CSE Partnership Forum on CSE. In the Vision Statement presented by Guterres which came out after the Summit, the importance of a curriculum ensuring sexual and reproductive health (SRH) was mentioned.

In June Rutgers participated in person again at the HRC, especially for the Generation G(ender) programme. Here the mandate for the UN's Special

Rapporteur on violence against women was renewed and expanded to include girls, and the mandate of the Independent Expert on sexual orientation and gender identity was renewed. During a session with the Special Rapporteur on the right to health, Rutgers gave an oral statement about the importance of diversity in health care. We followed and influenced language negotiations on the resolution on discrimination against women and girls which was adopted.

During the September HRC session Rutgers together with the Ministry of Foreign Affairs of the Netherlands, Choice, ARROW and IPPF organised a virtual side-event on adolescent pregnancies and CSE. This session was organised through the Right Here Right Now and Power to You(th) programmes. Adolescent girls and advocates from both programmes spoke during the event on their experiences, alongside speakers from the Dutch Ministry of Foreign Affairs, UNFPA, UNESCO and a deputy-minister from Benin who spoke about the implementation of CSE in Benin. The event set the scene for the year ahead when Rutgers will launch a CSE campaign by sharing expertise and facts with partners and doing policy advocacy at the intergovernmental level.

Rutgers' advocacy team was active at the International Conference on Family Planning (ICFP),

including chairing a panel session on donor tracking 'Donors delivering for SRHR' on behalf of the Countdown 2030 Europe consortium.

Lessons learned

In the run-up to the HLPF, Rutgers mobilised CSOs in 25 countries around the Voluntary National Review (VNR). This mobilisation included two different requests: writing a civil society shadow report and encouraging their governments to include issues around sexuality education and gender equality in the governmental VNR report. It was anticipated that the HLPF meeting outcomes would influence the attention paid to sexuality education and gender equality in the Transforming Education Summit. The response to both requests was disappointing; no shadow reports were prepared. Analysing the governmental VNR reports, we did find some examples of issues around sexuality education and gender equality, which were included in the letter to the UN Secretary-General prior to the Transforming Education Summit. The lessons learned were: the VNR is not a top priority for CSOs, and the outcomes of the HLPF were not as important to the Transforming Education Summit as expected. Next time Rutgers will invest less time in mobilising around the HLPF. Fortunately, other efforts to advocate for gender equality and sexuality education were more successful, as described above.



Together with partners we work to improve sexual rights, access to sexuality education and information, access to contraception and safe abortion, and prevention of sexual violence.



Procession to celebrate the international youth day, MAJ forum, 2022, Benin

5 International programmes and resource mobilisation

This year marked an exciting phase of our international work. After laying the foundations for our international programmes, 2022 was about expanding our reach and impact. The international partnerships hit their stride and reached many more people – including marginalised groups – on topics that are not always easy to discuss. We reached most of our goals. Inevitably there were challenges in reaching our targets in unstable countries, like Lebanon. In response, the consortia adopted new strategies rapidly to fulfil as many goals as possible.

Within the Generation Gender and Right Here Right Now partnerships more than 90 million people in 14 countries were reached through campaigns related to preventing sexual and gender-based violence. The root causes of gender-based violence and gender inequality are deeply embedded in patriarchal values and power structures within societies, policies and law.

In 2022, we saw a dramatic rise in opposition groups and the serious impact of their dangerous tactics to uphold these patriarchal values. The reach and collective force of our partnerships is therefore essential.

But reach is not only about numbers. It is also about reaching more marginalised groups in the societies we work in. For example, through Right Here Right Now and the Body Talk programme we worked with groups of young people living with disabilities. This resulted in partners coming together to develop a guideline for comprehensive sexuality education (CSE) for young people living with disabilities and supporting resources and tools for parents, caregivers and educators.

Expanding our reach is also about looking for new and different ways of engaging with people. This rings true for CSE especially. Young people's lives increasingly take place online or through digital means. Through our programmes, we have massively boosted the amount of young people able to access online CSE.

As a member association of the IPPF, Rutgers leads the Centres of Excellence on Comprehensive Sexuality Education. Together with three member associations in Colombia, Ghana and Togo we shared best practices, resources and data on how to scale up CSE with 30 member associations around the world.

This year was also about connecting global advocacy processes, such as the Universal Periodic Review (UPR) – a key human rights mechanism – with national level advocacy. With our advocacy support, country partners teamed up to hold their governments accountable on their human rights record.

In 2022, Rutgers also provided various platforms to talk openly and positively about sexuality and this is something we will continue to do. Being the Netherlands lead center on sexuality gives us this freedom and we will therefore continue to address topics that others cannot.

For Rutgers, reach is all about being inclusive, never exclusive.

Programmes

Generation G

Donor: Ministry of Foreign Affairs
Period: 1/1/2021 – 31/12/2025
Total budget: € 25,065,792

The Generation Gender (GenG) partnership, together with youth leaders tackle the root causes of gender inequality, promote gender justice and prevent gender-based violence. We work in Indonesia, Jordan, Lebanon, Morocco, Rwanda, South Africa and Uganda.

The programme is a collaboration with a global consortium consisting of Rutgers (lead), ABAAD, Equimundo and Sonke Gender Justice. The GenG Youth Board ensures the voice and views of young people are included in the global programme team and steering committee.

Key achievements

In 2022 the programme reached over 20 million people through campaigns focusing on preventing gender-based violence covered on TV, radio and online.

Rwanda

In Rwanda GenG partner HDI led the #duhindureimyumvire ('change your mind') campaign to address sexual and gender-based violence through 13 radio talk shows and a twitter campaign. This included discussions on victim blaming, the role of men and boys in SGBV prevention, and the impact of harmful social norms. The campaign was endorsed and spread by trained young social media influencers.

The programme participated in global advocacy processes such as the CSW, HRC, the Committee on the Elimination of Discrimination against Women (CEDAW), the UPR and the High-Level Political Forum on Sustainable Development (HLPF). The outcomes of this advocacy are provided in the Advocacy chapter. Generation Gender partners were able to influence major laws and policies around gender in their different contexts. This included the Sexual Violence Crimes Bill in Indonesia, the National Strategy for Women in Lebanon and the National Gender Transformative Men Engage Strategy in Rwanda. By training key stakeholders Generation

Gender was also able to support the implementation of such laws and policies.

Uganda

In Uganda, youth-led organisation RAHU in collaboration with Rose Charities and TAG music studios launched a GBV-themed song Tekawo Enjawulo tackling GBV such as young girls being abused by their teachers.

For example, in South Africa partners trained 600 police officers on the effective implementation of three enacted laws on the prevention of gender-based violence. This work will increase police visibility and conviction rates of perpetrators of gender-based violence.

The capacity-strengthening component of Generation Gender supported police, lawyers, and journalists to advocate for gender justice. We also strengthened the capacity of CSOs to work on gender transformative approaches, meaningful inclusive youth participation and advocacy while also providing institutional support, such as strengthening financial systems, outcome harvesting, and safety and security protocol.

Lebanon

In Lebanon, Abaad ran a campaign that went viral for the 16 Days of Activism #NoShameNoBlame – ABAAD (abaadmena.org) focusing on how sexual assault is rising in Lebanon where sentences remain too short.

Risks

Staff turnover across the programme was extremely high, which was a major risk for ownership and productivity. Dealing with opposition was also a significant issue especially with governments in Morocco, Jordan and Uganda clamping down heavily on civil society.

Lessons learned

The high staff turnover highlighted the need for good knowledge management to avoid losing continuity and momentum. We also need to improve systems and processes to ensure joint ownership. Dealing with governments that oppose gender justice has required partners to find allies within these structures and ensure that documentation is meticulous.

Right Here Right Now

Donor: Ministry of Foreign Affairs

Period: 1/1/2021 – 31/12/2025

Total budget: € 57,460,365

Right Here Right Now is a five-year programme and global strategic partnership active in 10 countries. It envisions a world where young people in all their diversity enjoy their SRHR in gender-just societies.

The partnership seeks to unleash the power of youth, to increase public support for SRHR, to improve policies and laws, and to strengthen civil society. And is active in 10 countries: (Bangladesh, Benin, Burundi, Ethiopia, Indonesia, Kenya, Morocco, Nepal, Tunisia, Uganda).

The consortium consists of Rutgers (lead), RNW Media, ARROW, CHOICE for Youth and Sexuality, AMPF and Reproductive Health Uganda, with Dance4Life and IPPF African Region as technical partners.

Key achievements

In 2022 the partnership hit its stride. Ten country coalitions of 57 CSOs reached over 1,700,000 young people with in- and out-of-school CSE, including via online platforms.

Bangladesh

Two new youth-led partners.

For example, in Tunisia the interactive online SRHR platform 'Salema' was launched which includes entertaining CSE videos, a chatbot and a tele-advice section where young psychologists, doctors and lawyers answer questions posed by young people and refer them to appropriate services.

The SRHR and gender justice campaigns and community dialogues reached over 70 million people across the 10 countries, on topics including preventing gender-based violence and the SRHR of people living with disabilities.

For example, in Kenya a short film highlighted the challenges people living with disabilities go through in accessing SRH services. Screenings and follow up interactions stimulated lively discussions that in turn attracted commitments from the duty bearers present regarding the protection, promotion, and provision SRH services for people living with disabilities.

Nepal

Three new youth-led partners (the country-lead partner is also youth-led), one of them focusing on young people living with disabilities.

Several advocacy wins were achieved at national and global level. Rutgers supported partners in Benin, Burundi and Indonesia to develop shadow-reports for their UPR to ensure their governments are accountable towards SRHR policies and laws and their implementation. At a side event organised by Right Here Right Now and Power to You(th) programmes during the Human Rights Council the deputy minister of Education from Benin, amongst other high-profile speakers, underlined the importance of sexuality education.

Morocco

Two new partners, one of which is youth-led.

A highlight in 2022 was for programme partners to see each other, strengthening relationships and connections between partners. The global meeting held in Nairobi, Kenya, for example, was a dynamic event where partners identified key priority areas for the coming year, such as comprehensive sexuality education (CSE) and meaningful and inclusive youth participation.

Indonesia

Six new partners who will strengthen CSE and advocacy.

Right Here Right Now also promoted inclusivity and power sharing by encouraging country coalitions to expand their membership to youth-led organisations and those representing marginalised groups. In our role as technical advisor on CSE in the programme, Rutgers worked with partners in Tunisia, Benin and Ethiopia on how to scale up CSE through institutions such as schools, contributing to wider discussions on sustainability within these countries.

Risks

There was an inadequate response by one of the consortium partners to the outcomes of an investigation into transgressive behaviour by members of its staff. The impact of this was greater than anticipated. Rutgers managed risks related to safety and security, reputation, and programmatic and institutional impact. Beyond handling the complaint, it was important to ensure a safe working environment and organisational integrity. The consortium eventually terminated the partnership with the organisation on account of persistent inadequate action in response to the case.

Rutgers was also asked to re-submit its five-year proposal to the Ministry of Foreign Affairs (MoFA). The delay in having this approved was also challenging and impacted the financial and institutional health of the other Bangladeshi partners, as well as programme objectives and ongoing implementation in Bangladesh.

Right Here Right Now adopts the principle of 'zero tolerance to inaction' to reports of sexual exploitation, abuse and harassment in the partnership chain. In 2022, we increased our efforts towards prevention and the capacity to adequately react.

Lessons learned

Dealing with strong opposition to SRHR remains a key challenge to the programme. In 2022 Rutgers established a Community of Practice and a global research stream on dealing with opposition, aiming to serve as key mechanisms for sharing and developing expertise in this area. We also saw that the gender transformative approach is a new concept for some of the new coalitions in Francophone Africa.

In 2022, we established collaborative processes in three Francophone countries aiming to integrate the approach into activities, research and organisations in line with country programme priorities.

Ado Avance Ensemble



Donor: European Union
Period: 1/8/2022 - 31/7/2025
Total budget: € 11,075,520

Ado Avance Ensemble is a three-year programme to enable vulnerable adolescents (10-19 years) – particularly out-of-school girls – in Benin, Burkina Faso, Cameroon, Ivory Coast and Togo to fully exercise their SRHR in societies that are more supportive of their needs.

The programme is implemented by a consortium of eight, consisting of Rutgers (coordinator), DKT International, Ipas and five Member Associations of the International Planned Parenthood Federation (IPPF).

Key achievements

This new programme officially started on 1 August 2022. Programme activities were developed in all five countries over the first months and at regional level in Francophone West and Central Africa. This included a three-day kick-off meeting in Ivory Coast at the end of September, with all consortium members and youth representatives. The face-to-face meeting proved valuable for deepening mutual understanding and joint programme planning.

In following months, the programme was presented to key stakeholders and officially launched in each focus country to increase its visibility. The youth participation and programme information were publicised widely through Rutgers' English and French websites and social media. See for example this LinkedIn article.

Risks

There are financial risks, due to the complexity of the European Union's financial guidelines and its co-funding requirement. The European Union funds the Ado Avance Ensemble budget to a maximum of 90%. This requires Rutgers and the other consortium partners to secure co-funding of at least 10%. Opportunities are currently being explored for raising additional funds through other donors and among the Dutch public.

She Makes Her Safe Choice



Donor: Nationale Postcode Loterij (NPL),
Dream fund

Period: 1/1/2018 - 1/7/2022 (ended)

Total budget: € 11,900,000

She Makes Her Safe Choice was a four-year programme in which Rutgers and the non-profit social marketing organisation DKT International aimed to drastically reduce the number of unsafe abortions by improving access to safe abortion services and care.

The She Makes Her Safe Choice programme aims to drastically reduce the number of unsafe abortions by improving access to safe abortion services and care. It is managed by Rutgers with the non-profit social marketing organisation DKT International.

Key achievements

Although the programme was officially completed at the end of 2021, a few activities were undertaken in the first half of 2022. These mainly related to the dissemination of the [findings of the qualitative study](#) on the experiences and social determinants of unsafe abortion among women in Kenya and Benin. This research was implemented by Rutgers in partnership with the African Population and Health Research Centre (APHRC).

Findings of the research conducted in Kilifi County in Kenya included *“that girls were receiving conflicting information about sexuality, with parents being keener on abstinence and encouraging them to disregard the more contraceptive-focused sexual education received from schools, the media, and non-governmental organisations. Furthermore, stigma from health care providers and the community, fear of side-effects, and the influence of partners led to low uptake and/or discontinuation of contraceptive use by young people. The decision to have an abortion proved to be complex, informed by various reasons and actors. Girls were confronted with the dilemma of choosing between facing the consequences that come with an unintended pregnancy or having an abortion.”*

The programme has had a significant impact, including the prevention of 180,000 unintended pregnancies in Ethiopia, Kenya and West Africa. In addition, at global level 4,8 million unsafe abortions were prevented, resulting in the prevention of almost 13,000 maternal deaths. These positive results can be explained by the registration, distribution and marketing of contraceptives and safe abortion methods, as well as by the training of pharmacists and health providers to deliver quality safe abortion care. Behaviour change communication and social marketing campaigns on TV, radio and online also enabled the programme to reach large numbers of people. See more information in this [animation](#).

However, there is still much work to be done to increase the access of women and girls to safe abortion, especially in Francophone West Africa. We have therefore submitted a proposal to the Dutch Postcode Lottery for a three-year extension of She Makes Her Safe Choice, with DKT as consortium member and SheDecides as partner, focusing on Francophone West Africa and the global level. Rutgers was informed in March 2023 that the extension has been granted.



Dance4Life

Rutgers and Dance4Life merged in 2021, to integrate the strengths of both organisations in reaching and engaging young people worldwide. An integration plan and team were assembled to support and operationalise this process.

Key achievements

In 2022, the Journey4Life and Academy4Life products were brought into Rutgers' international programmes and the Dance4Life brand merged with Rutgers at the international level. The youth-focused and engaging elements and activities of the Journey4Life curriculum will enrich our international work for years to come. The Trainers4Life are an energetic group of experts that will continue to share their knowledge with peer educators and young leaders within the international programmes.

In Kenya, Dance4Life supported a Campaign Lab training in Kenya for staff of all Right Here Right Now Kenya organisations, strengthening technical knowledge and skills in campaigning and co-creating four campaign ideas for the programme.

In Albania, Dance4Life rolled out the Journey4Life curriculum in partnership with the local youth-led organisation Youth Voice Network of Organisations (YVNO). This Orange Knowledge Programme, funded by Nuffic, runs training programmes in Albania. They successfully trained 20 young Albanians aged 17-26 to become peer facilitators.

In December, an online regional event was held together with our partner in China, the Chinese Family Planning Association (CFPA). This included a capacity-strengthening workshop on digital storytelling and a learning session with all implementing partners of CFPA and peer leaders in which 150 people participated. With CFPA as partner we can have a huge reach in China using their different models of intervention.

Risks

The Dance4Life merger and the integration of the why, how and what took some time and unfolded in 2021 and 2022. With the uncertainty, there was a high turnover of former Dance4Life staff, resulting in a loss of institutional memory and challenges in integrating. The brand Dance4Life itself is discontinued, but the resources remain available. New investments are being sought for the pool of trainers, as without adequate budget, the resource will be lost.

Lessons learned

The integration of Dance4Life into the international department at Rutgers did not have a clear strategy. In retrospect, placing the international work of Dance4Life within the international department was not wise. Dance4Life's role as technical partner with a distinct expertise within Right Here Right Now has complicated the integration into Rutgers' international department. In the end, the Journey4Life and Academy4Life were selected to integrate into the expertise and capacity strengthening of the international department of Rutgers.

Centres of Excellence

Donors: Global Affairs Canada and IPPF
Period: 1/4/ 2019- 31/3/2023 (potentially March 2025, pending approval)
Total Budget: USD \$ 6,6 million (8m9 million CAD)

The IPPF Centres of Excellence programme supports the work of three regional Centres of Excellence (CoEs) in youth centred programming and CSE in Colombia, Ghana and Togo.

The objectives of the programme are twofold:

- delivery of CSE and SRH services.
- enabling stakeholders to implement and scale up CSE and SRH services to young people through the provision of technical assistance, sharing best practices, and knowledge production at national and regional levels.

The programme uses best practices in CSE and youth-friendly services to support the lives of young people. The CoEs share expertise and knowledge with other organisations, institutions, peer educators, activists and government decision-makers. The goal is to scale up CSE to reach all young people.

Key achievements

In 2022 the regional CoE networks expanded and reached IPPF member associations and other CSOs in at least 20 countries. The CoEs work to improve the quality and scale up of CSE and service provision. In addition, Rutgers reached IPPF member associations in over 30 countries with our best practices in CSE scale up.

More than 1,3 million SRH services were provided through the CoEs, including to people over 25. Of this number over 750,000 SRH services were offered to young people, ranging from contraception services, testing for sexually transmitted infections (STIs) and HIV testing to comprehensive abortion care.

Over 119,000 young people were reached with CSE and the CoEs also trained teachers and peer educators to strengthen CSE provision, including on a gender transformative approach.

The CoEs continued to carry out activities that enable others to implement and scale up CSE and SRHR services to young people. We did this by providing technical assistance, sharing best practices, and knowledge production at national and regional levels.

For example, in Togo our partner organisation scaled up CSE through institutionalisation as illustrated by this quote from the Ministry of Education to our partner organisation:

“We have to thank you for all that you do, for your technical assistance to the Ministry in the fight against early teenage pregnancy. Without you the Ministry would not have all these results. Thank you to you, to your team and to your partners.” **Secretary General, Ministry of Education, Togo**

All partners conducted quality assessments of their SRHR programmes for young people and those of other IPPF member associations in their regions. Eight organisations were supported to develop funding proposals for outreach to young people. This shows the potential contribution of the programme to increasing the financial capacity of member associations and diversifying funding.

The CoEs also increased global and regional recognition of Rutgers for best practices on CSE and youth programming. It boosted our presence in conferences, webinars and through global and regional exchanges. Rutgers moderated the opening session of the global CSE forum hosted by UNESCO/ UNFPA in May 2022 and organised a side event on the future of CSE during the International Family Planning Conference.

All CoEs launched online platforms and e-learning courses to share best practices and emerging knowledge and facilitate collaboration. In Togo, the mobile app InfoAdoJeunes was a useful tool to

deliver CSE and services. It will be adapted for other IPPF member associations to use in their contexts. Rutgers developed and piloted two e-learning courses, co-created with the CoEs (Exploring Values and CSE>A). These courses will be adapted to the online CoE platforms to increase uptake.

Risks

The limited timeframe of the project is a challenge as systemic change takes time. Also, lack of clarity over the continuation of funding makes strategic planning challenging and is a risk for further growth. This is particularly hard at a time when there is growing opposition to (young people’s) SRHR. Collective work remains of utmost importance.

Lessons learned

We have made good progress in creating CoEs. However, it takes considerable time and effort to build up and expand a (regional) network. Advocacy is critical to further enhance scale up of CSE and this should be strengthened moving forward. Our partners in Togo and Ghana made advances on institutionalising CSE into the school curriculum with their advocacy towards their governments.

While updating the widely used CSE manual, It’s All One Curriculum, we have learned to leverage the strength of our network of CSE stakeholders and IPPF member associations. Over 35 stakeholders contribute their expertise to improve and update this important CSE resource which will be launched in 2023. The CoEs want to continue the work under a new funding phase, implementing the IPPF strategy to scale up CSE across the federation.

YIELD HUB

Donors: The David and Lucile Packard Foundation, The William and Flora Hewlett Foundation and The Summit Foundation

Period: 1/7/2021 - 1/7/2025 (with three different funders these dates represent different stages of funding)

Total budget: € 2,553,977.72

Launched in July, the YIELD Hub is an independent initiative hosted by Rutgers International that focuses on improving youth partnership in the adolescent and youth SRHR field. We use a Collaborative Action

Learning model to co-develop solutions for youth participation within this field. The YIELD Hub convenes critical stakeholders such as funders, implementers, researchers, youth, and advocates into different Action Learning Groups to facilitate a learning process that leads to a tangible outcome for each stakeholder.

Key achievements

By February 2023, we had finalised one Action Learning Group on the theme of Gender & Intersectionality, which included the participation of EngenderHealth, Restless Development, CAMY Fund, MenEngage Alliance, and ATHENA Network. We also started a second Action Learning Group on the theme of Youth Partnership Measurement.

Risks

There were challenges in recruiting stakeholder members to the Action Learning Groups. As a new initiative, it took time to explain our approach and relevance; we will overcome this in the second year by launching an open call for applications. We also need more representation of funders in our stakeholder groups, as critical actors in shifting norms in youth partnership in the field. Funders often set specific requirements that might be difficult for youth (led) organisation to attain. Including funders in our learning cycles might increase their flexibility in working with youth-led organisations. Finally, content development relies on the outcomes of the Action Learning Groups; this means a delay in creating and disseminating new evidence and process documentation until the groups are established.

Lessons learned

Flexibility is critical to engaging with stakeholder members. We recognise that in asking for organisations' time and human resources, we need to accommodate to their needs and availability when feasible. The Action Learning process motivated organisations to follow up ideas and projects related to youth partnerships that were either on stand-by or needed additional resources/information to continue. We learned that our best ambassadors are our active members. They speak highly of our work and can explain our unique approach from experience.

Power to You(th)

Donor: Ministry of Foreign Affairs
Period: 1/1/2021 – 31/12/2025
Total budget: € 11,088,667

Power to You(th) strives for girls and young women from remote or marginalised communities to be able to make informed choices, enjoy their sexuality and be free from harmful practices in gender-equitable societies. In Power to You(th) Rutgers collaborates with partners in Indonesia and Ghana.

Power to You(th) (PtY) is a five-year programme managed by a consortium consisting of Amref Flying Doctors (lead), Sonke Gender Justice, and Rutgers. It is implemented in seven countries: Ethiopia, Ghana, Indonesia, Kenya, Malawi, Senegal and Uganda.

Key achievements

In 2022, the partnership's operational research agenda was developed with Rutgers' oversight. KIT Royal Tropical Institute coordinated this process which led to the selection of four themes, after which joint research proposals were developed between different countries and partners.

1. Effective ways of engaging religious/community leaders in youth SRHR programming.
2. SRHR policy and implementation gaps.
3. Experiences of and adequate support for young SGBV survivors.
4. Meaningful and inclusive youth participation to claim civic spaces and influence social discourses around SRHR.
5. Good progress was also made in supporting partners and young people to bridge advocacy at national and district/provincial level in their countries with global-level advocacy: There were good opportunities for both the Ghana and Indonesia country teams to realise progress in achieving their advocacy objectives by contributing to the Universal Periodic Review of their countries.

Rutgers and Sonke organised three successful online Global Dialogues for the partnership. These dialogues provided a space for sharing and learning and included transformative messaging on gender.

More in-depth support was provided to the country coalitions of Indonesia and Ghana, on a needs-basis. In Indonesia, this support enabled them to complete their advocacy strategy with the inclusion of a gender transformative lens.

Risks

The effects of climate change have had far-reaching consequences on the programme in both Indonesia and Ghana. Recognising the links between climate change and SRHR is key to adapting to climate change while also improving gender equality and access to SRHR services. Better understanding and learning are needed on these linkages.

Lessons learned

The programme countries were all affected by inflation. In Ghana for example, inflation shot to 54% in December 2022. This resulted in high prices of goods and services, which affected activities and should be taken into account in future planning.

Explore4Action

Donor: Bill and Melinda Gates Foundation
Period: 1/1/2017 -1/10/2023
Total budget: € 2,930,234

Explore4Action (E4A) is a research programme that evaluates a CSE intervention (called "Setara") in Indonesia.

Results from youth-led research, implementation research, a costing evaluation and a quantitative impact evaluation study (comparing intervention schools with control schools) are used to create support for CSE and make improvements in the quality and delivery of the programme.

Key achievements

In 2022 E4A achieved its goal of securing support from the Indonesian government for scale up of CSE. Rutgers Indonesia, UNFPA and the Ministry of Education signed a Memorandum of Understanding to roll out Setara or the government's Reproductive Health Education curriculum to 250 regencies/cities by 2025 (10 million students).

The impact study demonstrated that students using Setara have significantly greater increase in competencies compared to control students, including:

- greater pregnancy knowledge and self-efficacy to prevent pregnancy
- more gender equal attitudes
- more communication about sexual and reproductive health

Results and lessons from E4A around creating an enabling environment for CSE, implementation and effects of Setara, and meaningful stakeholder and youth engagement were published in seven peer-reviewed publications in 2022 and over 25 international presentations, webinars and blogposts.

Risks

The extended period between data collection and production of reports and papers meant the information could be seen as "outdated ". There were also challenges in translating research data into 'products' that could be used by advocates and implementers. There were some risks around the implementation quality in the roll out of the government-led reproductive health education curriculum. The Indonesian partners continue to work closely with the government to tackle these challenges.

Lessons learned

Effectiveness was variable between the three locations (central Java, Sumatra, Bali) and between boys and girls. Results were better for girls and at locations where more sessions were delivered with higher quality. Local government support was a key factor for quality of delivery and effectiveness.

BodyTalk

Donors: Liliane Fonds € 900,000
Rutgers € 160,000
Period: 2021 - 2023
Total budget: € 1,060,000

The project aims to realise the right to self-determination of young people living with disabilities over their body and life.

The project is building a strong team of local trainers and advisors, initially in the Philippines, Vietnam and Indonesia, that provide sexuality education and support parents and educators with tools and resources. With public campaigns, the project creates more understanding in the community and pressures governments to assume responsibility for the sexual education of young people living with disabilities.

Key achievements

In 2022 we organised trainings for the lead trainers/ advisers on sexual development and education in Manila/Philippines and Hanoi/Vietnam. All partners joined forces to develop 'Guidelines for comprehensive sexuality education' with supporting resources for parents, caregivers and educators. These are expected to be completed early 2023. After completion of the guidelines, the lead trainers will start training parents/guardians, teachers and health care providers in supporting children and young people living with disabilities in their sexual development. This will cover a wide range of practical information and knowledge, including tools to communicate effectively and sensitively about SRHR with children and youth living with disabilities.

Risks

Despite extensive training and coaching by the Netherlands-based project team, the programme partners still lack confidence in imparting their knowledge and skills when it comes to SRHR, especially sensitive topics and questions. Both the Vietnam and Philippines partners have hired an SRHR expert to build their confidence in delivering the trainings.

Lessons learned

With multi-country programmes, it can be challenging to keep all partners moving at the same pace. Some countries are more proactive and others more hesitant. Since consistency in the approach and materials is important in this programme, it is important for partners to keep up to date on relevant contextual and programmatic developments in their countries to ensure that the programme is relevant and responsive.

Indonesia Country office

Key achievements

2022 was the year when Indonesia's coalition made significant headway on advocacy. The passing of the law on sexual violence in April 2022 was a major

success story. The Generation G coalition, specifically, were actively involved in providing policy papers which parliament referred to in formulating articles on online sexual and gender-based violence. Right Here Right Now and Power to You(th) Indonesia supported the campaign to increase public support for the bill. All these programmes will continue advocating for implementation of the law.

Rutgers Indonesia participated in international advocacy, particularly the Universal Periodic Review (UPR) of Indonesia. By strengthening the capacities of all coalition members, two reports were submitted: on child marriage and SRHR-SGBV. The coalitions continue their engagement with the UPR process by taking part in the pre-review session and lobbying diplomats. The Indonesian government received 269 recommendations, almost 52% related to gender equality and justice and strengthening the states' institutions, laws, and regulations to adhere to human rights norms. As UPR recommendations highlight areas where the country falls short of international human rights standards, accepting these means that Indonesia admits necessary reform is needed. In coming years, these accepted recommendations will be used as advocacy tools at all levels.

Indonesia has recently issued the Indonesia Penal Code which has created controversy and protests among the public and CSOs. The code has the potential to criminalise same-sex relations and extramarital sex and to limit freedom of speech. The other problematic article is the living law (traditional or customary law) that will be regulated through local policy, which could also criminalise vulnerable and minority groups whose behaviour is seen as against the local custom/value. Another article that threatens gender justice is the article on rape crimes. The sentence is lower than other sexual crimes covered by sexual violence law and has no minimum sentence.

Risks

Inflation in Indonesia and weakening Euro exchange rates against the Indonesian currency affected Rutgers Indonesia as grant manager, although it did not affect planned activities for the year. Some small adjustments to activities were made to save costs.

The idea of Rutgers Indonesia becoming an independent organisation has been discussed since 2017. In 2022, the question was raised again in more concrete terms. Rutgers Indonesia could have more

autonomy and strength with better and more localised growth opportunities by becoming a local NGO. In 2023, we will begin to identify the risks and mitigation, aiming to finalise the decision by the end of 2023.

Resource mobilisation

Key achievements

The Hewlett Foundation approved a US\$ 900.000¹ grant for the Youth Investment, Engagement, and Leadership Development (YIELD) Hub, which is hosted by Rutgers. This grant was matched by the Summit Foundation, the donor that funded the project's start-up phase with US\$ 225.000. With these grants and an earlier grant from the David and Lucile Packard Foundation, core funding for the YIELD Hub is secured for 2022-2024.

In April Rutgers signed the highly competitive grant contract with the European Union for the Ado Avance Ensemble programme. This 9,9 million euros three-year programme was developed by a consortium of Rutgers, DKT, Ipas and IPPF member association from Benin, Burkina Faso, Cameroon, Ivory Coast and Togo. Working for and with vulnerable adolescents (10-19 years) the programme will improve demand for and access to SRHR information and services, strengthen public and community health systems and promote an enabling political and societal environment.

At the request of UNFPA, Rutgers developed a proposal to develop a CSE Academy: an open-source course for young people's self-learning on CSE, targeting age groups 15-17 and 18+. We anticipate a final decision from UNFPA on this US\$550,000 project by April 2023.

Rutgers was invited by the Dutch Postcode Lottery to submit a proposal for continuation of the She Makes Her Safe Choice programme in Francophone West Africa. If approved the programme will train health care providers, distribute safe abortion methods and contraceptives and offer online self-care. In March 2023, we received a donation of over 4,5 million euros from the Dutch Postcode Lottery, for the continuation of the 'She Makes Her Safe Choice' programme.

The Nefkens Stichting

Ontwikkelingssamenwerking (NSO) approved the two-year Her Voice" (safe abortion) project run by the Reproductive Health Network Kenya, a former partner in She Makes Her Safe Choice and recipient of funding for SheDecides. Rutgers facilitated this application. However, not all grant requests were successful. Jointly with War Child (lead), we responded to a funding request call from the Fund Combating Sexual Exploitation of Children of the Netherlands Ministry of Foreign Affairs. IPPF also rejected a consortium proposal led by the Mexican member association on Gender Transformative Youth Programming. In addition, an innovative Social and Behaviour Change Research proposal was submitted by a consortium led by Palladium and including Rutgers, but was rejected by USAID. Similarly, the Elton John AIDS Foundation rejected an application for support to Euphoria, a youth-centred sexuality education programme for young adolescents in Indonesia.

Looking ahead to 2023 and beyond

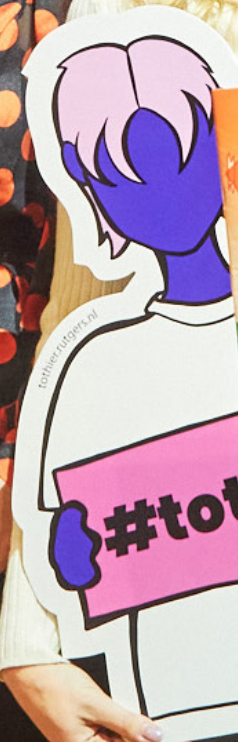
Realising our organisational goals for institutional fundraising - diversification of donors and reducing the (over)dependency on funding from the Netherlands government - will remain challenging as funding for SRHR decreases.

The international Resource Mobilisation Unit will work more intensely with the national fundraising department enabling us to strategise better around diversifying funding.

Shifting priorities in overseas development aid² (migration/refugees, climate) as well as in the health sector (COVID-19, Universal Health Coverage) add to the challenges, as funds move away from SRHR. This trend is likely to get worse as donor countries invest in efforts to mitigate the negative (economic) impact of the war in the Ukraine. In turn, competition will increase for dwindling funds fuelled by legitimate calls for increased Southern ownership and leadership.

¹ due to fluctuating exchange rates, we choose to denominate the amount in dollars

² Official Development Assistance – percentage that governments pay towards development and humanitarian aid.



6 National programmes

Throughout this year, there has been a significant rise in public awareness around the prevention of sexually transgressive behavior and sexual violence. The widely discussed instances of misconduct within a popular TV show merely scratched the surface of the persistent issue of sexually transgressive behavior within the media industry, the world of sports and the political arena. The programmes Sexual Violence and Sexuality Education have raised more political attention on the correlation between sexuality education and the prevention of sexually transgressive behavior. On the whole, we have made considerable strides in achieving most of our objectives. However, the restructuring of the online landscape has not translated into a substantial increase in website visitors across the board. Therefore, we remain committed to investing in further enhancements to our online accessibility and expanding our outreach efforts.

The year started with a high-profile episode of the YouTube documentary BOOS: This is the Voice about sexually transgressive behaviour and abuse at the popular TV show featuring one of our experts. The broadcast not only had a huge impact on the talent show and media in general but also triggered a social media debate on sexually transgressive behaviour. Attention to the issue remains high. In response, the government has strengthened its approach to sexually transgressive behaviour and sexual violence.

Mariette Hamer has been appointed government commissioner on Sexual Harassment and Sexual Violence, with the task of providing the government with advice, and acting as a figurehead for the new National Action Programme on Sexually Transgressive Behaviour and Sexual Violence. Rutgers has advised the government commissioner and contributes to achieving the goals of the National Action Programme. We play a pioneering role with our programmes. The Sexual Violence and Sex Education programmes taking a preventive approach to sexually transgressive behaviour. The Sexuality and Care programme actively contributes to prevention by addressing and talking about sexuality in care facilities.

The information and public campaigns of the Contraception and Abortion programme call explicit attention to wishes, limits and consent, and the Knowledge Development programme contributes with research, monitoring and surveillance. The past year was also marked by cooperation internally and

externally, with both familiar and new partners. We continue to work in different alliances, also in cooperation with youth organisations.

Three alliances in which Rutgers participates have been selected by the Ministry of Education, Culture and Science (OCW) as strategic partnerships for the next five years (2023-2027). These are:

Alliantie Gezondheidszorg Op Maat 2

A five-year follow-up programme with the strategic goal of ensuring that women and LGBTQI+ people have equal opportunities for physical and mental health.

Alliance partners: Women-Inc (lead), Rutgers and COC.

Act4Respect Unlimited

A five-year follow-up programme to promote social safety by reducing sexual violence and (former) partner violence against girls, young women and LGBTQI+ individuals, with specific attention for relevant intersections and cyber violence.

Alliance partners: Rutgers (lead), Atria and COC.

Jong Gelijk

A new alliance to enable young people to challenge prevalent norms on gender, address problematic stereotyping, and share alternatives.

Alliance partners: Rutgers (lead), National Youth Council, Femmes for Freedom and Colored Collective.

Programmes

Sexuality Education Programme

Budget 2022¹: € 755,782,05

Donor: RIVM contracted by Ministry of Health, Welfare and Sport

Period: 1/1/2022 - 31/12/2022

The long-term goals of the programme are based on the principle 'All children and adolescents in the Netherlands are fully supported in their sexual and relational development, so that they are (later) able to embark on pleasant, consensual, safe and equal (sexual) relationships.'

Key achievements

Steps taken during the year to further develop our youth network are paying off, with the number of young people we engage with gradually growing in size and diversity. Young people are also increasingly influencing us internally and beyond. We have achieved our ambition of adding at least 20 young people aged 18-25 to our network of Social Change Agents. Rutgers trained and mentored 47 young people who are working within their own networks on inclusive sexuality education, LGBTQI+ acceptance and gender equality. We created a network of youth organisations to better connect with young people's wants and needs.

Visitors to our programme website have increased compared to 2021. The total number of visitors was 3,747,877, of which 92,7% were members of the general public and 7,3% professionals. In terms of providing information to young people (12-25 years), 3,473,602 visitors were reached together with SOA AIDS Nederland and regional public health services offices (GGDs). In 2022, Sense.info successfully launched our TikTok platform with 90 videos, 23,000 followers and 481,400 likes. TikTok's total reach was 13,055,053.

¹ Within the national programmes, budgets are determined per year, whereas the international programmes have multiyear programmes and budgets. Therefore the report indicates a different budget structure than the international department in the previous chapter.

The target of training 600 professionals in sexuality education was surpassed. A total of 1,068 professionals were trained, 505 through various e-learning courses.

To further embed social safety, healthy schools and structural attention for CSE in the educational system, Rutgers cooperated with many interest groups and partners in the education and knowledge sector, and health care. Rutgers is also involved in revising the curriculum of the Ministry of Education, Culture and Science.

The manifesto on comprehensive sexuality education was finalised, signed by more than 40 partners, including four political youth parties, LAKS (organisation representing all secondary school students) and JOBmbo (representing students at vocational level). The manifesto was handed to the Minister for Primary and Secondary Education and the government commissioner on sexual violence. Rutgers will continue to push for progress in this area.

Risks

Young people in the Netherlands are calling for better and more CSE. But with the absence of clear governmental choices and positioning, CSE is still subject to school and even teacher decision-making. Without clear governmental policy, progress is slow, as the approach allows for different interpretations of what CSE is and should look like. The lack of clarity also enables more organisations and sexual education providers to enter this space, most of them lacking comprehensive and evidence-based approaches. Rutgers will continue to strive towards a system in which schools offer purposeful, complete and structural comprehensive sexuality education appropriate to the developmental stage of pupils, schoolchildren and students in primary, secondary and higher education.

Lessons learned

To achieve our goals and integrate CSE into national policies, we need to actively seek out alliances and collaboration with knowledge institutes and other partner organisations, including young people and youth-led organisations. We aim to strengthen such collaborations in 2023.

Programme Sexuality and Care

Budget 2022: € 472,583,30

Donor: RIVM contracted by Ministry of Health, Welfare and Sports

Period: 1/1/2022 – 31/12 2022

The long-term goals of the programme are based on the principle of 'accessible - life-course based - information and care that contribute to promoting and supporting sexual health on the basis of personal control'.

The Sexuality and Care programme participates in preventive care in relation to sexual health. Current health policies lack a positive approach to sexuality, which we actively address with our advocacy. Our aim is to include a positive outlook on sexuality in health care policies. The programme team contributed to the upgrade of the National Plan of Action on STIs, HIV and sexual health and the Ministry of Health, Welfare and Sport's policy visions on sexual health and long-term care. It was pleasing to see that different government ministries and departments are developing and improving their policies around sexual health.

The programme shared knowledge and information on sexuality in care. With the start-up of the ambassadors' network Zorg Impactmakers Netwerk In Nederland (ZIN-IN), we recognised a strong need for knowledge development and knowledge exchange on sexuality and sexual health in care among professionals. We also provided workshops and lectures at conferences, presented educational sessions to health care professionals and published articles.

Our websites were upgraded in 2022. Seksindepraktijk.nl was visited by 52,270 professionals and sexuality.nl had a total of 686,258 visitors. The number of people reached with seksindepraktijk.nl did not meet our goals and expectations, as the website's functionality and accessibility were not optimal. We are addressing this in 2023. We trained 1,000 professionals, meeting our targets.

By 2022, 1,200 professionals participated in training, workshops or guest lectures. In addition, 1,000 trainees have been reached with our materials. Phase two of the Sexuality and Intimacy project in nursing home care (SIVIL) has been successfully completed. Together with our partners different components have been developed to strengthen the knowledge and capacity of health care professionals in nursing homes. They are now equipped with knowledge and competencies to enable them to include intimacy and sexuality in their practice and work environment.

Together with education partners Saxion, Summa College and Gerion, tools were developed to allow better education on these topics for future health care workers. The closing symposium was visited by 150 health care professionals.

We have also focused attention on care for people with disabilities. A new partnership with Disability Studies in the Netherlands emerged from this. The relationship with the Ministry of Health, Welfare and Sport has grown stronger, as they are responsible for developing policies in health care, including care for elderly people and people with disabilities.

Risks

By investing in knowledge sharing and material development, less attention was paid to knowledge development this year. We need the latter to better understand gaps in sexuality and sexual health in health care.

Lessons learned

We learned that to understand sexuality and sexual health in health care better and fully, we need to increase our knowledge on daily practice, trends, and developments in the field. For this reason, we started work on a state-of-the-art document to provide insight into current trends and developments regarding sexuality and sexual health in health care services and contexts.

Programme Sexual Violence

Budget 2022: € 394,812,70

Donor: RIVM contracted by Ministry of Health, Welfare and Sports

Period: 1/1 2022 – 31/12 2022

The long-term goals for the programme are based on the principle that 'every contact – online/offline – is consensual and equal'.

Sexual violence and harassment have been high on the public agenda in the Netherlands over the past year. A Rutgers expert participated in the YouTube documentary: BOOS: This is the Voice, an episode posted on YouTube on January 20, 2022. In it, several allegations of sexually transgressive behaviour and abuse of power perpetuated by employees of the talent show 'The Voice of Holland' and 'The Voice Kids' were raised by former candidates. The episode had five million views after just two hours and over 10 million viewers in total. Our colleague explained what sexually transgressive behaviour is. In particular, the argument she used "responsibility always lies with the person crossing the line and not with the person it happens to. Is that clear enough for you?" strongly resonated with many people. We received many requests from companies and student associations.

Within the framework of the European Mutual Learning Programme, knowledge exchange took place on (the prevention of) sexual violence and the role of the Government Commissioner on Sexually Transgressive Behaviour and Sexual Violence. In recent years Rutgers has been pushing for a national plan of action under government responsibility and welcomed the appointment of the first Government Commissioner on Sexually Transgressive Behaviour. This year, Rutgers has advised the commissioner several times and contributed to the National Plan of Action on Sexually Transgressive Behaviour.

Regional approach to sexual violence

Geweld Hoort Nergens Thuis (Violence does not belong) ran a pilot regional approach to tackling sexual violence in The Netherlands. This involved

supporting municipalities with ways how they can implement policies and programs that help prevent sexual harassment on the streets. Rutgers developed an eight-step plan for how to tackle sexual violence in municipalities, with a focus on prevention of sexual harassment on the streets.

The Ben je Oke? (Are You OK?) campaign continued in the hospitality industry and at festivals, as well as being successfully rolled out in student associations. Over 350 student associations have joined and are carrying the campaign to their members. The campaign is funded by the National Postcode Lottery; and some funds were provided from the Sexual Violence programme to develop supporting videos. Municipalities are using the campaign to prevent sexual harassment on the streets. In four municipalities, counselling programmes for young people have also been introduced inspired by this campaign.

Our target to increase the number of visitors to websites related to sexual violence was achieved. There were 173,879 visitors in total. The number of trained professionals increased, with 2,395 professionals trained in how to handle sexual violence cases.

Risks

Public attention around the issue of sexually transgressive behaviour and sexual violence was high and continues. This results in a high workload for the programme team and communication advisors and the constant need to respond to new developments. As a result, the programme has had to be flexible around its focus areas.

Lessons learned

To better be able to respond to current topics like sexual violence cases in the public eye, we need to strengthen our relationships with the Ministries of Education, Culture and Science and the Ministry of Health, Welfare and Sport. Bringing together contributions from our different programmes in a coherent way, was effective in influencing the National Action Program on Sexually Transgressive Behaviour and Sexual Violence. We also need to look at the potential risk of spreading ourselves too thin and make strategic decisions about what we can and cannot do.

Programme Contraception and Abortion

Budget 2022: € 385,014,45

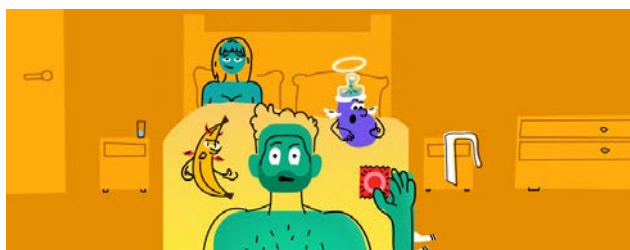
Donor: RIVM contracted by the Ministry of Health, Welfare and Sports

Period: 1/1 2022 – 31/12 2022

The long-term objectives for the programme are based on the principle of 'more individual control and shared responsibility for contraception, appropriate choice and effective use of contraception and more freedom in the choice of abortion.'

Rutgers was in the media regularly and participated in various (international) symposia, conferences, and study days to transfer knowledge on childbearing, shared male and female responsibility, contraceptive counselling, prevention of unintended pregnancy, abortion, natural methods, influence of hormones, teenage mothers and the contraception gap. We have followed current developments and disseminated this information through our public channels including Sense.info and Seksualiteit.nl. We have added new content on issues like menstrual complaints, endometriosis, and reliability of contraception. More attention was paid to shared male/female responsibility in contraception. A total of 14,477 tools, downloads and knowledge products were purchased on contraception and abortion.

Trek 'm aan! (Put it on!) campaign



We launched a public campaign to motivate young men to use a condom more often during casual contacts based on shared responsibility. In preparation for the campaign, we carried out an exploratory study into why condoms are used or not used during casual and one-night contacts. 1,374 sexually active young men aged 20 to 25 completed an online questionnaire. The results were used to shape the campaign, Put it on! Five short, animated videos were distributed reaching 600,000 young people through social media. During World

Contraception Day, the campaign went out via social platforms like Instagram resulting in over 810,000 impressions.

Sense.info

By 2022, over a million (1,225,881) young people had been reached with information and tools on contraception and abortion through Sense.info - an increase from previous years. We also achieved the goal of providing more professionals with tools to discuss child desire and contraceptive use with 3,138 professionals attending training on these topics.

Zanzu.nl

Zanzu.nl was visited by 217,438 users, again providing more newcomers and migrants in The Netherlands with education and information on contraception and abortion. The tool for choosing contraceptive methods has been modified, giving users on anticonceptievoorjou.nl more options to help them make an appropriate choice.

In the Autumn, a campaign for and with young women (aged 20-25) was launched to bring the choice tool for different contraceptive methods to the attention of this target group. We reached 150,000 young women and the tool was used by 8,600 visitors.

Major policy changes on access to abortion care were made this year by the Dutch government. Rutgers advocated along with partners for the abolition of the five-day mandatory reflection period on abortion and access to medication when terminating a pregnancy through the family doctor. Both bills were passed in the Senate.

Risks

With the abolition of the federal constitutional right to abortion in the US, anti-abortion activists seem to feel empowered both nationally and internationally. The nullification of Wade vs. Roe is also a major concern in the Netherlands and around the world, among those who support the right to choose abortion.

Lessons learned

It is important to closely monitor global abortion policy and respond appropriately to its potential consequences in The Netherlands. The exchange of knowledge and cooperation with partners around abortion care has intensified so that proper monitoring and strategising on global abortion policy is stronger than ever.

Dilemma's in seksonderzoek

SSIE
HOE
IVISTISCH
G JE ZIJN
ALS
ERZOEKER?

ASSIE

ONGEWENST
WAT DOE JE MET
ONGEWENSTE
UITKOMSTEN
(INTERVENTIE BLIJKT
NIET TE WERKEN OF
TEGENGESTELD EFFECT
TE HEBBEN)

ONGEWENST

POLYAMORIE
HOE COMBINEER JE
HET DOEN VAN
ONDERZOEK MET
KLINISCH WERK OF
DOCENTSCHAP?

POLYAMORIE

POSITIEVE SEKS
HOE HOUDEN WE IN
NEDERLAND
ONDERZOEK IN DE LIJN
VAN ELLEN LAAN'S
AGENDA VAN SEKSUEEL
PLEZIER OP DE RIT /
BRENGEN WE HET EEN
STAP VERDER?

POSITIEVE SEKS

CONSE
VRAAG JE A
PARENTAL CO
BIJ JONGEREN
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MET
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SEKSO

With our research we aim to have an impact with evidence.

7 Research

At Rutgers, we aim to have an impact with evidence. Therefore, research is an integral part of our work. A full list of research outputs can be found in Chapter 15. Below are research highlights from 2022.

Research group activities

Most of our research is done through programmes and is reported there. However, we also collaborate across programmes for joint learning.

Meaningful youth participation in research: With much of our research focusing on young people's sexual health and wellbeing, their realities, needs and what works for them, we believe it is essential to meaningfully engage young people not only as informants, but also as co-researchers. This year we reflected on and published our [learnings on youth participation](#). This blog shares the experience of a young co-researcher: [This is Lina, a 26-year-old Indonesian from East Java - Rutgers](#).

Decolonisation: As Rutgers, we are aware of power dynamics in the development sector and the role of research in creating power inequities. We are reflecting on our own roles and procedures, and are working hard to increase research ownership of our partner organisations. We negotiate more strongly with donors about top down, stringent planning, monitoring, evaluation and learning (PMEL) requirements; we are more inclusive when looking for consultants and we have increased our efforts to disseminate research findings within the communities. Meaningful youth participation is another strategy to help balance power in research. We will continue to work on decolonising research in the years ahead.

Ethics: Because we work across cultures and disciplines on sensitive sexuality issues with vulnerable groups, Rutgers must attain the highest standards in ethical evidence generation. In 2022 we embarked on a path to develop minimum ethical standards to guide our research work. This process will be finalised in 2023.

Research in International Programmes

The cross-programme research in the international department focused on unsafe abortion, sexuality education and social norms

In collaboration with partners, we conducted research and disseminated findings on unsafe abortion (see Safe Choice programme) and the implementation, impact and scale up of sexuality education (see Explore4Action and Right Here Right Now programmes). Under the Right Here Right Now, Generation G and Power to You(th) programmes we also conducted research on social norms. Insights from this research were presented at the International Conference on Family Planning in Thailand and at the Social Behaviour Change Communication Summit in Morocco.

The social norms research has proved to be more challenging than expected: abstract concepts can be elusive and linking them to programmes was sometimes challenging. More intensive in-person training and support are needed along with analysis and processes to feed findings effectively into our campaigns and programming.

It is essential to meaningfully engage young people not only as informants, but also as co-researchers.

Research in National Programmes

Programme Knowledge Development (Kennisontwikkeling)

Budget 2022: € 366,662,50

Donor: RIVM contracted by the e Ministry of Health, Welfare and Sports

Period: 1/1/2022 – 31/12/2022

Most research within National Programmes is conducted within the Knowledge Development programme. This is one of the five national programmes and focuses mostly on conducting periodical population-based surveys and the registration of sexual health care. However, qualitative methods are also increasingly part of this.

Surveys 'Sex under the age of 25' and 'Monitor Sexual Health'

In the autumn, we began collecting data for our periodic population-based surveys 'Sex under the age of 25' and 'Monitor Sexual Health'. This was preceded by the adaptation of a questionnaire to reflect the latest trends and insights, and any new needs from our stakeholders. Our set targets of reaching 10,000 young people and 10,000 adults were achieved and analysis will start in 2023.

Key Indicators Lifestyle Monitor

Since 2014, Statistics Netherlands (CBS) has collected data on the lifestyle of the Dutch every year, including sexual health. They work with Rutgers, SOA AIDS Nederland and RIVM for the sexual health indicators (sexual behaviour, the risk of HIV/STIs and contraceptive use). This year, the 2021 results were published in a [white paper](#) and an [article](#) was published in the Dutch Journal of Health Sciences.

Sexual Violence

In 2020, Statistics Netherlands conducted the Domestic Violence and Sexual Violence Prevalence Monitor, which includes figures for various forms of sexual violence including non-physical sexual harassment, physical sexual violence and online sexual harassment.

Rutgers was commissioned by the research and documentation centre to carry out secondary analyses, to better distinguish different forms of victimisation and to map victim-perpetrator relationships.

The impact of online sexual violence

What determines the impact of online sexual violence (e.g. the unwanted distribution of nude images)? And what does one need after that? We provided answers to these questions following literature research and interviews with four experts and eight victims of online sexual violence. The results were published in a report that describes short-term (e.g. panic and fear, shame and feelings of guilt) and long-term consequences (e.g. mental health issues or damaged relationships and sexual development).

Registers of sexual health care

Every year Rutgers' Knowledge Development programme reports on various registers in sexual health care. This year, we published reports on registers of the Platform Sexological Teams in Mental Health Institutions, National Consultation Outpatient Sexology Clinics, and the Special Interest Group Intellectual Disability.

Research in other national programmes

Launch of SEKSO research network



Collaboration between sexuality researchers has been boosted by launching the SEKSO network. Rutgers and the University of Utrecht are the founding partners of the network.

The network focuses on the theme of 'sex' in a broad sense: sexuality, gender, sex and relationships, sexual and reproductive health and sexual and gender diversity. Research on this topic is extensive in the Netherlands and the network aims to unite these efforts and invest in linking and learning among

involved researchers. It also facilitates space for inspiration, exchange and offers young researchers a platform to present their research. Members of the network are linked to a wide range of scientific institutions, knowledge centres and CSOs.

Collaboration with European research partners

Collaboration with members of the European Sexual Medicine Network was intensified. The principal investigators of 11 European population-based sexual health surveys form a subgroup within this network. As a member of this subgroup, Rutgers gave a lecture during a conference organised to mark the publication of the German Sex Survey in Hamburg. This led to a review article by Rutgers, which was submitted to the Annual Review of Sex Research.

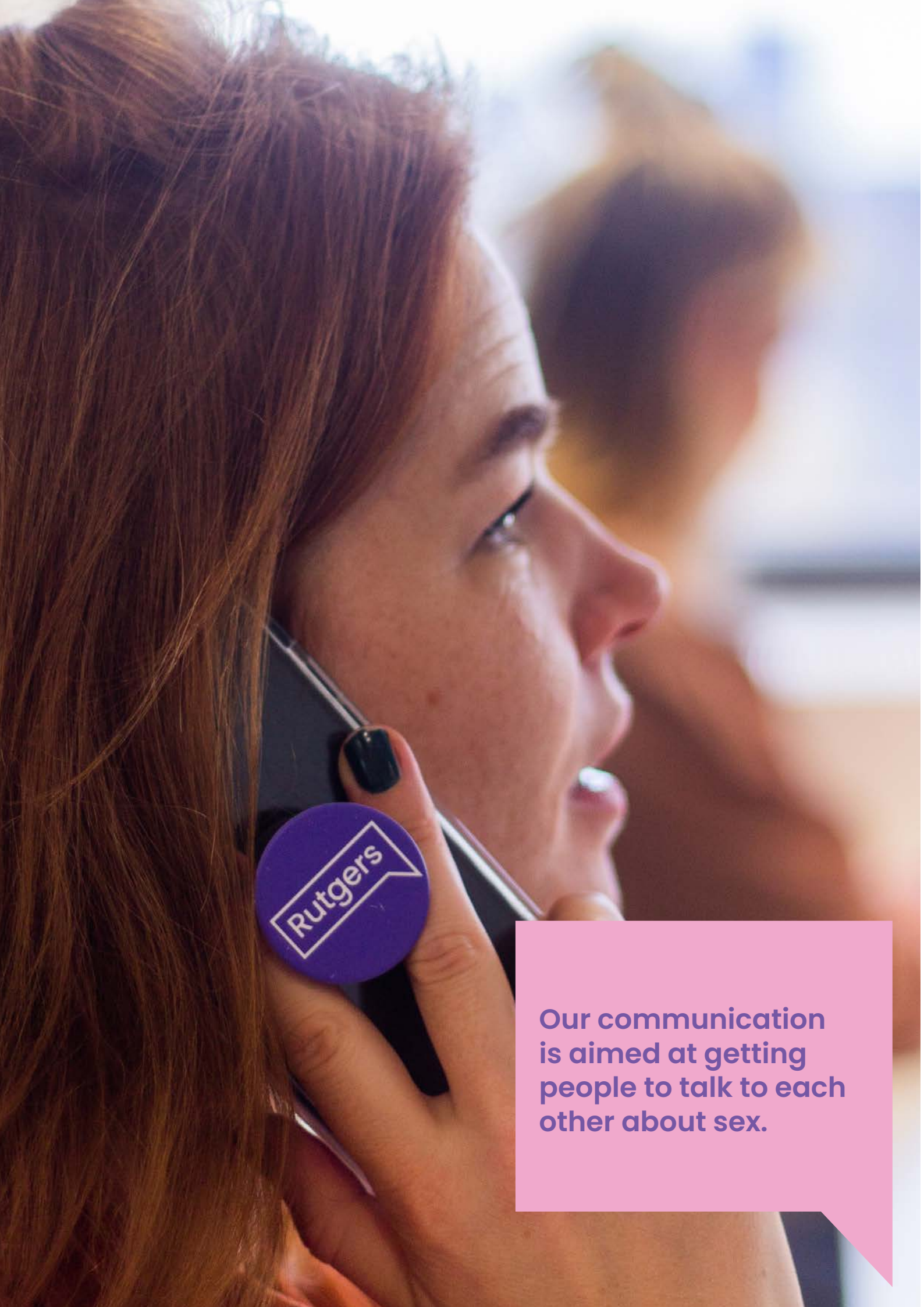
Planning, Monitoring, Evaluation and Learning in national programmes

This was the third year that each programme reported on a set of programme-specific monitoring indicators. Numerous projects were also evaluated, using the standard evaluation framework. Two development workshops for project leaders were organised on working with external organisations and on preparing and holding a project start-up.

Participatory study on refugees' reproductive health needs

Rutgers cooperated with Pharos and four grassroots refugee organisations in a participatory study on refugees' views, strategies and needs regarding reproductive health. After intensive training, eight co-researchers from these refugee groups conducted interviews and focus groups on how refugee men and women experience reproductive choices, decision-making, and (unplanned) pregnancies, and their needs and strategies regarding information, education, and services. In 2023 we will report on our findings and work on promoting a culture-sensitive approach among professionals.





Our communication is aimed at getting people to talk to each other about sex.

8 Communication and Fundraising

It was a busy year for the communication department. Rutgers received over 300 media enquiries, a significant increase from 125 enquiries the previous year. The increase in media attention was largely sparked by various Rutgers' events and campaigns. Ambitions and goals regarding our campaigns, internal and external communications have been achieved. We are pleased with our reach and ability to contribute to current trends and developments.

In January, our colleague Willy van Berlo appeared in the well-known YouTube programme BOOS. The programme received over 10 million views. This Rutgers' media appearance led to dozens more appearances on TV and radio news shows, as well as quotes in newspapers and magazines at home and abroad.

Week van de Liefde (The Week of Love)

This campaign is organised by Rutgers every year in collaboration with SOA AIDS Nederland. In 2022, 155 schools participated, and the theme was Love for Yourself. The aim was to introduce the topic of relationships and sexuality to secondary education, practical education, secondary special education, and secondary vocational education. The campaign distributed resources such as condoms with conversation starters, posters, and a 3D clitoris with a lesson plan to participating schools. Rutgers also made a video about what love for oneself means, featuring young social change agents.

Week van de Lentekriebels

The Week van de Lentekriebels (the Week of Spring Fever), is a project week organised yearly by Rutgers with local public health services, and takes place in special and primary education. With the motto "Your Body is Yours" the topic of consent, desires and boundaries were discussed in the classroom, to emphasise the message that everybody is allowed to express what they like and do not like. Almost half of elementary schools across the Netherlands participated this year. The recent public debate on sexually transgressive behaviour highlighted the importance of discussing these topics in schools.

Generatie Ja...en

Rutgers' Generatie Ja...en (Generation, Yes ... And) campaign and Atria coalition's Act4Respect aims to shift traditional social norms about gender among young people aged 17 to 23. With the campaign,



young adults were encouraged to talk to their friends about gender norms. Rutgers developed several videos where peers talk about traditional gender norms they experience in their daily lives and how they impact them.

Rutgers' Dialogue

In October, during the Rutgers' Dialogue on Sex in School, teachers and young people shared their tips for better CSE in the Netherlands. As a result, we handed the Manifesto for better sex education to the education minister Dennis Wiersma and Government Commissioner Mariëtte Hamer.



SheDecides

SheDecides is a global movement advocating for women's reproductive rights, empowering them to decide on their own regarding the number, timing, and spacing of children. As part of this movement, we sent out a newsletter after the US Supreme Court's ruling on the Roe v. Wade decision. We continue to support women worldwide who are fighting for safe and legal access to abortion services, and reproductive rights. Rutgers also ran a social media campaign to provide more women with reliable information on contraception, and together with VICE, launched a campaign to raise awareness about the stigma and taboos associated with abortion.

Ben je oke?

Lastly, Rutgers promoted the movement against sexual violence, Ben je oke? (Are You OK?), which aimed to address the issue of sexual violence in the festival season, nightlife scene, and freshers' events for students.



Dance4Life

Dance4Life is one of Rutgers' brands and aims to inspire young people to be open about sexuality and discuss their desires and boundaries. In 2022, several campaigns were conducted that reached almost eight million young people. One of the most successful campaigns was the third season of the Schaamteloos (Shameless) video series, which reached more than two million young people in the first month alone. The series features well-known young people who openly discuss intimate topics such as their first time having sex, sexual harassment and masturbation, desires and boundaries.



Dance4Life relaunched the Shameless video series on TikTok, which saw huge success. In six months, there were 7,679,301 views on TikTok. Using this popular platform allowed Dance4Life to reach even more young people and engage with them through short, digestible content. Dance4Life also engaged young people on World Contraception Day through a competition on TikTok, viewed more than 27,000 times. Dance4Life plans to continue its collaborations with Durex in 2023 and add a donation option for its content.

Another successful campaign was the podcast Sekspraat (Sextalk) season 2, which aimed to inspire young people to talk about sexuality, desires, and boundaries. The podcast was hosted by actress and BNN-VARA presenter Dzifa Kusenuh.



In all its campaigns, Dance4Life capitalised on well-known influencers and TikTokers to promote its message. The involvement of these influencers shows the power of role models for young people and how they can inspire young people to talk openly about sex and relationships. Through its various campaigns, Dance4Life has shown that it is possible to reduce discomfort and normalise pleasure in discussions about sex, and inspire young people to talk about these important topics.

Fundraising

On fundraising, we did not meet our goals and targets set, due to the loss of income from a major donor. We are also, still in the start-up phase of realising peer to peer fundraising, individual giving and corporate partnerships. Fundraising with limited resources has proven to be difficult, leading to disappointing results.

Rutgers, SheDecides and Dance4Life raised € 227,712 in 2022 through partnerships with individual donors, Friends of Dance4Life and corporate partners. This is lower than planned and less than previous years. In 2021 Rutgers received a substantial legacy and a large contribution from a private donor.

Fundraising efforts for Dance4Life have not been successful, with targets missed. Unfortunately, the Droge Jan (Dry January) campaign, to raise money by not drinking in the month of January failed, probably because there were few social gatherings and work parties due to COVID-19 and so few people in their offices. Despite challenges posed by the pandemic, Dance4Life formed a partnership with Durex and organised a joint event with EasyToys and FC Emmen. We also have several projects and partnerships in the pipeline for 2023.

Dance4Life's Friends4Life network, which is made up of influential business leaders and private donors in the Netherlands, remained loyal despite limitations caused by COVID-19 restrictions. Focusing on dance and music, Dance4Life launched its new Advisory Board Dance & Music in June 2022. This will raise more awareness on sexual harassment amongst young people, create more brand awareness for Dance4Life, and raise funds for its programmes.

In the last quarter of 2022, Dance4Life developed a sex guide for parents of teenagers, which resulted in more than 4,700 leads for potential new donors, 1,759 one-off donations, and 78 new structural private donors.



Risks

Fundraising with limited resources remains a huge challenge for the organisation and is likely to be in the upcoming year.

Lessons learned

We learned lessons from both our successful and less successful campaigns which need to be considered in our upcoming fundraising campaigns and events.

We also managed the risk of fundraising with limited resources by fundraising with partners (advising), taking limited financial risk and by using the SheDecides, Dance4Life and Rutgers brands optimally. We are also cooperating even more closely between departments.

Dance4Life is funded by





Looking ahead, Rutgers will continue to put young people at the forefront of our communications, creating innovative and creative campaigns with them addressing real and sensitive issues.

International Communications

In 2022, Rutgers international communications put young people in the spotlight to speak freely, positively and openly about sexuality. This remains a cornerstone of all our communications and is conveyed across our campaigns, advocacy, events and other communications. The communications strategy gave us direction, and we saw the impact of having bold and clear messaging and a strong, consistent brand.

With an interactive and eye-catching booth, our slogan: “We talk openly about sexuality, can you?” and our hashtag #FreeToTalk, we sparked many conversations on and offline between advocates, activists, young people, policy makers, researchers and donors. During the side event– Are you ready for the future of sexuality education? young people took centre stage, co-hosting the event and sharing their views and experiences. The positive feedback, high volume of visitors and online engagement shows the value of Rutgers’ role in addressing topics that others are less able to.



We were once again proud to be nominated for a humanitarian communications award for the best campaign of a Dutch INGO, the ‘High Flyer Award’. A video with Rukshana Kapali, a young transgender woman and Nepalese activist, who shares her experience and that of their community in Nepal drew the attention of the jury. As they commented, “Rutgers supports the agenda of Rukshana and other LGBTQI+ activists in Nepal and, perhaps more importantly, humanises and normalises transgender and non-binary people (we mostly see Rukshana at home, at ease in her daily life) where they often experience the opposite.”

Rutgers’ key message - to speak openly, positively and practically about sexuality – allowed us to connect our different themes and areas of work. The focus on CSE and speaking openly about sexuality was central to our campaign during the bi-annual International Conference for Family Planning in Pataya, Thailand. We created a safe space for people to talk openly about sexuality, keeping in mind that this is not a given for many people around the world.

We also embraced the pleasure-based approach and principles to sexual health in communications by looking at sexuality and sex in a positive way. We did this by amplifying our partners work, reaching young professionals, connecting with partners and reaching more people outside our immediate sphere of influence.

Engagement with our work, downloads of our resources and follower base have increased significantly through our new Rutgers International LinkedIn page.

With a growing focus on Francophone West Africa and the launch of our new programme in this region – Ado Avance Ensemble – we also developed a French language version of our international website.



running - singelloop

**Rutgers' core values are:
Just, Open, Learning,
Passionate, Positive,
Professional and
Courageous**

9 Organisational report

We made progress this year in achieving a healthy working environment in which all employees feel seen, respected, and valued. The Works Council played an important role in this. After working online during the pandemic and experiencing high staff turnover in 2021, we re-connected through regular social activities, monthly 'Sharing is caring' sessions and joint interactive sessions on cross-cutting subjects.

Managers and programme managers had a two-day strategy meeting to reflect on long-term goals, finance, leadership, workload, meaningful inclusive youth participation and ways of working. It was a fruitful and intensive session to discuss our opportunities and challenges, especially those related to the internal organisation. It was the first time a meeting of this kind was organised. The evaluation shows that it fulfilled a need for greater connection within the organisation and for more transparent and inclusive decision making. Overall, we achieved our ambitions, but addressing the high workload remains a top priority for our organisation.

Governance

The Executive Director is assisted by a Management Team consisting of managers of all departments. Members of the Management Team in 2022 were:

- **Geert Jan Braber**, Manager of Human Resources.
- **Jolan van den Broek**, Manager of Communications and Fundraising.
- **Judith Westeneng**, Research Lead (till July 2022).
- **Lucian Roeters**, Interim Manager Finance (as of October 2022).
- **Marc Faber**, Manager of General Affairs (as of October 2022).
- **Marieke Ridder**, Manager of International Programmes and Deputy Director.
- **Michael Salemink**, Manager of Finance and Facilities (till September 2022).
- **Miranda van Reeuwijk**, Senior Researcher (as of August 2022).
- **Thérèse Nleng**, Manager of National Programmes.
- **Yvonne Bogaarts**, Manager of Advocacy.

Annual workplan and budget

The Management Team adopted an annual workplan and budget for 2022, which was approved by the Supervisory Board in 2021. Each quarter, progress

towards the workplan is discussed with the Management Team. Progress and results achieved can be found in this annual report. The budgets for the reporting year are presented in the financial report.

Human Resources

We started with the monthly measurement of work experience, giving monthly insight into how employees experience working at Rutgers. This provides a solid basis for teams to have open and safe conversations about what motivates us, and how we can further improve the working climate. All staff joined organisation-wide workshops about creating safe spaces and improving failure fitness, organised by the internal Culture Club. Workload, inclusion and creating safe spaces were further discussed in team meetings.

Together with a diverse range of internal stakeholders, the team developed a vision on People and Culture. This vision guides the human resources policies and ways of working. The vision also directs the workplan for the Culture Club in 2023, focusing on workload and vitality, inclusion and meaningful and inclusive youth participation.

We also developed and began to implement a new approach for workload and vitality. Although these are ongoing challenges, the efforts have already led to a decrease in staff sick leave over the second half of the year, with a year-round sick leave of 4,5% for 2022, well under the 5% target.

The start of 2022 saw the latest wave of COVID-19 restrictions. In March, all the home working restrictions were dropped. Since then, the general guideline is that we work 50% of our working days from the office and 50% from home. Individual employees can agree on other arrangements with their manager, according to their work or their needs.

	2022	2021
Average #FTE	100,5	97,6
Average head count	120	109
Vacancies filled (internal and external, excluding interns)	31	38
Retention rate (head count)	19	41
Reasons for leaving Rutgers		
• Career move (own choice)	13	17
• End of temporary contract	4	18
• Retirement	0	3
• Other (including settlement agreement)	2	3
Sick leave rate	4,5%	6,3%
Sick leave frequency	1,42	0,95
Learning & development		
• Budget	179,083	164,000
• Realisation	178,926	146,086

Safety and Security

Our work is often sensitive and attracts questioning, push-back and opposition. This can put our security and that of our partners on the line. Rutgers embraces the 'Holistic Approach to Safety & Security' which was developed by and for the human rights movement and aims at maintaining a safe space for the work of our partners and ourselves. We interconnect different security dimensions, from physical, digital, financial, legal to reputational, placing people's wellbeing at the centre. In 2022 we built our in-house expertise through internal guidance, tools, and training of focal points. We also offered our partners support in adopting the same approach.

Works Council

The Works Council meets every three weeks and meets with the director every eight weeks to discuss operations. Three new priority areas were developed in October: (1) work pressure and work pleasure, (2) connection, both between staff and with the organisation itself and (3) creative communication with staff on the work of Works Council. During 2022, the chair of the Works Council participated in the selection and recruitment process for the new director. The Works Council also discussed the financial situation of Rutgers, selection of a new counsellor, renewal of the Social Plan, selection of the employee satisfaction tool, and selection of the assessment provider for recruitment and development purposes. We also had some requests

regarding legal rights and for consent on adapting the working from home and travel reimbursement policy as well as extending the paid parental leave. The Works Council received one request for advice on new working concepts at the offices in Utrecht and Amsterdam.

Innovation Fund

The innovation fund is a one-time investment aimed to encourage innovation and new ideas within the organisation. A budget is available for ideas that could increase our impact and benefit the organisation. Any staff member is allowed to submit a proposal. The main aim of the fund is to learn from experimenting.

In the first round, 13 proposals were submitted, of which five were selected to develop a 'proof-of-concept' for the idea. The proof-of-concepts were judged on context, urgency, and need. The results reported were important, as well as the lessons learned and plans for the next phase. We looked at the project's innovativeness and what it would bring to our organisation, and the budget was also important since the five projects together asked for more than double the budget available for scaling up.

Two projects were selected for scaling up:

1. A grant management programme to strengthen our approach to grant management and to promote change and innovation in Rutgers's ways of partnering and granting towards increased local ownership and therefore more equitable partnerships that are more representative of the groups we want to reach and work with.
2. A project aiming to update our Dutch CSE curriculum for primary and special education 'Kriebels in je buik'. This will be done with kids, teachers and experts from the field.

The second half of 2022 was used to strengthen the plans, aiming to start the projects in 2023 as part of the annual plan and budget. We are seeking external finance possibilities for both projects.

Quality management

Rutgers was audited by external certified auditors, who reported directly to the Executive Director. The office in Indonesia was also audited by authorised local accountants.

Rutgers is ISO9001 certified. In 2022, we were audited on the ISO9001:2015 standard and the

Partos9001:2018 standard. All our processes and systems were reviewed from start to finish, and our commitment to continuous improvement was examined. There were no non-conformities identified so an extension of the certificate was issued. Following this external audit, we invested extra time investment in training new editors and reviewing and updating different internal processes and procedures.

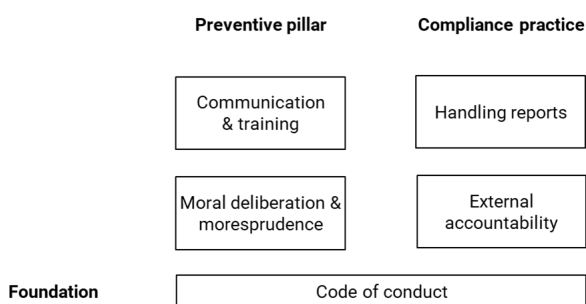
NGO Online

Rutgers started using a programme management software called NGO Online. This helps us: provide better management information, work together more easily, and increase efficiency in our programme management procedures. Soon our partners can use this programme management tool also, to facilitate collaboration and increase transparency on the information, documents and processes that concern our joint work. This year, we have mostly focused on developing and testing the software in the Right Here Right Now programme; in 2023 and 2024 we will start using it for other programmes too.

Integrity

Rutgers follows the ‘zero-tolerance for non-acting’ principle. This means that we encourage people to speak if they experience or see (alleged) misconduct, and it promises that we will always follow-up such reports.

Integrity was designated as one of the key risk areas for 2022. A group of Rutgers’ colleagues built a new integrity framework, with the updated Code of Conduct as its foundation, and the reporting procedure and regulations as backbone of the compliance practice. The plan is to establish this as an integrity commission within Rutgers.



At the end of 2022, the Terms of Reference for the integrity commission was approved, institutionalising the group of colleagues. In 2023, the integrity commission will implement the new Code of Conduct and Reporting procedure and regulations, and

proceed with building integrity through two mechanisms:

- Internal consultation on new Code of Conduct and reporting procedure and regulations to make sure the Code of Conduct covers the right areas and has the right tone of voice.
- Training in moral judgment and moral deliberation for all staff.

Cases handled

Speaking up and making a report takes courage. Rutgers, therefore, welcomes all incoming reports and handles them carefully. The interests and rights of victim(s) are paramount. Reports are registered anonymously.

In 2022, 10 cases were handled in total. Of those, six integrity cases were new cases and four has been reported in 2021. This is a slight increase; in 2021 Rutgers had five new cases. All reports received related to partner organisations. Of these six new cases:

Four cases involved financial violations

- Three cases were settled:
 - In one case Rutgers assumes liability.
 - In one case the relationship with the partner organisation in question was discontinued.
 - In one case the irregularity was corrected and the relationship with the partner organisation was continued.

• One case is still under investigation.

One case involving interpersonal violations

- This case occurred at a partner organisation. An external investigation resulted in a disciplinary sanction, taken by the partner organisation.

One case combined financial violations with interpersonal violations.

- This case is still under investigation.

All reports were taken up, in accordance with the ‘zero-tolerance for non-acting’ principle. When relevant, third parties and/or those involved were informed of the report and the follow-up process was based on necessity and with due regard for confidentiality.

All integrity cases are evaluated with relevant stakeholders. We have drawn the following lessons from the cases handled in 2022:

- **Financial violations:** accountability requirements are very strict, and sometimes create tension with our principles regarding

meaningful and inclusive youth participation, community leadership and capacity strengthening. We want to give youth-led organisations a chance to grow in their capacity to implement programmes despite potential (financial) challenges. To ensure youth participation remains well embedded in programmes, regular assessments of financial and organisational capacities of youth-led organisations are needed, combined with capacity strengthening support and mutual learning. We have also learned that with politically motivated cases it is important to triangulate our sources of information to understand the context.

- **Interpersonal violations:** it is essential that Rutgers' Code of Conduct and 'zero tolerance for inaction' principles are transparent for and embraced by partner organisations and their respective partner organisations.

These lessons are shared within and outside the organisation with a view to taking preventive measures and adapting Rutgers' own integrity system.

There were no reports about our own organisation in 2022, which raises the question of the accessibility of our reporting system. Our updated integrity system will be implemented in 2023. In it, reporting is more accessible and more focused on protecting reporters and victims. This may lead to more reports being made in 2023.

Risks and risk management

Rutgers manages its financial, organisational, programmatic and reputational risks on several levels. Being a charity without a motive for profit leads to being an organisation with a low-risk appetite.

The annual work plan for the Management Team has several indicators relating to the various organisational objectives. Through key performance indicators with a quarterly update, the work is monitored on a quarterly basis, allowing the management to steer when needed. The strategy and policies are regularly checked and adapted if needed. Proven scientific intervention development methods are used in Rutgers' work. There is a process of ongoing feedback through monitoring and evaluation. Most of our work is monitored and evaluated

according to the requirements of the Ministry of Foreign Affairs and the Ministry of Health, the Ministry of Education and specific requirements of non-governmental donors.

Every year, the Management Team identifies the most important risks. For every risk, a risk manager is appointed who is responsible for a plan to mitigate this risk. The risks are monitored in the quarterly reviews of the annual work plan. Given the developments in 2022 and the work plan for 2023, these are the most important risks:

Funding dependence on a single donor

As an organisation that depends on donors to be able to carry out our programmes, dependence on a single donor is a major risk. Our biggest donor is the Dutch Ministry of Foreign Affairs and the current programmes funded by the Ministry will end in 2025. In our strategy, diversification of funding has been identified as one of the strategic objectives until 2025. In 2023 we will therefore focus on developing a diversification of funding strategy and start working on this. Part of this trajectory is also reconsidering our position as a Dutch NGO and finding donors willing to look ahead with us towards new ways of working in partnerships and alliances.

Integrity cases with huge implications

Integrity cases can have huge implications for Rutgers. This refers to fraud cases as well as cases around inappropriate (sexual) behaviour within our own organisation or our programmes. With a growing acknowledgement of this risk, we have invested this past year in improving our system, from an adhoc system with different policies to a new reporting procedure and a reviewed code of conduct. Both documents will be implemented in 2023. With these improvements, we aim to have a sustainable integrity system that focuses on victims and reporters and is usable for both Rutgers and our partners.

Effect of inflation on cost structure and competitiveness

Rising costs due to inflation affect our organisation in different ways. On the one hand this means rising costs for us as an organisation, on the other, it means that we will be more expensive which will impact our competitiveness when looking for new donors. Drafting a cost recovery policy will be one of the ways to mitigate this risk for the coming year.

Staff workload

In 2022 we initiated monthly work experience measurements to be able to respond quickly to developments within the organisation. As a part of the Human Resources cycle for each team we will start experimenting with vitality conversations and develop a menu of individual interventions to improve effective conversations about workload, making choices and time management.

We also started a project to streamline cross-cutting and programme overarching processes like grant management and partnership management to reduce the workload for our staff.

Dealing with opposition

The pushback on gender-sensitive issues like CSE, LGBTQI+ rights and abortion has increased over the years and even more so recently due to COVID-19. New technology can also create new ways of opposition which make it increasingly important to know how to deal with these old and new ways of (online) opposition (e.g. spreading misinformation). This will also entail safety and security on Information and Communication Technology (ICT) with updated ICT policies, increased staff awareness and periodic testing on potential risks.

Communication with stakeholders

Rutgers' stakeholders include donors, employees, supervisory board members, employees in the Indonesia office, partner organisations, CSOs with similar or complementary objectives, national and international governments and policy makers, professionals working with Rutgers' target groups such as teachers, youth workers, medical professionals etc. By the end of 2022 we launched a partner survey to investigate the way partners think about Rutgers and how they cooperate with us. Results are expected in the first half of 2023.

Apart from specific reports sent to institutional donors, Rutgers provides reporting and accountability in this Annual Report, aimed at institutional donors and stakeholders such as the Central Bureau of Fundraising (CBF).

Both corporate websites (Rutgers.nl in Dutch and Rutgers.international in English) have been renewed in 2021 and provide a broad overview of our activities including news messages. Since 2022, the international website is also available in French. The intranet serves as the channel for internal communication.

Staff receive information about overall operational management and strategy via the intranet also. In addition, there are monthly internal meetings (under the motto 'Sharing is caring') in which colleagues share highlights and special-interest issues. For transparency purposes, after every Supervisory Board meeting, staff are given an update on the intranet, as with Management Team meetings. It is also possible for staff to attend the meetings of the Management Team as an observer, and both the agenda and meeting documents are available to all staff members. All departments have regular meetings.

Looking ahead

Internal focus

Internally, the priority is to strengthen Rutgers' financial position. This is both on the income side (diversifying funding, increased cost recovery on projects,) and on the cost side (managing rising overheads and mitigating the risk of the increasing accountability burden and the risks of being the executor of large multilateral programmes - especially EU-funding), which cannot be fully passed on in fees. We are still learning about raising unearmarked funds. A substantive investment is needed to be able to achieve outcomes and significant funds in the future, increasing the return on investment. This increases potential risks and is more complex to manage - especially with extremely limited reserves to fall back on. We are gaining more experience with other form(s) of funding with, for example, the SheDecides brand (safe abortion) and the sex guide fundraising pilot. We have also learned from less successful campaigns and fundraising events (such as the Dry January Campaign).

Unfortunately, we currently lack the resources and capacity to invest in a long-term fundraising strategy. We therefore must take this step by step with a balance between entrepreneurship and limited risk approach, focusing on minimum effort with maximum impact.

Programmes

Rutgers was able to raise funds for an extension of the She Makes Her Safe Choice programme, the Dutch Postcode Lottery awarded the programme Euros 4,530,000. Together with DKT International, new partner SheDecides and other partners, Rutgers is continuing its approach in West Africa (Benin,

Burkina Faso, Cameroon, and Togo). We do this by training health care providers, distributing safe abortion methods and offering online self-care for women. In addition, Rutgers and SheDecides offer an alternative voice to the increasingly influential groups that oppose freedom of choice and women's rights.

The two large strategic partnerships in the international department, Generation Gender and Right Here Right Now, have started their mid-term review process, to review whether short and long-term outcomes are being achieved and identify lessons learned so far.

At the national level, the three alliances financed by the Ministry of Education, Culture and Science (OCW) will be set up in 2023.

Strategy

Our current strategy ends in 2025, making 2023 a year to start reflecting on progress towards our strategic objectives so far, and looking ahead to our ambitions beyond 2025. The outcomes of the partner survey and of the mid-term reviews of our large international programmes as well as the Theories of Change in the national department will inform our thinking on the strategy, opportunities and threats.

We are seeing growing attention to our core themes at the national level, especially on sexually transgressive behaviour. Rutgers is increasingly recognised as a leader in the field of sexual and reproductive rights. We expect this attention to continue, and anticipate growing and well-organised opposition.

Our internal taskforce Dealing with Opposition will continue to research, monitor and counter disinformation, together with our partners.



10 Report of the Supervisory Board

The Supervisory Board oversees the general affairs of Rutgers, the implementation of organisational strategies and controls efficient and transparent spending of budgets. Rutgers adheres to CBF guidelines and the Governance Code for charities (Code Goed Bestuur), which stipulate a separation of supervisory and governance responsibilities between Supervisory Board and Executive Director.

Supervisory Board composition

The Supervisory Board appoints its own members for a three-year term, after which members may be reappointed for two more terms. In 2022, three new members joined the Supervisory Board: Femke Aarts, Mina Morkoç and Tikhala Itaye. Lars Dellemann and Nicolette Loonen stepped down at the end of their terms.

All IPPF member associations, like Rutgers, apply to IPPF regulations that state that at least half of the members should be women, and two members should be under the age of 25 when appointed. With the current composition of the Supervisory Board, Rutgers meets these requirements.

As of the end of 2022, the Supervisory Board includes the following members (between brackets: year of joining the board and end of current term):

Mirjam de Blécourt, Chair

(June 2018/June 2024, second term)

Mirjam de Blécourt is a leading employment lawyer and a partner at Baker McKenzie. She is one of the women who has been vocal on #metoo and has worked on diversity and gender equality for years. Mirjam has significant 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. She is a member of the Dutch Senate.

Julia Bunting

(May 2017/May 2023, second term)

Julia Bunting is president of the Population Council in New York. She served as a 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.

Karel van der Flier

(June 2018/June 2024, second term)

Karel van der Flier is a business economist with experience in media, sales and marketing. He is a member of the Audit Committee of the Supervisory Board.

Lotte Dijkstra

(May 2018/May 2024, second term)

Lotte Dijkstra is one of the youth members of the Supervisory Board. She is a medical doctor in training to be a psychiatrist at UMC Utrecht. Lotte was the Dutch youth ambassador for sexual and reproductive health and rights.

Doortje Braeken

(January 2021/January 2024, first term)

Doortje Braeken has been a Supervisory Board member at Dance4Life and joined the Supervisory Board of Rutgers after the merger of both organisations. She has worked at IPPF as a senior advisor on adolescents, young people, gender and rights for over 20 years. Before working at IPPF, Doortje worked at Rutgers. Since she retired in 2017, Doortje has been a consultant in SRHR.

Femke Aarts

(April 2022/April 2025, first term)

Femke Aarts is co-CEO of Surplus, an organisation for welfare, care and housing in the region of West Brabant, The Netherlands. She is an accomplished senior executive with a proven track-record in financial and organisational management, leadership, and strategic transformation in both private and public sectors. In addition, Femke is a member of the supervisory boards of Avans University of Applied Sciences, FairWork and the Institute of Management Accountants.

Thikala Itaye

(June 2022/June 2025, first term)

Tikhala Itaye is a human rights lawyer and gender specialist who works in global health governance, communication and policy advocacy. As former chairperson for the global SheDecides movement and former president for AfriYAN (African Youth and Adolescent Network), she is now director of global movement building at Women in Global Health.

Mina Morkoç

(June 2022/June 2025, first term)

Mina Morkoç is a law student studying at Erasmus University. She is a city council member in Rotterdam and works as a paralegal at a law firm in Amsterdam. Mina is the second youth member of the Rutgers' Supervisory board.

Meetings and decisions of the Supervisory Board

The Supervisory Board had four regular meetings in 2022 and two extra meetings. Most meetings were held in a hybrid form, with some members joining digitally while others were present in the Rutgers office. The December meeting was attended in the office by all members. The Executive Director attends the Board meetings, and at each meeting, different staff members of Rutgers are invited for specific agenda items and presentations.

Each meeting consists of standard items on the agenda, such as an organisational update from every department and the larger alliance programmes in which Rutgers is the lead organisation. These updates focus on recent developments and risk management.

The first meeting of the Supervisory Board in 2022 started with the formal approval of the new Executive Director of Rutgers. During the year, the Supervisory Board adopted the annual work plan and budget, the annual report (per CBF guidelines) and the remuneration of the Executive Director (per the Governance Code).

Two extra meetings were convened, one for the investment in the Rutgers workplace and the other one for approval of the 2021 annual report.

Besides these standard agenda items, the board discusses strategic subjects following yearly planning.

- **Human Resources.** There was much attention to Human Resources. The Human Resources manager attended these board discussions about workload and high turnover of staff. Since this was also one of the risks named by the Management Team for 2022, the discussions in the board fed into the internal discussions.
- **New programmes.** The programme manager for the Ado Avance Ensemble programme that Rutgers started in 2022 presented this programme, and the board spoke with her about the opportunities and risks this new programme holds.
- **Integrity.** Special attention was given to integrity, with the Supervisory Board discussing an integrity case with a partner of Rutgers. The discussion focussed on the choices made while handling this case and the lessons learned as an organisation.
- **Strategy and fundraising for Dance4Life.** The managers of International Programmes and Communications and Fundraising presented the strategy for fundraising and international work under the brand Dance4Life, choices that had to be made and plans for the future.
- **Supervision framework.** In the last meeting of 2022, the board invited an external consultant to help them develop a vision on being a Supervisory Board and, following from that vision, a Supervision framework. This trajectory will be continued in 2023.
- **Financial supervision.** The executive director and Supervisory Board held additional consultations on the financial situation and the impact of financial setbacks on the 2023 budget. The audit committee has also been involved in the deployment of an interim finance manager (from 1 October 2022) and the improvement of financial processes.

Standing committees

The Supervisory Board has two standing committees, the Presidium, which is responsible for the employment of the Executive Director, preparing the selection of new Supervisory Board members and integrity, and the Audit Committee, which is charged with the supervision of finances and internal control. The Presidium consists of Mirjam de Blécourt, Femke Aarts and Lotte Dijkstra and the Audit Committee consists of Femke Aarts and Karel van der Flier.

Allowance

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

Executive director

From 1 January until the end of April, Paulien van Haastrecht acted as interim Executive Director of Rutgers. As of 1 May 2022, Marieke van der Plas started as the Executive Director. She is also a member of the Supervisory Board of 2Samen (a Dutch children's daycare organisation) and board member of Waarborgfonds Sport (a Dutch fund for sports accommodations). Marieke follows the Collective Labour Agreement of Dutch Mental Health

Care Services (CAO GGZ) and received a gross salary in 2022 of € 86,837. This follows guidelines from the CBD, that identifies the maximum salary for an organisation listed as a recognised charity. The Executive Director is responsible for the organisation's functioning and has internal and external management duties. She has an annual performance review with the members of the Presidium.

Rutgers' work is more relevant than ever: worldwide, young people face significant and damaging barriers to accessing quality sexuality education, contraception and safe abortion.



We want to create more awareness about the positive and pleasurable aspects of sexuality.

11 Finance

Despite successful project implementation in the countries we work in, financially 2022 was a challenging year for Rutgers, with a deficit of € 1,7 million, where a surplus of € 218,715 was planned. This deficit is caused by a combination of operational factors and incidental expenses. Rutgers Indonesia had a positive contribution in 2022 of € 157,559 due to exchange rate differences. Rutgers Netherlands is showing a deficit of € 1,836,958. From this total amount an amount of € 1,053,056 will be covered through the continuity reserve, € 626,342 will be covered through appropriated reserves and funds as planned.

The total income was € 26,1 million, which is a 22,4% increase from 2021, fully explained by an increase in government subsidies for larger programmes. The year 2022 was the second implementation year for three larger programmes funded through the Ministry of Foreign Affairs: Right Here Right Now, Generation G and Power to Youth. Increased activities in the second year resulted in an increase in expenses for and income from these projects.

However, Rutgers' net result in 2022 was negatively affected by general price increases, high costs for temporary staff and other staff related expenses, disappointing results from private fundraising and ineligible costs for a partner that were covered by Rutgers.

Total expenses increased to € 27,8 million from € 22,1 million in 2021, mostly caused by costs related to project activities, but also including an increase of € 618,734 in costs of management and administration.

Increased project activities combined with a tight labour market resulted in a number of vacancies filled through interim staff at additional costs. In efforts to keep the workload manageable the costs for working conditions (ARBO) and recruitment costs also exceeded the planned amount. At the same time less leave days were taken, resulting in an increased provision for leave days. As a result total staff costs were € 778,848 higher than originally planned. This was only partly compensated (€ 110,000) through additional work on projects.

In addition, we had set an ambitious target for private fundraising in 2022 (€ 614,447). This target was not achieved (€ 227,712 realised) due to vacancies in the fundraising team and a COVID-19 related lockdown at the beginning of the year. The target for private fundraising for the coming years has been reduced to a more realistic level.

Also, in 2022 a correction has been made on results reported in previous years. This correction relates to income incorrectly registered for activities carried out through earmarked reserves funding in 2021. This income should not have been recognised in 2021.

The total negative income adjustment in 2021 amounts to € 342,043. This adjustment has been corrected in the opening balance of the continuity reserve in 2022 and comparable figures for 2021 have been corrected for the adjustment. Refer to page 67 and 74 for more details.

Table financial monitoring data

Monitoring data	Standard	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022
Spent on mission compared to total expenses		95%	95%	93%	90%	92%	91%
Spent on mission compared to total income		96%	94%	91%	93%	91%	97%
Spent on private fundraising compared to fundraising income		0.9%	0.5%	0.8%	3.1%	0.7%	1.0%
Spent on administration and control compared to total expenses	Max 10%	3.6%	4.3%	5.8%	7.5%	7.3%	8.2%

Programmes and projects

For realising the objectives International and Advocacy Rutgers is lead partner of two consortia (2021-2025) implementing programmes funded by the Dutch Ministry of Foreign Affairs:

- Right Here Right Now with consortium members AMPF, ARROW, Bandhu, Choice, RHU and RNW Media.
- Generation G with consortium members Sonke, Promundo and ABAAD.

For realising the objectives International and Lobby & Advocacy Rutgers was lead partner of three consortia (2016-2020) implementing programmes funded by the Dutch Ministry of Foreign Affairs:

- Get Up Speak Out (GUSO) with members Simavi, Aidsfonds, IPPF, Dance4Life, Choice.
- Prevention+ Alliance with members Promundo US, Sonke.
- Right Here Right Now with members Hivos, Dance4life, Choice, Arrow, IPPFAR, LACWHN.

The objectives International and Lobby & Advocacy are realised by working on implementing programmes such as:

- Power to You(th) as a consortium member with Amref as consortium lead (MoFA-funded)
- Centers of Excellence (IPPF funded).
- Countdown (IPPF-EN funded).
- Explore4Action (BMGF funded).

Regarding the National objective Rutgers leads a consortium (2018-2022) with Atria as a member of the consortium for the programme Act4Respect funded by the Ministry of Education, Culture and Science (OCW). Rutgers also works on this objective in programmes subsidised by an institutional subsidy of the Ministry of Health (VWS).

Role in consortia

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

The audit protocol of Ministry of Foreign Affairs and the RJ650 request to account for multi-annual partner costs at the stage of signing of the contract. This principle does not affect the result but does increase the volume of income and expenditure reported in the year of signing multi-annual partner contracts. Since the beginning of 2021 Rutgers has had a policy to contract partners year by year in programmes for risk management reasons and to avoid large fluctuations in income and expenditure over the years.

Lead agent Ministry of Foreign Affairs partnerships

Rutgers is lead agent in two programmes financed by the Ministry of Foreign Affairs for the period 2021-2025. The programmes are Right Here Right Now (Strengthening Civil Society, SRHR partnership fund) and Generation G (Strengthening Civil Society for Power of Voices).

Because we have a responsibility as a lead agent regarding the subsidies provided to the alliance members, we have to show both the funds disbursed to our alliance members and the relevant subsidies in our Statement of Income and Expenditure. As costs and revenue are equal on balance there is no influence on the result or equity of Rutgers.

Fundraising

Rutgers adheres to the Central Bureau on Fundraising (CBF) guidance on fundraising costs and has a ratio of costs compared to the total income from fundraising below 25%.

Management and administration costs

Rutgers adheres to the guideline and recommendations of Goede Doelen Nederland, published in January 2008. CBF does not prescribe a target. The target set by Rutgers is a maximum of 10% of the total expenditure. This standard has been determined on the basis of the various factors that influence the organisation of Rutgers such as project portfolio, diversity of donors, the scale in which activities are carried out and others. The percentage cannot be too high, as our activities are funded by private, corporate and public donors, but also not too low, because the quality of our management control needs to be guaranteed.

Productivity in hours

For 2022 we planned for 107,925 productive hours and we realised 107,412 productive hours.

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 organisation represent the staff costs (with a contract of more than one year), and the contractual obligations (rent, office equipment lease, etc.) of the offices in Utrecht, Amsterdam 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 to 1,5 times the annual costs of the working organisation. Annually the level of the continuity reserve is assessed by the Management Team and the Supervisory Board. Due to the deficit in 2022 this analysis indicates the current level is on the low end of what is needed to cover the risks it needs to cover. It is the aim to structurally add to the continuity reserve in the coming years.

Equity and cash position

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 three large Dutch banks which can be withdrawn on short term notice. Mid 2020 the payment of interest on US dollar (USD) deposit was halted, in fact lowered to null percent. Since then the USD funds are booked in the USD checking account.

The interest rate on Euro accounts was negative for a large part of 2022, but turned positive towards the end of the year. The negative interest costs related to the received funds for programmes have been charged to these programmes. Positive interest is added as an additional income for the programmes. There are no securities held by the organisation or Rutgers Indonesia. 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 related to securities.

The Rutgers Indonesia reports are in the local currency (Indonesian Rupiah, IDR). Consolidation of the assets and liabilities of Rutgers Indonesia leads to the recognition of unrealised currency exchange results within equity. Rutgers has limited cash and cash equivalents in foreign exchanges, only a USD account is in place due to grants transferred in dollars.

The solvability ratio decreased to 17% (from 26%) and the current ratio (current assets/ short term liabilities) decreased to 1,21 from 1,37 due to the deficit in 2022 and the withdrawal from appropriated reserves for activities. A current ratio above 1 is generally considered to be healthy. A solvency between 25% and 40% is considered healthy. With the aim of adding to the continuity reserve in the coming years the solvency ratio is planned to increase.

Preview 2023

The budget for 2023 is showing an increase in planned activities for the major programmes and a connected increase in expenses and income to a level of € 33,2 million.

The year 2023 marks the third year of implementation for the large programmes funded through the Ministry of Foreign Affairs and the first full year of implementation for the three-year programme funded through the European Union. It also marks the start of a new project funded by the National Postcode Lottery She Makes Her Safe Choice 2.0 for a total amount of € 4,530,000.

The tight labour market continuous to present challenges when it comes to recruitment, but a number of temporary positions will be filled with permanent staff in the course of 2023, ultimately reducing the high expenses for interim positions.

The budgeted result for 2023 is € 75,795 negative. This deficit is fully explained by an investment in strengthening capacity in the finance department and harmonising and standardising ways of working between projects.

Risks related to the budget and multi-year financial plan include the possibility that the collective labour agreement GGZ, running until 2024 will be adjusted as a result of general price increases. At this moment it is unclear what impact an intermediate adjustment will have on cost recovery for programmes. The organisational costs for 2023 are budgeted based on expected price increases charged by suppliers. If increases in price will be higher than expected, this will negatively impact the result.

Multi-year financial plan

Income			
	Budget 2023	Forecast 2024	Forecast 2025
Income from individuals & companies	212,000	200,000	230,000
Income from lotteries	1,400,000	1,400,000	1,400,000
Income from government subsidies	28,995,369	28,388,690	25,313,732
Income from other non-profit organisations	2,369,721	2,490,200	2,259,873
Total income fundraising	32,977,089	32,478,889	29,203,604
Income from goods and services and other income	224,480	200,000	200,000
Total income	33,201,569	32,678,889	29,403,604
Expenditure			
Total Direct project costs	21,347,760	21,036,121	17,832,894
Organisation costs			
Costs of personnel	10,305,844	9,894,422	9,747,036
Costs of management and administration	1,625,600	1,747,004	1,823,656
Total organisation costs	11,931,444	11,641,426	11,570,692
Total expenditure	33,279,205	32,677,547	29,403,586
Interest and exchange result	-	-	-
Result Rutgers Indonesia	1,841	-	-
Result (consolidated)	-75,795	1,342	18

Based on the latest financial results a revised multiyear financial plan is being prepared for discussion mid-2023, which includes strengthening the financial base and adding to the continuity reserve in the coming years.

12 Annual Financial Statement 2022

Balance sheet

Amounts in euros

Assets		31-12-2022	31-12-2021
Fixed assets			
Intangible fixed assets	A	64	5,340
Tangible fixed assets	B1	159,072	173,145
Financial fixed assets	B2	41,454	41,454
		200,590	219,939
Current assets			
Receivables, prepayments and other current assets	C	3,819,669	2,785,820
Cash and cash equivalents	D	10,350,830	12,505,320
		14,170,500	15,291,141
Total		14,371,089	15,511,081
Liabilities			
Reserves and funds			
Continuity reserve	E1	1,623,159	2,685,272
Appropriated reserves	E2+E3	837,929	1,355,566
Reserve exchange rate differences	E4	-	-386
Subtotal reserves		2,461,087	4,040,452
Equalisation fund VWS	E5	11,708	102,340
SheDecides fund	E5	75,357	93,431
Reserves and funds		2,548,154	4,236,223
Provisions			
Provision jubilee employees	F1	44,201	40,176
Provision partner obligations	F2	-	48,000
		44,201	88,176
Long term liabilities			
Loan from ID&T relating to Dance4Life USA	F5	41,454	41,454
Current and accrued liabilities			
	G	11,737,280	11,145,227
Total		14,371,089	15,511,081

Statement of income and expenditure

Income		31-12-2022	Budget 2022	Actual 2021
Income from individuals & companies	H	227,712	614,447	434,857
Income from lotteries	I	1,479,283	1,477,208	2,106,293
Income from government subsidies	J	22,429,006	23,779,882	16,909,554
Income from other non-profit organisations	K	1,699,776	2,279,583	1,752,791
Total income fundraising		25,835,777	28,151,120	21,203,494
Income from goods and services and other income	L	304,087	241,069	144,191
Total income		26,139,864	28,392,189	21,347,685
<i>Total income Consortium members excluded</i>		<i>21,383,706</i>	<i>23,256,775</i>	<i>18,508,279</i>
Expenditure				
National	M1	4,568,465	4,003,900	3,887,365
International	M2	19,898,018	21,291,758	15,004,715
Lobby and Advocacy	M3	801,894	617,601	881,232
Directly allocated to objectives	M	25,268,377	25,913,259	19,773,312
<i>Total expenditure Consortium members excluded</i>		<i>20,512,219</i>	<i>20,777,845</i>	<i>16,591,863</i>
Costs of direct fundraising	N1	63,169	26,331	346,002
Costs on income third-party campaigns	N2	26,747	20,392	67,026
Costs on (securing) government grants	N3	174,039	154,688	244,526
Costs of income generating	N	263,955	201,411	657,554
Costs of management and administration	O	2,274,102	2,058,805	1,655,367
Total expenditure		27,806,433	28,173,475	22,086,232
<i>Total expenditure Consortium members excluded</i>		<i>23,050,276</i>	<i>23,038,061</i>	<i>18,904,783</i>
Operational result		-1,666,569	218,714	-738,548
Exchange result	P	-12,829	-	365,419
Result		-1,679,398	218,715	-373,129
Result appropriation				
Continuity reserve		-1,053,056	218,715	-390,574
Appropriated reserve		-517,636	-	93,535
Equalisation fund VWS		-90,632	-	-126,847
SheDecides fund		-18,074	-	50,756
		-1,679,398	218,715	-373,129

Cash Flow Statement

Cash flow from operating activities

	31-12-2022	31-12-2021
Result	-1,679,398	-373,129
Depreciation	58,649	83,419
Changes in provision and reserve exchange rate differences	-55,344	1,506
Change in working capital (excl. cash and cash equivalents)	-441,795	-4,957,912
	-2,117,888	-5,246,116

Cash flow from investing activities

Investments in		
Intangible fixed assets	-	-
Tangible fixed assets	-39,340	-78,098
	-39,340	-78,098
Disinvestments in		
Intangible fixed assets	-	-
Tangible fixed assets	39	2,739
	39	2,739
Movement cash and cash equivalents	-2,154,490	-5,321,474
Liquid assets at the end of the financial year	10,350,830	12,505,319
Liquid assets at the start of the financial year	12,505,319	17,826,793
Movement cash and cash equivalents	-2,154,489	-5,321,474

Explanatory notes related to the financial statements

'Stichting Rutgers' with Chamber of commerce number 41193594 (Rutgers) resides at Arthur van Schendelstraat 696, in Utrecht, The Netherlands. Under its Articles of Association, Rutgers has as its statutory objective:

to support people, especially young people, in the field of sexual and reproductive health and rights or gender equality in The Netherlands and worldwide, especially in countries where young people are at increased risk. By doing so, Rutgers aims to contribute to global development and combating poverty. Rutgers does this by, among other things,

- Developing and implementing programmes under the name Rutgers or Dance4Life with and for young people or other target groups.
- Conducting research to gain insight into the state of affairs to substantiate and furnish proof.
- Supporting professionals in education and care with information, educational materials, advice, training and tools.
- Advocating with governments and policy makers to embed sexual and reproductive health in laws and regulations and monitoring compliance therewith.
- Involving and cooperating with national and international organisations, companies, governments and ambassadors.
- And furthermore, performing all other acts that are related to the above or that may be conducive thereto in the broadest sense of the word.

The accounts of Rutgers WPF Indonesia, Jl. Hj. Tutty Alawiyah No.22, RT.2/RW.7, Pejaten Bar., Ps. Minggu, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12510, Indonesia, a branch office of Rutgers, have been consolidated in these financial statements. Balance sheet items have been consolidated at the rate as at 31 December 2022, IDR 16.519,82. Profit and loss items have been consolidated at the average rate for 2022, IDR 15.625,25.

General accounting principles

The financial statement has been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ650). The RJ650 requires Rutgers to commit all expenditures to its objectives,

which are defined as International, National and Lobby & Advocacy, income generation and management and administration. All amounts in this report are in Euro (€).

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 include the operations of the country office in Indonesia.

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.

Correction on previous year

The comparing figures for 2021 have been adjusted for € 342,043 due to incorrect income posting in last year's financial statements. This adjustment in sections J and K of the profit and loss statement is related to an incorrect short-term receivable in the balance sheet as at 31 December 2021 for an amount of € 342,043. The net effect on the result has been adjusted in the continuity reserve as at 1 January 2022.

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 straight-line

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 straight-line 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.

Software	20%
Renovation	20%
Furniture	20%
Hardware	20%

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. The continuity reserve calculations include the country office in Indonesia. Generating such a reserve is in accordance with the code 'Reserves of Charities' of the Association of Fundraising Institutions which allow 1 to 1,5 times the annual costs of the work organisation. The level of continuity reserve is assessed annually against the risks it is intended to cover.

Appropriated reserves

The appropriated reserves are earmarked by the executive director.

Exchange rate reserve

Exchange rate differences on transactions concerning the country office are recognised in the state of income and expenditure except for exchange rate results from country office net investments. They are classified as equity within the exchange rate reserve. In case of deconsolidation 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 programmes' and projects' end of year position

Rutgers' funds to large extent consist of project or programme related subsidies. Programmes 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 programmes 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 programmes and projects, a breakdown per project/ programme is included in section R.

Employee benefits/pensions

Rutgers is registered with the Zorg & Welzijn Pension Fund (PFZW), formerly called PGGM. The plan is based on an average salary arrangement. Rutgers has no other obligation than to pay the yearly pension premium to the pension fund and no other risk other than future increases in premiums.

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 and a programme financed by the European Union. 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 RJ650 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 guidelines published by the Fundraising Institutions Association (Goede Doelen Nederland). 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.

The table below shows the allocation per organisational unit

Organisational unit	Charge
Board	40% on mission objectives 20% on fundraising 40% on management and administration
General Affairs	25% on mission objectives 8% on fundraising 67% on management and administration
Human Resources	
Finance	65% on mission objectives 35% on management and administration
Communication	44% on mission objectives 1% on fundraising 55% on management and administration
Fundraising	100% on fundraising
Advocacy	99% on mission objectives 1% on fundraising
National	100% on mission objectives
International	99% on mission objectives 1% on fundraising

Explanatory notes to the balance sheet

A. Intangible fixed assets

	31-12-2022	31-12-2021
Acquisition value (cumulative)		
Balance 1 January	329,269	329,269
Acquisitions	-	-
Disinvestments	-	-
Balance 31 December	329,269	329,269
Depreciation (cumulative)		
Balance 1 January	323,929	316,852
Depreciation	5,276	7,077
Disinvestments	-	-
Balance 31 December	329,205	323,929
Book value 31 December (cumulative)	64	5,340

The intangible fixed assets refer to software, which are maintained for operational use and depreciation is based on the expected useful period of five years. The difference between 2022 and 2021 is the depreciation.

B1. Tangible fixed assets

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

	Renovation	Furniture & equipment	Hardware	31-12-2022	31-12-2021
Acquisition value (cumulative)					
Balance 1 January	308,499	394,568	481,698	1,184,765	1,109,406
Acquisitions	15,810	4,180	19,349	39,340	78,098
Disposals/desinvestments	-	-25	-150	-175	-2,739
Balance 31 December	324,309	398,723	500,897	1,223,931	1,184,765
Depreciation (cumulative)					
Balance 1 January	302,909	378,241	330,470	1,011,619	935,277
Depreciation	1,186	5,403	46,785	53,373	76,342
Disposals/desinvestments	-	-25	-111	-136	-
Balance 31 December	304,095	383,620	377,143	1,064,857	1,011,620
Book value 31 December (cumulative)	20,215	15,103	123,755	159,072	173,145

The difference between 2022 and 2021 is the depreciation, a small divestment and investments in renovation of the office and computer hardware (laptops).

B2. Financial fixed assets

	31-12-2022	31-12-2021
Cash advance to Dance4Life USA	41,454	146,176
Expenses advanced for Dance4Life USA	-	53,658
Reservation loan repayment	-	-51,455
Cash received on behalf of Dance4Life USA	-	-106,925
Book value 31 December	41,454	41,454

In 2012 a foundation "Dance4Life USA" was set up in New York. To finance the starting up of Dance4Life USA, a loan has been agreed of USD 233k. We are in the last phase of the process of dissolving the organisation. A reservation had already been created for the possibility that the outstanding balance would not be refunded.

C. Receivables, pre-payments and other current assets

Debtors	42,953	35,720
Grants to be received	2,206,380	2,125,377
Provision bad debtors	-23,127	-509
Advances consortium members	1,074,807	499,333
Advances partners	402,142	-
Receivable amounts	1,945	3,508
Tax	-	4,787
Prepaid expenses	99,311	105,827
Other	15,258	11,777
	3,819,669	2,785,820

Receivables have a maximum term of one year. Grants to be received relate to finished and current projects and programmes. A breakdown is included in annex R. Breakdown of current programmes.

Advances to consortium members consist of paid advances exceeding the actual expenditures.

The increase between 2022 and 2021 can be explained by advance payments to consortium partners for the European Union funded Ado Avance Ensemble project.

D. Cash and cash equivalents

Bank current accounts	9,272,671	12,009,653
Bank current accounts foreign currency	1,078,153	262,879
Bank deposits	-	-
Bank deposits foreign currency	-	232,309
Cash resources	5	479
	10,350,829	12,505,320

The bank's current accounts in Euros are lower than in 2021 because of increased programme expenditure. Foreign currency (USD) was higher at the end of 2022 due to receipt of a project advance at the end of December 2022, which was converted to Euros at the beginning of 2023. Rutgers' policy is to only hold balances in foreign currency if offset against project commitments in foreign currency.

For the most part cash and cash equivalents are available on short term notice, with the exception of bank guarantees amounting to € 144,764.

E. Reserves

	31-12-2022	31-12-2021
E1. Continuity reserve		
Situation as of 1 January	3,027,315	3,391,846
Correction of error in 2021 accounts	-342,043	-
Situation as of 1 January, after correction	2,685,272	3,391,846
Reallocation	-9,057	-316,000
Result appropriation	-1,053,056	-48,531
Situation as of 31 December	1,623,159	3,027,315

The comparing figures for 2021 have been adjusted for € 342,043 due to incorrect income posting in last year's financial statements. This adjustment in sections J and K of the profit and loss statement is related to an incorrect short-term receivable in the balance sheet as at 31 December 2021 for an amount of € 342,043. The net effect on the result has been adjusted in the continuity reserve as at 31 December 2021.

Annually the level of the continuity reserve is assessed by the Management Team and the Supervisory Board. Due to the deficit in 2022 this analysis indicates the current level is on the low end of what is needed to cover the risks it needs to cover. It is the aim to structurally add to the continuity reserve in the coming years.

	31-12-2022	Additions	Withdrawals	31-12-2021
E2. Appropriated reserve				
Bodytalk	130,141	-	-24,591	154,732
Impuls Online Education Youth	32,442	-	-167,558	200,000
Rutgers contribution AAE-programme	45,000	-	-	45,000
Project Organisation development	50,517	-	-25,264	75,781
Fundraising	175,000	-	-100,000	275,000
Implementation CRM	41,000	-	-	41,000
Redesign online landscape	15,328	-	-6,449	21,777
Replace and upgrade information systems	-	7,907	-143,752	135,845
Innovation	327,521	-	-45,208	372,729
COVID-19 consequences	-	-28,888	-4,813	33,701
Transition Rutgers Indonesia	20,981	20,981	-	-
Situation as of 31 December	837,929	-	-517,636	1.355.566

Parts of Rutgers' equity have been earmarked by the Board to several specific objectives. This gives the organisation the possibility to either anticipate on unexpected opportunities or to give extra focus to strategic priorities. In 2022 an amount of € 517,636 was withdrawn from the appropriated reserves for activities. An amount of € 28,888 was relocated from the no longer needed COVID-19 consequences reserve to reserves for upgrading information systems and a new appropriated reserve for a transition plan for Rutgers Indonesia.

E3. Reserve exchange rate differences

Situation as of 1 January	-386	-1,949
Additions/withdrawals	-8,671	1,563
Reclass to contingency reserve	9,057	-
Situation as of 31 December	-	-386

Differences are caused by the different exchange rates used for balance sheet positions and for the profit and loss items for the office in Indonesia. 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. A negative balance is adjusted in the contingency reserve.

E4. Equalisation fund VWS

Situation as of 1 January	102,340	229,187
Under-/overspending subsidy	-90,632	-126,847
Situation as of 31 December	11,708	102,340

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 recognised under this reserve.

This fund holds unspent funds from the Netherlands Ministry of Public Health institutional grants. In 2022 we withdrew € 90,632 from this fund due to spending additional hours in 2022 to compensate for previous unspent funds.

E5. SheDecides fund

	31-12-2022	31-12-2021
Situation as of 1 January	93,431	42,675
Use	-65,000	-
Addition	46,926	50,756
Situation as of 31 December	75,357	93,431

In January 2017 Minister Ploumen launched the SheDecides Global Fundraising Initiative to compensate organisations worldwide 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.

In 2022 funds amounting to € 46,926 were received for the SheDecides fund and activities were implemented for € 65,000.

It was decided that for 2023 onwards the fund balance and new additions to the fund will contribute towards access to safe abortion in West Africa for the coming years.

F. Provisions

F1. Provision for jubilee employees

	31-12-2022	31-12-2021
Situation as of 1 January	40,176	41,865
Changes during the year	4,025	-1,689
Situation as of 31 December	44,201	40,176

The jubilee provision was formed to cover jubilee benefit. In the calculation the possibility of early departure of employees is included. According to article 19, Gratification in chapter 3 of the collective labor agreement an employee is entitled to a single gratification at 12,5, 25 and 40 years' service. The provision is based on the number of years of employment and expectancy that a gratification date is achieved. The increase is caused by staff members approaching the 12,5 year jubilee.

F2. Provision partner obligations

Situation as of 1 January	48,000	48,000
Changes during the year	-48,000	-
Situation as of 31 December	-	48,000

This provision was formed for risks related to partner obligations as a lead in several programs.

In 2022 a final decision was made on ineligible costs for a local partner under Ministry of Foreign Affairs funded Right Here Right Now and Get Up and Speak Out programmes and € 141,784 in expenses for a partner was declared ineligible. The related expenses for Rutgers have been included in the 2022 accounts for € 141,784 and the provision for partner obligations was released at the same time.

F5. Long term liabilities

Situation as of 1 January	41,454	41,454
changes during the year	-	-
Situation as of 31 December	41,454	41,454

In 2012 a loan of € 115,000 was been agreed upon with ID&T Partners BV for starting up the Dance4Life USA foundation. The terms state that Dance4Life will pay the money back only when sufficient funds have been raised in the USA. Dance4Life USA is in the process of being dissolved.

G. Current and accrued liabilities

Subsidies received in advance	9,126,083	8,928,118
Contract obligations	55,034	578,933
Liabilities consortium members	254,146	75,065
Creditors	412,321	297,554
Contributions for national insurance, income tax and pensions	636,541	433,188
Holiday provision	881,761	717,060
Accrued liabilities	312,674	99,749
Current account	-182	15,560
VAT to be paid for reporting year	5,153	-
Other liabilities	53,750	-
	11,737,280	11,145,227

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

Contract obligations have decreased due to lower final obligations for the year 2022 based on actual activities implemented.

Creditors have increased due to later payment of creditors, now that interest rates are positive again.

Other liabilities include a commitment for transition pay that was agreed in 2022 and paid in 2023.

Off balance commitments

	End date contract	Obligation 2023
Rent agreement office space Utrecht	31-5-2025	580,406
Rent agreement office space Amsterdam	30-6-2023	92,868
Scan/print/fax unit	31-12-2022	1,800
		675,074

The amount represents the contract costs for the coming years (2023-2025).

Bank guarantees

A bank guarantee was stated on the 1st of April 2016 for the total amount of € 66,764 to NSI HNK B.V. for the rent of the building. For the rent of office space at Keizersgracht 177 in Amsterdam a bank guarantee of € 13.625 has been stated as of 31 January 2015. A bank guarantee of € 80,000 has been stated to Lufthansa Airplus Servicekarten for prepayment of travel arrangements.

Lead agent Ministry of Foreign Affairs and European Unionpartnerships

Rutgers is lead agent in two programmes financed by the Ministry of Foreign Affairs for the periode 2021-2025. The programmes are Right Here Right Now2 (Strengthening Civil Society, SRHR partnership fund) and Generation-G (Strengthening Civil Society for Power of Voices). Rutgers is also the lead partner in European Union funded Ado Avance Ensemble.

Because we have a responsibility as a lead agent regarding the subsidy provided to the alliance members, we have to show both the funds disbursed to our alliance members and the relevant subsidies in our Statement of Income and Expenditure. As costs and revenue are equal on balance there is no influence on result or equity of Rutgers.

Explanatory notes to the summary statement of income and expenditure

H. Income from individuals and companies

	31-12-2022	Budget 2022	Actual 2021
Income from private donations SheDecides	26,714	-	50,756
Income from individuals	114,518	614,447	252,460
Income from companies	86,480	-	131,640
Total	227,712	614,447	434,856

Income from individuals amounted to € 141,232. The income from individuals is lower than budgeted because we were less successful than anticipated in our fundraising efforts and a very ambitious target for 2022. The income was negatively affected by vacancies in the fundraising team and a lockdown coinciding with a planned campaign during the first quarter of 2022. Income from companies amounted to € 86,480. This includes a gift in hours to develop a planning tool of € 37,525 from Motion10.

I. Income from Lotteries

Dutch Postcode Lottery Dreamfund	79,283	77,208	706,293
Dutch Postcode Lottery	1,400,000	1,400,000	1,400,000
Total	1,479,283	1,477,208	2,106,293

Income from lottery sources is € 1,5 million. This included € 79,283 for the close out of Dreamfund project Safe Choice.

J. Income Government subsidies

	31-12-2022	Budget 2022	Actual 2021
Dutch Ministry of Foreign Affairs GUSO programme	-68,554	-	347,388
Dutch Ministry of Public Health (annual institutional grant)	2,429,722	2,448,538	2,410,778
Dutch Ministry of Foreign Affairs RHRN programme	-20,258	-	169,329
Dutch Ministry of Foreign Affairs YID programme	-	-	15,632
Dutch Ministry of Foreign Affairs (alliance members Prevention+)	-	-	-4,935
Dutch Ministry of Foreign Affairs Prevention + programme	-	-	149,820
Dutch Ministry of Foreign Affairs RHRN 2 programme	8,702,535	9,717,710	6,212,160
Dutch Ministry of Foreign Affairs (alliance members RHRN2)	2,169,075	2,391,115	1,450,008
Dutch Ministry of Foreign Affairs Generation G programme	2,193,066	2,488,874	1,616,519
Dutch Ministry of Foreign Affairs (alliance members GenG)	2,211,768	2,387,057	1,427,778
Dutch Ministry of Foreign Affairs Power to you(th) programme	2,385,619	2,678,513	1,584,354
Dutch Ministry of Public Health (project grants)	429,881	590,833	614,589
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect	569,019	222,550	192,151
Dutch Ministry of Education, Culture and Science (alliance member Act4Respect)	375,315	357,242	303,663
Dutch Ministry of Education, Culture and Science (OCW) AGOM	313,592	-	222,457
ZonMw	316,045	314,364	125,285
European Union (Ado Avance Ensemble)	279,157	-	-
United Nations Population Fund (UNFPA)	83,637	68,556	72,577
Other income from government grants	59,387	114,530	-
	22,429,006	23,779,882	16,909,554

Income from the government subsidies includes all grants from various government departments and agencies.

- SRHR Partnership Fund Get Up Speak Out. This programme was implemented through a consortium that consists of: Rutgers (lead), Simavi, Aidsfonds, IPPF, Dance4Life and CHOICE for youth & sexuality.
- Strategic Partnership Right Here Right Now. This programme was implemented through a consortium that consists of: Rutgers (lead), Hivos, Dance4life, CHOICE for youth & sexuality, Arrow, IPPF AR and LACWHN.
- Funding Leadership and Opportunities for Women Prevention+ Men and Women Ending Gender-Based Violence. This programme was implemented through a consortium that consists of: Rutgers (lead), Promundo and Sonke.
- Partnership Fund Act4Respect. This programme 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.

- SRHR partnership fund Right Here Right Now 2. This programme is being implemented through a consortium that consists of Rutgers (lead), RNW Media, ARROW, CHOICE for Youth and Sexuality, Bandhu, AMPF and RHU. The contract amount is € 57,460,365 for the period 2021-2025.
- Strengthening Civil Society Generation-G. This programme is being implemented through a consortium that consists of Rutgers (lead), ABAAD, Promundo and Sonke Gender Justice. The contract amount is € 25,065.792 for the period 2021-2025.
- European Union funded Ado Avance Ensemble. This programme is being implemented through a consortium that consists of Rutgers (lead), ABPF, ABBEF, AIBEF, ATBEF, CAMNAFAW, DKT International and Ipas. The total contract amount is € 9,893,537 for the period August 2022-July 2025.
- The funds received from the Dutch Ministry of Public Health relate to the total expenditures in 2022. The difference between the annual budget granted in 2022 and the actual expenditure is recognised in Equalisation fund VWS.
- Income received through government subsidies in 2022 amounted to € 22,4 million. This is € 1,5 million lower than budgeted due to underspending in the programmes implemented with Consortium partners. This will be made up in later years by adding this unspent budget to the 2023 budget.
- The comparing figures for 2021 have been adjusted for € 68,147 for an incorrect negative income posting on Dutch Ministry of Health project grants. This adjustment is related to an adjustment under Income for other non-profit organisations under section K below.

K. Income from other non-profit organisations

	31-12-2022	Budget 2022	Actual 2021
Bill & Melinda Gates Foundation	174,539	180,818	343,542
Mannion Daniels Limited (for Amplify Change)	-	-	-22,461
GGDGHOR	-	97,285	-
IKEA Foundation	-	-	124,663
Summit/Hewlett/Packard (Yield Hub)	489,608	767,237	-
Plan international	-	49,456	74,085
Appropriated reserves Rutgers	-	-	-
IPPF	840,327	888,663	896,125
NUFFIC/Niche	72,959	53,704	133,874
Business development Dance4Life	-	130,232	-
SOA Aids Nederland	43,383	-	-
KNOV	16,236	-	-
Liliane fonds	7,500	-	-
Other income	55,225	112,188	202,963
Total	1,699,776	2,279,583	1,752,791

The comparing 2021 figures have been adjusted by € 410,190 for an incorrect income posting under Appropriated Reserves in Rutgers last year's financial statements. This adjustment and the related € 68,147 adjustment under J. Income from government subsidies are related to an incorrect income posting and short-term receivable in the balance sheet as at 31 December 2021 of € 342,043. The net effect on the result has been adjusted in the continuity reserve.

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

Total income is lower than budgeted, due to various reasons:

- The difference between budget and actuals for the Yield Hub project is explained by underspending in 2022 for activities that will be implemented in 2023.
- Income from GGD GHOR was budgeted under Income from other non-profit organisations, but reported in 2022 under Income from government grants, as VWS is the back donor.
- The difference between budget and actuals for the Bill & Melinda Gates Foundation grants is explained by implementation of programme activities from 2021.
- The budget line Business Development Dance4Life does not show any actuals, as these are presented under the reporting lines for the respective donors.

L. Income from goods and services and other income

Income webshop	160,415	46,110	182,131
Expenditure webshop	-97,512	-	-141,640
Result webshop	62,903	46,110	40,491
Other income	241,185	194,959	103,700
	304,087	241,069	144,191

Rutgers, in pursuit of its objective, sells articles and/or provides services whereby persons belonging to the target group only pay a small contribution as a result of which the activities are not cost-effective. The gross result must be included as expenses spent on the objective (in accordance with RJ650).

The other income consists of revenues from training and workshops. This income includes income through the web shop, as well as trainings for external parties. Both reporting lines were higher than budgeted due to increased demand related to the reporting around The Voice of Holland.

M. Expenditure directly allocated to objectives

	31-12-2022	Budget 2022	Actual 2021
M1 National	4,568,465	4,003,900	3,887,365
M2 International	19,898,018	21,291,758	15,004,715
M3 Advocacy/communication	801,894	617,601	881,232
Total costs	25,268,377	25,913,259	19,773,312

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 Public Health. The costs of national activities in 2022 were € 4,6 million against a budget of € 4,0 million. This expenditure was € 564,565 ahead of budget due to catching up on activities for the Act4Respect public campaign from 2021 to 2022. The implementation of interventions and tools for the Zorgalliantie programme were also delayed until 2022 because schools were still experiencing the repercussions of COVID-19.

The total expenditure within the international programmes was € 19,9 million. This expenditure increased compared to 2021 but was still € 1,4 million behind on budget due to the delayed start of the new Ministry of Foreign Affairs programmes and the European Union project.

The expenditure on Advocacy is over budget (€ 184,293) due to the closing costs of the 2016-2020 Right Here Right Now programme. These costs are partly covered from the subsidy for the 2016-2020 Right Here Right Now programme and partly Rutgers' expenses.

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:

Total direct expenditures for the objectives	25,268,377	25,913,259	19,773,312
Total income	26,139,864	28,392,189	21,347,685
Spending percentage	96,7%	91,3%	92,6%

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:

Total direct expenditures for the objectives	25,268,377	25,913,259	19,773,312
Total expenditure	27,806,433	28,173,475	22,086,232
Spending percentage	90,9%	92,0%	89,5%

N. Costs of income generating

Raising funds	263,955	201,411	657,554
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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	25,835,777	28,151,120	21,203,494
Total fundraising costs	263,955	201,411	657,554
Cost percentage fundraising	1,0%	0,7%	3,1%

The costs of income generating amounted to € 263,955. This is significantly lower than 2021, but higher than budgeted. In 2022 as well as in the budget for the coming years the expenses for fundraising have been brought more in line with the income from these activities.

O. Costs of Management and administration

	Actual 2022	Budget 2022	Actual 2021
Management and administrative costs	2,274,102	2,058,805	1,655,367
Total expenditure	27,806,433	27,262,409	22,086,232
Management and administration percentage	8,2%	7,6%	7,5%

Management and administration costs accounted for € 2,3 million, higher than budget and higher than 2021. This is 8,2% of the total expenditure. The increased expenditure is caused by cost of temporary staff for Finance and Communication. Increased turnover and pressure in the tight labour market have made recruitment for certain positions more difficult.

The target set by Rutgers for costs of management and administration is a maximum of 10% of the total expenditure. This standard has been calculated based on various factors that influence Rutgers such as project portfolio, donor diversity, the scale of programme activities etc. The Central Bureau on Fundraising (CBF) does not prescribe a target.

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

Departments	Objective	Fundraising	Management & administration	FTE
Board & management	40%	20%	40%	2,1
General affairs & Secretary	25%	8%	67%	10,9
Human Resources	0%	0%	100%	2,6
Finance & Control	65%	0%	35%	10,1
Communication	44%	1%	55%	10,7
Fundraising	0%	100%	0%	2,6
Advocacy	99%	1%	0%	3,7
National	100%	0%	0%	20,7
International (including Country Office Indonesia)	99%	1%	0%	66,5
				130,0

Number of staff

During 2022 the average number of staff based in Utrecht amounted to 106,1 FTE (2021: 104,8 FTE) and in Jakarta 23,92 FTE (2021: 22,3 FTE)

Fte per department

Rutgers Netherlands	Jan	Feb	Mrch	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Av.
Advocacy	3,9	3,8	3,9	3,9	3,9	3,9	3,9	2,8	3,7	3,7	3,7	3,7	3,7
General Affairs	9,1	9,1	9,1	9,1	9,2	8,7	8,7	9,2	9,4	9,4	9,4	9,4	9,2
Communication	10,3	10,3	10,3	10,3	11,2	11,2	11,1	11,2	10,3	11,2	11,2	10,3	10,7
Fundraising	2,7	2,7	1,8	1,8	2,8	2,8	2,8	2,8	2,8	2,8	2,8	2,8	2,6
Executive Director	1,9	1,9	1,9	1,9	2,9	2,1	2,1	2,1	2,1	2,1	2,1	2,1	2,1
Executive Office	1,8	1,8	1,8	1,8	1,8	1,8	1,8	1,8	1,8	1,8	1,8	1,8	1,8
Finance & Control	9,2	9,1	8,3	8,3	9,3	9,3	10,3	10,4	11,1	12,1	12,1	11,9	10,1
International Programmes	43,9	45,3	44,3	42,4	41,7	40,4	40,9	41,6	41,9	42,8	43,1	42,3	42,6
National Programmes	20,1	20,1	21,0	20,0	20,3	20,8	20,6	20,6	21,2	21,0	20,4	22,7	20,7
HR	2,3	2,3	2,3	2,3	2,3	3,0	3,0	3,2	3,2	2,3	2,3	2,3	2,6
Total	105,2	106,3	104,7	101,9	105,5	103,9	105,1	105,7	107,5	109,3	109,0	109,3	106,1

P. Income from interest and exchange result

	31-12-2022	Budget 2022	Actual 2021
Interest	75,966	-	-
Exchange result	-88,794	-	365,419
Bad debt	-	-	-
	-12,829	-	365,419

Interest income is included for an amount of € 75,966. This was not budgeted due to negative interest rates in 2021 and 2022.

Exchange results were € 141,123 negative in The Netherlands and € 52,327 positive in Indonesia.

Q. Remuneration Board

Rutgers adheres to the advisory schemes for the Remuneration of Directors of Charity Organisations (Association of Fundraising Organisations, Goede Doelen Nederland), the code Code of Good Charity Governance (Code goed bestuur goede doelen) 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.

Remuneration in relation to BSD-score

Rutgers adheres to the advisory schemes for the Remuneration of Directors of Charity Organisations based on the BSD score. The BSD-score was calculated on 480 and approved by the Supervisory Board. This score results in a maximum remuneration of € 148,215 for 2022.

Remuneration overview according to the WNT guidelines

	M.R. van der Plas 2022	M.A.L. Ridder 2022	A.J.J. Coenen 2021
Job title	Executive Director	Deputy Director	Executive Director
Period in 2022	1/5 - 31/12	1/11 - 31/12	1/1 - 31/12
Scope employment (in fte)	1,0	1,0	1,0
Employment contract	Yes	Yes	Yes
Remuneration			
Remuneration	86,836,98	15,507,34	146,734,92
Taxable expense allowance	-	-	-
Benefits payable on term	16,555,76	3,662,90	12,653,88
<i>Subtotal</i>	<i>103,392,74</i>	<i>19,170,24</i>	<i>159,388,80</i>
WNT-maximum			
Ontwikkelingssamenwerking per year	199,000 per year	199,000 per year	191,000 per year
<i>WNT-maximum</i>			
<i>Ontwikkelingssamenwerking for the period</i>	<i>132,666,67</i>	<i>33,166,67</i>	<i>191,000</i>
-/- Amounts unduly paid			
Total remuneration	103,392,74	19,170,24	159,388,80
Justification if exceeding			
	P.M. van Haastrecht 2022		
Job title	Executive Director a.i.		
Period in 2022	1/1 - 24/5		
Number of months in calander year	4,75		
Number of hours in calander year	554		
WNT-maximum			
Mamimum hourly rate in calender year	206		
Maximum based on normative amounts per calenderyear	135,850		
Individual maximum for the period	114,124		
Remuneration (excluding VAT)			
Actual hourly ratebelow maximun rate?	Yes		
Actual remuneration	69,250		
Remuneration for the 12 month period	69,250		
-/- Amounts unduly paid	-		
Remuneration	69,250		

Remuneration Supervisory Board

The supervisory board receives a remuneration of € 150 per meeting. There were five (5) meetings in 2022. For members who don't live in the Netherlands, the travel costs are reimbursed.

The total remuneration of the Supervisory Board in 2022 was € 2,350.

The individual WNT-maximum is € 29,850 (chair) and € 19,900 (members).

The members in 2022 were:

L. Dellemann (Lars)	J.M. Bunting (Julia)	B. Schouten (Bea)
N.C.G. Loonen- Van Es (Nicolette)	L. Dijkstra (Lotte)	M. de Blécourt (Mirjam) CHAIR
M. Spier (Marian)	K. van der Flier (Karel)	Mina Morkoc
D. Braeken (Doortje)	F. Aarts (vanaf 1 april)	Tikhala Itaye

Top officials with a remuneration below € 1,800 in 2022

Name	Position
Mirjam de Blecourt	Chair Supervisory Board
Karel van der Flier	Member Supervisory Board
Nicolette Loonen	Member Supervisory Board
Lars Dellemann	Member Supervisory Board
Lotte Dijkstra	Member Supervisory Board
Doortje Braeken	Member Supervisory Board
Julia Bunting	Member Supervisory Board
Mina Morkoc	Member Supervisory Board
Tikhala Itaye	Member Supervisory Board
Femke Aarts	Member Supervisory Board

R. Breakdown of current programme- and projects end of year position

	2022		2021	
	To be received from donor	Unspent project subsidies	To be received from donor	Unspent project subsidies
Dutch Ministry of Foreign Affairs RHRN 2 programme	-	(2,603,110)	-	(4,731,305)
Dutch Ministry of Foreign Affairs Generation G programme	-	(1,344,249)	-	(975,272)
Dutch Ministry of Foreign Affairs Power to you(th) programme	-	(631,874)	-	(716,041)
Dutch Ministry of Foreign Affairs RHRN programme	-	(344,629)	-	(324,370)
Dutch Ministry of Foreign Affairs GUSO programme	5,140	-	180,820	-
Dutch Ministry of Foreign Affairs YID programme	-	-	-	-
Dutch Ministry of Foreign Affairs Prevention + programme	670	-	670	-
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect	-	(4,347)	-	(398,486)
Dutch Ministry of Public Health (annual institutional grant)	-	-	387,643	-
Dutch Ministry of Public Health (project grants)	335,803	-	-	-
Dutch Ministry of Education, Culture and Science (OCW) AGOM	109,385	(4,000)	-	-
Bill & Melinda Gates Foundation (Explore 4 Action)	-	(6,526)	-	(420,701)
IKEA Foundation	1,597	-	1,597	-
Amplify Change (MEGA+SST)	28,721	-	33,922	-
Dutch Postcode Lottery Dreamfund She Makes Her Safe Choice	-	(151,448)	-	(378,153)
Dutch Postcode Lottery	1,400,000	-	1,400,000	-
COE (IPPF)	-	(362,848)	-	-
IPPF	-	(73,501)	-	-
RIVM	-	(26,608)	-	-
Packard	-	(619,686)	-	-
United Nations Population Fund (UNFPA)	-	(2,620)	-	-
European Union (Ado Avance Ensemble)	-	(2,697,347)	-	-
ZonMw	50,369	(72,418)	-	-
Care Burundi	6,040	-	76,050	-
FWOS	24,426	-	-	-
Thrive Gulu	24,049	-	-	-
Niche/Nuffic	13,922	-	-	-
Stichting Huisarts Adviesgroep Seksuele gezondheid	11,279	-	-	-

Gemeente Zaanstad	10,902	-	-	-
Comic Relief	-	(27,764)	-	-
J.P. van den Bent Stichting	-	(15,304)	-	-
Raad voor de Kinderbescherming NL1556GB	-	(10,075)	-	-
Trimbos (NL1222ZO standaard)	-	(12,151)	-	-
Voedingscentrum Nederland	30,486	-	-	-
Niche Uganda	-	-	-	(3,304)
Other	153,590	(115,577)	44,675	(980,485)
	2,206,380	(9,126,082)	2,125,377	(8,928,118)
Total project balance		-6,919,703		-6,460,698

Due to increased activities in the various programmes compared to 2021 the project balances decreased from 2021. Due to new project commitments for European Union funded Ado Avance Ensemble the total project balance increased slightly.

The remaining balance on Right Here Right Now was paid pack to the Ministry of Foreign Affairs in 2023, after the formal closure of the project.

The comparing 2021 figures have been adjusted by € 342,043 for an incorrect income posting under Appropriated Reserves in Rutgers last year's financial statements. This adjustment is related to an incorrect income posting and short-term receivable in the balance sheet as at 31 December 2021 of € 342,043. The net effect on the result has been adjusted in the continuity reserve.

Explanatory notes to model W

	Actual 2022	Budget 2022	Actual 2021
Staff costs			
Wages and salaries	6,359,218	6,605,092	6,247,797
Social security costs	1,087,920	1,019,123	1,059,640
Pension	601,524	718,782	587,171
Provision sick leave	-	250,371	-
Sickpay insurance refunds	-64,001	-	-111,860
<i>Sub-total salary-costs</i>	<i>7,984,661</i>	<i>8,593,368</i>	<i>7,782,749</i>
Hired personnel	1,303,321	-	1,017,069
Commuting Allowance	109,768	143,343	67,739
Training and conferences	174,932	179,083	146,086
Occupational health & safety costs	26,110	17,000	16,515
Recruitment costs	131,403	50,000	41,486
Other office costs	7,005	50,950	3,282
Other staff costs	105,851	97,500	30,929
Charged to projects	-37,649	-50,565	-21,265
	9,805,402	9,080,679	9,084,590
Accommodation costs			
Rent	390,580	350,000	420,405
Maintenance costs	34,337	35,000	35,492
Other accommodation costs	32,189	35,400	29,076
Charged to projects	-156,014	-131,482	-63,794
	301,092	288,918	421,180
Office and general expenses			
Supervisory Board costs	2,350	10,000	4,841
ICT costs	513,529	498,636	489,436
Office costs	310,042	199,500	328,998
Advice - and administration costs	287,389	196,000	177,459
Other general expenses	279,961	149,500	274,655
Provision for bad debts	25,000	-	-
Charged to projects	-302,894	-227,974	-116,955
Overhead coverage programmes	-433,258	-485,612	-263,708
	682,120	340,050	894,725
Depreciation, interest and bankcosts			
Depreciation	58,649	38,000	64,458
Charged to projects	-22,486	-15,433	-10,632
Bankcosts	-105,217	13,000	23,319
	-69,055	35,567	77,144
Total	10,719,560	9,745,213	10,477,639

- The subtotal for salary costs is lower than the budget. This is due to difficulties in recruiting external staff, which is represented in the line Hired staff.
- Hired personnel costs are high compared to budget. This is caused by the need to hire external employees since a number of staff left the organisation and recruitment was challenging. Interim staff were hired for replacements, sickness and upscaling of staff in departments with particularly high work pressure. The costs for people hired to work on programmes are covered by these programmes.
- Recruitment costs were above budget because of a number of recruitments, including a new manager for the National Department and the Executive Director.
- The commuting allowance and other staff costs are lower due to the effects of COVID-19.
- The costs for rent are higher related to higher energy prices.
- The negative costs for overhead coverage by programmes represent the allocation of project office costs to the Ministry of Foreign Affairs programmes. The Ministry does not allow the use of an integral hourly rate in new programmes and accepts only 15% overheads on direct staff costs and maximum 15% for project office costs.
- The ICT and project support office costs are higher than budgeted but are related to the negative costs for programmes that cover overheads. The negative costs for these programmes cover a proportion of ICT and project support office costs. Due to reporting reasons in the Ministry of Foreign Affairs programmes these costs cannot be allocated to their own budget line. The ICT costs also include the costs for a planning tool funded from a donation of hours from Motion10, which is presented under income from companies.

Equity and cash position

- The cash and cash equivalent items at the end of the financial year are accounted for € 10,4 million, sufficient to meet the obligations and includes a part (€ 3,0 million) of the pre-financing of the 2022 budget of the new Ministry of Foreign Affairs programme Right Here Right Now (2021-2025).
- Rutgers invests surplus cash and cash equivalents in such a way that the principal remains intact (working capital is sufficient). Surplus cash and cash equivalents are held in deposit accounts at large Dutch banks which can be withdrawn on short term notice.
- The interest rate on Euro accounts was negative (-0,5%) for a large part of 2022 but turned positive in the last quarter. The negative interest costs and positive interest income related to the received funds for programmes are charged/added to these programmes.
- There are no securities held by the organisation or Rutgers Indonesia. 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 Rutgers Indonesia reports are in the local currency (Indonesian Rupiah, IDR). Consolidation of the assets and liabilities of Rutgers Indonesia leads to the recognition of unrealised currency exchange results within equity amounting. Rutgers has limited cash and cash equivalents in foreign exchanges, only a US dollar (USD) account is in place due to grants transferred in dollars.
- Events occurring after the balance sheet date
- There have been no material post balance sheet events that would require adjustments to Rutgers' Financial Statements per 31 December 2022.

Specification and cost allocation to appropriation

Appropriation	Objective			Total	Direct fundraising
	National	International	Lobby & Advocacy		
Expenditure					
Programme spending	1,269,790	11,047,901	13,025	-	-
Subsidies and contributions	375,315	4,380,843	-	-	-
Staff costs	2,708,343	4,185,666	562,295	199,282	47,687
Accommodation costs	82,627	128,007	17,152	6,079	1,455
Office and general expenses	138,695	211,448	210,732	59,058	14,138
Depreciation, interest and bankcosts	-6,304	-55,847	-1,309	-464	-111
Total	4,568,465	19,898,017	801,894	263,955	63,169

Fundraising		Management and administration	Total 2022	Budget 2022	Total 2021
Third party campaign	Subsidies				
-	-	-	12,330,716	13,292,846	8,427,144
-	-	-	4,756,158	5,135,414	3,181,449
20,211	131,384	2,149,817	9,805,402	9,080,679	9,084,590
616	4,008	67,228	301,093	288,918	421,180
5,967	38,953	62,187	682,120	340,050	894,725
-47	-306	-5,130	-69,055	35,567	77,144
26,747	174,039	2,274,102	27,806,434	28,173,474	22,086,232

13 List financial donors

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

- Amref
- Bill & Melinda Gates Foundation
- Comic relief
- Europese Unie
- IPPF European Network
- IPPF/Global Affairs Canada
- MAC Viva Glam Fund
- Ministry of Foreign Affairs
- Ministry of Education, Culture & Science
- Ministry of Health, Welfare and Sports
- Motion 10
- Nationale Postcode Loterij
- Netherlands Initiative for Capacity development in Higher Education (NICHE/Nuffic)
- Private donations Rutgers and Dance4Life
- Private donations SheDecides
- Summit/Hewlett/Packard
- Thrive Gulu
- United Nations Population Fund (UNFPA)
- ZonMW

14 Independent Auditor's report

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board and the Board of Stichting Rutgers.

A. Report on the audit of the financial statements 2022 included in the annual report.

Our opinion

We have audited the financial statements 2022 of Stichting Rutgers based in Utrecht, the Netherlands.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Rutgers at 31 December 2022 and of its result for 2022 in accordance with the 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline 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 2022;
2. the statement of income and expenditure for 2022; and
3. the notes comprising of 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 and the Audit Protocol WNT 2022. 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.

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1075 ah Amsterdam
Telefoon 020 571 23 45

E-mail info@dubois.nl
www.dubois.nl
KvK nummer 34374865



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)(n/o) 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.

The annual report contains other information, in addition to the financial statements and our auditor's report thereon, being:

- The Board's report (chapter 1 – 9 and 11)
- Report of the Supervisory Board (10)
- List financial donors (chapter 13);
- List of publications (chapter 15); and
- List of abbreviations (chapter 16).

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 Guideline for annual reporting 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations').

C. Description of responsibilities regarding the financial statements

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

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations') 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 organization'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 dissolve the foundation 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 organization's ability to continue as a going concern in the financial statements.

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

Our responsibilities for the audit of the financial statements

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

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not 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 scepticism throughout the audit, in accordance with Dutch Standards on Auditing and the Audit Protocol WNT 2022, ethical requirements and independence requirements.

Our audit included among others:

- 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 entity's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- 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 organization'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 organization 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, 27 June 2023

Dubois & Co. Registeraccountants

A.P. Buteijn RA

A. Koek RA

We want to create more awareness about the positive and pleasurable aspects of sexuality.



15 List of publications

International Research Department

Publications

- Anggriyani Wahyu Pinandari, Anna Kågesten (joint first authors), MengMeng Li, Caroline Moreau, Miranda van Reeuwijk, Siswanto Agus Wilopo. Effects of a school-based comprehensive sexuality education intervention among very young adolescents in urban Indonesia: a quasi-experimental trial. *Journal of Adolescent Health* (She Makes her Safe Choice).
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16 List of abbreviations

AAE	Ado Avance Ensemble (EU programme 2022-2025)
AC	Action Coalition
CAO	Collective Labour Agreement
CBF	Central Bureau on Fundraising
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CEFM	Child Early and Forced Marriage
CoE	Centres of Excellence (Global Affairs Canada & International Planned Parenthood Federation programme 2019-2023)
CPD	Commission on Population and Development
CR	Country Representative
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organisation
CSW	Commission on Status of Women
E4A	Explore4Action (Bill and Melinda Gates Foundation programme 2017-2023)
FGM	Female Genital Mutilation
FLOW	Funding Leadership Opportunities for Women
FM	Forced Migration
GBV	Gender Based Violence
GGD	Gemeentelijke Gezondheidsdienst
GEF	Generation Equality Forum
GenG	Generation Gender (MoFa programme 2021-2025)
GGZ	Dutch Mental Health Care Service
GP	General Practitioners
GTA	Gender Transformative Approach
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
MoFa	Ministry of Foreign Affairs
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
PtY	Power to You(th) (MoFa programme 2021-2025)
RHRN2	Right Here Right Now (MoFa programme 2021-2025)
RIVM	Rijksinstituut voor Volksgezondheid en Milieu
RMU	Resource Mobilisation Unit
RR	Reproductive Rights
SDG	Sustainable Development Goals
SEAH	Sexual Abuse, and Sexual Harassment
SGBV	Sexual and Gender-Based Violence
SHVB	Seksualiteits Hulpverlening Verstandelijk Beperkten
SOGI	Sexual Orientation and Gender Identity
SRH	Seksual and reproductive health care
SRHR	Sexual and Reproductive Health and Rights
STI	Sexually Transmitted Infection
SST	Standing Strong Together
TVET	Technical and Vocational Education and Training
TES	Transforming Education Summit
UNFPA	United Nations Population Fund
UPR	Universal Periodic Review
VNR	Voluntary National Review
WHO	World Health Organisation
WSA	Whole School Approach
WSWM	World Starts With Me (CSE curriculum)
YFS	Youth-friendly services

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For sexual and
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and rights

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Lay-out: Nel Voorhout

Photography: David Jagersma, Judith Tielemans, Myrthe Hoekstra, Tim Buiting,
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