AFLATOUN
INTERNATIONAL

AFLATOUN.ORG

ANNUAL REPORT 2019

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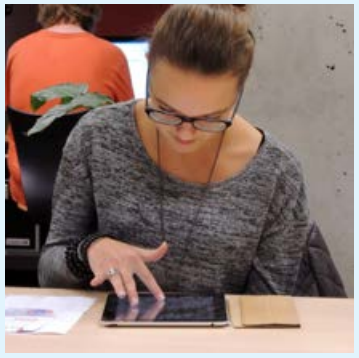

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OUR ROADMAP

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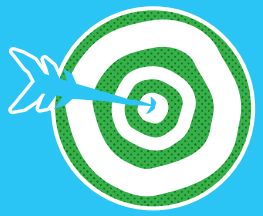
VISION

Socially and economically empowered children and young people who act as agents of change in their own lives for a more equitable world.



MISSION

Ensure access to quality, inclusive, child-centred social and financial education for all children and young people, especially the most vulnerable.

10.5 MILLION

Total number of children reached

167.090
Total number of teachers

51.556
Total number of teachers trained

345
Total number of partners

57%
Percentage of girls reached

108
Number of countries we worked in

38
Number of governments

PREVIOUS

OUR CURRICULA

3–6 YEARS OLD
AFLATOT

15–18 YEARS OLD
AFLATEEN

6–14 YEARS OLD
AFLAtoon

16–24+ YEARS OLD
AFLAYOUTH

ROADMAP

Our roadmap to quality social and financial education, at scale with our partner network.

OUR ROADMAP CONSISTS OF 3 PILLARS

- Advocate for social & financial education for all children, especially the most vulnerable
- Deliver high-quality social & financial education & skills programmes
- Accelerate scale-up of social & financial education

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A MESSAGE FROM OUR CEO & CHAIRMAN

Roeland Monasch,
CEO, Aflatoun International

Rob Becker,
Chair, Supervisory Board,
Aflatoun International

Learning to budget can transform a child's life. An adolescent starting a small enterprise can reshape a community. Youth that feel comfortable standing up for themselves can change a society.

We know the power that social and financial education has to change the world and break the inter-generational cycle of poverty. Our goal in 2019 was to continue to get the word out, to work with our partners to scale up our activities so that we reach more children than ever with relevant and quality social and financial education.

We did this in three key ways:
Continued to grow our partner network, introduced new curricula and advocated for social and financial education.

1 A GROWING NETWORK

Our network is a critical part of who we are. We are proud of the diverse and dedicated people we work with. Our network includes civil society organisations, local and international non-profit organisations, governments, banks, businesses and donors. This diverse network allows us to reach the most-vulnerable children and young people throughout the world.

In 2019, our partner network grew from 275 to 345 in over 100 countries. We entered into key strategic partnerships with cooperative movements, inter-governmental agencies and continued to build our donor network. All working together to ensure that social & financial education reaches as many children and young people as possible, especially the most vulnerable.

We also continued working closely with 38 governments around the world to integrate social & financial education into national curriculum. Helping to eliminate the inequalities that arise if only certain schools or groups have access to social & financial education and ensuring that the work we do is sustainable.

Furthermore, we welcomed two new Supervisory Board members and three new Global Network Board members. All working together to guide our organisation to better meet the needs of our partners, key stakeholders and beneficiaries.

2 NEW CURRICULUM HIGHLIGHTING EMPLOYABILITY & ENTREPRENEURSHIP SKILLS

Together with our network, we created and launched AflaYouth – A new curriculum that focuses on employability and entrepreneurship skills. Offering 16 - 24+ the skills and knowledge they need to feel ready to enter the labour market. The curriculum includes two tracks, one for entrepreneurship and one for employability.

3 ADVOCATING FOR SOCIAL & FINANCIAL EDUCATION

Exploring the social and economic empowerment of children and youth: Six evidence-based strategies is the title of our newest report. This report provides an overview of the current state of social and economic empowerment world-wide and lays out advice for key stakeholders that want to implement social & financial education.

At the end of the year, we also hosted the Global Social & Financial Skills Conference. Bringing together our partner network, experts in the field and influencers – to interact and exchange ideas on social & financial skills and the way forward.

INSPIRED & READY FOR MORE

As we look back on 2019, we are inspired by the innovation and dedication we saw from our partner network and the children and young people who are part of our programmes. In the following pages, we have highlighted some of the important work taking place throughout the world to help us reach our goal – a world filled with children empowered.

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OUR IMPACT

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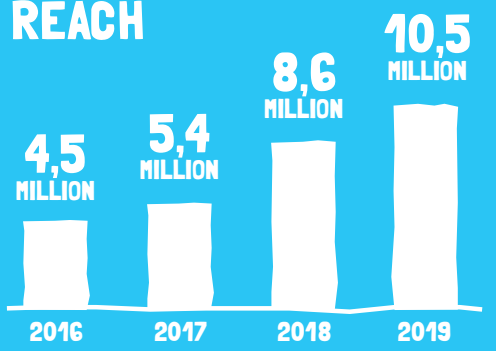
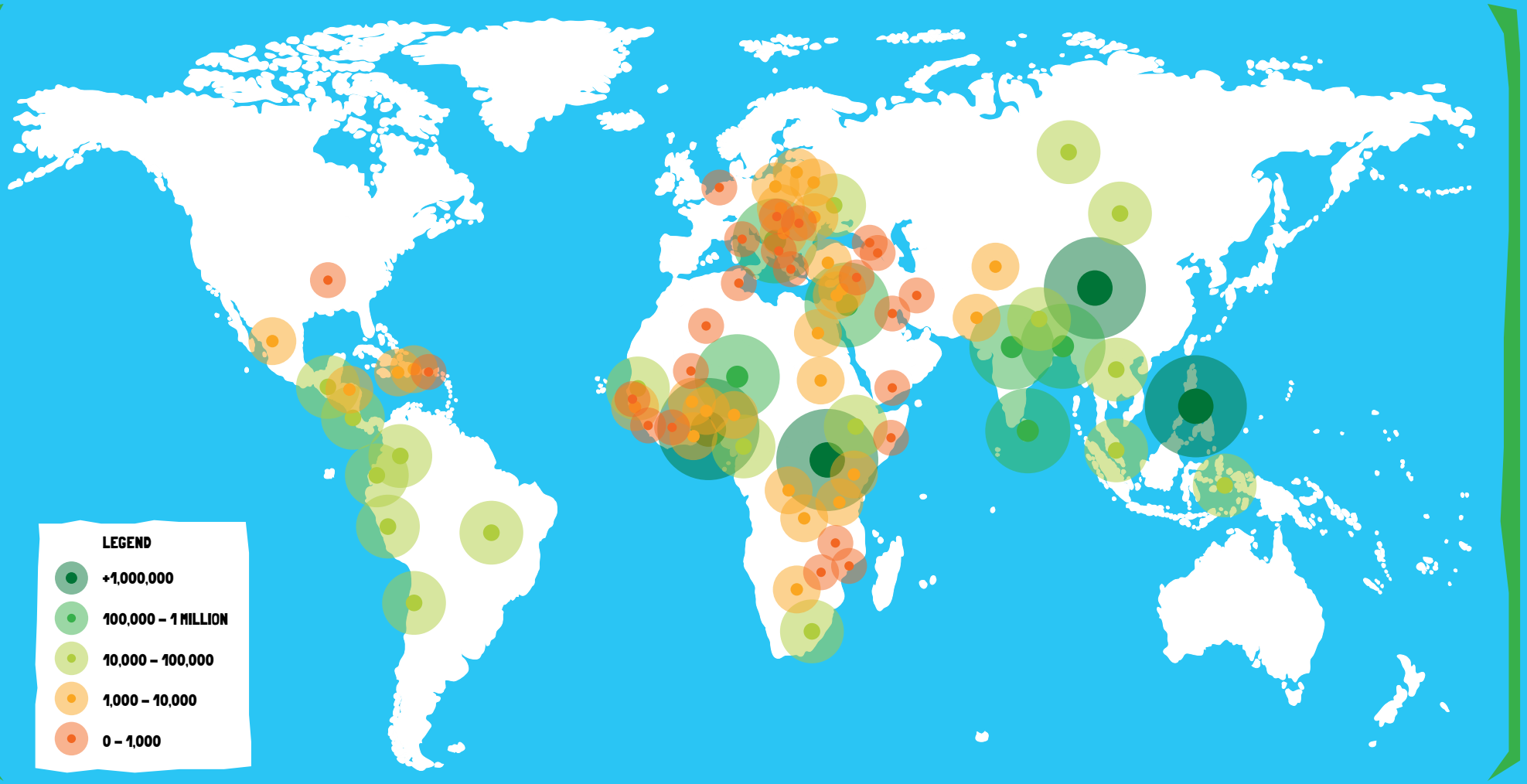
WE AIM TO EMPOWER AS MANY CHILDREN AS POSSIBLE WITH SOCIAL AND FINANCIAL SKILLS.

REACH





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HIGH LIGHTS 2019

SOME OF OUR FAVOURITE THINGS THAT HAPPENED IN 2019

Our goal in 2019 was to continue to get the word out – to work with our partners to scale up our activities so that we reach more children than ever before with relevant and quality social and financial education.

82 NEW PARTNER ORGANSATION HAVE JOINED OUR NETWORK AND ARE EMPOWERING CHILDREN THROUGH AFLATOUN CURRICULA.

53 NETWORK PARTNERS

3 REGIONAL LEVEL PARTNERSHIPS

10 GOVERNMENT BODIES

16 PROJECT BASED PARTNERSHIPS

HIGHLIGHTS 2019

SOME OF OUR FAVOURITE THINGS THAT HAPPENED IN 2019

A SUCCESSFUL AFLATOUN DAY

Children from around the world joined together to celebrate social & financial education.

LAUNCHED REPORT, *Exploring the social and economic empowerment of children and youth: Six evidence-based strategies*. This report provides an overview of the current state of social and economic empowerment world-wide and lays out advice for key stakeholders that want to implement social & financial education.

GLOBAL SOCIAL AND FINANCIAL SKILLS CONFERENCE

At the end of 2019, we brought together our partner network, experts in the field and influencers to interact and exchange ideas around social and financial skills and the way forward.

LAUNCHED AFLAYOUTH: Together with our network, we created and launched AflaYouth – a new curriculum that focuses on employability and entrepreneurship skills. Offering 16 - 24+ year olds the skills and knowledge they need to feel ready to enter the labour market. The curriculum includes two tracks, one for entrepreneurship and one for employability.

SCHOOL BANK PROGRAMME: We took over the SchoolBank programme from Children & Youth Financial International. We will run the programme in collaboration with WSBI and the Union of Arab Banks. The programme brings together banks, civil society and students to receive age-appropriate banking information and products.

YOUTH LEADERSHIP

We strive for a world where children and youth feel empowered. A key part of reaching this goal is to give youth the opportunity to co-create and actively influence the world around them.

Our curriculum helps strengthen the skills needed to do this and includes activities like developing a community project or running for club president – empowering participants to make decisions and action plans based on what they think is important.

An example of this - In 2019, we partnered with the Serbian organisation, Pomoc deci to actively engage youth in a new way. Together, as part of the GIRLACT project, co-funded by the Erasmus+ Programme and the European Union – we trained 300+ youth in peer-to-peer education on social and financial skills. And we offered two exchange visits for youth workers and young people. These exchange trips took place in Amsterdam, the Netherlands and in Vranje, Serbia.

These trips provided participants with the opportunity to interact and learn from each other and different cultures. There were school visits, panel discussions with local authorities and culture events.

Both the peer-to-peer training and the exchange visits aim to position youth as the leaders of their education and future – helping to contribute to a world of children empowered.

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HIGHLIGHTS 2019

SOME OF OUR FAVOURITE THINGS THAT HAPPENED IN 2019

REGIONAL COLLABORATION

Aflatoun International has created regional level collaborations with three regional institutions in Africa and Asia. Through these partnerships, we aim to scale-up the delivery of social and financial education.

1

THE SOUTHEAST ASIAN MINISTERS OF EDUCATION ORGANIZATION (SEAMEO)

SEAMEO is a regional inter-governmental organisation established in 1965 among governments of Southeast Asian countries, to promote regional cooperation in education, science and culture in the region. Aflatoun International and SEAMEO signed a Memorandum of Understanding that aims at facilitating cooperation to advocate for the development and delivery of social and financial education for children and young people in Southeast Asian countries. Through this collaboration, Aflatoun and SEAMEO aim to work with Ministries of Educations in the 11 member countries to integrate social and financial education into their respective national curricula.

2

INTERNATIONAL COOPERATIVE ALLIANCE–ASIA PACIFIC

ICA-Asia-Pacific is the regional organisation uniting, promoting and developing cooperative enterprises across all business sectors in Asia and the Pacific. In 2019, Aflatoun and ICA-Asia Pacific signed a Memorandum of Understanding that will allow them to collaborate for the delivery of SFE for children and young people through youth cooperatives in its member organisations in 33 countries.

3

INTERNATIONAL COOPERATIVE ALLIANCE–AFRICA

ICA-Africa serves, unites and represents ICA member organisations in Africa and promotes and strengthens autonomous and viable cooperatives throughout the region. In 2019, Aflatoun and ICA-Africa signed a Memorandum of Understanding that will allow them to collaborate for the delivery of social and financial education for children and young people through youth cooperatives in its member organisations in 35 countries.

GIRLS EMPOWERMENT

Globally, there are 600 million adolescent girls in developing countries, who experience challenges in accessing education services. All too often, these girls are also victims of discrimination and violence. Compared to boys, they often have limited access to education, knowledge, resources and skills leading to economic empowerment and advancement.

Our Aflateen+ curriculum aims to transform the lives of adolescents 15-18 years.

It covers human rights, sexual and reproductive health, family planning, and making life choices around education, career, marriage and children, and explores how they all are interlinked.

The skills and innovative strategies of adolescents (especially girls and young women) are developed through complementary activities that supports their transitions through school and to adulthood.

In 2019, over 50 organisations received training on the Aflateen+ content and methodology. 24 organisations and governments from 21 countries implemented Aflateen+ and reached 557,755 adolescents.

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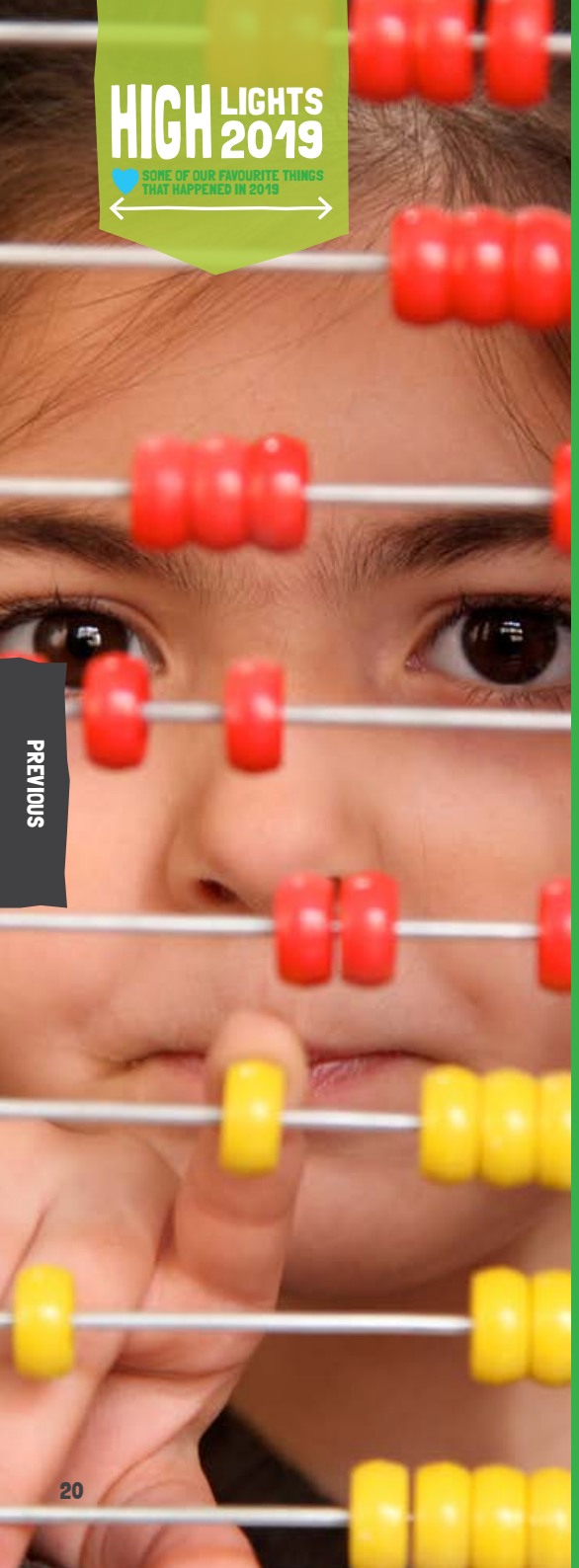

HIGHLIGHTS 2019

SOME OF OUR FAVOURITE THINGS THAT HAPPENED IN 2019

IMPACT EVALUATIONS

In 2019, we conducted several impact evaluations. These evaluations are key to understanding what works and what doesn't. They are important steps to helping us understand the complete picture of how social & financial education impacts those that have it.

IMPACT EVALUATION BY SAMBODHI IN INDIA (2019)

In the impact evaluation of the Life Skills and Financial Education programme for 573 children in 30 public primary schools in Himachal Pradesh, India – Sambodhi found significant increases in children's self-efficacy and empathy levels. In addition, students who received the programme significantly increased their awareness of child rights by 16%, civic responsibilities by 12%, and environmental duties by 5% compared to students in 30 comparison schools. Finally, the proportion of children who save significantly increased by 9% and the proportion of students aware of the concept of a loan, increased by 14.5% – compared to children who did not participate in the programme.

IMPACT EVALUATION BY IPA IN COTE D'IVOIRE (2019)

Innovation for Poverty Action (IPA) conducted an impact evaluation of the Life Skills and Financial Education programme for young people in cocoa producing communities in Cote d'Ivoire. In a sample of 188 young people aged 15-30, IPA observed a significant change - Youth moved away from saving money in cash and shifted towards more formal and semi-formal savings such as saving groups (26% increase) and mobile money (10% increase).Youth also significantly improved their knowledge of the cocoa value chain: they demonstrated a broader knowledge of activities and products at the end of the programme.

OTHER RANDOMISED EVALUATIONS

Two random control trials were also conducted in Cameroon & Burkina Faso in 2019.

REGIONAL IMPACT

Aflatoun International partners with organisations around the world. We work in 6 regions – Americas, Anglophone Africa, Europe & Central Asia, Francophone Africa, Middle-East and North Africa (MENA) and Asia.

ANGLOPHONE AFRICA

AFLATEEN+

In 2019, there was an increasing demand from partner organisation to learn more about and implement our Aflateen+ curriculum.

As a response, we conducted two regional level training of trainers in South Africa and Uganda, targeting partner organisations in Southern Africa and Eastern Africa respectively.

These trainings resulted in 64 trainers, representing 40 organisations from 13 countries in East and Southern Africa. Additional national-level training activities on Aflateen+ were facilitated in Namibia and Uganda. Aflateen+ curriculum has also been contextualised to be relevant to young people in South Africa and Uganda.

PILOTED AFLAYOUTH

In 2019, we piloted and introduced our newest curriculum – AflaYouth. Project Hope – Namibia played a critical role in piloting the curriculum. AflaYouth has now been contextualise for Namibia and is being delivered to vulnerable adolescent girls and young women.

DIGITAL LEARNING

Initiatives were launched in Uganda, Ghana and Nigeria. In Nigeria, we collaborated with United Bank of Africa (UBA) and LYNX to promote social and financial education for adolescents through a digital learning platform UBA operates.

In Uganda, we launched tablet-based learning, allowing teachers to interface with the Kolibri platform. Training of teachers was conducted to develop skills needed to introduce tablet-based learning in their respective schools.

In Ghana, we worked with Eneza to include life skills and financial education on their mobile platform. The initial pilot, among 500 students, found a high interest in the subject from the students and equally high completion rates. These initiatives open doors for further engagement in areas of digital learning projects in the region.

CAPACITY DEVELOPMENT

Training of trainers was conducted with our partner, Support for Peace and Education Development Programme (SPEDP) in Aweil State, South Sudan. The core of the training was our Aflateen curriculum – Life Skills & Financial Education tools for adolescents. Furthermore, participants familiarised themselves with Aflatoun International's child-centred, active teaching & learning methodology.

With support from the MasterCard Foundation, Aflatoun and Karibu Tanzania Organization (KTO) conducted Training of Teachers on Life Skills and Entrepreneurship for Folk Development College teachers. Training focusing on building the capacities of teachers on Early Childhood Education was also conducted in collaboration with KTO.

Aflatoun facilitated the training of facilitators workshop in

Tanzania, this training was part of a partnership between Aflatoun and Room to Read, supported by Credit Suisse. The partnership focuses on young mothers that drop out of school and vulnerable adolescent girls.

A training of trainers was organised in Mozambique to expand the social and financial education programme in the country. The training was organised by Rede para o Desenvolvimento da Primeira Infância and attended by participants from 22 institutions. The training was also attended by representatives from the Bank of Mozambique and the Ministry of Education, Culture and Science.

Aflatoun, in collaboration with PEDN and Opportunity International, launched a project that focuses on delivering Social and Emotional Learning for secondary school students in Uganda. The project aims at strengthening the social and emotional strength of children and adolescents.

MENA

CAPACITY DEVELOPMENT

In 2019, Aflatoun International organised a Master Trainers Workshop in Amman, Jordan and trained 26 Master Trainers, representing 14 partner organisations from 10 countries in the region. This training significantly increases our ability to scale up social and financial education in the region and ensuring the quality of the education that will be delivered for the children and young people.

We also organised a training of trainers session in Lebanon in collaboration with Sonbola. This training was part of a project supported by Day for Change to support 330 Syrian refugee children aged 7-12 years.

CONTEXTUALISATION & PILOTING

In 2019, we contextualised and translated Aflateen+ curriculum into Arabic and we piloted it in Egypt through one of our partner organisations, Life Vision. This pilot will serve as a learning moment for other organisations in the region that are planning to address gender and sexual and reproductive health and rights, and other topics important to the adolescent girls and boys they are working with.

ADVOCACY

We conducted advocacy workshops and stakeholder engagement meetings in Palestine, Sudan, Jordan, Tunisia, Lebanon and Egypt.

COLLABORATION WITH UNICEF

Through our work in the Middle East and North Africa, we continued to provide technical support in curriculum development, training and monitoring and evaluation on Life skills and Citizenship Education for Unicef country offices in the region.

We collaborated with UNICEF Jordan, Sudan, Syria and Egypt. The target group and intervention model in each country varies.

In Sudan, we contributed to the Social Innovation and Entrepreneurship component of Unicef-Sudan's existing UPSHIFT programme through developing content that helps Sudanese Adolescents outside schools become leaders of change and build their innovative enterprises.

In Jordan, we developed a financial literacy curriculum for the most vulnerable young people. In Syria the focus was on the development of Life Skills and Citizenship Education toolkit for young people in emergency settings.

And finally, through our collaboration with UNICEF Egypt, we developed life skills tools for children and young people in the formal school system.

EUROPE AND CENTRAL ASIA

AFLATOT

In 2019, the Europe and Central Asia region saw a significant increase in outreach to younger children through the Aflatot Programme.

In collaboration with our partners in Hungary, Slovakia and Serbia, we implemented Aflatot - Early Childhood Education for Sustainable Development for Marginalised Communities Project, that is supported by Erasmus+ Programme of the European Union. The focus of the project is on marginalised children, parents, and teachers in disadvantaged communities, including Roma population groups.

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The project uses the Aflatot 'Early Childhood Education for Sustainable Development' tools to help children build critical social and emotional skills while fostering community engagement between children, parents and teachers.

Aflatot initiatives are also expanding in Ukraine through the Ministry of Education of Ukraine and the Department of Education of Vinnytsia City Council. We also entered into a partnership with the Ministry of Education of Belarus, Pedagogical University of the Republic of Belarus and UNICEF-Belarus to integrate Aflatot programme into the national early childhood education curriculum.

AFLATEEN+

In 2019, we also introduced the first Aflateen+ project in the region. The project is part of the 'GirlAct-Empowering Girls to Be Socially and Financially Strong Actors' project that will be implemented in collaboration with our partners in Serbia, Albania and Belgium.

Aflatoun and its global master trainers conducted a training of trainers sessions in Albania and Serbia on Aflateen+ concept and methodology. As part of this project, Aflatoun hosted an exchange visit for 22 youth representatives and project leads from three countries. Aflatoun also facilitated the participation of young people from the Netherlands in an exchange visit that was conducted in Vranje, Serbia.

AFLAYOUTH

A gap analysis workshop on career counselling curriculum was conducted in collaboration with UNICEF and the Ministry of Education in Tajikistan. This collaboration creates an opportunity for the introduction of AflaYouth in the Tajik secondary school curriculum.

REGIONAL IMPACT

CAPACITY DEVELOPMENT

In 2019, there was a training of trainers session on the Aflatot programme for our partner organisation, Open Society Foundation in Tajikistan. Participants included staff from the Ministry of Education, academic community and pre-school teachers. Open Society is piloting Aflatot in different regions of the country.

With support from the European Investment Bank, we conducted a training of trainers session for our partner organisations, Action Aid- Greece and ERGO. Through this project, Action-Aid and ERGO will deliver social and financial education in non-formal education centres across the country.

We conducted a regional level training of trainers session in Budapest, Hungary. The training was attended by 15 participants from 9 organisations representing 10 countries. The training aimed at building the capacity of new and existing partner organisations to deliver quality social and financial education programmes in their respective organisations.

ENGAGING WITH GOVERNMENTS

Our engagement with national bodies increased significantly in 2019. We created engagements with Government bodies in Ukraine, Belarus, Romania, Georgia, Moldova, Tajikistan, North Macedonia, Kyrgyz Republic and Slovakia. These collaborations will help to catalyst our effort to scale up national level engagements in different countries across the region.

AMERICAS

BUILDING THE CAPACITY DEVELOPMENT

Regional Master Training of Training workshops took place in Ecuador and Guatemala. The training in Ecuador focused on Aflateen+ concept and methodology while the training in Guatemala focused on the general Aflatoun social and financial education tools.

55 trainers representing 25 organisations from 14 countries were trained. These trainings help new partners develop the skills they need to deliver the training. For existing partners, it expands their existing trainer base.

We also conducted a national-level training of trainers for multiple partner organisations in Brazil. The training was attended by participants from World Vision, Plan International and Child Fund-Brazil. After the regional training in Ecuador, Aflateen+ programmes have started in Brazil (Plan International, World Vision), Colombia (CFA Foundation),

REGIONAL IMPACT

Ecuador (CRISFE Foundation), Honduras (Plan International), Mexico (Observa AC), Nicaragua (Plan International), Peru (CARE Peru) and Puerto Rico (Nuestra Escuela).

In response to the growing need for Aflateen+ programme in the region, we have translated the curriculum and other supporting documents into Spanish and Portuguese.

ADVOCACY

Advocacy workshops were held in Mexico, Ecuador, Paraguay, and Chile. In these countries, we engaged key stakeholders working in areas of social & financial skills-building for children and young people.

In Paraguay, we worked closely with Estrategia Nacional de Inclusión Financiera (ENIF), an autonomous semi-government body that is tasked with leading financial literacy initiatives in the country, to conduct a financial education curriculum orientation workshop.

In this workshop, representatives from ENIF and the Ministry of Education worked together to design a roadmap for the integration of financial education into the national school curricula. In Chile, our partner organisation Servicio Nacional del Consumidor (SERNAC) has been using Aflatoun curricula for the past six years as part of its programme that aims at increasing the financial literacy level of children.

In Ecuador, we worked with Red de Instituciones Financieras de Desarrollo (RFD) to coordinate the efforts of several organisations that are implementing different strategies aiming at the integration of social and financial education into school curricula.

AFLATOUN FAIR

In Mexico, we participated in the Annual Aflatoun Fair organised by our partner organisation, EDUCA Foundation (Mexico). The fair brought together more than 500 children and youth that are all participating in Aflatoun programmes. The event supported our effort to raise awareness on the importance of social and financial education for children and young people.

COLLABORATION

Aflatoun participated in the XI Conference on Financial Education and Inclusion in Latin America and the Caribbean (CEMLA), that was held in Mexico.

Aflatoun's participation in this conference helped in advancing its efforts to engage financial regulators in the countries. This also positions Aflatoun as a key ally in the efforts made by the member countries to integrate financial education programming at a national level.

ASIA

CAPACITY DEVELOPMENT

In collaboration with Echidna Foundation, we conducted training of trainers sessions for our existing and potential partners in Vietnam and Pakistan.

In these trainings, we introduced the concept of social and financial education with a gender lens – our Aflateen+ curriculum. To facilitate the smooth implementation of Aflateen+ programme in the region, we translated the curriculum into the Urdu Language.

We conducted training of trainer workshops for new partners in Laos and Cambodia. We also organised a training of trainers workshop in Sri Lanka in collaboration with

REGIONAL IMPACT

Room to Read and Credit Suisse.

To strengthen the regional level training capacity, we conducted a five days training of Master Trainers session in Malaysia. We trained 30 trainers from 12 partner organisations representing 6 countries in the region. Participants came from India, Indonesia, Laos, Malaysia, Philippines and Sri Lanka. They represented governments, cooperatives, micro-finance institutions and NGOs.

SOUTH–SOUTH COOPERATION

In collaboration with NATCCO and Make it Right Movement, we hosted a capacity building workshop that aimed at promoting South-South cooperation. Aflatoun International partners from The Philippines, Malaysia, India, Indonesia and Mongolia attended a Capacity-Building Training Programme. The workshop focused on building capacity, sharing experiences and developing plans to deliver quality social and financial education programmes.

SCALING UP

One of the key accomplishments in 2019 was the decision by the Indonesian Ministry of Education to scale up the Aflatot programme to 29 additional provinces in the country. The Indonesia government is working to hold trainings and start this programme in the new provinces in 2020.

FRANCOPHONE AFRICA

SCALING UP

In 2019, Aflatoun International supported the Banque Central des États de l'Afrique de l'Ouest in finalising and validating the Regional Financial Education Programme as part of the Regional Financial Inclusion Strategy for the 8 countries of the West African Economic and Monetary Union.

In Cameroon, we partnered with SNAES and The Zenü Network, supported by funding from the Sint Antonius Foundation, to integrate social and financial education into national secondary education programming. Working closely with education experts in charge of curricula development and training, to add Aflateen programme to the curriculum.

These efforts resulted in 25 teacher training events, benefitting 500+ teachers and trainers, and a

curriculum writing workshop that resulted in the development of three official teachers' guides.

SCHOOL BANK

In Madagascar, our collaborated with Child and Youth Finance International's School Bank project led to the organisation of a curriculum integration workshop.

Together with Association Professionnelle des Institutions de Microfinance, we provided experts from the Ministry of Education and other stakeholders from the national financial inclusion strategy committee, a framework of competencies and proposal to integrate social and financial education in the ongoing reform of the national education.

CAPACITY BUILDING

A national and regional training of trainers workshops were held in Dakar-Senegal, Kinshasa - D.R. Congo, and throughout 13 provinces in Burkina Faso. These events allowed for a new pool of trained trainers and facilitators to reach out to other local and small NGOs and associations. These training events provided an opportunity for partners to involve other stakeholders from local authorities to financial institutions and cooperatives.

In 2019, our regional Master Trainers were able to provide training and technical support to:

- Coaching on Employability and Entrepreneurship for SOS Villages in Mali;
- Cocoa Farmers Financial Literacy for OLAM in Ivory Coast;
- Training of Trainers on Life Skills and Financial Literacy for the Transforming Education in the Cocoa Communities project in Ivory Coast.

AFLATEEN+

In 2019, we partnered with Dubai Cares on a new project in the region involving three countries: Mali, Niger and Togo. The project will introduce the contextualised Aflateen+ curriculum in both formal and non-formal settings, while also supporting the ministries of education by advocating for the integration of Aflatoun programmes in the secondary education.

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INTERNATIONAL RECOGNITION

Spreading the word about the importance of social & financial education requires partnership and advocacy.

In 2019, we attended a number of important, relevant conferences to continue to partner and advocate.

SOUTH EAST ASIAN MINISTERS OF EDUCATION ORGANIZATION HIGH OFFICIALS MEETING

This meeting brought together 11 Ministries of Education from different South East Asian countries. We spoke at the conference, introducing our work and the importance of national integration.

DIGITAL LEARNING CONFERENCES

We attended and presented at both the eLearning Africa Conference and the mEducation Alliance. Both bring together key stakeholders interested in pushing digital learning to the next level.

COMPARATIVE & INTERNATIONAL EDUCATION SOCIETY CONFERENCE (CIES)

The theme of the 2019 conference was sustainability. This conference is a forward thinking and innovative conference that explores different elements of education. Specifically we talked about girls' economic empowerment and the results of our global partnerships.

CENTRAL BANK OF WEST AFRICAN STATES (BCEAO) FINANCIAL INCLUSION CONFERENCE

We presented at this conference and had the opportunity to meet with a number of key stakeholders in the region. Leading to a formal partnership between Aflatoun International and the BCEAO.

UN COMMISSION ON THE STATUS OF WOMEN

Together with Credit Suisse, Plan International and Room to Read, we discussed how we deliver lasting change and impact for girls through Financial Education and Life Skills programmes in Brazil, China, India, Rwanda, Sri Lanka and Tanzania.

OTHER CONFERENCES WE ATTENDED

- The UN General Assembly Event on Financial Inclusion
- Skoll World Forum
- WISE Awards
- Business Fights Poverty
- Global Education & Skills Forum
- ISSA conference
- Life Skills & Financial Education in the West African Economic and Monetary Union
- UNESCO Forum on Education for Sustainable Development & Global Citizenship Education
- Child & Youth Finance International Global Summit 2019
- Future of Work for African Youth
- Mastercard Foundation: Youth Digital Skills Project Expert Panel

MILLION LIVES CLUB

MILLION LIVES CLUB selected Aflatoun International as a Vanguard member of the Million Lives Club, an initiative by mainly bilateral donor agencies, that celebrates innovators and social entrepreneurs who are scaling impact to improve the lives of those living on less than $5 a day.

hundrED

HUNDRED recognised Aflatoun International as one of five global innovations that are transforming the way children feel prepared for life and their understanding of financial literacy.

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OUR STRATEGIC APPROACH

CAPACITY DEVELOPMENT GLOBALLY

Developing and strengthening the capacities of those we work with is key to how we work. We aim to create sustainable and locally run programmes. Throughout 2019 we continued to strengthen the capacity of our partner organisations to ensure that they deliver high-quality programming. We focused on 3 main areas:

- **DEVELOPING TRAINING CAPACITY TO PROVIDE LEARNER-CENTRED EDUCATION**
- **CONDUCTING NATIONAL-LEVEL ADVOCACY**
- **CONDUCTING MONITORING AND EVALUATION OF PROGRAMMES**

These efforts were conducted through face-to-face training sessions, advocacy workshops, through the development and sharing of materials and the continued remote support by Aflatoun International staff members. We also facilitated peer-to-peer learning sessions between partner organisations within a country, between countries within the same region and across regions. These efforts ensure that sustainable and scalable programming is being implemented world-wide.

WHAT HAPPENED IN 2019:

7
Regional Training of Trainers sessions

22
Country level Training of Trainers for partners

28
Advocacy events in 28 countries

20
National level integration efforts (including training, orientation workshops, curriculum mapping exercise etc.)

NATIONAL INTEGRATION
LEVELLING THE PLAYING FIELD

Every child has the right to relevant and high-quality education. Integrating social & financial curricula into national education systems helps to level the playing field.

National integration of social and financial education, ensures that students in rural areas or those that come for low socio-economic backgrounds, still have a chance to learn the kinds of skills that will help them succeed in the 21st century.

In 2019, we worked together with 38 governmental institutions to bring social and financial education to education systems. We did this via three key channels: education reform and revision, financial inclusion and education strategy and the Aflatoun Partner Network.

EDUCATION REFORM AND REVISION

We engage with Ministries of Education that are currently revising their national curricula. Reform and revision is a great moment to include social and financial education, especially because we see that the majority of reforms are looking to include approaches and

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proven concepts that support 21st century skills.

This was the case in Bangladesh. We began working with The National Curriculum Textbook Board of Bangladesh (NCTB) in 2017, advocating for the inclusion of social and finaicial education in the revised curricula.

Now in 2019, we held a curriculum writing workshop that was attended by 40 NCTB curriculum developers, as well as representatives from the Central Bank of Bangladesh and UNICEF.

FINANCIAL INCLUSION AND EDUCATION STRATEGY

Central Banks and Ministries of Finance, partner with the Ministries of Education to bring age-appropriate financial education to children and young people, as part of national financial inclusion strategies. Aflatoun joins these partnerships to help promote social and financial education and to provide technical expertise. As an example, Aflatoun International and the Central Bank of Paraguay organised a national workshop for the key stakeholders of the National Financial Inclusion Strategy (ENIF) in 2019. The main objective was to analyse the current national education context and create a framework for the introduction of economic and financial education in the national curriculum for the basic and secondary grades.

AFLATOUN PARTNER NETWORK

The Aflatoun Partner Network regularly advocates and lobbies with local authorities to introduce and scale up social and financial education into education strategies. In the process of implementing their programmes, partners often involve the Ministries of Education to provide opportunities for information sharing and participation.

These activities are further intensified when more than one partner is involved – bringing different perspectives and experiences.

SCALING UP

In 2019, Aflatoun International partnered with the Sint Antonius Stichting. The project aimed to reach 12,000 young people in Burkina Faso and Cameroon. Local partners contextualised the Aflateen+ curriculum to the local reality in the two countries. Aflatoun International provided training, in-country and remote technical support, and monitoring and evaluation.

In Cameroon the programme was rolled out through the national education system. In Burkina Faso the programme was rolled out through a network of NGOs. We have concluded that there is significant improvement in students that had received Aflatoun materials compared to those that had not. Specifically, in gender roles, savings behaviour and risk exposure.

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INTERNATIONAL COLLABORATION

Aflatoun International works with a large range of international organisations. An example during 2019 is our work with UNICEF in the Middle East & North Africa region. We worked with UNICEF country offices in Egypt, Sudan, Syria and Jordan.

SUDAN

We helped develop life skills content for the UPSHIFT social entrepreneurship programme. A total of 11,111 adolescents (50 per cent girls) in formal and non-formal education participated in skills-based extra-curricular activities.

SYRIA

In 2019, we completed a two-day workshop with UNICEF Syria that focused on a needs assessment and contextualisation to develop the life skills and citizenship education toolkit for young people in Syria. 30 stakeholders and educators from various organisations participated in the workshop.

JORDAN

In 2019, members of the Aflatoun International team went to Amman for a series of different capacity building activities. This included a needs assessment in collaboration with UNICEF. This was an important step in developing financial literacy curriculum for the most vulnerable young people in Jordan.

EGYPT

In 2019, we started collaborating with UNICEF Egypt to develop a life skills toolkit for the Ministry of Education. The toolkit will be used nationally throughout Egypt.

ENSURING SUSTAINABLE CHANGE

We are a part of the UNICEF's Life Skills and Citizenship Education initiative (LSCE). The LSCE focuses on providing children and young people with the required skills that help them succeed now and in the future.

It brings together national education stakeholders, regional multilateral agencies, non-governmental organisations, universities, and the private sector.

We helped organise a regional meeting that focused on a collaborative framework of action for partners at country and regional levels - reimagining what we learn and how we learn.

NEXT

GLOBAL SOCIAL & FINANCIAL SKILLS CONFERENCE

At the end of 2019, we hosted the Global Social and Financial Skills Conference.

The conference had two key themes: Girls empowerment and Employment & Entrepreneurship, these themes were present in sessions and conversations through the conference.

We heard from Sigrid Kaag, Minister for Foreign Trade & Development Cooperation in the Netherlands; Klaas Knot, President, De Nederlandsche Bank and Dr. Tedros Adhanom, Director General of the World Health Organization.

We had panel discussions on girls' economic empowerment and the importance of life skills. And had sessions on interactive learning, the School to Work transition and scaling up.

250+ PEOPLE FROM 80 COUNTRIES

WHAT WE LEARNED

Fundamentally, social and financial education should be a part of all programmes. By including social and financial skills in programmes that focus on health & reproductive rights, labour migration, environment, child protection, etc, programme goals were achieved and a greater impact on those participating was recorded.

It is possible to maintain quality and scale-up. Ensuring that quality programmes are scalable is an incredibly important tool. It helps us reach as many children and young people as possible and does not create a divide between those that have had the programme and those that have not. Working together is key.

Working together is key. Organisational partnerships are vital to ensuring that we reach more children and young people, whilst continuously sharing knowledge to help maximise our global efforts.

SPOTLIGHT ON AGRIBUSINESS

Many people around the world work in the agricultural sector, often in rural areas. For young people living in rural areas of developing countries, employment and entrepreneurial opportunities remain limited.

Due to the limited access to education, training, and the means to scale up small enterprises, the younger generation of rural workers risk being left behind. Offering social and financial education helps to provide the necessary skills and knowledge to transition into the labour market and effectively engage in the agribusiness value chain.

MASO

Aflatoun International partners with Solidaridad, Opportunity International, Fidelity Bank Plc, Aseshi University and the Ghana Cocoa Board to create employment opportunities for young Ghanaians aged 17 to 25 in cocoa growing communities. Our role has been to create and adapt our social and financial curriculum to the local context and to train local facilitators on youth-centred teaching methodologies.

The programme is part of the Youth Forward Initiative, in partnership with The MasterCard Foundation. Youth Forward projects are focused on improving the capacity of economically disadvantaged young people to find quality employment or start their own businesses in the growing agricultural and construction sectors.

The Cocoa Academy has a model farm that allows for the practical application of the skills received during the training. The curriculum focuses on understanding the best agricultural practices, numeracy and financial and social skills. This includes training on business skills and participants are encouraged to develop business plans for their own farms. 2019 was the third year of this 5-year project aiming to reach 80,000 young people.

SPOTLIGHT ON AGRIBUSINESS

YOUTH IN CAMBODIA

Farmer's Life Improvement and Future Light Youth Organization (FLIFLY) and Aflatoun International are working together on a programme focusing on agri-business skills for youth.

We developed AFLAYOUTH: *Transforming Agribusiness* curriculum and FliFly completed an interactive training for young people who are living in the Keansvay district, Kandal province, Cambodia.

This curriculum has been developed in response to the need for materials that teach young people how to secure livelihoods for themselves and their families, in the agricultural sector. It aims to address the key challenges young people face as first time farmers, whilst trying to take advantage of the opportunities the agricultural sector offers.

Overall, the intention is to engage young people in agricultural activities and provide them with the life skills and financial education needed to achieve their goals.

This curriculum covers financial management techniques, local farming systems, and methods to increase productivity.

The programme is supported by the Rabobank Foundation.

TRANSFORMING EDUCATION IN COCOA COMMUNITIES (TRECC)

TRECC is an initiative designed to transform the education system in Ivory Coast and provide a better life for children in cocoa communities. Aflatoun International worked with TRECC to equip young Ivorians with stronger financial, entrepreneurial and life skills. The project runs in partnership with The Hershey Company and the INADES Formation. The Hershey Company is a global leader in the chocolate industry and the INADES Formation is a Pan-African NGO created in 1975, which assists a network of associations across 10 countries, aiming to create equitable and sustainable development for rural community actors in agriculture.

ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO)

RSPO created an initiative called *The Academy* with the goal of helping small-scale farmers across the globe obtain more sustainable livelihoods. It operates through a large network of global and local social franchise training partners, offering them high-quality training and accompanying training guides, and ongoing support and development.

We partnered with RSPO to pilot the programme, created the training materials and guides and helped to facilitate 5 different Master Trainer sessions.

In 2019, over 70 experienced trainers from organisations across the world were trained. Participants of these Master Trainings were trained in active learning methods and the curriculum that is used in the local trainings. After the Master Training, participants are not only able to train smallholders and group managers/ organisers but also able to train other trainers in the use of the Academy Training Guides as well.

"AFLATOUN HAS HELPED ME IMPROVE IN MANY WAYS. BEFORE I USED TO SPEND TOO MUCH. BUT NOW, I AM THOUGHT TO BE THRIFTY AND VALUE THE MONEY THAT MY PARENTS GAVE TO ME THROUGH THEIR HARD-WORK."

(JIM, THE MOST HOLY ROSARY MULTI-PURPOSE COOPERATIVE, PHILIPPINES)

OUR PEOPLE

We have two boards that help steer our organisation. The Supervisory Board and the Global Network Board. Both serve a specific purpose in guiding our organisation to better serve our partner network and to continue to do the work we do in the best way possible.

OUR ADVISORS

SUPERVISORY BOARD

Our Supervisory Board is made up of experts in their field. Key people who can contribute and steer our organisation to be better. There are six members on this board. In 2019, we welcomed two new members to our Supervisory Board.

SANDER is the CEO of 180 Kingsday, an internationally renowned advertising agency with offices in Amsterdam and Los Angeles.

'Social and financial education empowers vulnerable youth. It is a pathway to a more successful future. As a marketing and branding professional, I will try to further help build the Aflatoun brand and recognition in the field, with sponsors, and ultimately with the general public.'

MARGO HOFTIJZER is an international development economist. She advises governments and other stakeholders on policies and reforms to better match education and training with the needs of the current and future labour market to better prepare children, youth and adults for the world of work.

'Social and financial skills are crucial to leading healthy, happy and productive lives. They help people navigate through life and make good choices for themselves and the people around them. I will focus on supporting the Aflatoun team to continue improving the impact of their programmes. I am interested in exploring how Aflatoun can further expand and improve its reach through strengthening its strategic partnerships globally.'

GLOBAL NETWORK BOARD

Our Global Network Board is comprised of one representative from each of our regions, 7 in total and 1 special representative from China. The Global Network Board members are elected by the partners from their respective regions. Each member serves a 2-year term.

In 2019, three Global Network Board members had served their two-year term. A big thank you to **ROGER KAFFO FOKOU**, **BELINDA PORTILLO** and **LILIANA ROTARU**. We welcomed three new board members.

ANA YRIS GUZMAN,
Americas Representative
Nueustra Escuela, Puerto Rico

JAN ORLOVSKY,
Europe & Central Asia Representative
Open Society Foundation, Slovakia

KOUASSI FÉLIX YAO,
Francophone Africa Representative
Programme Education Financiere/Ministry of Education, Côte d'Ivoire

HOW WE OPERATE

Transparency is key to a healthy organisation and important to us and that is why we put together this annual report for you. Curious to our organisational structure?

Our CEO is **ROELAND MONASCH** (roeland@aflatoun.org); he is listed as company director Aflatoun International in the Trade Registry of the Chamber of Commerce.

DIRECTORS OF AFLATOUN

All directors are responsible for their own functional domain. Together with the CEO, they form the leadership team:

HASSAN MAHTAT *Director of National Policy and Strategies* (hassan@aflatoun.org)
REDIET ABIY *Director of Programmes* (rediet@aflatoun.org)
EDWARD C. GREENE *Director of Finance and Operations* (edward@aflatoun.org)
WENDY NAGEL *Director of the Resource Mobilisation and Communications* (wendy@aflatoun.org)
JAMES LAWRIE *Director of Research, Innovation and Curriculum* (james@aflatoun.org)

JEROO BILLIMORIA FOUNDER

The leadership and supervision of Aflatoun International is regulated by the Articles of Association. The leadership of the Aflatoun Secretariat is in the hands of the CEO and the supervision in the hands of the Supervisory Board. Supervisory duties of the Board are clearly separated from the operational responsibilities of the CEO and the Secretariat staff. The Supervisory Board meets four times a year. The Global Network Board and the Supervisory Board meet together, twice a year. The CEO attends the meetings of the Board, unless the Board decides otherwise. The CEO and the heads of the department form the Management Team, who meet weekly to discuss executive matters.

SUPERVISORY BOARD	OTHER POSITIONS
Rob Becker *Chairman*	• Chairman of the board of the Red Cross hospital in the Netherlands • Member of Supervisory Board – University of Amsterdam • Member of the non-executive board of AXA UK
Olivier van Riet Paap *Treasurer*	• Head of Benelux – Bridgepoint
Joanne Kellermann *Member*	• Chair of the Supervisory Board – NWB Bank • Advisory Council on International Affairs, Member of the Committee on European Integration • Chair Pensioenfonds Zorg & Welzijn • Chair of the Board of Trustees – Utrecht University • Member of the Board - P.R.I.M.E. Finance Foundation
Cor Vink *Member*	• Chairman of the Board – Stichting EDU - DEX • Managing partner – TerWadding.nl • Member of the Advisory Board – CiEP Training and Coaching • Certified Practitioner – The Leadership Circle
Margo Hoftijzer *Member*	• International development economist
Sander Volten *Member*	• CEO – 180 Kingsday

GLOBAL ADVISORY BOARD

- **Muhannad Jarrah**, *MENA Regional Representative*
- **Brian Lariche**, *Asia Regional Representative*
- **Patricia Fafa Formadi**, *Anglophone Africa Regional Representative*
- **Liliana Rotaru**, *Europe Regional Representative* (until 31st of October 2019)
- **Jan Orlovsky**, *Europe Regional Representative*
- **Belinda Portillo**, *Americas Regional Representative* (until 31st of October 2019)
- **Ana Yris Guzman**, *Americas Regional Representative*
- **Roger Kaffo Fokou**, *Francophone Africa Regional Representative* (until 31st of October)
- **Kouassi Félix YAO**, *Francophone Africa Regional Representative*
- **Alan Wang**, *Special Representative for China*
- **Rishad Byramjee**, *Special Representative for Meljol*
- **Jerry Pinto**, *Alternative, Special Representative for Meljol*

EMPLOYEES (AS PER JUNE 2020)

- **Abigail de Wit**, *Communications Specialist*
- **Anouk Faber**, *Project Manager*
- **Aukje te Kaat**, *Senior Research Manager/Gender Adviser*
- **Chitra Mookerjee**, *PA to the CEO and HR Officer*
- **Cristina Peña**, *Senior Programme Manager Americas*
- **Christiana Pedroni**, *Programme Finance Manager*
- **Diana Baldenebro Alcade**, *Programme Support Officer**
- **Gabriela Gutierrez**, *Research Innovation and Curriculum Officer*
- **Livia Remeijers**, *Monitoring and Evaluation Manager*
- **Lucky Lumingkewas**, *Programme Manager Asia*
- **Maxwell Kyei Baffour**, *Digital Learning Manager*
- **Menno de Vries**, *Partner Network and Administration Manager*
- **Michelle Tjeenk Willink**, *Curriculum Manager*
- **Mohamadou Badiaga**, *Programme Manager Francophone Africa*
- **Nada Chidiac**, *Resource Mobilisation Manager*
- **Philomena Darku**, *Project Officer Aflateen+*
- **Rosa Itandehui Olivera**, *Monitoring and Evaluation Manager*
- **Sarah Ebady**, *Curriculum Development Officer**
- **Shirin Husseini**, *Programme Manager MENA*
- **Tetiana van Waveren-Valkova**, *Programme Manager Europe and Central Asia*
- **Theresa Salzer**, *Curriculum Manager*
- **Tidjane George**, *Programme Manager Anglophone Africa*
- **Violeta Licheva**, *Finance Officer*
- **William Symons**, *Finance and Operations Associate**

**Started in 2020*

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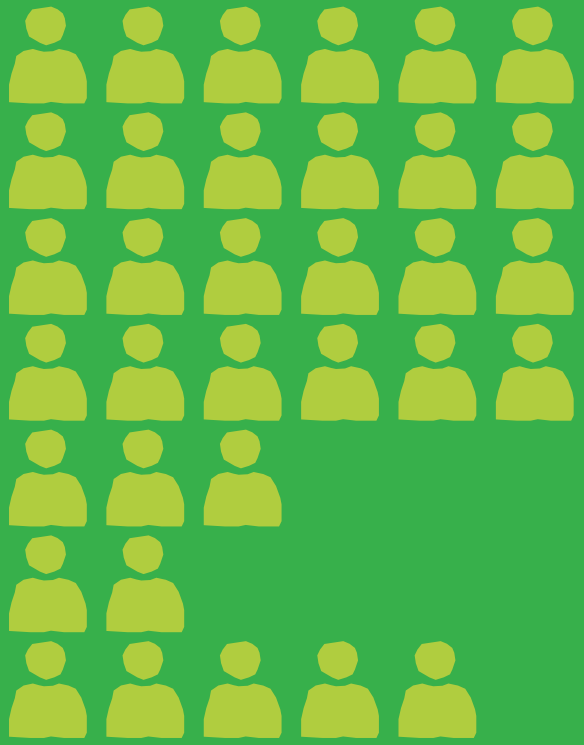
EMPLOYEE HEADCOUNT IN 2019

24 EMPLOYEES

(19 in 2018)



18
Strategic objectives

2
Fundraising

4
Operations

DIVERSITY IN 2019

Aflatoun International employed staff from

21 COUNTRIES

Australia, Belgium, Bulgaria, Canada, Colombia, Ethiopia, Ghana, Germany, India, Italy, Indonesia, Lebanon, Mexico, Morocco, Palestine, Senegal, The Netherlands, Ukraine, United Kingdom, United States of America and Zimbabwe

GENERAL INFORMATION

NAME	Aflatoun International
FOUNDED	27 June 2005
LEGAL FORM	Foundation (Stichting)
ADDRESS	IJsbaanpad 9-11 1067 CV Amsterdam, the Netherlands
WEBSITE	www.aflatoun.org
EMAIL	info@aflatoun.org
TELEPHONE	+31 20 626 2025
FAX	+31 20 626 2118
LINK TO ARTICLES OF ASSOCIATION:	kvk.nl
REGISTRATION INFORMATION CHAMBER OF COMMERCE:	The Netherlands, Commercial Register No. 34229026, 29 June 2005
CHARITY OR NON-PROFIT ORGANISATION:	Not-for-profit (tax free) as defined in the Section Non-profit Organisation 5b of the Dutch General State Taxes Act (Algemene Wet inzake Rijksbelastingen, "WAR") with the status of a Public Benefit Organisation (The ANBI's RSIN/ Tax number: 814607196) since 1 January 2008 (www.belastingdienst.nl/rekenhulpen/anbi_zoeken/)

WITH THANKS TO

Our achievements in 2019 can largely be attributed to the generous contributions from our donors and in-kind contributors.

Thanks to the valuable support received from a wide range of institutional, corporate and philanthropic organisations, Aflatoun International was able to continue its mission to empower children and young people globally, especially girls, through social and financial education.

FONDATION BOTNAR has contributed significantly to Aflatoun International's transition to a sustainable scaling model and social franchise, and in providing support to partners in 16 countries.

The **COMO FOUNDATION** has been strategically collaborating with Aflatoun International since 2016, on the development of Aflateen+ and the empowerment of young girls globally through education.

Since 2013, **CREDIT SUISSE** and Aflatoun International have been working towards enriching the quality of education for the disadvantaged and vulnerable children across the world.

ECHIDNA GIVING continues to assist Aflatoun International in rolling out Aflateen+ globally, and in conducting a research study in India that aims to compare the implementation of the Aflatoun programme between an NGO-led and government-led approach.

The **ERASMUS+** programmes helped Aflatoun International contextualise, translate, train and implement Aflatot in Serbia, Hungary and Slovakia, and Aflateen+ in Serbia and Albania.

In addition to the support received from **THE HERSHEY COMPANY** through the Transforming Education in Cocoa Communities Initiative (designed to transform the education system in the Ivory Coast and provide a better life for children in the cocoa communities), Aflatoun International also collaborated on a nutrition programme sponsored by The Hershey Company in Ghana, along with the Global Alliance for Improved Nutrition.

For the past three years, the **KAHANE FOUNDATION** has been partnering with Aflatoun International in its efforts to reach 1,600 vulnerable Lebanese and Syrian children with social and financial education, helping them to break away and avoid getting trapped within, the cycle of poverty.

MASTERCARD FOUNDATION collaborates with Aflatoun International on second chance education for young mothers in Tanzania to support their transition to higher education and life after school.

NATIONALE POSTCODE LOTERIJ'S continuous support has provided Aflatoun International with the necessary funds to cover the core costs of operation and continue to grow the organisation.

RABOBANK FOUNDATION (RF) has been a longstanding patron of Aflatoun International's work and partners. In 2016, RF committed to a three-year grant, thereby contributing to the development and implementation of Aflateen+ in Ivory Coast.

WITH THANKS TO

ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO) is working with Aflatoun International to enhance smallholders' abilities by equipping them with knowledge and technical skills in the sustainable production of palm oil, as well as innovative life skills (including social, financial and entrepreneurial skills).

In collaboration with **SINT ANTONIUS STICHTING**, Aflatoun International and its partner organisations aim to break the cycle of poverty through the transformational effect of life skills and financial education, empowering adolescent girls and boys in Burkina Faso and Cameroon to build a better future for themselves.

STICHTING DIORAPHTE is supporting the rollout of Aflateen+ in Uganda by building the capacity of six organisations to empower vulnerable adolescent girls with essential life skills and financial education.

A strong alliance with **VITOL FOUNDATION** allowed Aflatoun International to invest in capacity building (Global Master Trainers) and further improving the quality of the programmes by updating the Aflatoun curriculum.

In 2019, we began a partnership with **DUBAI CARES**. Together, we are introducing Aflateen+ in three countries – Togo, Mali and Niger and working to create sustainable change by training a number of local organisations.

We would not be able to achieve what we do without our contributors who help support our programmes and the partner organisations who are implementing our programmes.

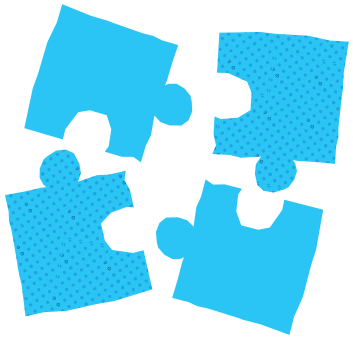
OUR IN-KIND CONTRIBUTORS

- Amsterdam Worldwide
- 180 Kingsday
- Scribble Design
- EPS Printing
- Houthoff
- Zorg van de Zaak

IMAGE CREDITS
Throughout the report, we use photos from Bjorn Martens & Giacomo Pirozzi

PREVIOUS
NEXT

IMPLEMENTING NETWORK PARTNERS



AMERICAS

BRAZIL
- ChildFund
- Ministry of Transparency, Supervision and Control
- Plan International
- World Vision

CHILE
- FOSIS - Fondo de Solidaridad e Inversión Social (Solidarity and Social Investment Fund)
- National Consumer Service – SERNAC

COLOMBIA
- Children International
- Funda Coofisam
- Fundación Cooperativa Financiera de Antioquia
- Fundación Social Coogranada
- Fundación Social Creafam Solidaria
- Grupo SURA
- Instituto Coomuldesa

COSTA RICA
- Fundación Paniamor
- Ministry of Health

CURACAO
- ACU Credit Union

DOMINICAN REPUBLIC
- Aspire
- Children International
- Programme Your First (Vice President Initiative for Youth)

ECUADOR
- Bien - Estar Foundation (Mutualista Pinchincha)
- ChildFund
- Children International
- CRISFE Foundation
- Fundación Educativa Mons Candido Rada
- Fundacion/centro educativo Inti Sisa
- Red de Instituciones Financieras-RFD

EL SALVADOR
- Gloria de Kriete Foundation

GUATEMALA
- Ak'Tenamit Association (AAT)
- BFB Foundation
- Children International Guatemala
- Dreams Alive
- Fundación AMG Guatemala
- Niños de Guatemala
- Proniños
- Riecken Libraries

HAITI
- Central Bank of Haiti
- Parole et Action

HONDURAS
- ChildFund
- Children International
- Compartir
- Ficohsa Foundation
- Fundacion Ayuda en Acción
- Ministry of Education (Secretaria de Educacion)
- Plan International

MEXICO
- Ayuda en Acción
- ChildFund
- Children International
- Educa Foundation
- Observa AC

NICARAGUA
- Plan International

PARAGUAY
- National Initiative for Financial Inclusion (ENIF)
- Paraguayan Foundation for Cooperation and Development

PERU
- CARE International
- Federación Peruana De Cajas Municipales De Ahorro Y Crédito
- FINCA Peru
- Ministry of Education (Ministerio de Educación)
- Organización Para el Desarrollo Ambiental y la Educación - ODAER
- Plan International
- Vision Solidaria
- World Vision

PUERTO RICO
- Nuestra Escuela Inc.

SURINAME
- Stichting Voor Kennisoverdracht en Bewustwording

UNITED STATES
- Children International Headquarters

VENEZUELA
- University of Carabobo

ASIA

BANGLADESH
- BRAC Bangladesh
- British Council
- National Curriculum and Textbook Board

CAMBODIA
- Farmers Life Improvement and Future Light Organisation (FLIFLY)
- NGO Education Partnership

PREVIOUS
NEXT

PREVIOUS

CHINA
- Be Better
- Plan International

INDIA
- Children International
- Himachal Pradesh Department of Education
- Meljol
- Plan International
- Tatvagyan Thinkzone

INDONESIA
- Amal Khair Yasmin Foundation
- ChildFund
- Citra Berkat Foundation
- Early Childhood Development Education Centre MoE
- INKOPDIT (Induk Koperasi Kredit)
- Institute of Islamic Education and Social Studies - LEKDIS Nusantara
- Wahana Vision Indonesia
- Yayasan Kampus Diakoneia Modern (KDM)

LAO PEOPLE'S DEMOCRATIC REPUBLIC
- Ekphatthana Microfinance Institution
- Lao Microfinance Association
- Sinhsup Meuang Nuer Deposit Taking Microfinance Institution

MALAYSIA
- Humana Child Aid Society Sabah
- Make it Right Movement
- My Shining Star Foundation

MONGOLIA
- Golden Fund for Development Association (Central Bank of Mongolia)
- Ministry of Education, Culture, Science, and Sports

NEPAL
- Child Workers in Nepal Concerned Centre
- Finlit Nepal
- Ministry of Education, Science and Technology
- National Banking Institute of Nepal
- Samunat Nepal
- Umbrella Foundation
- Volunteer Society Nepal

PAKISTAN
- Diocesan Education Centre/Primary Education Project (PEP)
- Sahil

REPUBLIC OF THE PHILIPPINES
- ChildFund
- Children International
- Department of Education
- Good Neighbours International
- National Confederation of Cooperatives

SINGAPORE
- School of Gumption

SRI LANKA
- Ministry of Edcuation
- Network for Education Children and Youth
- Room to Read

VIETNAM
- Center for Education and Development

REGIONAL
- International Cooperative Alliance-Asia Pacific
- SouthEast Asia Ministry of Education Organization (SEAMEO)

EUROPE AND CENTRAL ASIA

ALBANIA
- Dorcas Aid Albania
- Partnere per Femijet

ARMENIA
- Children of Armenia Fund
- Junior Achievement Armenia
- SOS Children's Villages*

AZERBAIJAN
- Reliable Future Youth Organisation

BELARUS
- Belarusian Pedagogical University
- Ministry of Education
- SOS Children's Villages*
- UNICEF*

BELGIUM
- The European Peer Training Organisation (EPTO)

BULGARIA
- Association Integra Bulgaria

GEORGIA
- Association ATINATI, Georgia
- Ivane Javakhishvili Tbilisi State University
- Ministry of Education, Culture, Science and Sports
- National Youth and Children's Palace

GREECE
- ActionAid-Greece
- ERGO Learning for Life
- SOS Children's Villages

HUNGARY
- Csoport-Teka Association

ITALY
- Association Students Lab

KOSOVO
- SOS Kosovo/Education Centre

KYRGYZSTAN
- National Bank of Kyrgyzstan

LATVIA
- Society of Children Social and Financial Education

LITHUANIA
- Lithuanian Children's Fund

MACEDONIA
- Centre for Human Rights and Conflict Resolution
- Ministry of Education and Science

NEXT

ONE OF THE MOST IMPORTANT THINGS I'VE LEARNED FROM AFLATEEN HAS BEEN TO SAVE. I HAVE A SAVINGS NOW. I'M AIMING TO BUYING A BICYCLE SO I CAN TRAVEL TO SCHOOL. I'VE ALSO LEARNED TO COMMUNICATE BETTER WITH PEOPLE. BEFORE THIS PROGRAMME, I COULDN'T COMMUNICATE WELL. NOWADAYS, I'M A GOOD LEADER AND I CAN COMMUNICATE WELL.

EDWIN, TENDER TALENTS SCHOOL, UGANDA

PREVIOUS

MOLDOVA
- Children Communities and Families Moldova
- Dorcas Aid Moldova
- Ministry of Education, Culture and Research

THE NETHERLANDS
- Day for Change
- Experience4Life Foundation
- StartUp4kids

POLAND
- Przedszkole "New Generation"
- Science for Environment Foundation

ROMANIA
- Dorcas Aid Romania
- Foundation PACT - Partnership for Community Action and Transformation
- National Bank of Romania
- NOROC Romania
- Policy Center for Roma and Minorities

RUSSIAN FEDERATION
- Academy of Public Administration
- Association of Teachers working with Gifted Children "PROD"

SERBIA
- Pomoc Deci (Udruzenje gradjana)

SLOVAKIA
- Open Society Foundation -Nadaia Otvorenej Spolocnosti Bratislava
- Skola Dokoran-Wide Open School

TAJIKISTAN
- Good Neighbours
- Mercy Corps
- Open Society Foundation
- UNICEF

TURKEY
- Habitat Centre for Development and Governance
- Ministry of National Education
- ORAV in Turkey

UKRAINE
- Department of Education of Vinnitsa City Council
- Dorcas Aid Ukraine
- Ministry of Education and Science of Ukraine, Preschool Education Department
- SOS Children's Villages*
- Vinnitsa Regional Public Organisation "School of Equal Opportunities"

FRANCOPHONE AFRICA

BENIN
- Batonga Foundation
- Fellowship of Christian Councils and Churches in West Africa (FECCIWA)
- Societe d'inclusion financiere SIF Groupe

BURKINA FASO
- Association d' Aide aux Enfants en Difficulte*
- Association Sira Yiri*
- Cadre de Concertation des ONG et Associations actives en Education de Base au Burkina Faso
- CREDO*
- Defense Des Enfants International
- Development Sans Frontieres*
- Ministry of national Education, alphabetisation and promotion of national languages
- SAMAFO
- Solidar Swiss*
- TinTua*
- Union des Assurances du Burina Faso (UAB)*
- United Bank of Africa (UBA)*

BURUNDI
- ETSA Centre Artistique
- Mamas for Burundi Assocation(MAFOBA)

CAMEROON
- Ministère des Enseignements Secondaires/Ministry of Secondary Education
- Syndicat National Autonome de l'enseignement Secondaire
- Zenu Network

IVORY COAST
- Agence de Promotion de l'Inclusion Financiere APIF
- Defense for Children International
- Farmstrong Foundation
- INADES-Formation*
- Programme Éducation Financière

DEMOCRATIC REPUBLIC OF CONGO
- Appui Au Developpement De L'Enfant en Detresse
- Association Pour la Promotion de l'Education Chrétienne
- Ministry of primary and secondary education, and professional training

GUINEA– BISSAU
- Ministry of Education, youth and sports
- Organização dos Escoteiros da Guiné-Bissau

MADAGASCAR
- Association Professionnelle des Institutions de Microfinance
- Ministry of national education, technical and professional training

MALI
- Association Malienne pour le Developpement Rural
- Groupe d'Appui aux Programmes
- IMAF
- Miriyawale
- Realise

MAURITIUS
- Halley Movement

NIGER
- Association pour la Défense des Enfants du Niger
- Ministry of Education, alphabetisation, promotion of national languages and civic education

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SENEGAL
- Centre Sportif Fayda
- Espoir des Enfants Nafoore
- UPTRIBE
- World Vision Senegal

TOGO
- Fédération des Syndicats de l'Education Nationale
- Fellowship of Christian Councils and Churches in West Africa (FECCIWA)
- Ministry of Primary and Secondary Education and Professional Training

MIDDLE EAST & NORTH AFRICA

ALGERIA
- Amal El Tifl (Hope of Child)
- Réseau algérien pour la défense des droits de l'enfant (NADA)

BAHRAIN
- Bahrain Women Union

EGYPT
- Life Vision for Development/Dorcas
- Plan International Egypt
- UNICEF*

IRAN
- Business Excellence Consultancy Group

JORDAN
- Fin Church Aid
- INJAZ
- Jordan River Foundation
- Ministry of Education
- Near East Foundation
- Plan International Jordan
- UNICEF*

KUWAIT
- Al-Waha Nursery
- Nuqat Ala AlHuroof

LEBANON
- Dorcas Lebanon & Syria
- Enfants sans Frontières
- Foyer De L'amitié (Dar Al Sadaka)
- Global Steps
- Home of Hope
- Nour El Alam
- SAT-7 International Trust
- Sonbola
- SOS Children's Villages Lebanon
- Young Men's Christian Association - YMCA

LIBYA
- Ministry of Education

MOROCCO
- Bayti Association
- Fondation Marocaine pour l'Education Financiere (FEMF)
- Ministry of National Education and Vocational Training

PALESTINE
- Al Nayzak for Supportive Education and Scientific Innovation
- Ibtikar for Empowerment and Social Entrepreneurship
- Initiative for Supporting Students (ESNAD)
- Unlimited Friends Association for Social Development

SAUDI ARABIA
- Arab Urban Development Institute
- Awareness Centre For Educational Consulting (Wa3i)

SOMALIA
- Solidarity Youth Voluntary Organisation

SUDAN
- Plan International Sudan
- Sudanese Coalition for Education for All
- UNICEF*
- World Organisation for the Family and Child Welfare (WOFCW)

SYRIA
- Mobaderoon
- UNICEF*

TUNISIA
- Enda Inter-Arabe
- Ministry of Edcuation

UNITED ARAB EMIRATES
- UNICEF*

YEMEN
- For All Foundation
- Protecting Adolescents Association
- Sanid Organization for Relief and Development
- Sustainable Development Foundation
- Yemen Peace School

ANGLOPHONE AFRICA

BOTSWANA
- FinEdu
- Project Concern International
- Stepping Stones International (SSI)
- Travel for Impact and ABC Foundation

ETHIOPIA
- ChildFund Ethiopia
- Development Expertise Centre
- Dires House of Sports
- Dorcas Aid Ethiopia
- EngenderHealth-Ethiopia
- FruityCity Childrens World
- Future Hopes Integrated Development Organisation (HIDO)
- Hiwot Integrated Development Organisation
- Unicef-Ethiopia*
- World Vision

REPUBLIC OF THE GAMBIA
- ChildFund Gambia
- Ministry of Basic and Secondary Education

GHANA
- New Dawn for Social Development
- Savana Signatures
- Solidaridad*

KENYA
- Action for Child Development Trust (ACDT)
- Chesire Disability
- ChildFund Kenya
- Dorcas Aid Kenya
- Monture Africa Limited
- SOS Children's Villages*
- Stichting Siaya

LESOTHO
- Catholic Relief Services

LIBERIA
- African Children Youth Development Network Liberia
- Liberia Rural Children Psychosocial Development Organisation

MALAWI
- Hope for Relief
- People Serving Girls at Risk

MOZAMBIQUE
- Associação Wona Sanana
- ChildFund
- Dorcas Aid Mozambique
- Ministry of Education and Culture
- Rede para o Desenvolvimento da Primeria Infancia (RDPI)

NAMIBIA
- Global Entrepreneurship Network
- Project Hope Namibia

NIGERIA
- Linking the Youth of Nigeria through Exchange (LYNX)
- Nigeria Education Research Development Council (NERDC)
- United Bank of Africa*

RWANDA
- Hope of Family
- Young Woman's Christian Association

SIERRA LEONE
- ChildFund

SOUTH AFRICA
- Charter Academy
- Star Savers-Banking Association of South Africa
- Unicef-South Africa*

SOUTH SUDAN
- Support for Peace and Education Development Programme (SPEDP)

ESWATINI
- Center for Financial Inclusion
- Unicef-eSwatini*

TANZANIA
- Dorcas Aid Tanzania
- INADES*
- Karibu Tanzania Organization*
- Rightway Nursery and Primary School
- Room to Read
- Singida Paralegal Aid Centre (SIPACE)
- Thubutu Africa Initiatives

UGANDA
- Children of Uganda
- Girls in Red Organization
- Hope for Working children and Youth
- I Profile Foundation
- National Curriculum Development Centre (NCDC)
- Network for Active Citizens (NAC)
- Oasis Uganda
- Private Education Development Network (PEDN)
- Strenghtening Hope and Resilience Empowerment- SHARE
- Unicef-Uganda*
- Young Agro Green Africa Network
- Youth Line Forum

ZAMBIA
- Children International Zambia

ZIMBABWE
- Abantu Development Initiative Trust (ADIT)
- Elevation Zimbabwe
- Junior Achievement Zimbabwe

**Project related partners supported by a specific donor/foundation.*

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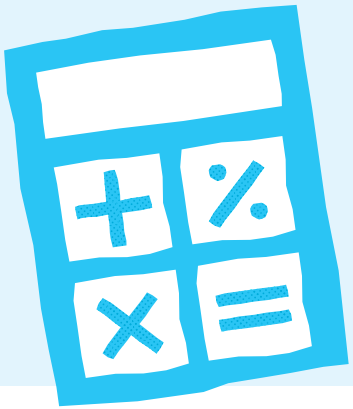
OUR PERFORMANCE



2019 FINANCIAL RESULTS

BALANCE SHEET – 31 DECEMBER 2019

(after proposed appropriation of the balance of income and expenses)

in EUR	2019	2018
ASSETS		
Fixed assets		
Tangible fixed assets (1)	7,749	11,638
Current assets		
Receivables and prepayments (2)	947,362	542,400
Cash at banks and in hand (3)	491,175	961,414
Total current assets	**1,438,537**	**1,503,814**
Total assets	**1,446,286**	**1,515,452**
RESERVES AND LIABILITIES		
Reserves (4)		
Continuity reserve	309,203	406,740
Total reserves	**309,203**	**406,740**
Current liabilities (5)	**1,137,083**	**1,108,712**
Total reserves and funds	**1,446,286**	**1,515,452**

STATEMENT OF INCOME AND EXPENSES FOR THE PERIOD ENDED 31 DECEMBER 2019

in EUR	Actual 2019	Budget 2019 (unaudited)	Actual 2018
SOURCE OF INCOME			
Income from connected non-commercial organisations	2,532,442	3,001,856	2,104,063
Income from lottery organisations	500,000	500,000	500,000
Income from individuals	-	-	-
Income from commercial organisations	-	-	-
Income from government	-	-	-
Income from other non-commercial organisations	-	-	-
Total income	**3,032,442**	**3,501,856**	**2,104,063**
EXPENSES			
Expenses made for strategic objectives			
Objective 1: Concept[1] (priority area 1)	511,659	678,942	517,235
Objective 2: Programme[2] (priority area 2)	1,142,845	783,942	1,147,341
Objective 3: Network[3] (priority area 3)	622,473	1.007,711	369,749
Total expenses made for strategic objectives	**2,276,977**	**2,470,595**	**2,034,325**
Expenses for fundraising	69,971	50,000	103,386
Operational and administrative expenses	783,031	596,926	458,337
Total expenses	**3,129,979**	**3,117,521**	**2,596,048**
Balance of Income and Expenses before financial results	**(97,537)**	**384,335**	**8,015**
Financial results	-	-	-
Balance of Income and Expenses after financial results	**(97,537)**	**384,335**	**8,015**
Proposal of appropriation of the balance:			
Addition (deduction) to (from) continuity reserve	(97,537)	384,335	8,015
Addition (deduction) to (from) destination fund	-	-	-
Total appropriation of the balance	**(97,537)**	**384,335**	**8,015**

1 To focus on the importance of Social and Financial Education in fulfilling the Sustainable Development Goals and advocacy at the national and international level through a global movement of all partners. **2** To improve the quality of existing curricula, and ensure its relevance and effectiveness by linking it to emerging issues, such as migration, climate change, peacebuilding, girls' empowerment and youth employment. **3** To accelerate the scale-up of Social and Financial Education while ensuring quality, and maximising its reach through a strengthened network. To this end, Aflatoun will employ complementary strategies to support integration into national curricula and campaigns addressing societal challenges.

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Stichting Aflatoun International has three pillars in its Strategic Objectives 2016-2020, which are included in these financial statements and should be seen in relation to the following included priority areas:

1 Priority Area 1: Concept - To focus on the importance of Social and Financial Education in fulfilling the Sustainable Development Goals and advocacy at the national and international level through a global movement of all partners.

2 Priority Area 2: Programme - To improve the quality of existing curricula, and ensure its relevance and effectiveness by linking it to emerging issues, such as migration, climate change, peacebuilding, girls' empowerment and youth employment.

3 Priority Area 3: Network - To accelerate the scale-up of Social and Financial Education while ensuring quality, and maximising reach through a strengthened network. To this end, Aflatoun will employ complementary strategies to support integration into national curricula and campaigns addressing societal challenges.

ACCOUNTING PRINCIPLES

The financial statements are prepared under the historical cost convention in accordance with accounting principles generally accepted in the Netherlands pursuing RJ 650 (Fund Raising Organisations). Assets and liabilities are stated at face value, unless indicated otherwise.

ALLOCATION OF EXPENSES

The expenses recognised in the reporting year are allocated to the strategic objectives, to Aflatoun's fundraising activities, or to operational and administrative costs. The allocation has been detailed in the schedule allocation of expenses to objectives.

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EMPLOYEE INFORMATION

In 2019, Aflatoun employed on average 24 employees (FTE: 20.9).

in EUR	2019	2018
Gross salary	1,015,254	772,655
Social contributions	186,544	139,199
Pensions	33,216	-
Other personnel costs	38,691	-
	1,273,705	**911,854**

Per 1 August 2015, the CEO started with a definite contract for 40 hours per week. The following costs are derived from the salary administration and comprises the salaries of the executive directors for the year 2019:

in EUR	2019	2018
Gross salary (CEO)	85,284	80,805
Pension	7,579	-
Holiday payment	-	6,317
Social contributions	11,040	10,753
	103,903	**97,875**

The gross salary plus pension in 2019 per month was EUR 7,107 (including 8% holiday allowance). This is based on the so called "Wijffels code" for remunerations for directors working in the non-profit sector, which takes into consideration the size, budget and complexity of the organisation.

This is also within the range of the maximum yearly salary of EUR 156,754 (1 FTE/12 months) according to the "Regeling beloning directeuren van goededoelenorganisaties". According to this regulation, the salary of EUR 103,903 falls in category G with 371-410 points (maximum is category J with 491 points).

During the year, there were on average 20 volunteers active (2018: 23).

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INCOME FROM NON-COMMERCIAL ORGANIZATIONS (6)

in EUR	2019	2018
Unicef	502,822	84,657
Sint Antonius Stichting	322,946	89,101
The MasterCard Foundation	321,834	295,595
Echidna Giving	144,958	38,264
Botnar Foundation	117,055	250,008
Roundtable on Sustainable Palm Oil	96,459	218,923
Credit Suisse	89,015	155,367
Opportunity International UK	83,764	47,143
Dioraphte Foundation	74,957	-
The MasterCard Foundation/Solidaridad	53,684	43,139
Kahane Foundation	52,124	20,376
Vitol Foundation	50,431	114,563
COMO Foundation	49,077	7,422
Porticus/Opportunity International UK	37,380	4,769
Rabobank Foundation	35,776	73,423
Erasmus+	30,700	23,776
Hershey Foundation	26,093	17,344
Meem Ain for Education	20,000	-
EU4Youth	17,673	-
SOS Childeren's Villages	15,352	7,415
TRECC/Hershy Foundation/Jacobs Foundation	14,724	-
Project Hope	14,462	-
TRECC OLAM	14,160	-
HDPI, Inc.	11,380	-
Chemonics	8,741	46,528
Lynx	6,193	-
Dubai Cares	2,795	-
Stichting Marthe van Rijswijck Foundation	1,743	8,257
Be Better	1,400	-
Action aid Hellas	1,020	-
Human Development Impact Fund	(12,938)	12,938
Jacobs Foundation	-	156,746
SOS Children's Villages/European Union	-	94,594
European Investment Bank (EIB)	-	18,999
Dutch Embassy of Zimbabwe	-	13,689
Aga Khan Foundation	-	8,697
ING	-	5,429
Sub-total, transfer to the next page	**2,205,780**	**1,857,162**

The income received from the respective donors is used for spending as agreed in the contracts. The amount for pro bono services has been valuated at estimated realistic expenses in the Netherlands and are provided by companies.

INCOME FROM LOTTERY ORGANISATIONS (7)

in EUR	2019	2018
Nationale Postcode Loterij	500,000	500,000
	500,000	**500,000**

RISK MANAGEMENT AND COVID-19

Aflatoun's management and board continue to work together to actively identify, rate and manage key risks and issues. For 2020, the COVID-19 epidemic is the highest risk identified for Aflatoun, both in terms of its staff and its operations. The risks for staff have been mitigated through working remotely. Aflatoun identified early on the risks of COVID-19 and set up emergency plans and systems to work remotely. Also, a key external risk is the increased complexity involved in managing partners as our portfolio increases.
To mitigate this, we are embarking in developing various robust risk mitigating policies to address the risks in various regions, business cultures and amongst varying stakeholders. During 2019, Aflatoun conducted a due diligence audit at one of its partner implementers, to ensure system were functioning and applied to Aflatoun's funding.

The key external risks relate to ensuring Aflatoun remains relevant and contributes to sustainable development. Furthermore, intellectual recognition Aflatoun's work and impact needs to be captured strategically within various development platforms. As we transform to digital platforms, we recognize the intellectual property rights and risks associated within the digital arena and continue to work with partners to ensure Aflatoun maintains in control over its content and use of its content, while carrying out its mission.

Overall, 2019, has been Aflatoun's year of positive change. We made impressive progress within the network continuing to work together towards high-quality, inclusive, social and financial education for all children and young people, especially the most vulnerable ones amongst them. With your valued support and continued co-operation we can provide children with the right tools to create a sustainable future for all.

POLICIES ON RESERVES

Aflatoun wants to ensure sustainability of the organisation and its international network. Therefore, Aflatoun has created a Continuity Reserve, which it seeks to grow to a level sufficient to fully cover operational and programme costs for a period of 3 months (ie.

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I WANT TO SHARE WITH YOU MY THANKS TO AFLATOT. BECAUSE OF IT I HAVE LEARNED MANY GOOD THINGS: TO VALUE MYSELF, TO BE CALM. I HAVE LEARNED ABOUT MY OBLIGATIONS, SAVING, AND THE MOST IMPORTANT IS SHARING. NOW I AM HAPPY."

(MARTA, FUNDACIÓN FICOHSA, HONDURAS)

maintain a General Reserve of 25% of total annual expenditure. This is based on a conservative estimate of the amount of time taken to secure funds. As a minimum, Aflatoun seeks to not allow the general reserve to fall below 25% of institutional costs (staff plus overheads).

Where the target level of reserves is exceeded, the Management will generally present proposals to the board, as part of the annual budget or throughout the year, to draw down on the General Reserve for strategic one-off investments.

VOLUNTEERS AND INTERNS

Aflatoun relies on the assistance of a number of volunteers and interns to assist the team with major events. Aflatoun provides volunteers and interns with a small stipend to assist with the cost of travel associated with their assignments.

COMMUNICATION WITH KEY STAKEHOLDERS

Aflatoun's key stakeholders are the local partner organisations that implement its programmes around the world and the donors that support Aflatoun's work. Communication with partners is coordinated by the relevant Regional Manager, drawing on the support of the Regional Representative, as needed. Communications with new donors is coordinated by the fundraising team, and communications with existing donors is managed by the relevant Project Manager.

REMUNERATION OF THE BOARD

No member of the Board of Directors received any remuneration for the year ended 31 December 2019.

ENVIRONMENT

Caring for the environment and fostering sustainable development is a core part of Aflatoun's ethos and programmatic work, including a commitment to minimising waste and encouraging recycling.

PERSONNEL POLICIES

Aflatoun employee policies are in line with legal requirements and good practices in the Netherlands, and are outlined in the Employee Manual, including the employee code of conduct and child protection policy.

CORRUPTION AND FRAUD

Aflatoun has a strong set of internal controls, designed to mitigate the risk of fraud and corruption. These include: a finance manual, outlining policies and procedures related to approval and documentation of expenditure and payments; an anti-money laundering, terrorism financing and sanctions policy; an employee code of conduct; and a whistle-blower policy, including a duty to report, and protections for whistle-blowers.

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CHILDREN EMPOWERED

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