



Annual Report 2024–2025

Plan International



Contents

This is the Annual Report of Plan International, covering the financial year from 1 July 2024 to 30 June 2025.

“By pursuing my education, I can help my community.”



“I now realise that true equality involves sharing responsibilities, regardless of gender.”



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“I want my country to be okay again.”

“My dream is to finish my education and support my community’s development.”



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Colophon

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“
*Aren't we human,
just like you?*”

Foreword by the Director

Each year, I dedicate this foreword to someone whose story embodies our purpose, our work or our impact. Often, these are youth activists, peacebuilders, or girls and women who challenge the status quo and stand up for a more gender-equal world. Sadly, this year, I only had the chance to meet the woman I am honouring online, but even through a screen, her passion and talent were unmistakable.

Fatima Hassouneh or Fatem, as her peers in our *She Leads* programme called her, was a 24-year-old Palestinian photojournalist and youth advocate. Through her words and images, she courageously conveyed the reality of life in Gaza to leading international media outlets. Yes, I say 'was', with a heavy heart, because Fatima and her family were killed in April in an Israeli airstrike that targeted their home.

Through her fearless storytelling, Fatima gave the world a window into the human cost of conflict. Amid a daily struggle for survival, she showed extraordinary resilience and was a powerful ambassador for youth. In an article she wrote last year, she posed a question that has stayed with me ever since: *"Aren't we human, just like you?"*

***"I bow to our colleagues worldwide,
who give meaning to humanitarian
principles every single day."***

Shared humanity is a core humanitarian principle and a fundamental driver of our work. Yet in a world rife with conflict, it is precisely this principle that needs to be defended. As a result, women and girls frequently bear the greatest burden. Fatima lost her life because she dared to speak out against the inhumanity surrounding her. In her memory, we continue to call for an end to the violence, unhindered access to deliver desperately needed aid, protection for humanitarian workers, and accountability for all violations of international humanitarian law.

Women and girls in Sudan and neighbouring countries are also under siege. Sudan now has the highest number of displaced people in the world. The weekly situation reports I receive from our colleagues describe how women and girls on the run face extreme risks, including sexual violence, exploitation, child marriage and teenage pregnancy. Despite working under dangerous and often unpredictable conditions, these reports always end with the words: *"Plan International continues to deliver lifesaving assistance in all programme areas."* I bow to our colleagues worldwide, who give meaning to humanitarian principles every single day.

Closer to home, it was also a challenging year for our Dutch team. With USAID dismantled, shrinking budgets for Development Assistance in the Netherlands, and growing humanitarian needs globally, the urgency for change and the case for localisation and power-shifting became even stronger. We refocused, said farewell to almost 20 percent of our team, and are now gradually handing over more responsibilities to our colleagues and partners in our programme countries. I applaud our entire team for their resilience and willingness to remain open-minded throughout what was at times a painful process.

Given these circumstances, we felt it was not appropriate to celebrate our fiftieth anniversary in the Netherlands with a large-scale party. Instead, we welcomed fifty of our most loyal supporters to our office for cake, short presentations on our impact, and a heartfelt exchange of ideas and experiences. It was undoubtedly one of the highlights of my year. One guest has been supporting us for 49 years!

Another moving display of solidarity was the third edition of the *Night Against Sexual Violence* in Rotterdam this May. Nearly one thousand people of all genders walked 20 kilometres through the night to raise both awareness and funds to combat sexual violence and harassment in public spaces worldwide.

I am also deeply grateful to the Dutch Postcode Lottery, who increased their annual donation to us from €3.15 million to €4 million. In the volatile context in which we operate, unrestricted funding like this is invaluable. It allows us to respond effectively to urgent needs on the ground. Their funding approach makes the Postcode Lottery one of the most courageous and forward-thinking donors in the world.

Despite the many challenges ahead, the trust of supporters like them, along with our 105,000 private donors, gives us hope and a strong foundation for the year to come. Whatever the future may hold, we are ready to face it together with our team, our partners around the world, and our many supporters who continue to stand with us.

Garance Reus-Deelder

Director, Plan International in the Netherlands

Foreword by the Supervisory Board

Five years before the deadline to realise the Sustainable Development Goals, new political realities in several countries appear to have weakened global commitment to these crucial goals for humanity. Many companies and governments are lowering, rather than raising, their ambitions on diversity, gender equality and inclusion. In April this year, the EU even postponed the implementation of CSRD¹ reporting for large corporations and reduced its scope.

These are troubling signs. The responsibility to create a more sustainable future cannot rest with organisations like ours alone. That is why we are so pleased to partner with companies and organisations that believe in a world where sustainability and equality go hand in hand with profitability. Organisations that do not require new legislation to commit to doing their part. That recognise that working with organisations like ours makes them stronger. And, most importantly, that it helps create a better future for all.

I was first introduced to Plan International while working for Accenture, which still provides us with much-appreciated pro bono support. That experience showed me how meaningful it is when corporate employees contribute to the mission of organisations like Plan International. I am also immensely proud of our longstanding partnership with the TUI Care Foundation, which we expanded to Vietnam this year and further strengthened in Thailand and the Dominican Republic. This programme uniquely combines vocational and life skills training for girls and young women with TUI's own need for a well-trained workforce.

Similarly, Tony's Chocolonely works with our team in Ghana to prevent teenage pregnancy in the cocoa plantations they source from, while Adyen leverages its global network of consumers to raise funds for programmes run by organisations like ours. It is not only large corporations that partner with us for impact; many small- and medium-sized enterprises, such as Ateljé and Jeh Jewels, work with us and/or encourage their staff and customers to contribute, for example through sponsorship events or in-kind support.

It is only through cooperation between governments, companies, private citizens and not-for-profit organisations that we can create lasting positive change. In a world torn by conflict, it is this kind of partnership that gives me hope. We look forward to encouraging even more companies to join us in working towards a more just world.

The development and humanitarian sector is under enormous pressure due to shifting political priorities and budget cuts in several high-income countries. It has therefore also been a challenging year for our team in the Netherlands. The Board is proud of how the team has responded to these circumstances, embracing the necessary organisational changes and staying true to our ambition to shift power and resources to colleagues and partners in the countries where it is most needed and most effective. I expect that change and uncertainty will remain a constant in the coming year, but I am confident that, together with all those committed to a better world, we will continue to deliver positive impact for girls and young women.

Anja Montijn

Chair of the Supervisory Board, Plan International in the Netherlands

¹ Corporate Sustainability Reporting Directive, an EU law that mandates businesses to report on their environmental and social impact, as well as their governance practices, in a detailed and standardised way.

A young woman with dark hair, wearing a brown sari with a subtle floral pattern, is walking towards the camera on a stone-paved path. She is carrying a black bag over her shoulder and has a serious expression. The background shows a rural setting with several tall, thin trees and some debris on the ground. The lighting is natural, suggesting daytime.

*“
If I didn’t marry
him, they would
kidnap or kill me.”*

1. What we stand for

Plan International is a dual-mandated organisation, working in both development cooperation and humanitarian assistance across more than 80 countries. We are committed to supporting vulnerable children worldwide with a particular focus on girls and young women. Whether a crisis arises from conflict, natural disaster, famine or epidemic, we provide life-saving humanitarian assistance while also helping communities to recover and prepare for future risks. At the same time, we address the unequal position of girls and young women so that they can enjoy the same rights and opportunities as boys. Thanks to the generous support of thousands of private sponsors, companies, institutional donors and partner organisations, we are able to improve and protect the lives of many children and young people around the globe.

Our vision

Plan International envisions a world in which girls and boys enjoy equal rights and opportunities, and where all children are able to realise their full potential. A world that respects the rights and dignity of children, young people, and the adults around them.

What we do

Plan International in the Netherlands is part of the global Plan International federation — an independent, international organisation with no political, religious or commercial affiliations. In our programme countries, we work to develop sustainable solutions that reduce poverty and injustice, improving living conditions for children and adolescents. At the same time, we provide life-saving support to girls in crisis. Through our efforts, we contribute to the United Nations Sustainable Development Goals (SDGs). This includes work on thirteen of the seventeen goals namely:



Plan International brings together a unique combination of approaches to create lasting change in the lives of children and young people:

- We place a strong emphasis on strengthening the position of girls and young women.
- We work directly with and within communities, implementing programmes with locally based colleagues.
- We focus on achieving long-term, sustainable improvements.
- We provide emergency assistance before, during and after crises, with particular attention to families, girls and young women.
- We cooperate with local civil society organisations, strengthening their capacity and networks, and providing direct funding.
- We connect sponsors in the Netherlands with our global work.

Our ambitions

Our ambitions are laid out in our five-year strategic plan (2021–2025). During this period, we aim to support two million girls and young women around the world — particularly those affected by crisis, inequality and injustice — to learn, lead, decide and thrive. More information about our progress over the past year can be found in paragraph 2.2 - Reflection on the past year.

“

*By pursuing
my education,
I can help my
community.”*



2. In brief



In the 2024-2025 reporting year, Plan International implemented a total of **51** projects.



Of this total, **58%** of the projects were gender-transformative and **42%** gender-aware.



We reached **520,051** children and adolescents through our projects over the course of the reporting year.



They included **287,818** girls and **232,233** boys under the age of 18.



We reached **105,090** young women over the age of 18.



A total of **39,384** sponsor children were supported by **34,505** sponsors.



Private donors in the Netherlands donated **€20,772,217**



During this reporting year, our Dutch office worked on programmes in **32** countries.



For the worldwide results of the entire **Plan International federation**, see section 6.

2.1 Our financial results

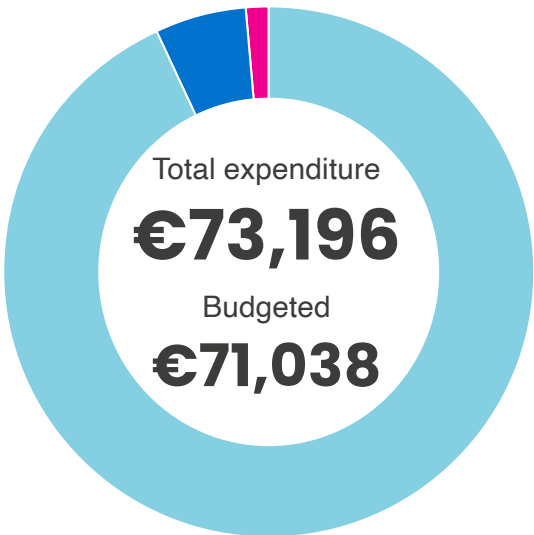
Expenses

Amounts * €1,000

€68,171
Spent on objective

€4,128
Fundraising expenses

€896
Management and administrative expenses



Income

Amounts * €1,000

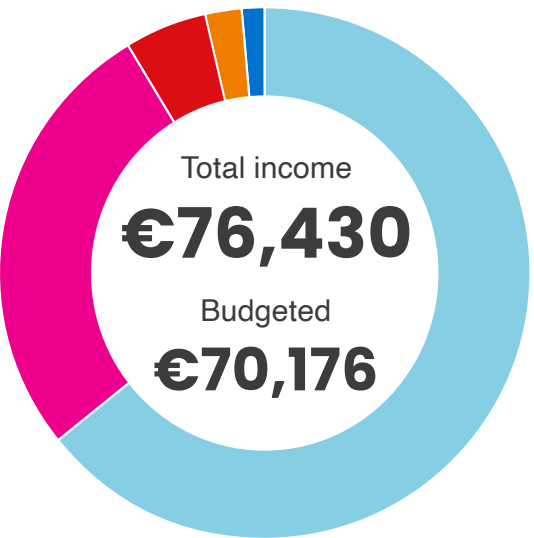
€49,255
Revenue from government grants

€20,772
Revenue from private donors

€4,001
Revenue from lottery distribution funds

€1,520
Revenue from corporate sources

€882
Revenue from other nonprofit organisations



Notes to income

The funds that Plan International receives are spent on its objectives as quickly and effectively as possible. During the fiscal year under review, 93.1 percent of total expenditure was allocated to its objectives, 5.6 percent to fundraising, and 1.2 percent to management and administrative costs.

Revenue from government grants

Total revenue from government sources in the year under review exceeded both the budgeted amount and the previous year's grant revenue. This was largely due to the increased funding for humanitarian assistance by both the European Union and the Dutch Government.

Revenue from private sponsors

Plan International receives one-off and regular donations and legacies from private sponsors. Donations are done via child- and project sponsoring. Child sponsoring contributes to our community programmes and project sponsoring focusses on one or more of our projects. All the projects aim to improve opportunities and rights for girls and young women in terms of access to resources such as protection, hygiene, healthcare and education.

We recruit new sponsors through online channels and door-to-door canvassing. Revenue from private sponsoring decreased by 5 percent versus last year due to lower donations in legacies. The revenue from child and project sponsoring remained more or less the same, although we noted an ongoing decrease of child sponsors, compensated by an increase of project sponsors. During the year under review, the total number of private donors slightly increased from 104,000 per July 1st, 2024 to 105,000 on June 30, 2025.

Revenue from lottery distribution funds

Plan International has been a beneficiary of funding from the Dutch National Postcode Lottery since 1998. For the past nine years Plan International has received an annual contribution of 3.2 million euros for its work. This contribution was increased to 4.0 million euros in the year under review. Such unrestricted funding enables us to leverage these funds as matchfunding for larger grants, which allows us to greatly increase our scale and impact.

Revenue from corporate sources

Business partners contributed a combined total of 1.7 million euros to our programmes. This was less than last year but more than we budgeted for. Plan International received major contributions from corporate partners Adyen and ASML Foundation. Plan International continues its efforts to involve more corporate partners in its work. In addition to these project contributions, Plan International received in-kind donations from DLA Piper and Accenture.

Revenue from other nonprofit organisations

In the year under review, we received revenue from several nonprofit organisations. This item includes funding contributed by the Cooperating Aid Organisations (Samenwerkende Hulporganisaties - SHO), better known in the Netherlands as Giro555. Plan International has been participating in this initiative since 2015.

In October 2024, SHO started a fundraising campaign for all people affected by the humanitarian crisis in the Middle East. Plan International received around 1.3 million euros, the majority of which has already been forwarded to our local partners who are providing the humanitarian assistance. In addition, the SHO project in Ukraine, which began in 2022, was completed.

2.2 Reflection on the past year

Serious and unpredictable conflicts across the world dominated the geopolitical agenda. While the number of people in need is higher than ever before, the Dutch government is implementing the deep cuts to development funding that were announced last year. At the same time, private fundraising is becoming increasingly challenging and costly.

Our mission is now more relevant than ever. In times of crisis and conflict, girls and young women are hit hardest. Organisations like ours must rise to the occasion and demonstrate their relevance. In recent years Plan International has embarked on a strategic ambition of 'scaling up our humanitarian work' which has led to an increase of our humanitarian portfolio with a focus on women and girls. Future trends indicate an even greater increase in humanitarian needs worldwide, whilst the funding landscape is stagnating. This was most apparent following the US government's cuts to humanitarian funding in January 2025. In response to these evolving dynamics, Plan International continues to be agile and adaptable, restructuring the organisation to address the challenges ahead.

Our progress towards implementing our strategy has been mixed. At the start of our four-year strategic cycle, our ambition by the end of 2025, was to become:

1. A stronger network and knowledge partner for our counterparts in programme countries.
2. A more learning- and knowledge-driven organisation.
3. An organisation that consistently applies feminist leadership principles across all areas of work.
4. An organisation with a strong youth-led focus in both programming and internal ways of working.

Over the past year, we made clear progress on the first two ambitions:

- Localisation and power-shifting were key guiding principles behind the new organisational structure we introduced.
- We strengthened our Knowledge, Learning and Impact team.

To ensure we remain futureproof despite shifts and funding cuts in the sector, we restructured our organisation and reduced the size of our team by almost 20%. In doing so, we shifted programmatic responsibilities to our country offices and focussed our organisation on fundraising and support to partners. Due to our focus on this organisation restructuring, we were not able to reach all our ambitions for the year. We would have liked to dedicate more focus to embedding our feminist leadership principles as we had intended. While our multi-country *She Leads* programme continues to serve as a strong example of meaningful youth participation, including at multilateral fora, this youth-led focus has been less evident within the office in recent months. Furthermore, the continuation of key elements of the *She Leads* programme is still uncertain, due to Dutch government budget cuts affecting this essential youth participation initiative.

Our impact is closely linked to the income we generate. In a difficult fundraising environment, we managed to retain our base of private donors. A very welcome development was the increase in the annual contribution from the Dutch Postcode Lottery which went from €3.15 million to €4.0 million. Unrestricted funding of this kind is crucial in the volatile context in which we work.

Our impact also grew thanks to the strong expansion of our humanitarian programming. However, it has proven more difficult than anticipated to develop *nexus* programmes — combining humanitarian, development, and, where possible, peacebuilding objectives. Many large donors still take a traditional funding approach, separating 'development' and 'humanitarian' streams. Humanitarian funding is increasingly focused on immediate, lifesaving interventions. Nevertheless, we continue to include resilience and livelihood elements in many of our humanitarian programmes.

“

*Precisely because
we are young, we
are committed to
peace.”*



3. Our strategy 2021 – 2025

Sustainable Development Goals



Our ambition:

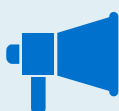
Contribute to a just world, in which children's rights and equality for girls are duly safeguarded.

What we aim to achieve within four result areas:



Learn

Children, and girls specifically, take on matters that are important to them personally.



Lead

Children, and girls specifically, have access to education and have acquired the necessary skills for a decent job and life.



Decide

Children, and girls specifically, have a say over their own body and life.



Thrive

Children, and girls specifically, grow up in good health and without being subjected to fear or violence.

Our objectives:

Increased impact

Increase our impact on girls and young women in a number of ways, including by sharpening our thematic focus (climate change, triple nexus*) and approach (continuous learning, closer ties with our local colleagues and partners).

Shifting power and control

Decisions are taken by individuals who are close to the people for whom we work.

Improved sustainability

We improve the sustainability of our operations by spreading our sources of funding and reducing our carbon footprint.

*Triple nexus refers to the interlinkages between humanitarian, development and peace actors.



“

*Now that I'm
doing so well,
my classmates
often come to me
for help. And I'm
more than happy
to help them!”*

4. International programmes

Through our programmes, we strive to build a world in which young people — especially girls — have the opportunity to learn, lead, decide and thrive. We work to improve the living conditions of children, strengthen the position of girls and young women in society, and expand the opportunities available to them. We do this not only *for* girls, but also *with* them whilst actively engaging boys and young men in the process.

Operating in both stable and fragile contexts, we support sustainable development and provide humanitarian assistance wherever needed. In fragile situations, we cooperate closely with partners and communities to help build sustainable peace.

This chapter highlights some of the results achieved over the past financial year across our four global key result areas: **learn**, **lead**, **decide** and **thrive**.

4.1 Learn

Plan International works to improve access, quality and relevance of education and enhance future employment prospects for disadvantaged children and adolescents. We do this through long-term programmes as well as targeted interventions in crisis-affected areas. Our aim is to enable young people to pursue the education of their choice and develop essential life skills. We are committed to ensuring that girls have the same career opportunities as boys in both stable as humanitarian settings.

Green Skills Now: Colombia & Ecuador

Inclusive green skills to build vocational and technical capacity for a sustainable future in Colombia and Ecuador	
1NO POVERTY 5GENDER EQUALITY 8DECENT WORK AND ECONOMIC GROWTH 13CLIMATE ACTION	
Key result area	Learn
Programme term	January 2025 – December 2026
Themes	Youth Economic Empowerment, Green Skills, Gender Equality
Countries	Colombia and Ecuador
Partners	SECAP (Ecuador), Colombia Incluyente (Colombia), CINOP (Netherlands), Politeknika Ikastegia Txorierri (Spain)
Donor	EU Erasmus+ programme
Budget	€483,338 (total project budget)

Green Skills Now is a two-year programme (2025–2026) implemented in Colombia and Ecuador, aiming to equip disadvantaged youth, particularly young women, with vocational skills for the green economy. Funded by the EU Erasmus+ programme and developed in cooperation with vocational institutions and international partners, the project delivers market-relevant training, promotes youth employment, and strengthens education systems through digital tools and cross-regional exchange. It also works to promote inclusion, gender equality, and climate resilience within the green labour market.

Objective

The project aims to contribute to sustainable development by establishing an inclusive, market-oriented vocational training programme focused on green skills. The specific goal is to integrate an inclusive green curriculum into the training portfolios of the Ecuadorian Professional Training Service (SECAP) and of Colombia Incluyente. This will enable young people to access decent and environmentally sustainable employment. The programme places a strong focus on gender equality and the inclusion of marginalised groups.

Approach and key elements

As the project is in its early stages, the following section outlines the approach, goals and core components:

- The project will develop and deliver a green skills training programme that raises awareness about climate change, encourages reflection on environmental impact, and introduces sustainable practices and green entrepreneurship.
- In cooperation with Institutions for Vocational Education and Training (VET) and partners, the programme will strengthen institutional capacity, foster public-private partnerships, and promote international knowledge exchange through Plan International’s expert network.

- By the end of 2026, the project will have trained:
 - 150 teachers in green and gender-responsive education
 - 200 young people, with a focus on girls and young women
- An improved digital employment platform will be launched in Ecuador to better connect trained youth to green job opportunities.
- Two global learning sessions will bring together participants from Africa, Asia, Europe and Latin America to share insights, experiences and best practices.

Inclusive focus

Gender equality, inclusion and diversity are guiding principles of the project. The green transition is used as an opportunity to challenge existing climate and gender injustices by enabling excluded youth, particularly young women, to access training and participate meaningfully in the green economy.

Innovative methods

The project applies participatory and digital methods, such as e-learning, blended learning, design thinking, entrepreneurship projects, student challenges and skills competitions to ensure engaging, accessible and future-proof learning experiences.

Promoting education and protection for crisis-affected children in Ethiopia

Promote access to primary education and protection assistance for conflict-affected populations in Tigray, Amhara, Afar and Benishangul, and refugees in the camps of Nguenyyiel, Tsore, Ura, Alemwach, Kumer and Awlala, with emergency WASH and Food Security in response to the Sudan crisis.

3GOOD HEALTH AND WELL-BEING

4QUALITY EDUCATION

5GENDER EQUALITY

6CLEAN WATER AND SANITATION

Key result area	Learn
Programme term	1 June 2022 – 30 June 2025
Themes	Education in Emergencies, Child Protection
Countries	Ethiopia
Partners	ActionAid, Imagine One Day, World Vision
Donor	DG ECHO
Budget	€14,700,000 (total project budget)

This multi-year humanitarian programme (2022–2025) supports children and families affected by conflict in northern Ethiopia, as well as refugees fleeing crises in neighbouring countries such as Sudan. With support from DG ECHO and local partners, Plan International provides education, child protection, WASH and food security across several conflict-affected regions and refugee camps.

Objective

The project aims to restore access to safe, quality education and strengthen child protection services for children affected by conflict and displacement in Ethiopia. Activities include the reparations of schools, accelerated learning, teacher training, and the distribution of educational and hygiene materials. Psychosocial support, case management and referral systems help ensure children can learn and grow in safe, inclusive environments.

Results

- Between July 2024 and June 2025, the programme reached 34,659 people through education, child protection, WASH, food security and nutrition services. This included 11,296 children and 11,635 young adults. Since the start, over 150,000 people have been reached, including 4,505 with disabilities.
- More than 6,300 children (48 percent of them girls) enrolled in formal or accelerated education. Schools were repaired or built, equipped with gender-sensitive sanitation and menstrual hygiene spaces. Teachers were trained to support emotional well-being and inclusive learning.
- Over 5,700 children, including 2,603 girls, received protection services such as counselling, family tracing and safe shelter. Child-friendly spaces were set up for play, learning and recovery. Adolescents received mental health and life skills support.

- In refugee camps, 2,800 families received hygiene kits or cash support, and 550 girls were given menstrual hygiene materials. More than 7,000 people gained access to clean water, 3,453 hot meals were served, and 6,675 people received fresh food. Over 3,000 mothers and children were screened for malnutrition, and 800 women joined support groups for nutrition counselling.

Challenges and lessons learned

A key challenge in FY25 was the surge in school enrolment driven by cash assistance. In Tigray, enrolment quickly outpaced available classrooms, resulting in overcrowded learning spaces. Plan International built 10 temporary classrooms to respond. The experience showed that financial support must be paired with timely investment in infrastructure. A key lesson learned: when communities are given the means to act on their priorities, like sending children to school — they do. Our job is to be ready to match that energy with the right resources.

The project contributed to Plan International's Strategic Objectives:

Increased Impact: The project supported over 150,000 people by combining services across sectors. Innovations like cash for education and flexible learning approaches helped boost reach and quality. Insights were shared across partners to inform future programming.

Shifting the Power: Community members, especially women and youth, led decision-making on school access, protection, and cash support. Local school committees and youth groups were actively engaged, with a strong focus on adolescent girls, who received tailored support including menstrual hygiene kits and peer learning opportunities.



Fatuma's dream:

Learning amidst crisis in Northern Ethiopia

In the conflict-affected Afar region of northern Ethiopia, 12-year-old Fatuma is determined to rise above the challenges surrounding her. "I study very hard because I want to be the best in my class", she says proudly, seated in her reopened school, her new exercise book neatly on her desk.

"I want to help people in my community", she says with quiet determination. "If I keep working hard, I know I can do it."

Fatuma's village, like many others in Afar, has been deeply affected by years of violence and instability. Families have fled, incomes have disappeared, and basic services like education have been disrupted. Her school was temporarily closed and used as a coordination centre for displaced people. "When the school shut down, I was very sad", Fatuma recalls. "I missed my friends, and I missed learning."

With support from Plan International and funding from the European Union, education is being restored in crisis-hit areas like Afar. Children receive school kits with pens, pencils, books and other supplies. These are crucial tools for families who can no longer afford them. "I'm so happy to have my own school supplies now", says Fatuma. "My parents couldn't buy them for me."

Fatuma's mother shares her relief: "When she told me she'd been given everything she needed to study, I could hardly believe it. I used to worry constantly. We couldn't even afford one book." Although Fatuma fell behind when school was closed, she's catching up quickly and is more motivated than ever. Her dream? To become a doctor. "I want to help people in my community", she says with quiet determination. "If I keep working hard, I know I can do it."

Fatuma's story is a powerful reminder that, even in the midst of crisis, education gives children hope, purpose and a path forward.

Saksham Plus: empowering youth through skills and opportunity in India

Supporting disadvantaged youth, especially young women, in India to realise their dreams by equipping them with essential life and market oriented vocational skills	
	1 NO POVERTY 4 QUALITY EDUCATION 5 GENDER EQUALITY
Key result area	Learn
Programme term	2022 – 2025
Themes	Gender Equality, Youth Economic Empowerment
Countries	India
Donor	AkzoNobel, Dutch Postcode Lottery
Budget	€338,943 (total project budget)

Saksham Plus is a three-year youth empowerment project (2022–2025) operating in Delhi and Rajasthan, India. It focuses on equipping disadvantaged youth, especially young women, with relevant vocational, life and entrepreneurship skills. Through training, job placements and community engagement, the project helps bridge the gap between education and decent employment. With funding from AkzoNobel and the Dutch Postcode Lottery, *Saksham Plus* supports long-term employability while advocating for gender-responsive, inclusive employment² policies at national level.

Objective

The project supports marginalised young women and men (18–29) to build skills that help them find work and improve their livelihoods. By 2025, at least 3,900 youth, 60 percent of whom are women, will gain market driven training, enabling them to access decent jobs or self-employment. The project also contributes to India’s national skilling agenda by promoting systemic change, especially around gender equality and youth inclusion in the workforce.

Results

In FY25, 612 young people (359 women, 253 men) enrolled in *Saksham*, bringing the total to 3,412 (2,032 women, 1,380 men). Of these, 3,317 completed training in technical, life, and digital skills, including English, financial literacy, and green economy skills. A total of 2,387 graduates secured decent work with fair wages.

To create a more enabling environment, 1,000 stakeholders, including trainers, parents/caregivers and employers, were trained on social and gender-sensitive approaches, benefiting over 3,000 people indirectly. Additionally, 123 employers received training on workplace safety and gender wage equality.

2 Gender-responsive, inclusive employment ensures equal opportunities and fair treatment for all, addressing barriers linked to gender and discrimination.

Youth gained professional exposure through 35 industry visits, and Saksham's One Stop Digital Support (OSDS) platform helped match 15 percent of graduates to jobs. In August 2024, the project launched its Handbook to share innovations and lessons across the wider development sector. Alumni continued to play a vital role: 200 new graduates joined the advocacy network, which now includes 2,884 alumni. Thirty received leadership training, while 254 engaged in dialogue with local authorities to promote gender-responsive employment.

Challenges and lessons learned

Retention remains a challenge due to salary expectations and socio-cultural constraints on young women. Regional differences and external events such as elections or festivals also hinder outreach and staff mobility. To address this, the programme will expand employer engagement, intensify gender sensitisation, and work more closely with families and communities. Job fairs, alumni-led outreach, and digital tools will support more inclusive participation and sustainable job placements.

The project contributed to Plan International's Strategic Objectives:

Increased Impact: Saksham's impact extends beyond individuals: through the launch of the Saksham Handbook, the programme is contributing to broader learning on youth economic empowerment (SOYEE) and technical education. It supports knowledge sharing and innovation across the sector, and promotes inclusive, market-driven solutions to youth unemployment.

4.2 Lead

Plan International empowers young people to stand up for their rights and interests. Through our programmes and advocacy work, we support them in finding their voice and influencing the decisions that affect their lives. With the strength of our international network, we help ensure that young people who are often marginalised are included in key decision-making spaces. In this section, we highlight several initiatives that promote youth leadership and participation.

She Leads for Climate ACTION

She Leads Young Women Advocating for Climate ACTION	
Key result area	Lead
Programme term	August 2023 – December 2025
Themes	Youth leadership in climate action, addressing the impact of climate change on gender equality
Countries	Global and in Uganda, Kenya, Ethiopia, Sierra Leone, Liberia, Mali, Ghana and Jordan
Partners	Terre des Hommes, DCI-ECPAT, FEMNET
Donor	ACT Group and the Dutch Ministry of Foreign Affairs
Budget	€272,614 (total project budget)

Girls and young women (GYW) in Africa and the Middle East and North Africa (MENA) are among those most affected by climate change, facing increased risks like early marriage, school dropout, and gender-based violence. Yet, their voices remain largely absent from climate policy spaces. This project empowers GYW from eight countries, Uganda, Kenya, Ethiopia, Sierra Leone, Liberia, Mali, Ghana, and Jordan, to engage meaningfully in national and global climate advocacy. It strengthens their leadership, supports peer learning, and funds youth-led action, fostering more inclusive and gender-just climate solutions.

Objective

The project aims to connect GYW from eight countries with global and national youth climate networks and strengthen their capacity to influence climate-related decision-making processes. Through training and access to key platforms, they are equipped to voice their priorities and recommendations in influential arenas such as COP, the UN Women Commission on the Status of Women and the UN Human Rights Council.

Results

In FY25, 36 cohort members received regular online training on advocacy, gender, climate justice, proposal writing, and diplomacy. Eighteen of them received funding to design and implement their own local climate action initiatives. A youth-friendly award scheme supported grassroots youth groups across all eight countries, expanding the project's reach. Six girls engaged in global forums, including COP29 and CSW, where they presented a Youth Declaration, joined high-level panels, and held bilateral meetings with key stakeholders such as the Dutch MFA and ACT Group. Training in green entrepreneurship helped cohort members link climate advocacy with sustainable livelihoods. The cohort also prepared for participation in HRC59 in Geneva, during which a Kenyan member will engage with the UN Special Rapporteur on Climate Change. Indirectly, the programme reached an estimated 1,800 youth through national peer engagement led by cohort members.

Challenges and lessons learned

Restrictions on free expression and organisation, complex visa procedures and anti-rights movements continue to limit youth participation in global forums. Many young women face denied or delayed visas, limiting their access to important opportunities. To address this, Plan International strengthened safeguarding, started visa processes early, and trained girls on diplomacy and anti-rights strategies. Providing resources for local action has proven essential — it enables GYW to raise awareness in their communities on how climate change fuels issues such as poverty, gender-based violence, and period poverty, shifting norms and encouraging broader support for their leadership.

The project contributed to Plan International's Strategic Objectives:

Increased Impact: By linking climate justice with youth leadership and gender equality, the project ensures inclusive, sustainable outcomes.

Shifting the Power: The project is youth-led and feminist in its approach, equipping girls with tools, funding, and platforms to drive change from the ground up.



Gloria's Journey to COP29:

A voice for youth and climate justice

In November 2024, Plan International supported a group of young advocates to attend COP29 in Azerbaijan. Among them was Gloria, a 24-year-old from a small village near Lake Victoria, Uganda, and a member of the She Leads Climate Cohort. Growing up, Gloria witnessed first-hand how floods, droughts, and storms worsened by climate change, devastated agriculture and deepened gender inequalities in her community.

“At home, climate change doesn’t feel like a distant issue. It’s in our soil, our food, our schools. And girls suffer the most”, Gloria shared.

At COP29, Gloria spoke out about the urgent need for gender-responsive climate finance and meaningful youth participation in decision-making. Yet, she faced many barriers. Bureaucratic delays and limited accreditation meant many young people, especially from fragile states, were excluded. The high cost of travel and accommodation added to the challenge.

“I saw so much tokenism”, she said. “Young people like me are leading change at home, yet we’re dismissed as time-wasters. That needs to change.”

Gloria called for dedicated youth spaces at climate negotiations, financial support for delegates from affected regions, and greater logistical support from organisations like Plan International.

Since returning, Gloria has co-hosted online discussions with youth-led groups like GAYO-Uganda and the Youth Climate Council of Uganda. She’s also actively involved in reviewing Uganda’s Nationally Determined Contributions (NDCs), working to ensure they are youth-friendly, inclusive, and gender-aware.

“I’m committed to raising awareness at the grassroots”, Gloria said. “Communities must understand climate change before they can adapt or take action.”

Gloria’s journey is a powerful reminder that young people, especially girls, are not just future leaders, but key agents of change today. Their voices must be heard.

She Leads

Youth organisations fighting for girls’ and young women’s rights	
Key result area	Lead
Programme term	2021 – 2025
Themes	Youth participation, gender equality, protection, lobbying and advocacy
Countries	Ethiopia, Kenya, Uganda, Mali, Sierra Leone, Ghana, Liberia, Jordan, Lebanon
Partners	FEMNET, DCI-ECPAT, Terre des Hommes
Donor	Dutch Ministry of Foreign Affairs
Budget	€38,887,797 (total project budget)

Girls and young women (GYW) still face major obstacles to influence decisions about their own lives. Despite educational improvements, they are often excluded from leadership and decision-making due to harmful norms, violence, and lack of access. *She Leads* works across Africa and the MENA region to strengthen the voice and power of GYW in public life. The programme supports youth-led organisations, facilitates access to political spaces, and strengthens girls’ capacity to lead change. In a time of democratic backsliding, it ensures that girls and young women can stand up for their rights.

Objective

She Leads aims to enhance the sustained influence of girls and young women on laws, policies and practices affecting their lives. The programme seeks change in three areas:

1. Positive social norms about GYW’s participation in public space.
2. Strengthened and recognised youth-led civil society organisations.
3. Political institutions that are more open and responsive to GYW leadership at all levels.

Results

In FY25, *She Leads* worked with 650 youth groups, including 315 led by GYW. Groups improved their advocacy and fundraising capacities. A standout story is Esther from Sierra Leone, who started her own youth organisation after participating in the Climate Cohort. She trained 25 girls, attended COP28, co-founded the Youth Climate Council, and secured multiple grants. Policy influence was also strong. In Ghana, *She Leads* helped push the Affirmative Action Law through Parliament. In Sierra Leone, GYW supported the successful adoption of the Prohibition of Child Marriages Act.

Across East and West Africa, cooperation with religious leaders led to tangible change. For example, 52 child marriages were prevented in Ethiopia. In Liberia, leaders now report cases of sexual violence to authorities and speak out publicly.

Challenges and lessons learned

Civic space is shrinking in many programme countries. Insecurity due to conflict or unrest, for example in Mali, Ethiopia, Jordan and Gaza, creates serious risks. The tragic death of youth advocate Fatima Hassouna in Gaza in April 2025 illustrated the dangers. To address this, She Leads has strengthened its safeguarding systems, trained youth on safety and digital protection, and monitors political developments closely to protect participants.

The project contributed to Plan International's Strategic Objectives:

Increased Impact: She Leads piloted direct flexible funding to informal GYW-led groups; an innovative approach enabling grassroots leadership.

Shifting the Power: The programme practices what it preaches. Girls and young women are embedded in decision-making through the Global GYW Advisory Board, which co-shapes strategy and implementation.

4.3 Decide

Across the world, many children and young people still face significant barriers in accessing information and services related to their sexual and reproductive health and rights. Harmful social norms and deep-rooted gender inequality often stand in the way. Under our third key result area, Decide, we support children and young people, especially girls, to make informed decisions about their bodies and futures. Our work focuses on addressing harmful practices such as child marriage and female genital mutilation and tackling consequences like unintended teenage pregnancies. In this section, we present a selection of projects and programmes that contribute to this important goal.

Break Free!

Young People Determine Their Own Future	
	3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY
Key result area	Decide
Programme term	2020 – 2025
Themes	Gender Equality, Sexual and Reproductive Health and Rights (SRHR)
Countries	Burkina Faso, Ethiopia, Kenya, Malawi, Mali, Mozambique, Niger, Zambia
Partners	FAWE, SRHR Africa Trust (SAT), KIT Institute, Rozaria Memorial Trust
Donor	Dutch Ministry of Foreign Affairs
Budget	€25,000,000 (total project budget)

Break Free! is a regional advocacy programme that empowers adolescents to make informed, autonomous decisions about their sexual and reproductive health. It addresses key barriers to adolescent well-being, such as teenage pregnancy (TP), child, early and forced marriage (CEFM), and female genital mutilation/cutting (FGM/C). By mobilising families, educators, and community leaders, the programme promotes inclusive access to quality education and SRHR services in eight African countries. Lobby and advocacy efforts at national and local level strengthen protective policies and improve access to youth-friendly information and services.

Objective

Break Free! aims to ensure that adolescents, especially girls, can decide for themselves if, when and with whom to marry or have children. The programme seeks to eliminate TP, CEFM and FGM/C by increasing access to safe, quality education, SRHR services, and by advocating for gender-transformative laws and policies that are tailored to adolescents’ needs.

Results

In FY25, Break Free! focused on deepening its impact and consolidating progress, despite significant regional instability. Activities were adapted to respond to the SRHR and education needs of young people affected by conflict and displacement, particularly in Sudan and Ethiopia. Across the programme countries, efforts to engage parents, teachers and local leaders led to measurable increases in school enrolment, retention and re-enrolment of adolescent girls at risk of CEFM or teenage pregnancy.

Youth advocates played an active role in pushing for legal reform and policy implementation. These efforts contributed to strengthened national frameworks that better safeguard adolescent rights. Thousands of adolescents gained access to youth-friendly SRHR services and comprehensive sexuality education. In addition, youth organisations were trained in advocacy and network-building, increasing their capacity to continue lobbying beyond the project's end. Youth representatives now hold permanent seats in several national consultation platforms, reinforcing the sustainability of these results.

Challenges and lessons learned

Regional instability, including conflict in Ethiopia and Sudan and ongoing insecurity in the Sahel region, posed significant implementation challenges. Natural disasters, food insecurity, and the growing influence of anti-rights movements further disrupted SRHR services. Clinic closures and anticipated stock-outs of contraceptives across programme countries, resulting from USAID's budget cuts, added additional pressure. Break Free! responded by adjusting activities to reach displaced youth, prioritising life skills education and strengthening youth resilience in fragile contexts.

The project contributed to Plan International's Strategic Objectives:

Increased impact: Programme responses incorporated climate-related shocks affecting livelihoods and health.

Shifting the power: Southern-based partners SAT and FAWE co-lead the programme, while national consortia define country-specific strategies, ensuring decision-making remains close to the communities served.



Amina's story:

How better schools are helping girls stay in class

Fourteen-year-old Amina, from a village in Chiwalo, Machinga District in Malawi, knows firsthand how much a school can shape a girl's future. She recently transferred from Sonje Primary School to a new school closer to home, but not just for the distance.

"At my old school, everything was made from grass. There were no female teachers, and we didn't even have clean water", Amina explains. "It was hard to focus on learning."

***"Now that we have everything we need,
I believe I can do well."***

Like many girls in her community, Amina faced significant barriers to education. Without role models, safe spaces, or basic facilities like drinking water, girls were often discouraged from attending class. Some dropped out entirely, increasing their risk of early pregnancy or child marriage.

That changed thanks to advocacy efforts by the *Break Free Alliance Project*. Through community engagement and pressure on local authorities, the project successfully influenced the government to invest in the school. A new classroom block was built, a head teacher's office was added, and most importantly, a borehole was drilled to provide clean, safe drinking water. Two female teachers were also deployed to Amina's school.

"I'm happy we don't have to carry buckets of water from home anymore", Amina says with a smile. "It makes learning easier and more fun. I can focus better, and my performance has improved."

Amina's story mirrors that of many girls in Machinga. By improving school infrastructure and creating a supportive environment, the Break Free Project is helping girls like her stay in school, learn with confidence, and build a better future.

"I want to keep learning", Amina adds. "Now that we have everything we need, I believe I can do well."

Rooting for Change

Addressing Unintended Adolescent Pregnancies in Suhum, Ghana	
	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 17 PARTNERSHIPS FOR THE GOALS
Key result area	Decide
Programme term	June 2024 – June 2026
Themes	Sexual and Reproductive Health and Rights (SRHR), Gender Equality
Countries	Ghana
Partners	Tony's Open Chain, Ministries of Education and Health, Social Welfare Department, Ghana Education Service, Police Service, and district-level SRHR and child protection agencies
Donor	Tony's Open Chain funded by Chocolonely Foundation and the Girls Fund (Dutch Postcode Lottery)
Budget	€225,450 (total project budget)

The *Rooting for Change* pilot initiative in Suhum, Ghana, aims to address the high incidence of unintended adolescent pregnancies in two cocoa-producing communities. Implemented by Plan International in Ghana together with Tony's Open Chain funded by thr Chocolonely Foundation and the Girls Fund, the project focuses on empowering girls aged 10–19 with knowledge and access to Sexual and Reproductive Health and Rights (SRHR). By working through local cocoa cooperatives and engaging key government and community actors, the initiative seeks to create a supportive environment in which young people, particularly girls, can make informed decisions about their bodies, health, and futures.

Objective

By September 2026, the project aims to empower at least 800 adolescents (60 percent girls) in Aponoapono and Jato to make informed decisions regarding SRHR and access youth-friendly services. The project fosters confidence and positive attitudes toward SRHR, promotes access to gender-transformative education and services, and strengthens child protection mechanisms at the community level.

Results

Since the programme's launch in FY2025, key preparatory activities were successfully completed, including the appointment of a project manager, a formal launch in Suhum, and stakeholder agreements with health and education ministries. A baseline study helped assess existing SRHR services and knowledge levels. Six youth clubs, two more than initially planned, were established in schools, supported by the training of 25 teachers and 12 government health professionals. These trainings focused on gender equality, child protection, and effective SRHR service provision.

Four youth-friendly health corners were established, and two Community Child Protection Committees were strengthened to respond to cases of teenage pregnancy and related SRHR issues. Community dialogue sessions engaged 192 parents and caregivers, while 60 peer educators were trained. Additionally, six girls' football teams were formed, with SRHR education integrated into their regular training sessions. To date, 268 adolescents have been reached.

Challenges

Securing the active support of local leaders and government officials is vital to success. SRHR remains a sensitive topic in some communities, requiring clear, respectful communication. Teachers and nurses are key influencers and benefit from ongoing training. Strengthening local child protection systems ensures a quicker response to risks. Finally, involving communities in planning fosters local ownership and sustainability.

The project contributed to Plan International's Strategic Objectives:

Increased impact: The project applies evidence-based, gender-transformative methodologies to improve adolescent health and rights.

Shifting the power: Through youth clubs and peer-led awareness campaigns, the initiative empowers girls and young people to lead change in their communities.

4.4 Thrive

For children to reach their full potential, they must grow up and attend school in a safe, healthy environment. We work to ensure that all children and young people, particularly girls, enjoy good health, receive proper care, and are protected from violence, fear and harm. To prevent abuse, neglect, and (sexual) exploitation, especially in times of crisis, we provide child protection services in line with the *Minimum Standards for Child Protection in Humanitarian Action (CPMS)*. We also focus on improving access to safe drinking water, clean and gender-friendly sanitation facilities, and good hygiene. In this section, we showcase several programmes under our fourth key result area, *Thrive*.

Healthy Village Programme

Healthy Village Programme Ethiopia	
	1 NO POVERTY 2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 6 CLEAN WATER AND SANITATION 8 DECENT WORK AND ECONOMIC GROWTH
Key result area	Thrive
Programme term	2020 – 2026
Themes	Health, Nutrition and WASH, Climate Change, Gender Equality
Countries	Ethiopia
Partners	Max Foundation
Donor	Dutch Ministry of Foreign Affairs, Dutch Postcode Lottery
Budget	€6,297,407 (Plan International share)

The Healthy Village Programme is a five-year integrated initiative led by Plan International and Max Foundation; launched in 2020 in partnership with the Government of Ethiopia. The project combines Water, Sanitation and Hygiene (WASH), nutrition, and food security interventions to reduce stunting and prevent water and faecal-borne diseases in children under two. It targets approximately 400,000 of the most vulnerable people in four districts across the Amhara and Tigray regions. The Healthy Village model is designed to operate as an agile programme, generating learning and evidence to inform large-scale government interventions such as the Seqota Declaration.

Objective

The programme aims to reduce undernutrition, particularly among children under the age of two, while increasing access to sustainable WASH services. It focuses on changing gender and social norms relating to nutrition and hygiene, building the capacity of the government to scale successful interventions, and contributing to the development of national guidelines to reduce stunting.

Results

In FY25, 239,164 individuals benefited directly from programme activities.

- **Health and Nutrition:** 387 health professionals were trained, 74,308 people received nutrition education, and 16,538 children were monitored for growth. Locally produced nutrition products supported 6,725 children in conflict zones. Additionally, 16,523 caregivers learned about cooking and hygiene practices.
- **Agriculture and Food Security:** 239 lead farmers were trained, reaching 2,934 farmers in total, in nutrition-sensitive agriculture. Over 7,000 caregivers were supported in household gardening, and 16 demo plots facilitated farmer learning.
- **WASH:** Awareness sessions reached nearly 4,000 people; infrastructure improvements in seven schools benefited over 10,000 individuals. 33 water points were rehabilitated and four new schemes constructed. WASH Committees received training and equipment, serving 16,939 people.
- **Economic Empowerment:** 99 Village Economic and Social Association (VESA) groups and 4,599 members were supported, increasing the access to finance for nearly 3,000 households.
- **Gender Equality:** Training and targeted support enhanced inclusion and leadership among women and girls, including fuel-efficient stove distribution to vulnerable households.

Challenges and lessons learned

The programme adapted swiftly to conflict-related disruptions. In Amhara, local artisans replaced contractors when needed. In Tigray, post-conflict needs were met with locally sourced food items. Community platforms like VESA and Participatory Learning and Action (PLA) proved essential in maintaining service delivery under difficult conditions. The experience has underscored the importance of locally driven implementation and flexibility in fragile contexts.

Shomotay Tarunno: Youth for Gender Equality

Shomotay Tarunno: Youth for Gender Equality	
	5 GENDER EQUALITY 10 REDUCED INEQUALITIES 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Key result area	Thrive
Programme term	December 2023 – November 2027
Themes	Youth leadership in decision-making; gender equality; challenging negative gender stereotypes in media, education, and policy
Countries	Bangladesh
Partners	JAAGO Foundation
Donor	Embassy of the Netherlands in Bangladesh
Budget	€2,281,101 (total project budget)

Shomotay Tarunno: Youth for Gender Equality empowers young people across eight divisions in Bangladesh, particularly girls and young women in all their diversity, to challenge harmful gender stereotypes that limit their rights and potential. Plan International and JAAGO Foundation apply a feminist, youth-centred, human rights-based approach to strengthen the rights, representation, and resources of youth, from the community level to the national level.

Objective

The project focuses on: (1) strengthening youth-led activism and participation in decision-making; (2) encouraging gender-sensitive media content; and (3) influencing legal frameworks and curricula to eliminate harmful gender norms in education and policy.

Results

In FY25, the Shomotay Tarunno project made significant progress in challenging harmful gender stereotypes and promoting positive gender narratives in Bangladesh. Activities focused on youth empowerment, media engagement, and policy advocacy.

Objective 1: Youth Empowerment

The project strengthened the capacities of 140 youth (66 female, 74 male, including 3 with disabilities) from 70 youth-led organisations (YLOs) across four divisions. These youth were trained on gender equality, media literacy, safeguarding, and advocacy. A perception survey was conducted among 204 YLO representatives across all eight divisions to assess their views on gender stereotypes and digital safety.

Plan International signed MoUs with 41 YLOs in 36 districts, enabling them to implement structured community activities. In four other divisions, 26 YLOs underwent an organisational capacity assessment (OCA) using a youth-friendly tool. Updated training materials were distributed to support peer-to-peer sessions and promote inclusive dialogues within communities.

The project also partnered with the Bangladesh Department of Youth Development (DYD) to enhance youth engagement at the national level.

Objective 2: Media Engagement

To foster positive gender representation, the project engaged media outlets and influencers, resulting in over 40 self-initiated media publications. Four workshops were conducted with 78 content creators (28 women, 50 men, including persons with disabilities), enhancing their capacity to produce gender-sensitive content. The Ministry of Information and Broadcasting was engaged throughout.

Objective 3: Policy Advocacy

Policy consultations were held with representatives from key ministries and the Press Institute of Bangladesh, producing actionable recommendations. MoUs were signed with the DYD and Press Institute Bangladesh to promote gender-sensitive policies and curricula. A policy gap analysis was initiated to guide advocacy efforts.

Collectively, these efforts have laid the groundwork for sustainable youth-led change across Bangladesh.

Challenges and lessons learned

During implementation the project faced several challenges. Bangladesh's legal definition of youth (aged 18–35) differs from the project's focus on 15–24-year-olds, prompting a broader approach to youth engagement. The limited involvement of young women in YLOs and among content creators highlighted the need for more inclusive recruitment strategies. Participation in trainings was sometimes hindered by logistical barriers. Political instability, backlash from religious leaders, and government reshuffles delayed activities. These challenges emphasised the importance of flexible planning, community-level cooperation, and cautious engagement with government bodies. Future activities will prioritise diverse participation, stronger local ties, and open, transparent processes for partner and youth involvement.

The project contributed to Plan International's Strategic Objectives:

Shifting the power: In line with Plan's feminist principles and commitment to youth leadership, *Shomotay Tarunno* empowers youth-led organisations to amplify their voices and challenge gender stereotypes across Bangladesh. Following the fall of the Bangladeshi government in 2024 amid youth-led protests, civic space has come under increasing pressure. In this context, the project supports young people to identify opportunities to counteract the backlash against rights and gender equality. Through targeted resources and capacity strengthening, youth-led organisations are enabled to organise, influence, and advocate for lasting change, even in a politically constrained environment.



Moumita's mission:

Creating safer, gender-equal digital spaces

Jannatul Ferdous Moumita, a vibrant content creator from Dhaka Division, Bangladesh, is using her voice on social media to challenge gender stereotypes and promote equality. Active on platforms like Facebook and Instagram, Moumita joined a capacity-building training under the *Shomotay Tarunno* project, focused on producing gender-sensitive content.

"After the training, I realised how responsible I am as a storyteller", Moumita shares. "What I post can either reinforce or challenge the narratives around us."

Since completing the training, she has shifted her focus towards creating inclusive content centred on women's empowerment. From sharing inspiring stories to posting practical digital safety tips, Moumita's platforms have become spaces where young people, especially women, feel seen, supported, and informed.

"I started adding digital safety advice in my posts. It's something my followers really appreciate, especially young women navigating online spaces", she explains.

But her journey hasn't been without hurdles. Moumita often receives negative comments from individuals who are resistant to conversations about gender equality. Balancing safety and reach has also proven challenging.

"Sometimes I have to think twice about what I post, not because I doubt the content, but because I know it may attract online backlash", she says.

Despite this, Moumita remains undeterred. Looking ahead, she plans to create more interactive content, including Q&A sessions, myth-busting reels, and collaborative videos with fellow creators who share her passion for equality.

"My goal is to build a space where people feel empowered, not just entertained. I want my content to inform, inspire, and spark real conversations", Moumita adds

With every post, Moumita proves that social media can be a powerful tool for social change, one story at a time.

Nigeria Acute Joint Response

DRA Flood Response Project	
	1 NO POVERTY  2 ZERO HUNGER  5 GENDER EQUALITY  6 CLEAN WATER AND SANITATION 
Key result area	Thrive
Programme term	23 September 2024 – 22 March 2025 (6 months)
Themes	Health, Nutrition and WASH, Climate Change, Gender Equality
Countries	Nigeria
Partners	CHAD
Donor	Dutch Ministry of Foreign Affairs through the Dutch Relief Alliance (DRA)
Budget	€3,000,000 (Plan International share)

This project was launched in response to the devastating floods that struck Borno State in northern Nigeria in September 2024, displacing over 400,000 people and compounding an already critical humanitarian crisis. The intervention focused on supporting affected communities by restoring access to basic services and creating the conditions for the safe return and reintegration of displaced families. Special attention was given to the needs of women and children; with integrated support for shelter, clean water, food security, education, and protection.

Objective

The project aimed to strengthen community resilience and promote early recovery through the rehabilitation of damaged infrastructure and improved disaster preparedness. By addressing urgent humanitarian needs and reducing the risks of future crises, the initiative contributed to long-term stability and recovery in the region.

Results

In FY25, the DRA Nigeria Flood Response Project delivered significant impact for flood-affected communities in Maiduguri, Borno State. Through a strategic partnership between Plan International in Nigeria and local NGO CHAD, the project implemented multi-sectoral humanitarian assistance in WASH, protection, and multipurpose cash assistance. A total of 413,246 individuals were reached, an impressive number (236 percent) over the original target of 122,992 individuals, highlighting the project’s adaptability and responsiveness to community needs.

Key distributions included 1,000 hygiene and dignity kits for adolescent girls and women, and 1,500 WASH kits for households, directly benefiting 14,213 individuals. A strong focus on gender-responsive programming ensured that 23,142 adolescent girls and young women—around 5.6 percent of the total beneficiaries—received targeted support for menstrual hygiene and protection needs. Multipurpose cash assistance of 100,000 Naira per household was provided to the most vulnerable, supporting immediate needs while preserving dignity and stimulating local economies.

The project's integrated approach combined critical interventions: WASH activities such as water point rehabilitation, sanitation improvements, and hygiene promotion helped to reduce disease risks; protection efforts included establishing safe spaces, gender-based violence awareness sessions, and psychosocial support for unaccompanied minors and female-headed households; and cash transfers prioritised persons with disabilities and elderly individuals. Overall, the project met both urgent humanitarian needs and laid the groundwork for long-term resilience, with a clear focus on safeguarding the rights and wellbeing of women and girls during crisis and recovery.

Challenges and lessons learned

Key challenges included restricted access, security threats, overcrowded IDP camps, and shifting government policies. These were addressed through a flexible project design, close coordination with local authorities, and a shift towards sustainable solutions, such as Cash for Water. Partnering with a local organisation strengthened trust and ensured contextual relevance. Inclusive targeting and transparent communication helped reduce tensions and ensured that the most vulnerable groups were reached. Multiple feedback mechanisms enhanced accountability, while the presence of female staff improved access to women and girls for data collection. Key lessons include the value of adaptability, meaningful community engagement, and proactive risk management in navigating complex and rapidly evolving humanitarian contexts.

Sudan Protracted Crisis Joint Response

Sudan Protracted Crisis Joint Response	
	2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 6 CLEAN WATER AND SANITATION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS
Key result area	Thrive
Programme term	2024 – 2026
Themes	Humanitarian Response and Resilience Building
Countries	Sudan
Partners	Al-Manar Voluntary Organisation (AMVO), Alsawaid Alkadra Organisation, Organisation for Voluntary, Assistance (ASSIST), CAFA Development Organisation, (CAFA), Friends of Peace and Development (FPDO), Green Peace Association (GPA), Stichting Vluchteling / International Rescue Committee (IRC), National Humanitarian Aid (NAHA), SOS Kinderdorpen / Children’s Villages, SOS Sahel, Vet-Care Organisation, and ZOA.
Donor	Dutch Relief Alliance (DRA) in cooperation with the Dutch Ministry of Foreign Affairs
Budget	€21,185,443 (total project budget)

The conflict between the Sudanese Armed Forces and Rapid Support Forces has caused unprecedented displacement, with over 8.6 million people fleeing their homes and 25 million in need of humanitarian assistance. The Sudan Protracted Crisis Joint Response (PCJR) addresses urgent needs and builds resilience through a multi-sectoral approach, implemented by a consortium of thirteen organisations across seven Sudanese states. With adaptive funding, strong cooperation, and a nexus approach as strategic priorities, the PCJR adapted activities throughout implementation to remain relevant and effective in meeting the evolving needs of conflict-affected populations across Sudan.

Objective

To provide integrated, multisectoral humanitarian assistance—covering education, food security, livelihoods, health, shelter, protection, WASH, and cash support—to meet urgent needs and strengthen the resilience of conflict-affected populations in Sudan.

Results

In its first year, the PCJR adapted vital, multisectoral humanitarian assistance to conflict-affected populations across North, South and East Darfur, Gedaref, South Kordofan, White Nile, and Kassala. Despite immense challenges, the consortium reached 162,671 people with life-saving support across eight sectors: Protection, Food Security and Livelihoods (FSL), Nutrition, WASH, Education, Health, Shelter/Non-Food Items (NFI), and Multi-Purpose Cash Assistance (MPCA). WASH interventions reached 138,993 individuals, Protection activities supported 20,228 people, and MPCA enabled 11,212 vulnerable individuals to meet immediate needs with dignity. FSL programming reached 28,054 people, while health services supported 14,789 individuals.

Additionally, education initiatives benefited 5,268 children, nutrition reached 4,094 individuals, and 1,200 people received shelter or NFI support. Across sectors, 77,206 girls under the age of 18 received multisectoral services (note: figure includes some double counting due to cross-sectoral reach).

One of the key achievements was the successful activation of the Crisis Modifier mechanism, which allowed for rapid activity adaptation and timely responses to emerging needs in volatile areas like West Nile and Kassala. Partners had embedded crisis response flexibility from the outset, enabling effective, localised assistance when needs escalated.

The project's response also had significant impact on education provision. Despite widespread displacement and infrastructure damage, the project improved access to safe, quality learning environments through teacher training, construction of classrooms and gender-sensitive WASH facilities. Parent-Teacher Associations were established to promote inclusive school governance; and girls in particular benefited from safer learning conditions, reduced absenteeism during menstruation, and improved academic performance.

Overall, the PCJR strengthened local resilience and protected the rights of vulnerable groups, especially girls, by providing integrated and context-specific support during one of Sudan's most acute humanitarian crises.

Challenges and lessons learned

The PCJR faced major challenges, including restricted humanitarian access, insecurity, hyperinflation, and disrupted markets. North Darfur saw escalating violence and worsening conditions in displacement camps like Zamzam, with famine and disease outbreaks reported. Banking constraints and underfunding further limited operations. In response, partners activated internal and external Crisis Modifiers to rapidly adapt interventions. Emergency assistance such as food, water, and essential services was delivered despite the volatile context. A key lesson learned is the critical importance of flexible funding, strong local coordination, and anticipatory mechanisms to maintain humanitarian access and deliver effective, needs-based support in highly dynamic crisis settings.

The project contributed to Plan International's Strategic Objectives:

Increased impact: Localisation was a key strategic priority of the Sudan Joint Response, guided by the principle of "localisation by design." Partnering with national NGOs brought critical local knowledge, language skills, and access to hard-to-reach areas, strengthening community engagement and ownership. Local partners led successful hygiene promotion campaigns, accelerated WASH upgrades, and improved cost-efficiency. A dedicated Localisation Working Group (led by national NGOs) developed a multi-year framework and action plan, now referenced across the humanitarian sector in Sudan. This collaborative, learning-oriented approach enhanced programme relevance, sustainability, and alignment with Plan International's objectives of increased impact and effective, locally-led humanitarian action.

Gaza Acute Crisis Joint Response (ACJR)

Gaza Humanitarian Response	
	1 NO POVERTY  2 ZERO HUNGER  5 GENDER EQUALITY  6 CLEAN WATER AND SANITATION 
Key result area	Thrive
Programme term	Jan 2025 – July 2025
Themes	Disaster Response Management
Countries	Palestine, Gaza Strip
Partners	Taáwoon
Donor	Dutch Ministry of Foreign Affairs
Budget	€480,434 (Plan International share)

The 2023–2025 war on Gaza began on 7 October 2023, when Palestinian armed groups, launched attacks on southern Israel, killing over 1,200 Israelis and foreign nationals and taking 252 hostages.

In response, Israel initiated an extensive military operation in Gaza, leading to catastrophic levels of destruction and civilian suffering. Israel also continues to illegally block emergency aid. UN agencies have warned of famine, infrastructure collapse, and potential genocide, urging urgent international action.

Plan International continues to advocate for an immediate and permanent ceasefire, release of hostages, and for full and unhindered humanitarian access and aid across the Gaza Strip. The Gaza Acute Response programme addresses the urgent humanitarian needs of internally displaced persons and vulnerable communities in Gaza, where 1.9 million people, 90 percent of the population, have been displaced. Families face extreme shortages of food, hygiene supplies, and mental health support. The programme prioritises life-saving assistance, including food, WASH, and mental health and psychosocial support, particularly for women and children.

Objective

The programme aims to support 2,500 displaced families in Gaza with food, hygiene, and dignity kits for one month, while providing mental health and psychosocial support to 1,830 conflict-affected children. Implemented with local partner Taáwon, the multi-sectoral response promotes dignity and resilience among vulnerable groups, including women, children, and people with disabilities.

Results

In FY25, the Gaza ACJR achieved significant results by delivering life-saving, multi-sectoral humanitarian assistance to displaced and vulnerable populations in Khan Yunis and Dar Elbalah. Through a strong partnership between Plan International in Jordan and local implementing partner Taawon, the project rapidly responded to critical needs across Food Security, WASH, and Child Protection sectors, despite the extreme operating conditions.

Within the first two months, the ACJR surpassed expectations, reaching 22,238 individuals: 133 percent of the original target of 16,680 individuals. This overachievement highlights the programme's adaptability, effective local coordination, and operational efficiency in the face of immense logistical and security challenges.

Food Security and Livelihood (FSL) support enabled 8,406 individuals (2,420 girls, 2,001 boys, 2,014 women, and 1,971 men) to meet their basic food needs through the distribution of food parcels. Under the WASH component, 8,654 people (2,161 girls, 1,918 boys, 3,034 women, and 1,541 men) gained regular access to hygiene and dignity kits, supporting personal hygiene, dignity, and protection, especially for girls and women. Meanwhile, Child Protection efforts reached 5,178 children (2,598 girls and 2,580 boys) with targeted psychosocial support interventions, which responded to the escalating mental health needs caused by ongoing hostilities.

In total, 61 percent of all individuals reached were children (under 18), and 55 percent were female. These results reflect a strong gender- and age-responsive approach, prioritising the needs of the most vulnerable. The partnership with Taáwon, combined with rigorous monitoring and a clear focus on quality standards, ensured the relevance, efficiency, and impact of the intervention amid one of the world's most complex humanitarian crises.

Challenges and lessons learned

In FY25, access restrictions, an ongoing blockade, and indiscriminate attacks on civilians and infrastructure posed severe challenges to reaching displaced populations in Gaza. Humanitarian workers faced serious safety risks, and aid deliveries were repeatedly delayed or obstructed. To overcome this, Plan International coordinated closely with local and international partners, sourcing supplies from local markets and adopting mobile, flexible delivery methods. These strategies improved access to and resilience in a rapidly changing context. A key lesson was the vital role of local actors in crisis settings, where cooperation and local procurement can maximise limited resources and strengthen the overall effectiveness of humanitarian response.

The project contributed to Plan International's Strategic Objectives:

Shifting the Power: Plan International allocated a significant portion of the budget, almost 80 percent, directly to the local implementing partner in Gaza. The partner was meaningfully engaged in the design and ongoing adaptation of the response, ensuring that interventions reflected the evolving needs and volatile security context. This approach strengthened local ownership, responsiveness, and the safety of both aid recipients and humanitarian workers.

SHO Middle East Joint Response (Giro555)

Together in action for victims of the Middle East conflict



Key result area	Thrive
Programme term	October 2024 – October 2026
Themes	Disaster Response Management
Countries	Palestine (Gaza Strip), Lebanon
Partners	Juzoor and Taáwon in Jordan, Hands in Lebanon
Donor	Giro555
Budget	€1,309,423 (total project budget)

Plan International has been a member of the Dutch Cooperating Aid Organisations (SHO/Giro555) since 2015. Following the devastating escalation of violence in Gaza and neighbouring countries, Giro555 launched a national appeal on 10 October 2024, raising over €25.6 million to support urgent humanitarian needs in the Middle East.

Objective

The objective of the project is to alleviate the suffering of 5,500 displaced families (approx. 26,000 people) in Gaza and Lebanon by providing life-saving, multi-sectoral humanitarian assistance. With €1.3 million from Giro555, Plan International prioritised support for vulnerable children, girls and women through child protection, emergency education, psychosocial support; and essential services like food, water, hygiene kits, and shelter.

Results

By March 2025, Plan International, in cooperation with local partners Juzoor and Taawon, successfully delivered lifesaving humanitarian assistance in Gaza to families severely affected by the ongoing conflict. This included ready-to-eat meals, food parcels, winter clothing and blankets for 770 families (3,465 individuals), and dignity kits for women and adolescent girls to meet urgent hygiene and protection needs. In total, 42 women and 383 men received food assistance, while 1,037 girls, 1,048 boys, 487 women, 468 men, and over 160 youth received essential winterisation and hygiene support.

In Lebanon, Plan International and local partner Hand created safe, child-friendly learning spaces to ensure the continuity of education for 3,148 children (1,613 girls and 1,535 boys). These spaces offered not only foundational literacy and numeracy lessons but also psychosocial support to help children cope with trauma and displacement. In addition, Plan International distributed food parcels to vulnerable households during the early days of the crisis to help meet immediate nutritional needs.

Overall, the Giro555 Middle East response programme provides an inclusive, multi-sectoral intervention that addresses the urgent humanitarian needs in Gaza and Lebanon. Through a combination of food security, WASH, protection, and education interventions, the programme strengthens the resilience of those most affected by the violence. It promotes access to essential services and supports the long-term wellbeing of women, children, and youth. At the same time, it contributes to advocacy efforts for a ceasefire, protection of civilians, and compliance with International Humanitarian Law. The impact of the programme lies not only in meeting basic needs but also in building hope and restoring dignity amidst crises.

Challenges and lessons learned

The renewed blockade in Gaza severely restricted humanitarian access and drove up prices of essential goods. Despite this, pre-existing agreements with vendors and stockpiled supplies enabled local partners to deliver critical aid as planned. In Lebanon, persistent economic hardship, marked by inflation and high unemployment, hampered families' ability to meet basic needs, affecting school attendance. The psychological impact of the conflict remains profound, highlighting the urgent need for ongoing mental health support. In response, Plan International and the local partner Hand integrated psychosocial support and parental life skills into education programmes, ensuring continued access to safe, inclusive, and quality learning for displaced and host community children.

Myanmar Acute Crisis Joint Response 2024

Cash assistance to internally displaced persons affected by protracted conflict and floods	
	 
Key result area	Thrive
Programme term	7 June 2024 – 6 December 2024
Themes	Humanitarian Response, Livelihood support
Countries	Myanmar
Partners	Kachin Baptist Convention (KBC)
Donor	Dutch Ministry of Foreign Affairs through the Dutch Relief Alliance (DRA)
Budget	€372,840 (Plan International share)

Since 2011, Kachin State in Myanmar has faced an ongoing armed conflict, leading to widespread displacement. While resettlement plans were initiated by the previous government, these efforts stalled due to the COVID-19 pandemic and the subsequent military coup. Armed clashes resumed in 2021, further worsening the situation. In June, severe flooding compounded the crisis, driving up the prices of food and essentials and making it increasingly difficult for affected communities to access basic supplies. Vulnerable groups, particularly women, child-headed households, and casual labourers, suffered from reduced incomes, a lack of farming tools, and livestock loss.

Objective

With support from the DRA, Plan International and local partner Kachin Baptist Convention (KBC) expanded their previous response to reach a greater number of displaced persons. The project aimed to support the livelihoods of affected communities and ensure that the most vulnerable households could meet their basic food needs amidst growing instability and hardship.

Results

Throughout the Joint Response, Plan International and local partner Kachin Baptist Convention (KBC) reached 11,559 individuals (2,428 households) across 29 camps in Kachin State, significantly exceeding the initial target of 8,267 people. This overachievement was made possible by currency exchange rate gains, allowing the budget to support more people. Among those reached were 2,163 girls and 830 young women.

Each supported household received 135 euro in cash, with an additional top-up for the most vulnerable members. This complementary support benefited 546 children under the age of five, 315 pregnant and lactating women, and 195 persons with disabilities. Most received two tranches of 18 euro; however, 28 recipients relocated before the second disbursement. To ensure safe and effective implementation, 37 staff and volunteers were trained in safeguarding, child protection, psychological first aid, and cash and voucher assistance (CVA). In light of the volatile context and airstrike risks, safe distribution measures were applied. A mobile Child-Friendly Space supported 954 children, offering them a secure environment

during the cash distribution process, while a Help Desk was established to respond to questions and to collect feedback.

Despite persistent conflict and insecurity, recipients reported that the assistance had a meaningful impact, enabling them to cover education expenses, buy school supplies, and purchase staple foods such as rice. For many families, the support extended beyond short-term relief, contributing to a greater sense of dignity, stability, and resilience amid ongoing displacement and crisis.

Challenges and lessons learned

Initial implementation delays arose due to increased access restrictions in the originally targeted area. While Plan International awaited improved access, the eventual relocation to Kachin, approved later in the process, allowed activities to begin with the partner KBC. The shortened timeframe for implementation limited the scope for specialised child protection services. However, by training staff and deploying a mobile Child-Friendly Space during cash distributions, core protection elements were still ensured. A key lesson is the importance of timely decision-making and realistic planning in volatile contexts. Flexibility and strategic adaptation remain essential to maintaining protection standards and maximising impact under challenging circumstances.

The project contributed to Plan International's Strategic Objectives:

Shifting the Power: KBC took care of 63 percent of the total budget for spending on activities and led project delivery, while Plan International provided oversight and trained 37 staff and volunteers on safeguarding, child protection, and financial integrity. This investment in local capacity strengthens KBC's long-term ability to operate independently and sustainably.

4.5 Child sponsoring programmes

Child sponsorship continues to be the cornerstone of our work to support communities in the countries where we operate. Thanks to the ongoing commitment of our sponsors, we are able to implement long-term programmes that directly improve the lives of sponsored children and their communities.

Sponsorship funds are invested in community-based initiatives, ensuring not only better living conditions and future prospects for the individual sponsored child, but also long-lasting improvements for all children and families in the area. These programmes are developed in close cooperation with children, families, teachers, local authorities, and partner organisations. Together, we identify the needs of the community and decide how to address them.

Our work helps children grow up safely and confidently, so they can become independent young adults, empowered to make decisions about their own lives. Through sponsorship-funded initiatives, we provide access to clean water and sanitation, healthcare, education, and child protection. Our long-term presence in these communities fosters trust, enabling us to address sensitive issues, such as violence against girls and women, and promote gender equality. In times of crisis or conflict, this trusted presence also allows us to respond quickly with emergency assistance.

How funds were used

In the reporting year, child sponsorship contributions were used to fund structural improvements in the daily lives of sponsored children and their peers. This was, for example, done by:

- Creating safe, inclusive learning environments with sufficient teaching materials
- Providing healthcare for pregnant women, newborns and young children
- Supporting girls who have escaped child marriage with psychosocial care and practical assistance
- Raising awareness about gender equality and the rights of girls and boys
- Improving systems for birth registration, so more children have legal identity
- Protecting girls from gender-based violence, early pregnancy, child marriage and female genital mutilation
- Promoting menstrual health and hygiene through education, facilities and supplies

Each year, sponsors receive a personal update and new photograph of the child they support, along with information on how their contributions are making a difference. Many sponsors also correspond with their sponsored child and share messages of encouragement throughout the year.

Key figures (as of 30 June 2025)

- 34,505 child sponsors in the Netherlands
- 39,384 sponsored children
- €12,142,000 raised through sponsorship



Ningsi is fighting for a world where girls can follow their dreams

From sponsored child to successful entrepreneur

Twenty-year-old Ningsi from Indonesia is already a successful young entrepreneur. While still in secondary school, she and a group of friends started a small business that is hugely successful. Now she wants to inspire other girls to do the same. Her most important message? Get a good education.

In many parts of Indonesia, traditional gender norms are still adhered to, meaning that men earn the income while women care for the household and the children. "My mother was still a teenager when she had me", says Ningsi. "Because she had to look after me and my grandparents, she never had the chance to go to school."

However, change is on its way as more girls are choosing their own path. Ningsi is one of them. As a former sponsored child, she attended Plan International trainings and workshops from a young age. There she learned about the importance of education and gained the practical skills she now uses as an entrepreneur. "I learned things I could have never dreamed of", she says. "That motivates me to encourage other girls to chase their dreams too."

Through Plan International, she also received a scholarship that enabled her to continue her education. She moved to the capital, Jakarta, and is now studying Business Management at university. The more she learns, the more confident she feels as a young leader.

"Running my business brought me and my friends so much", says Ningsi. "We make bags and other accessories from materials found in our community, and people love them. The business is doing well, but more importantly, I feel seen and heard. We have taken charge of our own lives, stood up for our rights, and built something successful."

4.6 Our approach to monitoring, evaluation and learning

In FY25, we lived up to our commitment to promote evidence-based programming by embedding monitoring, evaluation, and learning (MEL) practices into every stage of our work. Rather than treating evaluation as a final step, we approach Planning, Monitoring, Evaluation and Learning (PMEL) as a continuous process that informs decision-making, strengthens accountability, and fosters ongoing learning and improvement. This delivered the insights and measurable results described in paragraphs 4.1 to 4.5. This paragraph describes how we learn.

Our programmes are designed with key learning and reflection points in mind, typically at the baseline, mid-term, and end-line stages. These moments allow us to assess whether we are on track, understand the impact we are making, and adapt where necessary. Real-time monitoring throughout implementation enables us to respond swiftly to changing contexts and community needs. This not only improves our ability to measure progress but also cultivates a learning culture among staff and partners. We use both quantitative and qualitative data and data collection methods. By grounding our actions in data and insights, we are better equipped to drive meaningful, sustainable change. For a number of large programmes, evaluation processes were initiated. As we are in the final phase of several strategic partnerships, Plan International is setting up global learning events to capture key lessons learnt. For example, a lessons learnt workshop was held for She Leads in Mali in February 2025 and a regional learning event was held in Kenya for Break Free! in June 2025.

With support of the Knowledge Platform Security and Rule of Law (KPSRL), we conducted qualitative research using design thinking methods to explore approaches and opportunities around partnerships at Plan International. Drawing on our experience of engaging partners all around the world, this work explored a key question: how can we make our processes locally-led and ensure they are genuinely youth-led?

We continued efforts towards the development and implementation of the organisational learning agenda. As part of this, a training and toolbox on developing learning agendas based on human centred design approach were developed. This was done in cooperation with our business partner Accenture. We plan to adapt and implement the learning agenda, together with other complementary tools and processes, alongside the new organisational strategy in FY26. To enhance the quality of future programming, we organised three needs assessment trainings for several of Plan International's country offices and two trainings with colleagues from European National Organisations over the past year. Tailored trainings at country offices included Ethiopia and Mozambique, and a regional training was held in Nairobi where colleagues from seven country offices in Eastern Africa came together to participate. These sessions aimed to strengthen local capacities with regards to designing and conducting robust, evidence-based needs assessments that reflect the priorities of the communities we serve.

As part of our organisational learning agenda, we hosted a series of internal learning events throughout the year. These sessions provided space for exchange and reflection on topics including partnership and cooperation, design thinking, artificial intelligence, EU lessons learnt and operating in nexus contexts. Together, these initiatives contribute to a culture of continuous learning across our organisation.

IATI

At Plan International, we remain committed to transparency and the sharing of knowledge. We continue to publish quarterly updates via the International Aid Transparency Initiative (IATI) platform. IATI provides an internationally recognised standard for reporting results and financial data, strengthening our accountability to donors, partners, and the communities we serve.



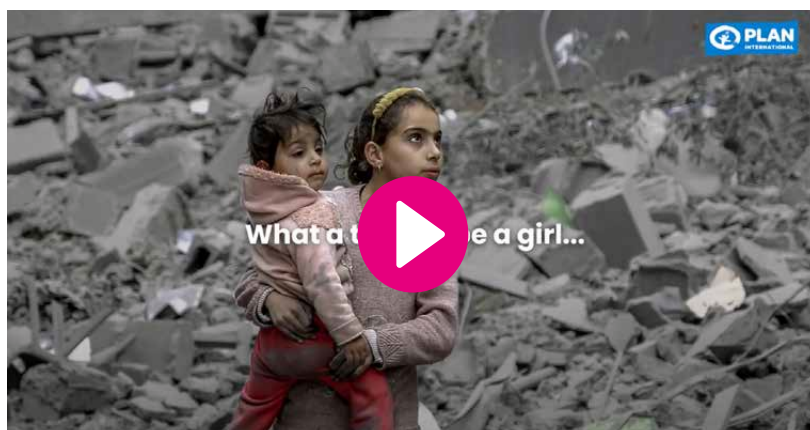
5. Our activities in the Netherlands

In the Netherlands, our activities focus on attracting new sponsors, strengthening relationships with existing donors, raising public awareness about the issues we address, and engaging in advocacy at the national level.

5.1 Attracting private sponsors

In the past financial year, Plan International in the Netherlands was supported by 105,000 dedicated donors, including 18,700 new supporters who joined our mission. To attract new donors, we deployed a range of fundraising activities: we engaged with individuals through face-to-face conversations, ran impactful (online) campaigns, hosted fundraising events, and developed tailored programmes for major donors and those interested in including Plan International in their last will and testament.

Our donors play a crucial role in everything we do. We actively involve them through regular newsletters, the newly redesigned *Plan International Magazine*, and personal interactions. Child sponsors receive dedicated updates from the communities they support. This year, girls and young women around the world faced numerous crises. Thanks to the generosity of our donors, we were able to provide emergency support in Gaza, Myanmar, Sudan, and other crisis-affected areas. We also joined forces with fellow aid organisations in the Giro555 appeal for victims of the conflict in the Middle East.



What a Time to Be a Girl

In 2024–2025, we launched a bold new campaign: *What a Time to Be a Girl*. The campaign highlighted the devastating impact of conflict, crisis, austerity measures (government budget cuts to public services) and political rollbacks of rights on girls globally. It ran across TV, online platforms, newspapers, magazines and outdoor media. Through two campaign waves (November–December and March), we reached over a million people and inspired hundreds of new donors to support our work.

“Once again, compliments on the well-organised gathering yesterday. We’ve felt closely involved with Plan International in the Netherlands for years, and yesterday’s presentations and conversations have only strengthened that feeling.”

Message from a loyal sponsor after the gathering
to celebrate our 50th anniversary.

Night Against Sexual Violence

This year marked the third edition of the *Night Against Sexual Violence* – a twenty kilometer walk by night to raise awareness and funds for tackling sexual violence and harassment. The event drew 1,000 participants, doubling last year’s turnout. Participants launched personal fundraising actions and raised nearly €200,000 for Plan International’s Safer Cities project. The night was opened by Carola Schouten, Mayor of Rotterdam, and Ingrid Coenradie, Secretary of State for Justice and Security, and received extensive media coverage.

Emergency Fundraising

Girls were disproportionately affected by crises this year, facing increased risks of gender-based violence, exploitation, and child marriage. Plan International’s emergency responses address the basic needs of all affected people, with specific attention to the needs of girls and young women. We launched appeals for additional donor support in response to emergencies in Gaza, Myanmar, and Sudan. This resulted in 9,950 extra donations.

On 10 October 2024, the national Giro555 appeal was launched for victims of the conflict in Gaza and the Middle East. Plan International cooperated with nine other Dutch humanitarian organisations to raise funds for this large-scale crisis. The campaign’s highlight was the national Day of Action, generating widespread attention across radio, television, and online platforms. Thanks to the public’s generosity, more than €25.5 million was raised, enabling Plan International to deliver emergency assistance totalling €1.3 million.

5.2 Contact with sponsors

Sponsors are indispensable to Plan International. We are grateful for their financial support and the commitment they show to our mission and themes. We value their opinions and regularly ask for their feedback. Over the past financial year, we requested input via a survey in our newsletter.

Face-to-face interaction is equally important. In June 2025, we hosted a special event for our sponsors in celebration of Plan International Netherlands’ 50th anniversary. It was an opportunity for sponsors to share their experiences, engage with staff members, and deepen their connection to our work.

Queries and complaints

We are available during business hours to answer questions by phone. In addition, queries and complaints can be submitted via email, the contact forms on our website, and through our social media channels. In the year under review, we registered 1,343 complaints and questions (previous year: 1,860).

A complaint is defined as a situation in which we have not met a sponsor’s expectations, or in which a process does not serve its intended function, even if the person submitting the message does not call it a complaint specifically.

5.3 Lobby and advocacy in the Netherlands

The year began and ended with major political shifts. A right-wing coalition government, comprising four parties, collapsed on 3 June 2025 after a brief tenure. The appointment of a minister for Foreign Trade and Development Cooperation (FTDC) from the far-right PVV came as a shock to many in the development sector. She enthusiastically embraced her mandate to implement unprecedented cuts of €2.4 billion annually to the development cooperation budget.

FTDC's thematic priorities were limited to food, water, and global health. For Plan International, the primary challenge was to safeguard strategic cooperation between civil society and the Dutch Ministry of Foreign Affairs (MFA), while ensuring continued policy attention to sexual and reproductive health and rights (SRHR) and gender equality.

Plan International actively engaged in several lobby and advocacy platforms throughout the year, including Partos (the Dutch inter-agency organisation for development cooperation), WO=MEN (the Dutch gender platform), the SRHR Platform, and the Humanitarian Action Platform.

Civil Society

In November 2024, the government published a policy paper outlining future cooperation with civil society. The proposed approach included disproportionate budget cuts, a shift towards service delivery, and a narrowing of thematic focus areas. In response, Plan International submitted detailed letters to the MFA and parliament, criticising the policy and urging reconsideration ahead of the parliamentary debate.

In February, a broader foreign policy letter was released, proposing the elimination of budget line 3.2 for women's rights and gender equality, alongside a retreat from climate justice. Although SRHR was maintained as a priority under the umbrella of global health, the overall shift raised serious concerns. Working with and for girls and women remained a stated objective.

Parliament succeeded in pushing back on several regressive proposals. Motions were adopted to reinstate Women, Peace and Security as a policy priority, to reintroduce regional and international advocacy as a strategy, to safeguard budget line 3.2, to increase funding for strengthening civil society, and to restore the link between Official Development Assistance and 0.7 percent of Gross National Income (GNI).

International Day of the Girl

To mark the International Day of the Girl (IDG), Plan International presented a report on *Neglected Crises in the Sahel*, which focused on Sudan, South Sudan, Mali, Niger, and Burkina Faso. The report highlighted the impact of conflict and instability on girls and young women, and their role as agents of change. A special event was held in partnership with Adyen in Amsterdam, featuring findings from the *State of the World's Girls* report and a high-level panel on Sudan, with the participation of MP Danielle Hirsch.

Humanitarian Advocacy

Plan International led parliamentary advocacy on Sudan, providing extensive briefings in Q1 and Q3, supported by Dutch Relief Alliance (DRA) partners. Meetings with MPs and joint civil society efforts contributed to the adoption of motions on protecting aid workers and civilians, establishing humanitarian corridors and strengthening the UN Fact-Finding Mission. Plan International also participated in joint advocacy on Gaza under the DRA banner. Several motions were adopted, including a call to reject the Gaza Humanitarian Foundation, a mechanism led by Israel and the United States, and to demand unrestricted humanitarian access to Gaza.

Plan International further elevated its profile in advocating for the triple nexus approach—enhancing coherence between humanitarian assistance, development, and peacebuilding. Following a joint learning event, Plan International co-authored a two-page policy brief for the MFA, with CARE, Cordaid, PAX, ZOA, and the Humanitarian Studies Centre at the International Social Services (ISS). Plan also contributed to a nexus-focused e-book published by ISS.

Sexual and Reproductive Health and Rights

Throughout the year, Plan International remained an active member of the Sexual and Reproductive Health and Rights (SRHR) Platform. A well-attended Multi-Party Initiative meeting was held to strengthen political support for SRHR, featuring research by the Guttmacher Institute on the cost-effectiveness of SRHR investments. MPs also received regular briefings on issues such as shrinking civic space and barriers to SRHR access.



5.4 Communication with the public

Through our external communications, we inform our supporters and the Dutch public about our work and create awareness for and understanding of the themes we champion. We also focus on increasing brand awareness and reinforcing Plan International's values, using our owned media channels, editorial content, and paid outreach.

Visibility

Over the past financial year, Plan International continued to invest in strong media presence. We responded to current events, published research reports, and proactively pitched story ideas to news editors. This approach proved successful, resulting in increased media exposure and a notable rise in media value compared to previous years. We featured in national discussions on child marriage, female genital mutilation, sexual violence, budget cuts to development cooperation, and children's rights in crises such as those in Sudan and the Middle East.

Notably, we were featured on the prime-time 8 o'clock news twice, with extensive coverage. We also gained visibility through radio programmes, national and regional newspapers, and lifestyle media such as *Marie Claire* and *LINDA*. In all media coverage, we aim to strengthen our profile as the organisation for girls and young women and, where possible, give the floor to youth and colleagues from our programme countries. Another highlight was the extensive coverage of the Night Against Sexual Violence, with participants, high-profile guests such as the State Secretary, and Plan International spokespersons sharing the importance of global action against sexual violence.

Our key online communication channels include our website (planinternational.nl), Instagram, Facebook, and LinkedIn. This year, we chose to discontinue our presence on X (formerly Twitter) due to increasing hate speech and intimidation, which cause the platform to no longer align with our values.

On social media, we respond to relevant developments, highlight our results and expertise, and advocate for gender equality. This year, we also expanded our newsjacking efforts to raise awareness of violations of girls' and women's rights under the hashtag #WhatATimeToBeAGirl. In doing so, we mobilise our supporters, build momentum for future online fundraising, and reach new audiences.

Beyond social media, our What a Time to Be a Girl campaign also ran on other channels, including a successful television commercial that aired during the Christmas period and in springtime, which underlined the urgency of our work and invited viewers to support Plan International. In surveys among our supporters, the campaign is well rated and we intend to continue running this campaign for several years.

International Day of the Girl campaign

This year's International Day of the Girl campaign focused on the safety and well-being of girls and young women in conflict zones, and on the vital role they can play in conflict prevention and peacebuilding. We shared our message through an opinion piece in *Trouw*, a data report picked up by *NOS*, media partnerships with *Grazia* and *Marie Claire*, and an event for corporate partners, policymakers, politicians, and stakeholders.

“

*I learned that
I have the right
to make choices
about my
own life.”*



6. The Plan International federation

Plan International Netherlands is part of the global Plan International federation, active in 83 countries across Africa, Asia, Europe, and Latin America. Below is a summary of the key results delivered by the federation during the 2024–2025 reporting period.



999,217 sponsored children were supported by **901,590** sponsors.



Our projects reached a total of **49,219,028** children and young people.



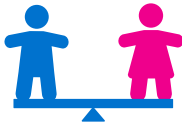
Plan International implemented **1,328** projects during the 2024–2025 financial year.



64,320 communities directly benefited from our work.



5,130,049 girls gained better access to education.



Plan International reached **13,013,163** children and adults through humanitarian projects.



1,112,434 girls were supported to be active citizens.



Our work on skills and opportunities for youth employment and entrepreneurship reached **3,669,483** children and adults.



73 disaster responses were carried out globally.



With our work on sexual and reproductive health and rights we reached **12,147,768** girls, boys, women and men.

“

*I now realise that
true equality
involves sharing
responsibilities,
regardless of
gender.”*



7. Cooperations

Strong partnerships are essential to Plan International's work. We value our partners deeply and take pride in the positive impact we achieve together. We are grateful for their insights and commitment, and we look forward to strengthening these partnerships in the years to come.

7.1 Governments

Dutch Ministry of Foreign Affairs

Since 2015, Plan International is in a strategic partnership with the Dutch Ministry of Foreign Affairs. Before, under MFS, the Dutch Ministry of Foreign Affairs funded large-scale girls' empowerment programmes implemented by Plan International. The current strategic partnership portfolio, comprising *Break Free!*, *She Leads*, and *Leaders of Peace*, builds on earlier cooperations and runs through to the end of 2025. These programmes support girls and young women in advocating for gender equality and political engagement (*She Leads*), sexual and reproductive health and rights (*Break Free!*), and conflict prevention and social cohesion (*Leaders of Peace*).

In this final year of implementation, we focused on sustaining results and strengthening systems to ensure long-lasting impact.

Dutch Relief Alliance (DRA)

The Dutch Relief Alliance is a coalition of 14 humanitarian organisations working with the Dutch Ministry of Foreign Affairs to respond to global crises. Plan International joined the DRA Board of Directors in January 2024 and assumed the role of Chair in 2025. In this capacity, we invested in strengthening ties with the Ministry, which has repeatedly praised the DRA as a model for effective cooperation. Internally, we deepened a culture of trust and shared ownership among alliance members and are committed to centring the voices of crisis-affected communities in our decision-making.

The DRA celebrated its 10th anniversary in 2025, having reached over 31 million people since its inception. Plan International's Chair of the Supervisory Board, Garance Reus-Deelder, participated in a joint interview with Pascal Grotenhuis, Director-General for International Cooperation at the Dutch Ministry of Foreign Affairs.

Over the past year, Plan International helped implement multi-year DRA programmes in Sudan, South Sudan, and Ethiopia. As the situation in Sudan further deteriorated, we launched an additional emergency project with DRA partners. We also responded to humanitarian needs following flooding in Nigeria, an earthquake in Myanmar, escalating violence in Gaza, and ongoing insecurity in Haiti.

Down to Zero Alliance

In 2023, the Down to Zero Alliance launched *Step Up the Fight Against Sexual Exploitation of Children (SUFASEC)*—a three-year initiative funded by the Dutch Ministry of Foreign Affairs. Led by Terre des Hommes Nederland, the alliance includes Plan International, Defence for Children – ECPAT, Free a Girl, Conexión, and Child Rights Coalition Asia. The programme operates in twelve countries in Asia and Latin America.

Dutch Embassy in Bangladesh

In 2023, we launched *Shomotay Tarunno* ('Youth for Equality'), a new project co-funded by the Dutch Embassy in Bangladesh. The project aims to advance gender equality by challenging harmful gender norms and stereotypes. Working with partners from both public and private sectors, including youth organisations and universities, the project encourages young people to take an active role in regional and national decision-making. Following a successful start-up phase, this year's activities focused on fostering real shifts in attitudes toward gender norms.

European Commission

The European Commission is another important strategic partner for Plan International. We work closely with two departments: the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) and the Directorate-General for International Partnerships (DG INTPA).

Under DG INTPA, four major projects are funded:

- *Our Voices Our Choices* (supporting human rights defenders in Bangladesh, Nepal, and Thailand)
- *SAFE Online* (preventing online child sexual abuse in the Philippines)
- *Girls Without Fear* (preventing online child sexual abuse in the Thailand)
- *Swadhinata* ('Freedom of Expression for Digital Democracy', launched in February 2025 in Bangladesh, which supports freedom of speech among youth, women, and minority groups, with a focus on gender discrimination and countering online disinformation)

Our cooperation with DG ECHO continues to grow, with active projects in South Sudan, Mozambique, Ethiopia, Lebanon, Jordan, a cross-border project in The Dominican Republic and Haiti and a regional project spanning Bolivia, Colombia, Ecuador, and Peru. These projects ensure children affected by crisis can return to school, receive psychosocial support, and access protection services. In many locations, basic needs such as food and clean water are also provided. The Latin America regional project includes disaster and violence preparedness and received an additional DG ECHO grant for communications. Plan International used this grant, amongst others, to produce a powerful photo exhibition, raising awareness of the challenges and resilience of children and families in the region.

7.2 Foundations

Bernard van Leer Foundation

Since 2017, Plan International and the Bernard van Leer Foundation have worked together in Jordan to advance early childhood development (ECD) and promote children's rights. Following the success of the *First Steps Big Steps (FSBS)* initiative, a second phase (*FSBS-2*) was launched in 2022. This phase was later extended to May 2025. FSBS-2 focused on improving parenting support and strengthening ECD knowledge within Jordan's health sector. A successful pilot, implemented with the Ministry of Health (MoH), is now being scaled up nationally.

Together with Plan International in Jordan, preparations are underway for a third one-year phase (*FSBS-3*). This phase will further institutionalise inclusive, high-quality ECD services within the national health system. It aims to strengthen the MoH's capacity, expand sustainable parenting programmes, and enhance national coordination. FSBS-3 will also support gender-responsive, evidence-based interventions, embed them in policy and professional development frameworks, and promote public-private partnerships for lasting impact.

Giro555

Plan International has been part of the Cooperating Aid Organisations (Samenwerkende Hulporganisaties, SHO) since 2015. Under the collective name Giro555, these organisations join forces to raise funds to provide life-saving humanitarian assistance in response to major crises.

Following the escalation of violence in the Middle East, Giro555 launched a national fundraising campaign on 10 October 2024. The appeal raised over €25.6 million. Plan International allocated its share to humanitarian support in Gaza and Lebanon.

This financial year also marked the end of the Ukraine humanitarian response that was initiated via Giro555 on 28 February 2022. In June 2025, the final campaign report was published, documenting three years of emergency response by all 11 SHO members. Plan International's contribution focused on children and families and included the distribution of food, hygiene kits, winter clothing and temporary shelter, the delivery of psychosocial care, and ensuring the continuation of education. Child-friendly spaces and digital learning centres were set up, and shelters were renovated to offer safe learning environments for children uprooted by the conflict.

7.3 Dutch Postcode Lottery

Plan International has been a proud partner of the Dutch Postcode Lottery since 1998. Their loyal and generous support is vital to our mission of building a just and equal world for girls and young women. Thanks to last year's contribution of €3.15 million, we were able to implement impactful projects such as Saksham in India, which supports young women with vocational training, and a programme to combat violence against girls in Uganda.

But the most exciting news came later in the year, when the Dutch Postcode Lottery announced that they would increase their annual contribution to €4 million. This extraordinary gesture moved us deeply.

As our Director, Garance Reus-Deelder, said: "It is a frightening time to be a girl. Therefore, it is deeply moving that the Dutch Postcode Lottery has chosen to increase its support for girls' and women's rights at a time when so many are under threat. It allows us to increase access to education, offer protection to girls facing sexual violence, and those at risk of child marriage. The Lottery continues to lead the way in international solidarity."

In addition, Plan International was invited to a special charity edition of the TV show *Miljoenenjacht*, where we were delighted to receive a surprise donation, together with many other important causes.

Beyond funding, the Lottery helps raise visibility for our work through campaigns such as Do Good, national newspaper ads, and social media promotion around our *Night Against Sexual Violence* event.

One of the greatest values of this partnership is the flexibility of the support. This unearmarked funding allows us to respond swiftly to emergencies, invest in innovation, and strengthen our long-term impact. It is a true example of trust-based philanthropy that we couldn't be more grateful for.



Interview with Lydi Siebers

In May 2024, Lydi Siebers, Managing Director of the Dutch Postcode Lottery and the VriendenLoterij, visited Plan International projects in Bogotá and Cartagena together with colleagues from the Postcode Lottery Group. She witnessed first-hand how Plan International promotes children's rights and gender equality. What struck her most? "The genuine drive and personal attention paid to young people, and girls in particular."

"I have enormous respect for the perseverance of Plan International employees in continuously engaging political leaders in dialogue. The new law gives hope that other complex problems can also be successfully addressed."

When Lydi was told about the possibility of visiting Plan International's programmes, her interest was immediately piqued. But she also realised that it would not be an easy experience. "You get to see a country through a different lens and talk to people who have been through a lot", she says.

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*You get to see a country
through a different lens
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She was particularly impressed by a discussion on child marriage, which was finally banned in Colombia after seventeen years of lobbying by Plan International and other organisations. “In the Netherlands, letting a fourteen-year-old girl get married, especially to a much older man, is unheard of. But in Colombia, it took a long political debate to change the law. I have enormous respect for the perseverance of Plan International employees, who continuously engaged political leaders in dialogue. The new law inspires hope that other complex problems can also be successfully addressed.”

One such problem is that many girls miss school when they are on their period. “Whenever we visited a school in Colombia, we would stop to admire the toilets — a place you would most likely overlook in the Netherlands. But here they were proudly shown to us, because they had been fully renovated. All the toilets now had doors, so girls could manage their periods in private. They also had access to menstrual products. As a result, the girls no longer have to stay home when they are on their period. The things we take for granted in the Netherlands are by no means a given in Colombia.” Although Lydi sometimes found it overwhelming to learn about the many challenges in a country rife with inequality, she was inspired by the determination of the young people and staff she met along the way. “People continued to see the value in every step forward, no matter how small.”

She was also moved by examples of youth participation, particularly in the Perros sin Raza programme. “We visited a youth-friendly space in Bogotá, where young people can get together”, she says. There, they find protection, psychosocial support and activities that help them develop useful skills. “We met a group of young people from a particularly unsafe neighbourhood in Bogotá. They looked quite tough, with heavy make-up and jet-black, dyed hair, but they took very good care of each other. The older adolescents looked after the younger ones, and together they made music to process their experiences and grief. The safety they offered each other was truly wonderful to witness.”

Plan International has been an important partner of the Dutch Postcode Lottery for many years, Lydi explains. “Together, we are working to create a better and fairer world for young people, and for girls in particular. This is a group that has not (yet) had the chance to get the most out of life. Plan International plays a very important role in changing that. Everyone involved in the projects is genuinely committed to supporting children and girls and bringing about change.”

7.4 Corporate partners

At Plan International, we greatly value our corporate partners who support us in many ways, whether it's through financial contributions, employee engagement or strategic cooperation. Their involvement helps us reach more children and young people and advance gender equality. Beyond funding, partners contribute by sharing their expertise, networks and creativity, enabling us to design innovative solutions and amplify our impact. Their engagement also raises awareness among employees and the wider public, building a shared commitment to children's rights. Together, we can deliver meaningful and lasting change for vulnerable children and girls worldwide.

Adyen

Since 2023, Adyen has supported Plan International with funding for emergency programmes in Kenya, Colombia and seven other crisis-affected countries. In Marsabit, Kenya, where communities face climate shocks and conflict, Adyen's support helped us to launch *Supporting Girls in Crisis: Marsabit*. Following major floods and tribal violence in March 2025, we delivered emergency assistance such as food, water, shelter and supplies and invested in long-term resilience, including drilling a 340-metre borehole to increase clean water access. Adyen Giving also allows partner businesses to offer customers the option to donate to Plan International at checkout, turning everyday transactions into tangible support for girls' rights.

TUI Care Foundation

Since 2016, Plan International and TUI Care Foundation have worked together on *TUI Academy* projects in the Dominican Republic and Thailand. These initiatives equip vulnerable youth, especially young women, with vocational, personal development and life skills, as well as sexual education, to help them access safe employment in the tourism industry. The projects empower young people to make informed life choices and protect themselves from exploitation, while also helping holiday resorts find qualified and motivated staff. In 2025, the partnership expanded with the launch of the *TUI FutureShapers* project in the Dominican Republic. This new initiative supports five youth-led eco-tourism enterprises, helping young people build environmentally sustainable livelihoods and transform their futures.

ACT Group

With the support of ACT Group, Plan International successfully engaged nearly 300 young people, mostly young women aged 15 to 24 from indigenous communities, in ten rural communities in Chimborazo, Ecuador. Through the *Eco Entrepreneurship* project, they were empowered to pursue sustainable, ecological livelihoods, promoting social inclusion, gender equality and local economic development.

In 2025, ACT Group also committed to join forces with Plan International in setting up a new project: Young Women Advocating for Climate ACTION. This project promotes the meaningful engagement of girls and young women in climate action and policy influence. Beyond funding, ACT took an active role in amplifying the voices of young women. During the UN Commission on the Status of Women (CSW), two female climate activists, Hiqmat from Ghana and Sadeen from Jordan, visited ACT's New York office to share their experiences and ambitions directly with staff.

Hiqmat spoke about her work empowering women through technology and green entrepreneurship, including the *Women in Green MSMEs* initiative and the *Green Woman Podcast*. Sadeen shared how her *Honnah Initiative* prevents child marriage and how she drives innovation in climate resilience through solar-powered recycling systems.

ACT reaffirmed its commitment to supporting women in agriculture and climate leadership. Employees joined the discussion with great interest, sharing their own insights on corporate responsibility and impact.

Accenture

Accenture provided pro bono support by creating innovative AI tools for Plan International. A GenAI-based deviation tool will save 150 days of staff time annually by accelerating project analysis. A sponsor-alignment chatbot helps match donor interests to youth economic empowerment programmes, ultimately increasing both funding opportunities and possibilities for young people. Accenture also hosted Girls in ICT Day, welcoming 69 girls to their offices in Amsterdam, Utrecht and Eindhoven to explore the possibilities of a career in ICT.

AkzoNobel

In 2024, we celebrated 30 years of partnership with AkzoNobel. The *Saksham* programme in India, supported by AkzoNobel, helps young people — especially girls — gain technical, entrepreneurial and life skills for meaningful employment. Participants also receive training at AkzoNobel's Painting Academy in Delhi, opening doors to skilled jobs and self-employment in the painting and coatings sector.

ASML Foundation

Between 2022–2024, the ASML Foundation supported *STEM 2.0*, which introduced an education in science, technology, engineering, and mathematics (*STEM*) to pupils in rural China. The project exceeded expectations, reaching 3,457 more children than originally planned. Highlights included the participation of pupils in the 9th World Robot Competition, where they won first prize.

In 2024, the ASML Foundation also began funding the *Twin Transitions* project in the Philippines. This two-year initiative will train 5,300 young people, particularly young women, in life, green and digital skills, helping them to access employment in future-focused sectors. Initial engagement has reached over 6,500 people and has laid the foundation for tailored skills training in the coming year.

Prosus

At the end of FY25, we proudly welcomed Prosus as our new business partner. Together, we are working to close the digital and financial literacy gap in rural India. Our project empowers small-scale grocery vendors, especially women and young people, with digital tools and financial skills to grow their businesses and expand their reach, serving as catalysts for grassroots digital and financial inclusion. Some participants are also trained as livelihood correspondents (community-based facilitators, who provide last-mile access to digital and financial services), ensuring continued access in areas where banks and formal support are often hard to reach. This ensures that the programme's impact extends beyond the duration of the programme. The initiative aims to reach over 10,000 individuals. By improving access to the digital economy, we are helping to build resilient and inclusive communities.

7.5 Improving cooperation with programmatic partners

Plan International cooperates with a wide range of partners across all its programmes and projects — including international NGOs (INGOs), regional and national civil society organisations (CSOs) in our programme countries, and community-based organisations (CBOs). As an INGO, we aim to extend our reach and impact, while benefiting from each partner's added value and complementary strengths.

Through evaluations and our *Reshaping Partnerships* research, we gained key insights into how we can cooperate more effectively with NGOs based in our programme countries. We learned the importance of explicitly sharing power in decision-making processes and more clearly defining roles and responsibilities. By doing so, we can better recognise and build on each partner's unique expertise and contribution.

In 2024, we scaled up our work with local CBOs, including girls- and youth-led organisations, primarily through our strategic partnerships *She Leads* and *Break Free*. The Girls Advocacy Network, supported through these partnerships, is increasingly operating independently. With support from new donors, Plan International helped establish related networks such as the Girls Climate Cohort.

This past year, we focused strongly on improving the sustainability of these groups and networks. We provided fundraising training that enabled several organisations to attract their own donors. We also supported the development of small businesses, allowing some to evolve into social enterprises generating their own income.

In our humanitarian work, we increasingly work with local partners and strive to share power wherever possible. We delegate decision-making authority to locally based organisations that understand the needs and realities of the communities we serve. Their local knowledge and proximity allow for more effective, context-sensitive responses to crises and emergencies.



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*I feel happy at
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not at home.”*

8. Our organisation

Plan International Netherlands operates under a two-tier governance model, consisting of a separate Management Board and Supervisory Board. The organisation is headed by a sole Director, who leads the organisation in close cooperation with the Management Team, comprising the Chief Financial Officer, Chief Marketing Officer, and Chief Programme Officer.

The relationship between the Management Board and the Supervisory Board is governed by our Articles of Association, the Internal Regulations of the Supervisory Board, and a dedicated Management Charter. These frameworks ensure proper governance and oversight, and are fully aligned with the Code of Good Governance as outlined in the CBF Recognition Scheme Standards for Charitable Organisations.

To safeguard integrity and accountability, the Director and all members of the Supervisory Board have signed a formal declaration of independence and a statement to prevent conflicts of interest. Further details (in Dutch) can be found on our website.

Our Corporate Social Responsibility (CSR) ambitions are embedded in various policies and practices across the organisation and are part of our daily operations. We set environmental goals to support our commitment to strengthening climate resilience among girls and young women in our programmes, while also working to reduce our own carbon footprint. Social and governance elements are integrated into our ISO 9001:2015 and Partos certifications, ensuring alignment with recognised quality standards. This includes actions that promote a safe and inclusive workplace, while also reinforcing our strong commitment to integrity and transparency.

8.1 Social policy and our staff

At Plan International, we aim to be one of the most attractive employers in the development and humanitarian sector. We offer a work environment where learning, diversity, flexibility, and well-being are prioritised, enabling our staff to thrive while contributing to our mission.

Learning and development

As an organisation committed to learning, we continuously provide opportunities for professional development. Staff can participate in training sessions, webinars, and workshops, both internally and through the Plan International federation. Courses on safeguarding, gender equality, and women's rights are mandatory for all staff, ensuring a shared understanding of our core values and responsibilities.

Diversity and inclusion

We actively promote a diverse and inclusive work environment where all employees are treated with respect. We have zero tolerance for racism and discriminatory behaviour. Our recruitment policy explicitly encourages applications from candidates of all backgrounds, regardless of gender, age, cultural identity, religious belief, or sexual orientation. As a bilingual (Dutch-English) organisation, we provide a welcoming workplace for colleagues who do not speak Dutch. Our workforce is becoming increasingly diverse, supported by broader changes in the labour market. We are also committed to offering opportunities to young people, including through regular student internships across various departments.

Working conditions and social safety

Striking a healthy balance between connection and flexibility is important to us. Our hybrid work policy enables employees to split their time between working remotely and being in the office. We hold bi-weekly update sessions ('Keek op de Week'), regular lunch meetings, and team gatherings to keep everyone informed and engaged. We introduced sabbatical leave in 2023 as an additional benefit, offering employees the opportunity to take between six weeks and six months of unpaid leave to recharge or focus on personal goals.

We work closely with an occupational health and safety service to prevent absenteeism and create a healthy workplace. Each quarter, a social-medical meeting takes place between the HR manager and the company doctor. When it comes to the prevention of health and safety issues, the internal prevention officer is also involved.

Social safety and confidential support

Plan International has a zero-tolerance policy for bullying, harassment, and discrimination. We take social safety seriously and have taken steps to increase the visibility of our two trained internal confidential counsellors, who introduced themselves via intranet to lower the threshold for contact. Staff can also reach out to an external independent confidential advisor. All follow an internal protocol for complaints or concerns related to undesirable behaviour or any matter staff wish to raise confidentially. We believe staff should feel valued and safe to express themselves. That is why we conduct an employee satisfaction survey every two years through an independent agency. This helps us strengthen our organisational culture and identify areas for improvement.

Remuneration policy

Plan International is not part of a collective labour agreement. We follow our own salary policy, reviewed regularly against sector benchmarks. Each year, we aim to adjust salaries in line with the consumer price index (CPI) published by Statistics Netherlands (CBS), where financially feasible. In the past financial year, due to CPI fluctuations, we adjusted salaries based on the collective wage index instead.

Staff composition

In FY2025, Plan International employed an average of 108 staff members (103.2 FTEs). Of these, 69 percent worked full-time and 31 percent part-time. 74 percent of staff identified as women and 26 percent as men. The average age was 45.

Volunteers

During the reporting year, we were supported by 35 volunteer translators who helped translate communication materials for child sponsors. In addition, two volunteer translators worked on correspondence between sponsors and sponsored children.

8.2 Works Council

The Plan International Netherlands Works Council consists of seven members (five women and two men) representing various clusters and teams across the organisation. As a statutory employee participation body, the Works Council has two main roles: to represent the interests of employees and to support the organisation's overall objectives.

The Council meets every three weeks, with joint meetings held every six weeks with the Director and an HR representative. Depending on the agenda, members of the Management Team may also be in attendance. Additionally, the Works Council meets annually with representatives of the Supervisory Board.

During the reporting year, the Works Council received a request for advice regarding an organisational restructuring. The decision to restructure stemmed from a decline in discretionary funding, the growing demand for cost-efficiency, and our increased localisation ambition. These developments led the Management Team to prioritise core activities and strategic goals, with the aim of achieving long-term financial sustainability. The Works Council was involved from an early stage and was consulted closely throughout the process.

To support its review of the proposed structure and the accompanying social plan, the Works Council enlisted an external advisor and a legal expert in employee participation law. It also consulted with staff and gathered internal and external input. Ultimately, the Works Council advised in favour of the 'Future Proof' restructuring, subject to its recommendations being considered. In addition, the Council handled two further approval requests: the introduction of time registration for all staff and adjustments to the pension scheme in line with the new Future Pensions Act.

8.3 Environmental policy

The climate crisis is one of the greatest challenges of our time and disproportionately affects women and girls. Due to existing social, economic, and political inequalities, girls and women are more at risk when it comes to climate change. They are often the first to experience resource shortages, extreme weather events, and displacement, while at the same time being the last to be heard in decision-making processes. Limited access to education, healthcare, and leadership roles further deepens their vulnerability.

Plan International is committed to advancing the rights of girls and young women by strengthening their resilience to climate change. Through our programmes, we promote gender equality and climate justice by influencing policy, and ensuring meaningful participation of girls, women, youth, and other marginalised groups in climate action. We also recognise the environmental impact of our own operations and are committed to reducing our carbon footprint through sustainable, climate-conscious practices.

In 2023, Plan International Netherlands developed an Environmental Policy outlining key commitments to reduce our climate impact across both operations and programming. While some ambitions were adjusted due to organisational restructuring, several actions in FY25 have laid a solid foundation for long-term climate resilience.

We established a greenhouse gas (GHG) emissions baseline for FY23, aligned with Plan International's global policy. This enables us to track progress toward our target of reducing emissions by at least 55 percent by FY31, compared to our emissions in FY23. Our travel policy remains in place, and flight-related emissions are currently offset via our travel agency. In the year ahead, we will finalise GHG data collection for FY24 and FY25, enhance internal reporting systems, and develop a detailed reduction and compensation plan.

To embed climate resilience in our programmes, staff participated in a training on Sexual and Reproductive Health and Rights (SRHR) and climate. As of next year, we will begin applying the Climate Resilience Framework and Environmental Assessment Tool introduced by Plan International's Global Hub and Plan International in Finland.

8.4 Governance policy

To truly live by our values, we are committed to feminist principles and youth leadership. We therefore invest in training and reflection on these principles and promote a leadership style that is inclusive and empowering.

We work closely with youth organisations to shift the power closer to those most impacted, and to increase youth leadership within our programmes and office. In our programmes, we enable girls and young women to participate in global forums to amplify their voices. We also build young people's capacity to take collective action and influence governments and other duty bearers to ensure their meaningful participation in national, regional, and international institutions and human rights mechanisms. Within our organisation, we provide opportunities for young people to join our Supervisory Board, as staff members, and as student interns.

Feminist principles are central to our leadership development. To strengthen leadership skills across the organisation, we launched a two-year management development programme in April 2024, grounded in feminist leadership principles. This trajectory was temporarily paused in 2025 due to the restructuring process and will resume with the new Senior Leadership Team at the beginning of the next financial year.

8.5 Integrity

Integrity is central to Plan International's mission. We are committed to protecting the children and young people we work with and are fully accountable to them, our staff, donors and other stakeholders. This includes reporting transparently on both successes and mistakes and learning from them. Our global policies ensure transparency and help us meet the expectations of all those we work with.

Safeguarding Children and Young People

Child and youth safeguarding is a top priority for Plan International. We take every precaution to ensure that no child comes to harm as a result of engagement with our organisation. This includes training for staff, safeguarding risk assessments, and strict reporting mechanisms. We do everything we can to prevent, identify and take corrective action following unacceptable behaviour towards children and young people.

We distinguish between child protection, which addresses societal issues like child marriage and violence against children and safeguarding, which focuses on preventing abuse by our staff or partners. Safeguarding also includes PSHEA (protection from sexual harassment, exploitation and abuse).

We adhere to international standards including the Do No Harm principles and the Sphere guidelines³. Our safeguarding practices also extend to how we collect, store and share images and data of children in communications and marketing.

Reporting unacceptable sexual behaviour

Our global annual Safeguarding Progress Report, covering the global Plan International organisation, is published each March. The safeguarding figures in this report are therefore based on incident reports received during the 2024 financial year. These incidents occurred worldwide and did not involve any Plan International Netherlands' staff members.

³ Minimum Standards in Disaster Response.

Between 1 July 2023 and 30 June 2024, 377 safeguarding incidents were reported globally. Of these, 163 involved Plan International staff, associates or visitors. Among them, 34 concerned sexual misconduct, 23 were substantiated, 4 were not, 4 remain under investigation, and 3 were inconclusive. Six incidents were related to our programmes in the Netherlands. These were all handled appropriately in coordination with partner organisations.

Preventing Fraud

Plan International has a zero-tolerance policy towards fraud, bribery and corruption. All staff and consultants are required to comply with this policy. Cases are investigated by our federation's Counter Fraud Unit, which also provides training and conducts audits at our Country Offices. In addition, anti-terrorism and anti-money laundering policies and procedures are in place.

Fraudulent conduct may result in the dismissal of those involved, and recovery of any funds lost through fraud is always pursued. Where necessary, internal guidelines are tightened and enforcement procedures strengthened. All criminal offences are reported to the relevant authorities.

In FY2025, there were no cases of fraud in our Dutch office. Two project-related cases were reported: in South Sudan, salary misreporting led to partner suspension and repayment; in Thailand, a suspected misappropriation was unsubstantiated, though internal controls were strengthened.

We remain vigilant and review patterns and procedures regularly. Any instance of fraud is taken seriously, even when financial consequences are limited.

8.6 Managing risks and uncertainties

Plan International operates in complex and fragile contexts, requiring robust risk management. The organisation follows the Plan International federation's risk policy, based on ISO 31000:2018. This policy enables Plan International to minimise the likelihood of errors, remain alert and proactive in anticipating potential risks, and monitor and address weaknesses within the organisation. In addition, Plan International complies with CBF, ANBI, and IATI standards.

Risks, including those related to operating in highly fragile contexts, are detailed in reports quarterly submitted to the Plan International federation and discussed annually with the Supervisory Board's Audit Committee.

Plan International aims to minimise the potential impact of these risks on its staff, programme participants, partners and reputation.

The level of risk accepted varies depending on the nature of the risk. For example, the organisation has a low tolerance for risks related to non-compliance, while it is willing to accept a higher level of risk in areas such as fundraising, particularly when testing innovative fundraising approaches.

The main risks are:

Risk	Likelihood	Impact	Mitigation
The global political climate, in which long-term investment in development cooperation continues to be under pressure. This could limit Plan International's activities and impact.	High	High	- Diversifying our funding sources; and advocating for development aid and our themes in particular. - Forecasting financial scenarios and quarterly monitoring of status.
The downward trend in child sponsorship over the long term due to the changing profile of private sponsors. This could decrease the presence of Plan International in local communities where it operates.	High	Moderate	- Further innovation in alternative models for private fundraising together with the global Plan organisation. - Nurturing our loyal donor base and communicating positive impact of the programme.
Giving the international fragile context there is a risk of non-compliance with external legal and donor requirements which could lead to restitutions of funds, loss of institutional donors and reputation damage.	Moderate	High	- Creating awareness at local partners and emphasising requirements. - Strong compliance and due diligence framework for international programmes.
Plan International operates in a complex environment where integrity is an important value. Any doubt about our integrity among stakeholders can cause reputational damage.	Moderate	High	- Zero tolerance on topics of safeguarding, fraud, bribery and corruption. - Compliance with the global policies. - See chapter 8.5.
Inadequate internal administrative processes may lead to material errors in the financial reporting and management information.	Low	High	- High standard of accounting and internal control measures. - External financial audits
A decline in income and an increase in cost may impact the financial stability and cash reserves.	Low	High	- PDCA cycle (Plan Do Check Act) including financial risk analysis. - Take timely measures on organisational costs when needed.

Travel Safety

When international travel is necessary, we follow Plan International's global safety standards. Staff are well-briefed beforehand, and country offices must confirm that safety conditions are acceptable. After each trip, staff provide a report detailing outcomes and safety observations. All travellers undergo security training before visiting a Plan International's office abroad.

8.7 Quality standards and certifications

Plan International adheres to both international and Dutch NGO sector quality standards through the following certifications, quality marks and initiatives:

CBF: Plan International's operations comply with the Code of Good Governance. As a holder of the CBF Quality Mark since 1998, the organisation also adheres to the CBF Code of Conduct in its fundraising activities.

ANBI: Since its introduction in January 2008, Plan International has held ANBI (Public Benefit Organisation) status, which means that the Dutch Tax and Customs Administration recognises Plan International as a Public Benefit Organisation (ANBI). This status provides tax advantages for both sponsors and the organisation itself.

Goede Doelen Nederland: As member of Goede Doelen Nederland, Plan International complies with its codes, rules, and guidelines. These cover good governance, executive remuneration, and financial management.

ISO 9001:2025: Plan International is ISO 9001:2015 certified and therefore complies with the ISO guidelines for quality management and assurance.

Partos: In addition to ISO 9001 certification, Plan International holds Partos 9001 certification in the Netherlands. Developed by the sector association Partos, this standard represents the most relevant application of ISO 9001 within the development sector and reflects the specific context and conditions of our work.

A young woman with dark hair tied back, wearing a vibrant pink shirt with a blue and yellow floral pattern. She is holding a metallic, cylindrical object in her hands and looking towards the camera with a slight smile. The background is a blurred indoor setting with a white wall and some colorful items on a shelf.

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*I have the power
to make my
dreams come
true.”*

9. Report from the Supervisory Board

Plan International in the Netherlands is governed by a Supervisory Board currently comprising six members. While this overview refers to six members, the accompanying table lists eight, as two stepped down during the reporting year. The Board has two committees: the Audit Committee, which advises on financial statements and budgets, and the Remuneration Committee, which advises on management salaries, employment law, and the organisation's pay structure.

Meetings and Consultations

In the past financial year, the Supervisory Board convened four times. The Audit Committee also held four meetings, while the Remuneration Committee met once. In addition to the scheduled meetings, there were informal consultations between the Supervisory Board, the Director, the Works Council, and the management team.

Key matters discussed by the Supervisory Board included:

- Approval of the FY24 Annual Report and Financial Statements
- The restructuring and 'future proofing' of the organisation
- Approval of the FY25 Annual Plan and Budget
- Political developments in the Netherlands and abroad, and their implications for the organisation
- Updates on the Plan International Federation
- The appointment of a new Board member and Chair of the Audit Committee

While the sector continues to face turbulent times, the Supervisory Board is confident that the organisation has taken appropriate measures. These include ongoing localisation efforts, shifting power and resources to colleagues and partners in programme countries, rightsizing the Dutch office, and refining the strategic focus.

The Board conducted its annual self assessment in August 2025. The Board concluded among other things that they would like to challenge the organisation to be bolder, and that they would like to connect with other boards in the sector to learn and reflect together.

Representation within the International Federation

Two members of the Supervisory Board represent Plan International Netherlands at the Members' Assembly, the federation's highest decision-making body. One of these members also serves on the international Nominating and Governance Committee.

Discharge

The Supervisory Board would like to express its sincere thanks to the Director and all staff. The Director was formally discharged of responsibility for the policies pursued during the financial year.

On behalf of the Supervisory Board:

Anja Montijn (Chair), Susan Blankhart, Uffe Ekstedt, Alfred Levi, Geneviève Lieuw, Pavithra Ram.

A. H. (Anja) Montijn

Chair since 12 June 2018

Member of the Supervisory Board, Fugro

Non-Executive Director, OCI

Member since 12 June 2018, not eligible for reappointment

Other positions at the end of the reporting year:

- Board member, VEVO

S.T. (Susan) Blankhart

Ministry of Foreign Affairs (retired),
former ambassador with postings in
several countries.

Member since 6 November 2017, not eligible for
reappointment

Other positions at the end of the reporting year:

- Chair Supervisory Board, REF/FM
- (Interim) Chair Supervisory Board, RNW/Media
- Council of Members, Royal Tropical Institute
- Treasurer, Achmea Foundation
- Director, FemDiplo
- Academic Board, Georg Arnhold Program

J.J. (Hanco) Gerritse

Chair of the Audit Committee

Financial Director, ProRail

Member since 13 April 2017. Stepped down from the Board
as of 19 November 2024, end of term

Other positions at the end of the reporting year:

- Secretary, Stichting Continuïteit AVNM
(Algemene Vereniging Nederlandse Militairen)
- Member of the Supervisory Board,
Stichting 113 Zelfmoordpreventie

G.M. (Geneviève) Lieuw

Member of the Board, Netherlands
Institute for Human Rights

Member since 15 February 2021, not eligible for
reappointment

Other positions at the end of the reporting year:

- Member of the Supervisory Board, Stichting
Reclassering Caribisch Nederland
- Member of the Appeals and Advisory Committee,
CAF 11 and comparable matters, Tax Administration of
the Netherlands
- Board member, Stichting Pride Amsterdam
- Chair of the Supervisory Board, Mondriaan Fund
- Member of the Supervisory Board, Stichting
Vrouwenopvang Rosa Manus
- Member, Nederlands Juristen Comité voor de
Mensenrechten (NJCM)

A.E. (Alfred) Levi

CEO, Heelal BV

Member since 19 April 2021, eligible for reappointment

Other positions at the end of the reporting year:

- Member of the Supervisory Board, Stichting Nederlandse Ether Reclame (STER)
- Member of the Supervisory Board, Quooken
- Member of the Supervisory Board, IJsvogel Groep
- Chair of the Supervisory Board, Hoogvliet Supermarkten
- Board member, Stichting Amantia
- Member of the Supervisory Board, Holland Casino BV
- Member of the Supervisory Board, Mauritshuis
- Board member, Stichting Exploitatie Warenar
- Member of the Supervisory Board, Mardouw Olives - South Africa

Ma.K.S. (Krizna) Gomez

Founder and CEO, Tala Strategies B.V.

Member since 19 September 2023. Stepped down from the Board as of 15 October 2024

Other positions at the end of the reporting year:

- Board member, Center for Justice and Accountability, US

P. (Pavithra) Ram

Senior Programme Manager, IDH

Member since 19 September 2023, eligible for reappointment

Other positions at the end of the reporting year:

- Consultant/Advisor: Sustainability | Gender and DEI

U.G. (Uffe) Ekstedt

Chair of the Audit Committee
Financial Director, CBM Global Disability Inclusion

Member since 19 November 2024, eligible for reappointment

Other positions at the end of the reporting year:

- Supervisory Board Member, Fedex Express Deutschland GmbH

“

*I am driven by
my achievements
and the support
I have received.”*

10. Looking ahead to 2026

In our organisational plan '*Futureproof NLNO*', we defined a renewed vision for our future:

- We contribute to Plan International's global ambition of a just world that advances equal rights and opportunities for girls and young women. We aim to be the Dutch non-governmental organisation with the most effective fundraising approach and a strong presence in both development and humanitarian contexts.
- We are recognised and valued by donors and have a solid and diverse income base from the Dutch public.
- We operate as a (cost-)efficient organisation, ensuring maximum investment in our mission and fulfilling our donor promise to direct as much funding as possible to impact.
- We have sufficient technical expertise in-house to guarantee quality programming and full compliance. We work closely with country offices and local partners, sharing resources fairly and pooling them effectively to maximise our collective impact.
- We are a great place to work, with a shared sense of purpose, where colleagues take ownership, have the space to grow, and are motivated by our contribution to Plan International's global impact.

Our Annual Plan for the coming year builds on this vision. Our overall objective for FY26 is to maximise income for equal rights and opportunities for girls and young women. This objective is underpinned by three strategic goals:

- Effective fundraising from a broad donor base
- Impactful programming
- Organisational sustainability

Although we expect a decrease in income due to government budget cuts, we will maximise our impact through further localisation and improved efficiency.

Our geographical focus remains unchanged. The largest part of our programme portfolio is based in the Middle East and East and Southern Africa. We aim to grow our work in South Sudan, Sudan, and Ethiopia: countries with a large potential for impact in both development and humanitarian contexts. However, operational costs remain high due to security and logistical challenges.

Advocacy and strategic communications are key enablers of our work. We have also defined next steps to advance our strategic ambitions in shifting power, promoting diversity and inclusion, and reducing our CO₂ footprint.

10.1 Multi-year budget

Combined statement of income and expenditure

amount x €1,000

	Actuals FY25	Budget FY25	Budget FY26	Budget FY27	Budget Y28	Budget FY29	Budget FY30
Combined statement of income and expenditure							
Income							
Revenue from private donors	20,772	20,677	21,187	21,468	21,802	22,190	22,637
Revenue from corporate donors	1,520	1,510	1,395	1,648	1,724	1,803	1,887
Revenue from lottery distribution fund	4,001	3,150	4,000	4,000	4,000	4,000	4,000
Revenue from other nonprofit organisations	882	2,865	1,178	1,075	1,075	1,075	1,075
Revenue from government grants	49,255	41,974	31,638	26,751	27,558	28,406	29,296
Sum of revenue raised	76,430	70,176	59,397	54,941	56,158	57,474	58,895
Expenditure							
Objective A: Dutch programmes, partners and alliances	23,945	29,178	12,779	8,983	9,089	9,198	9,310
Objective B: Education and awareness raising	3,145	3,526	3,019	3,083	3,105	3,128	3,151
Objective C: Made available to Plan International	41,081	32,570	38,623	37,987	39,341	40,761	42,249
Spent on objectives	68,171	65,275	54,421	50,052	51,535	53,086	54,710
Fundraising expenses	4,128	4,705	4,514	4,587	4,630	4,674	4,717
Management and administrative expenses	896	1,059	828	874	890	906	922
Sum of expenditure	73,196	71,038	59,763	55,513	57,055	58,666	60,349
Balance before financial income and expenditure	3,234	(862)	(366)	(572)	(897)	(1,192)	(1,454)
Balance of financial income and expenditure	685	300	200	200	200	200	200
Balance of income and expenditure	3,919	(562)	(166)	(372)	(697)	(992)	(1.254)
Key Ratios							
Spent on objectives as % of revenue	89.0%	93.0%	91.6%	91.1%	91.8%	92.4%	92.9%
Spent on objectives as % of total costs	93.1%	91.9%	91.1%	90.2%	90.3%	90.5%	90.7%
Fundraising expenditure as % of total costs	5.6%	6.6%	7.6%	8.3%	8.1%	8.0%	7.8%
Management and administration costs as % of total expenditure	1.2%	1.5%	1.4%	1.6%	1.6%	1.5%	1.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Average No. of FTEs	103	113	92	86	86	86	86

Notes to expected income and expenditure FY26–FY30

The political climate concerning development cooperation remains uncertain. At the time of writing this annual report, new elections in the Netherlands are upcoming and the outcome will determine the prospects for Plan International and other organisations in the sector in the coming years.

During the year under review, Plan International has already made organisational preparations for calendar year 2026 and beyond, when our strategic partnerships, currently funded by the government, come to an end. By the start of fiscal year 2025/2026, Plan International had refined its strategy and focus, made changes to its organisational structure and reduced staff by 20 percent.

Fortunately Plan International has a broad donor base which is a solid foundation for funding the organisation's international programmes.

Revenue from private donors

In 2025, Plan International managed to achieve a slight increase in revenue from private sponsors, despite the decline in child sponsorship income. Efforts to raise private sponsorship revenue will continue to require significant attention in the coming years. Our approach will include optimal database management and innovative fundraising methods that enable us to operate more efficiently and retain loyal private sponsors. Legacies too will continue to be an important, though volatile, source of income.

Revenue from corporate donors

Revenue from corporate sources was well above budget in the year under review thanks to some larger contributions. For the coming years, our estimates are somewhat more conservative. Our current cooperations with corporate partners are of great value to us and we will continue to engage them in our work. Our aim remains to further expand our corporate network and to create more joint programmes with corporate partners.

Revenue from lottery distribution funds

During the year under review the Dutch Postcode Lottery surprised us with a 27 percent increase in their annual contribution, bringing their contribution up to 4 million euros a year for the coming years. We use these funds as co-funding in projects that we set up with other donors. Each year we also submit additional project applications to the Dutch Postcode Lottery.

Revenue from government grants

Our prognosis for the coming years is conservative, as we have excluded the possibility of new long-term development programmes funded by the Dutch government. We do, however, see that humanitarian aid is still supported, so we have budgeted conservative growth for the years beyond fiscal year 2026/2027.

Balance of income and expenditure

We have realised a surplus in income and expenditure over the past fiscal years. We are planning to use this surplus for our programmes during the coming years. This results in a negative balance of income and expenditure in our multi-year budget.

Notes to the key ratios

Spent on objective

In the long-term budget, spending on the objective as a percentage of total expenditure remains stable around 90 percent, which is the percentage we aim to achieve. Plan International pursues a policy of making received income available to the associated objective as quickly as possible and keeping (temporarily) appropriated funds and reserves as low as possible.

Fundraising, management and administrative expenses

As mentioned earlier, Plan International has prepared the organisation for more difficult years ahead. We have realised a significant reduction in costs starting FY 2025/2026.

In line with previous years and our objective, fundraising costs are around 8 percent of total expenditure, and management and administration costs are less than 2 percent of total expenditure.

Development in FTEs

The reduced staff levels are kept stable in the long-term budget. As a member of the Global Plan International federation we continue to put effort into the localisation objectives of shifting control and responsibilities to partners in the programme countries. As development and implementation of our programmes are increasingly being handled by Plan International offices in the respective countries, we anticipate growth in income can be achieved with the same number of staff.

A close-up portrait of a young girl with dark skin and eyes, wearing a black headscarf and a red shirt. She is looking directly at the camera with a serious expression. The background is a textured, yellowish-green wall.

“

*I want my
country to be
okay again.”*

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11. Financial statements

11.1 Balance sheet as of 30 June 2025

(after profit appropriation)

€* 1,000

	Notes	30 June 2025	30 June 2024
Assets			
Intangible fixed assets	11.5.1	17	79
Tangible fixed assets	11.5.2	499	627
		516	706
Receivables and accruals	11.5.3	2,676	3,777
Cash and cash equivalents	11.5.4	28,036	28,654
		30,712	32,431
Total assets		31,228	33,137
Liabilities			
Reserves	11.5.5		
Appropriated reserves		23,130	19,620
Continuity reserve		3,500	3,091
Total reserves		26,630	22,711
Long term debts	11.5.6	2,245	8,378
Short term debts	11.5.7	2,353	2,048
Total Debt		4,598	10,426
Total Liabilities		31,228	33,137

11.2 Statement of income and expenditure

€* 1,000

	Notes	2024/2025	2024/2025 Budget	2023/2024
Income	11.6			
Revenue from private donors		20,772	20,677	21,911
Revenue from corporate donors		1,520	1,510	2,400
Revenue from lottery organisations		4,001	3,150	3,150
Revenue from government grants		49,255	41,975	39,535
Revenue from other nonprofit organisations		882	2,865	790
Total Income		76,430	70,176	67,787
Expenditure	11.7			
Spent on objectives				
Objective A: Dutch programmes, partners and alliances		23,945	29,178	22,669
Objective B: Education and awareness-raising		3,145	3,526	3,403
Objective C: Made available to Plan International		41,081	32,570	34,600
		68,171	65,275	60,673
Fundraising expenses		4,128	4,705	4,363
Management and administrative expenses		896	1,059	937
Sum of expenditure		73,196	71,038	65,973
Balance before financial income and expenditure		3,234	-862	1,814
Balance of financial income and expenditure	11.8	685	300	459
Balance of income and expenditure		3,919	-562	2,273
Appropriation of balance of income and expenditure:	11.5.5			
Addition to / withdrawal from:				
Continuity reserve		409	300	410
Appropriated reserve		3,510	858	4,487
Appropriated fund		-	-	-2,625
Revaluation reserve		-	-	-
other reserves		-	-	-
		3,919	1,158	2,273
Key ratio's				
Spending on objective as % of income		89.2%	93.0%	89.5%
Spending on objective as % of total expenditure		93.1%	91.9%	92.0%
Fundraising expenses as % of total expenditure		5.6%	6.6%	6.6%
Management costs as % of total expenditure		1.2%	1.5%	1.4%
		100%	100.0%	100%
Average number of staff in FTEs		103.2	113.7	109.3
On-charged FTEs (to fellow Plan National Offices)		2.1	3.0	4.0
Average number of staff excluding on-charged FTEs		101.1	110.7	105.3

11.3 Cash flow statement

€* 1,000

	Notes	2024/2025	2023/2024
Cash flow from operating activities			
Balance of income and expenditure		3,919	2,273
Adjustment for depreciation	11.5.1 & 11.5.2	193	202
Adjustment for provisions		-	-
		193	202
Movement in working capital:			
Receivables	11.5.3	1,101	273
Short-term debt	11.5.7	305	-296
		1,407	-23
Movement in long-term debt	11.5.6	-6,134	-2,910
Operating cash flow		-615	-458
Cash flow from investment activities			
Investments in intangible fixed assets	11.5.1	-	-
Investments in tangible fixed assets	11.5.2	-3	-21
Total cash flow		-618	-479
Cash and cash equivalents at beginning of financial year		28,654	29,133
Cash and cash equivalents at end of financial year	11.5.4	28,036	28,654
Movement in cash and cash equivalents		-618	-479

Short term assets decreased by €1.7 million (5%) in the year under review. This was mainly due to the positive result of €3.9 million combined with a decrease in long-term debts of €6.1 million. These long term debts include funds already received at the end of the previous financial year, which were spent during the year under review. Plan International makes funds received available to the objective as quickly as possible. Project commitments are generally made only after funds have been received or formal contracts have been signed.

Cash flow was a negative €0.6 million, mainly due to a decrease in long term debt (€6.1 million), partly offset by the positive result of €3.9 million and a reduction in receivables.

After receiving a donation, Plan International manages the cash until it is disbursed for the benefit of the project. Cash is held in a demand account or an asset savings account. In addition, part of the cash is placed in a deposit account. Plan International has distributed available cash and cash equivalents across several banks.

Plan International endorses and acts in line with the Reserves and Investment Policy principles, as included in the CBF Recognition Scheme Standards for Charitable Organisations, and the Guidelines on the Financial Management of Charities issued by the sector association Goede Doelen Nederland.

11.4 General notes

Stichting Plan International Nederland, a foundation having its registered office at 224 Baarsjesweg in Amsterdam, Chamber of Commerce number 41198890 (hereinafter 'Plan International'), aims to make sustainable financial contributions to its international programmes. These programmes are run by Plan International Inc. and seek to improve the lives and position of children and young people in low- and middle-income countries, focusing in particular on girls and gender equality. Plan International does this by providing information about development cooperation in the Netherlands in order to raise awareness and to raise funds.

Plan International also aims to promote meaningful communication between private sponsors and the sponsored children, their families and the communities they live in.

In the organisation, there is a distinction between management and supervision as prescribed in the Articles of Association. The organisational structure of Plan International includes a Management Board, officers and departments. The Management Board is in charge of running the foundation. The Supervisory Board approves the mandate of the Management Board and oversees the Management Board's policies and general affairs. The working relationship between these two bodies is laid down in internal regulations and a management charter. Both are anchored in the Articles of Association adopted by the Supervisory Board. The mandate of the Supervisory Board is also defined in Plan International's Articles of Association.

Plan International has an international board that includes board members selected on the basis of specific knowledge and skills.

11.4.1 General information

Plan International's financial statements have been prepared in accordance with the requirements of the Dutch Accounting Standards for Fundraising Institutions (Richtlijn voor de Jaarverslaggeving van Fondsenwervende Organisaties (RJ650)). The purpose of these financial statements is to provide an insight into Plan International's income, spending and financial position. The financial statements for financial year 2024/2025 are compared with the budget and the corresponding amounts for the previous financial year.

Functional currency

The financial statements have been prepared in euros, which is both the functional and presentation currency.

Going concern assumption

The financial statements are prepared on the basis of the going concern assumption.

Related parties

Related parties are all legal entities over which dominant control, joint control or significant influence can be exercised. Legal entities that can exercise dominant influence are also classified as related parties. The members of the Management Board under the Articles of Association, other key officers in Plan International's management and close relatives are also related parties.

Significant transactions with related parties are disclosed to the extent they were not entered into under normal market conditions. The nature and size of the transaction and other information necessary to provide insight into these transactions are disclosed.

11.4.2 Relationship with Plan International Inc.

Plan International is an independent foundation and a member of the Plan International federation. The federation's head office, Plan International Inc., is located in Woking in the United Kingdom. The financial statements of Plan International are consolidated in the combined financial statements of the International federation.

Plan International Inc.

Plan International Inc. is responsible for the selection, implementation, control and accountability of the fundraising offices' international programmes related to child sponsorship.

Plan International in the Netherlands, together with other Plan International fundraising offices, is related to Plan International Inc. through the deed of incorporation, the membership agreement and a logo agreement. Some of these fundraising offices have the status of so-called implementing members. These are offices that do fundraising in addition to implementing programmes.

In line with its deed of incorporation and Articles of Association, the child sponsorship contributions received by Plan International are being remitted to Plan International Inc. after deducting fundraising costs and other local charges.

Within the mission and vision of Plan International, members are free to formulate and implement their own operational policies.

Offices in programme countries

Country offices are responsible for the programmes implemented in their countries. These programmes are funded by revenue from corporate sources, governments grants and private project sponsors. The programmes are developed and agreed with Plan International Inc.

Plan International engages the country offices to implement specific projects funded by project contributions from the government and other parties through strategic partnerships. The breakdown of the amounts involved is provided in note 11.7.4 of these financial statements. Plan International plays a role in this process in coordinating, supporting, accounting for and facilitating the financial and administrative processes.

11.4.3 Accounting policies and determination of results

Unless stated otherwise, assets and liabilities are valued at acquisition or manufacturing cost or current value. If no specific basis of valuation is stated, valuation is at acquisition cost.

Change in accounting policies

The accounting policies used have remained unchanged from the previous year.

Estimates

In order to apply the policies and rules for the preparation of financial statements, the Management Board has to form an opinion on various matters. In addition, the Management Board must make estimates that may be critical to the amounts recognised in the financial statements. The nature of these opinions and estimates, including the associated assumptions, is explained in the notes to the relevant items if this is necessary to provide the insight required by Article 2:362(1) of the Dutch Civil Code.

Foreign currency and exchange differences

Foreign currency transactions during the year under review are recognised in the financial statements at the rate on the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate on the balance sheet date. Exchange differences arising from settlement and translation are credited or charged to the statement of financial activities. Non-monetary assets valued at acquisition cost in a foreign currency are translated at the exchange rate on the transaction date. Non-monetary assets valued at current value in a foreign currency are translated at the rate at the time the current value was determined. Exchange differences arising on the settlement or translation of monetary items are recognised in the statement of financial activities in the period in which they arise.

Pension contributions

Pension contributions payable to the pension scheme administrator are recognised as an expense in the statement of income and expenditure. Contributions payable and prepaid contributions at the end of the year are recognised under accruals and prepayments respectively.

Balance sheet

Intangible fixed assets

Intangible fixed assets are measured at historical cost less amortisation. An assessment is made at the balance sheet date as to whether there is any indication that a fixed asset item needs to be impaired. If such indications are present, the recoverable amount of the asset is adjusted. Assets are depreciated from the date of initial use over the expected useful life of the asset.

Intangible fixed assets are depreciated as follows:

- Software: 33% per year

Tangible fixed assets

Tangible fixed assets are valued at acquisition or manufacturing cost including directly attributable costs and minus straight-line depreciation over the expected useful life. An assessment is made at the balance sheet date as to whether there is any indication that a fixed asset item needs to be impaired. If such indications are present, the recoverable amount of the asset is adjusted. Assets are depreciated from the date of initial use over the expected useful life of the asset.

Tangible fixed assets are depreciated as follows:

- Furniture and fixtures: 33% per year.
- Renovations: remaining term of rent agreement.

Receivables

Upon initial recognition, receivables are recognised at fair value. Subsequently, receivables are measured at amortised cost, less impairment losses. If receipt of the receivable has been deferred on the basis of an extended agreed payment period, the fair value is determined using the present value of the expected receipts. Based on the effective interest rate, interest income is credited to the statement of financial activities. Provisions for bad debts are deducted from the carrying amount of the receivable.

Cash and cash equivalents

Cash and cash equivalents consist of cash and bank balances and demand deposits with a maturity of less than twelve months. Bank overdrafts are included under debts to credit institutions under Short-term debt. Cash and cash equivalents are valued at face value. Cash and cash equivalents denominated in foreign currencies are translated at the balance sheet date in euros at the exchange rate ruling at that date. Any exchange differences are taken to the statement of income and expenditure.

Reserves and funds

Equity is classified into reserves and funds. Some of the reserves are ring-fenced for specific purposes, namely the appropriated reserve and the continuity reserve. Funds have been specifically allocated by third parties.

Provisions

Provisions are formed for legally enforceable or constructive obligations that exist on the balance sheet date, where it is probable that an outflow of resources will be necessary and the amount of which can be reliably estimated.

The provisions are determined on the basis of the best estimate of the amounts that are necessary to settle the obligations on the balance sheet date. The provisions are valued at the present value of the expenditures that are expected to be necessary to settle the obligations and losses, unless the time value of money is not material. If the time value of money is not material, the provision is stated at nominal value.

Non-current liabilities and current liabilities

Non-current liabilities and current liabilities are recorded when the contractual obligation arises. Debts are measured at fair value on initial recognition. After initial recognition, liabilities are measured at amortised cost using the effective interest method, minus impairment losses.

Income

Income from private donors

Income from private individuals is recognised in the period to which it is related, which is usually when the amounts are received. Gains arising from inheritances, legacies, bequests, etc. are recognised at fair value in the year in which the amount involved can be reliably measured.

Income from corporate donors

Income from companies consists of non-recurring income, such as donations, as well as grants from foundations. Non-recurring income is recognised in the year in which it is received. Grants from foundations are recognised in the year in which the project expenditures are incurred.

Income from lottery organisations

The regular contribution from the Dutch Postcode Lottery is recognised in the year in which the income is received. Additional contributions that are earmarked for specific projects are recognised in the year in which the project expenditures are incurred.

Income from government grants

Government grants are recognised as income in the year in which the project expenditures are incurred.

Income from nonprofit organisations

This category of income includes restricted grants received from international and national foundations, and SHO (Samenwerkende Hulporganisaties, a coalition of Dutch humanitarian aid organisations). The funding received from nonprofit organisations and from the SHO is recognised as income in the year in which the project expenditures are incurred.

Gifts in kind

Gifts in kind are valued at their fair value in the Netherlands. These gifts are recognised in the statement of financial activities.

Volunteers

Any non-financial contribution made by volunteers is not recognised in the statement of financial activities.

Locally raised income

Income raised locally is grant income raised in partnership with the Plan International implementing office in the country concerned. Income and expenses are credited and charged to the project implemented by Plan International with the office in the country concerned.

Expenditure

Remittances to Plan International Inc.

International projects are usually implemented in partnership with the local Plan International offices. Pledged project contributions are recognised as a liability when the contract with the implementing office is signed.

Pledged project contributions are recognised as an expense when the contribution is remitted to Plan International Inc. or the Plan International office in the area.

Employee benefits

Wages, salaries and social securities are recognised in the profit and loss account on the basis of the employment terms and tax regulations.

Plan International has established a group pension scheme for its employees. It is a defined contribution scheme. The provisions of the Dutch Pension Act apply to this pension scheme. Plan International pays contributions to the insurance companies on a contractual basis. The contribution payable for the financial year is recognised as an expense. Prepaid contributions are recognised as accruals.

Management and administration expenses

Management and administration expenses are costs incurred by the organisation in the context of (internal) management and administration that are not related to the objective or the acquisition of revenue.

Management and administration costs are calculated in accordance with the guideline published by Goede Doelen Nederland, the trade association of charities. They include the costs of the Directors, the Board of Supervisors, the financial accounting function, the staff bureau and the controllers, and all costs indirectly allocated thereto, to the extent that these cannot be allocated directly to the goals and generation of income.

Fundraising expenses

Fundraising expenses include all costs of activities designed to raise revenue for Plan International objectives from private sponsors, corporate sources, lottery distribution funds, governments and other (fundraising) organisations. If the costs also relate to education and awareness-raising, they are divided between fundraising and education and awareness-raising costs.

Depreciation and amortisation

Intangible fixed assets are amortized and tangible fixed assets are depreciated from the date they are ready for use over the expected future useful life of the asset. Future depreciation and amortisation are adjusted if there is a change in estimated future useful life.

Gains and losses from the occasional sale of intangible and tangible fixed assets are included in depreciation.

Interest income and interest expenditure

Interest income and interest expenditure are recognised on a time-proportionate basis, taking into account the effective interest rate of the assets and liabilities concerned. In the recognition of interest expenditure, account is taken of recognised transaction costs on loans received that are included in the calculation of the effective interest rate.

Operating leases

Where significant advantages and disadvantages associated with ownership do not rest with Plan International, leases are recognised as operating leases. Lease payments, minus account fees received from the lessor, are recognised in profit and loss on a straight-line basis over the term of the contract.

Determination of results

The result is determined as the difference between revenues, costs and other expenses for the relevant financial year.

Cash flow statement

The cash flow statement has been prepared using the indirect method. Cash in the cash flow statement consists of cash and cash equivalents. Cash flows in foreign currencies have been translated at the transaction rate. There are no financing activities. Investments in tangible and intangible fixed assets include only those investments for which cash was used during the financial year.

11.5 Notes to the balance sheet

11.5.1 Intangible fixed assets

Movements in intangible fixed assets are as follows:

€* 1,000

	30 June 2025	30 June 2024
Carrying amount at 30 June prior year	79	150
Acquisition value		
Opening balance at 1 July	366	366
Investments	-	-
Desposals	-	-
Closing balance at 30 June	366	366
Accumulated depreciation		
Opening balance at 1 July	287	216
Depreciation in financial year	62	71
Depreciation on disposals	-	-
Closing balance at 30 June	349	287
Carrying amount at 30 June	17	79

At the balance sheet date, an assessment was made as to whether intangible fixed assets had to be impaired. This was not the case. All intangible fixed assets are required for operations. The intangible fixed assets item mainly consists of investments in software.

11.5.2 Tangible fixed assets

Movements in tangible fixed assets are as follows:

€* 1,000

	30 June 2025	30 June 2024
Carrying amount at 30 June prior year	627	737
Acquisition value		
Opening balance at 1 July	868	846
Investments	3	22
Disposals	-5	-
Closing balance at 30 June	866	868
Accumulated depreciation		
Opening balance at 1 July	241	110
Depreciation in financial year	131	131
Depreciation on disposals	-5	-
Closing balance at 30 June	367	241
Carrying amount at 30 June	499	627

At the balance sheet date, an assessment was made as to whether tangible fixed assets had to be impaired. This was not the case. The tangible fixed assets item mainly consists of investments in fixtures and fittings and computer hardware.

11.5.3 Receivables and accruals

Receivable and accruals, due within one year, consist of the following components:

€* 1,000

	30 June 2025	30 June 2024
Legacies receivable	1,951	2,681
Prepaid pension contributions	84	88
Current account with Plan International	461	490
Other prepaid and receivable contributions	180	518
Totals	2,676	3,777

11.5.4 Cash and cash equivalents

€* 1,000

	30 June 2025	30 June 2024
Cash and bank balances	16,266	17,303
Savings accounts with ING Bank	1,420	1,401
Deposit with ING Bank	10,300	9,900
Savings accounts with ASN Bank	50	50
Totals	28,036	28,654

Plan International holds available cash in a savings or deposit account with several banks. Banks are selected on the basis of a periodic review through the Dutch Fair Bank Guide and their credit rating. The Plan International asset policy includes a conscious decision not to invest (in shares for examples). The foregoing is laid down in a financial statute approved by the Supervisory Board. All funds other than deposits are payable on demand. The deposits are all payable within one year.

11.5.5 Reserves

Reserves

The reserves consist of appropriated reserves and a continuity reserve.

Appropriated reserves

Appropriated reserves consist of pledges to programmes whose origins stem from the following sources:

€* 1,000

Appropriated reserves

	Balance at 30-June-24	Gifts	Total available	Expense reimbursement	Spent on projects	Increase continuity reserve	Balance at 30-June-25
Gifts and donations (*)	6,983	7,083	14,066	1,993	1,378	409	10,286
Campaigns	318	-	318	-	318	-	-0
Corporate donors	1,514	704	2,218	28	803	-	1,387
Gifts in kind	-	-	-	-	-	-	-
Legacies	4,445	1,547	5,992	464	1,278	-	4,250
Dutch Postcode Lottery	6,360	4,001	10,361	1,200	1,954	-	7,207
Total	19,620	13,336	32,956	3,686	5,731	409	23,130

(*) The reserve of gifts and donations from private sponsors consists of donations in support of projects that have not yet been spent.

The Management Board has determined that the various components of the reserves will be spent on projects in accordance with established internal guidelines. These components are therefore appropriated for a specific purpose.

Continuity reserve

A continuity reserve is created to cover short-term risks and to ensure that the organisation can continue to meet its obligations in the future. The underlying risks that have been identified, for which an adequate continuity reserve is present, are as follows:

- Risk of a reimbursement obligation to donors in case of ineligible project expenses
- Risk of reorganisation cost in the event of a sudden drop in revenue

€* 1,000

Continuity reserve

Status at 30 June 2024	3,091
Increased continuity reserve following risk analysis	409
Status at 30 June 2025	3,500

The continuity reserve was reviewed with the Supervisory Board in April 2024. Based on this review it was decided to increase the continuity reserve in two years to €3.5 million. This amount keeps the level of the reserve well below the maximum size per the Guidelines issued by Goede Doelen Nederland. This Guidelines stipulate that the level of the reserve should not exceed a maximum of 1.5 times the yearly operating costs.

11.5.6 Long term liabilities

The long term liability relates to the advance payments that Plan International has received for programmes to be implemented. These programmes are funded with earmarked money such as government grants. When these conditional funds are spent in accordance with the objective, they are recognised as income.

€* 1,000

	30 June 2025	30 June 2024
Grant liabilities	2,245	8,378

During the year under review the advance payments received by Plan International have been used for the implementation of the projects. This lead to a decrease of the liability specifically for the projects funded by the Dutch Government and by the European Union. The breakdown of these conditional grant liabilities per donor type is as follows:

€* 1,000

	Balance at 30-June-24	Received funds	Total available	Direct trans- fer to alliance partners	Transfer to Plan International Inc.	Implementation cost in The Netherlands	Total spent	Balance at 30-June-25
Strategic Partnerships Dutch Government	2,687	12,301	14,988	5,718	7,117	555	13,391	1,598
Other Dutch government	2,618	18,821	21,439	9,193	10,530	574	20,297	1,142
European Union	3,555	8,138	11,693	1,184	10,157	758	12,098	-404
Corporate partners	-961	687	-274	0	671	57	728	-1,002
Nonprofit organisations	509	6	515	0	-24	0	-23	538
Dutch Postcode Lottery extra draw	0	0	0	0	0	0	0	0
Raised locally	-30	3,511	3,481	0	3,411	100	3,511	-30
SHO	0	1,309	1,309	0	823	82	905	404
Total	8,378	44,773	53,151	16,095	32,685	2,126	50,906	2,245

The closing balance of €2.2 million can be split into a project liability of €11.4 million netted by a receivable on the project donor of €9.3 million. There are no project liabilities with a remaining term to maturity of more than five years.

11.5.7 Short term liabilities

€* 1,000

	30 June 2025	30 June 2024
Accounts payable	625	371
Sponsorship contributions received in advance	819	884
Reserve for holidays	197	240
Other short-term debt	712	553
Total	2,353	2,048

Short-term debt has a maturity of less than one year.

11.5.8 Off balance sheet liabilities

The off balance sheet liabilities can be split into project related liabilities and liabilities pertaining to the office of Plan International.

Project liabilities sourced from non-contingent income

Part of the funding that Plan International receives is not earmarked and therefore non-contingent. These funds are directly recorded as income and used for various projects, often together with available funding from external donors. At 30 June 2025, Plan International had a total of €3.5 million of off-balance sheet liabilities outstanding for projects to be implemented financed with non-contingent income.

Other off-balance sheet liabilities consist of:

€* 1,000

Non-contingent project liabilities	30 June 2025
Liability within 1 year	2,387
Liability between 1 year and 5 years	1,152
Liability longer than 5 years	0
Total	3,539

Rent and bank liabilities

A contract was signed for the lease of the office at Baarsjesweg 224 in Amsterdam from September 2022 to August 2032. Total off balance liability amounts to €2.1 million and can be split as shown below. Next to that, a bank guarantee of €72,526 was issued for this purpose.

€* 1,000

Rent liabilities	30 June 2025
Liability within 1 year	299
Liability between 1 year and 5 years	1,196
Liability longer than 5 years	648
Total	2,143

Other liabilities

Plan International has a printer rental contract. This contract will expire in September 2027. The annual cost is €12,763 plus VAT, resulting in an off balance liability of €112,000.

If payments related to other components of the contract are included in the disclosed lease payments, the payments including these other components are recognised separately.

€* 1,000

Other liabilities	30 June 2025
Liability within 1 year	15
Liability between 1 year and 5 years	18
Liability longer than 5 years	-
Total	33

11.5.9 Financial risks and financial instruments

Plan International is exposed to currency, interest rate, foreign exchange, cash flow, credit, and liquidity risks. The organisation has a low-risk appetite and maintains prudent policies to minimise these risks.

Plan International does not apply or trade in financial derivatives, such as interest rate swaps, forward exchange contracts, or options to manage its risks.

Credit risk primarily arises from the organisation's cash position. Bank balances are mainly held in euros and a small amount in US dollars. At the balance sheet date, the USD balance represented less than 0,4% of total bank balances. The risk of financial loss due to bank default is considered low, as funds are held with well established banks (ING and Rabobank).

Credit risk on receivables is also considered low. The receivable from Plan International Inc is a current account used for project remittances, child sponsorship and cost recharges. This receivable is unsecured and does not bear interest. The valuation of legacies receivable is determined for each individual case once the value of the legacy can be reliably estimated. Settlement of legacies is outsourced to Goede Doelen Nederland.

Given Plan International's strong cash position, both liquidity and cash flow risk are considered low. The organisation has no interest-bearing loans.

The fair value of the financial instruments stated on the balance sheet, including receivables, cash and cash equivalents, and current liabilities, is approximately equal to their carrying amount.

11.6 Notes to the income

11.6.1 Breakdown of revenue raised

€* 1,000

	Revenue from private donors	Revenue from corporate donors	Revenue from lottery organisations	Revenue from government grants	Revenue from other nonprofit organisations	2024/2025	Budget 2024/2025	2023/2024
Child sponsorship	12,142					12,142	11,778	12,613
Project sponsorship	7,083					7,083	7,099	6,493
Legacies	1,547					1,547	1,800	2,806
Corporate partners		1,520				1,520	1,510	2,400
Lottery Distribution Fund			4,001			4,001	3,150	3,150
Nonprofit organisations / SHO					882	882	2,865	790
Government Grants				49,255		49,255	41,975	39,535
Sum of revenue raised 2024/2025	20,772	1,520	4,001	49,255	882	76,430	70,176	67,786
Budgeted 2024/2025	20,677	1,510	3,150	41,975	2,865	70,176		
Realised 2023/2024	21,912	2,400	3,150	39,535	790	67,787		

Total revenue was €6.3 million (+9%) above budget and €8.6 million (+13%) above last year. The main reason is the growth of humanitarian government grants. From the total sum of revenue €21.8 million is recurring income and €54.6 million is one-off income like government grants and legacies.

11.6.2 Child and project sponsorship

Revenue from child sponsorship was 3% higher than budget, but showed a decrease of 4% compared to the previous financial year. This decline is consistent with the historical trend and is being compensated by an increase in project sponsoring.

Plan International has a loyal private sponsor base. During the year under review, both child and project sponsors were retained and recruited through face-to-face contact, online channels and direct mail.

€* 1,000

Child sponsorship	2024/2025	Budget 2024/2025	Variance vs Budget	2023/2024
Total child sponsorship	12,142	11,778		12,613

Revenue from child sponsorship relates to periodic contributions from private sponsors to support the communities of the sponsored children. These contributions were received in financial year 2024/2025 and are unconditional.

€* 1,000

Regular project sponsorship	2024/2025	Budget 2024/2025	Variance vs Budget	2023/2024
Regular project sponsorship	5,696	6,289		6,203
One time project sponsorship	1,387	810		290
Total project sponsorship	7,083	7,099	-0.2%	6,493

Total income on project sponsoring was according to budget.

Number of sponsors	Child sponsors	Regular project- sponsors	Total number of regular sponsors	Total number of one-time sponsors
30 June 2024	36,194	57,332	93,526	10,322
Increase in the number of sponsors	488	11,884	12,372	
Decrease in the number of sponsors	2,177	10,118	12,295	
One-time sponsors				11,384
30 June 2025	34,505	59,098	93,603	11,384
	-5%	3%	0%	10%

Number of sponsored children

30 June 2024	41,244
Increase in the number of sponsored children	488
Decrease in the number of sponsored children	2,348
30 June 2025	39,384

Total number of children sponsored has decreased by 4.5% year after year.

11.6.3 Legacies

Legacies are a volatile source of income. Every year Plan International receives a number of legacies which obviously differ in size. Last year the income from legacies was €1.1 million or 65% higher than budget, due to some high value estates. This year the income was 14% below budget.

€* 1,000

Legacies	2024/2025	Budget 2024/2025	Variance vs Budget	2023/2024
Total Legacies	1,547	1,800	-14.0%	2,806

11.6.4 Corporate partners

Revenue from corporate partners was 13% higher than budgeted but lower than the previous financial year. Several large amounts were received from corporate partners such as Adyen and ASML Foundation. The funds we receive from corporate partners are both conditional/earmarked and unconditional. A smaller amount of the contribution is ‘in kind’. Corporate partners support various projects, often providing expertise and support through their own staff in countries where Plan International implements programmes. In kind legal support was provided by DLA Piper and in kind IT support was provided by Accenture consulting.

Revenue from corporate partners is as follows:

€* 1,000

	2024/2025	Budget 2024/2025	Variance vs Budget	2023/2024
Conditional donations from corporate partners	745	200		636
Unconditional donations from corporate partners	704	1,180		1,627
Gifts in kind	71	130		137
Total revenue from corporate partners	1,520	1,510	0,7%	2,400

Unconditional donations

In the year under review, corporate revenue in the form of unconditional pledges amounted to €0.7 million. See also note 11.5.5 (Reserves).

Conditional donations

The breakdown of revenue from corporate partners at project level is as follows:

€* 1,000

	2024/2025	2023/2024
Development projects		
Women lead change - Empowering women to save livelihoods and highlands	133	13
Twin Transition: Digital and Sustainable Pathways for Youth	100	0
Rooting for Change	84	0
A Bloody Serious Matter: Improved dignity and healthy menstruation for girls and women in Uganda	75	0
TUI Academy Dominican Republic 3	72	184
Science, Technology, Engineering and Mathematics – Girls can do IT! - 2.0	68	35
TUI Academy, Protection and economic empowerment of youth in tourism in Thailand	36	135
Adyen - start partnership	22	0
WASH SDG	15	0
STEM 2.0 – Girls can do IT! in Shaanxi and Yunnan Provinces, China	10	16
Youth Employment Solutions Project in Shaanxi	0	11
Other	0	-8
Supporting Girls in Crisis - Marsabit	-250	250
	366	636
Humanitarian projects		
Safe Horizons: Disaster Resilient Education in Colombia	206	0
UNICEF - SDN LRI 2024	148	0
ECHO - ETH HIP 2025	25	0
Dutch Relief Alliance - Mozambique ACJR 2023	0	0
	379	0
Total revenue conditional corporate partners	745	636

11.6.5 Lottery Distribution Fund

In the financial year, Plan International received a contribution of €4 million from the Dutch Postcode Lottery, which marks an increase from the annual amount of €3.15 million. The Postcode Lottery has committed to maintaining this higher level of support, pledging €4 million annually for the next five years.

€* 1,000

	2024/2025	Budget 2024/2025	Variance vs Budget	2023/2024
Dutch Postcode Lottery	4,001	3,150		3,150
Total gifts and donations	4,001	3,150	27%	3,150

For the past nine years Plan International has received an annual contribution of 3.2 million euro for its work. This contribution was increased to 4.0 million euro in the year under review. In addition, Plan International won 1.000 euros during the Postcode Lottery's 'Miljoenenjacht' charity edition 2024.

11.6.6 Other nonprofit organisations / SHO

Income from other nonprofit organisations and Dutch Cooperating Aid Organisations (Samenwerkende Hulporganisaties - SHO) are earmarked contributions to international projects. Following statement nr. 2024-10 by the Dutch Council for Annual Reporting, the income from these sources is being accounted for in the same way as grants. This means that income is recognised the moment that the expenditure has taken place.

Giro555

Plan International participated in the Giro555 campaign for the Middle East during the year under review. In total an amount of €1.3 million was allocated to Plan International. Based on the year to date expenditures, an amount of €0.9 million was recognised as income during the year under review. The remaining funds for the Middle East campaign that were not spent at year end have been recorded under 'other short term liabilities'.

Plan International has been an official member of SHO since 2015.

€* 1,000

	2024/2025	Budget 2024/2025	Variance vs Budget	2023/2024
Giro 555 (SHO)	905	1,500		-
Revenue from nonprofit organisations	-23	1,365		790
Total donations from other organisations	882	2,865	-69.2%	790

The two tables below disclose the income and expenditure per Giro555 campaign.

Amount in €1

Ukraine campaign	Actual FY25	Total to date
Income		
SHO funds (public donation)		8,000,000
Interest received		
Total income		8,000,000
Costs for preparation and co-ordination (AKV)		560,000
Total available for local programme areas		7,440,000
Breakdown expenditure in local programme areas		
Expenditure through local implementing organisation	36,636	7,440,000
Expenditure through international umbrella organisation		
Expenditure provided directly by our organisation		
Total Expenditure in local program areas	36,636	7,440,000
Remaining funds available for expenditure in the field		0
Total expenditure in percentage		100%

Plan International has received €8,000,000 for this campaign. Per the end of the year under review, the entire budget of the Ukraine has been utilised, and the project has been finalised and closed.

Amount in €1

Middle East campaign	Actual FY25	Total to date
Income		
SHO funds (public donation)	1,309,423	1,309,423
Interest received		
Total income	1,309,423	1,309,423
Total costs for preparation and co-ordination (AKV)	75,658	75,658
Total available for local programme areas	1,233,765	1,233,765
Breakdown expenditure in local programme areas		
Expenditure through local implementing organisation	680,926	680,926
Expenditure through international umbrella organisation		
Expenditure provided directly by our organisation		
Total Expenditure in local programme areas	680,926	680,926
Remaining funds available for expenditure in the field		552,839
Total expenditure in percentage		55%

Plan International has received €1,309,423 for this Giro555 campaign. The remaining funds will be spent in fiscal year 2025/2026.

SHO Allocation Key

The key for allocating the income from fundraising activities by the SHO is based on the 3-year average of the volume of emergency aid and reconstruction activities and the income from own fundraising of the participants of SHO.

In the table below the relevant figures for Plan International in the period 2022 - 2025 are provided.

€* 1,000

	FY 22/23	FY23/24	FY24/25
Volume of emergency aid and reconstruction activities	11,988	8,612	21,663
Income from own fundraising	23,460	25,102	22,449

The volume of delivered emergency aid and reconstruction activities does not include SHO funds or funds transferred to other organisations in the role of administrative lead agency/horizontal lead agency. The income from Plan International's own fundraising is calculated as the sum of income from private individuals, income from companies, and income from other nonprofit organisations, minus income from SHO and income from the sale of goods and/or rendering of services.

11.6.7 Government grants

€* 1,000

	2024/2025	Budget	2023/2024
Strategic partnerships with the Dutch government	13,391	11,010	16,399
Other Dutch government grants	20,297	18,020	14,697
European Union grants	12,056	9,029	6,579
Other government grants	3,511	3,916	1,860
Total government grants	49,255	41,975	39,535

The government grants increased with 25% (9.7 million) compared to last year. The increase is due to the rise in humanitarian projects funded by the EU and the Dutch government.

11.6.7.1 Overview of strategic partnerships

These five-year partnerships with the Dutch Ministry of Foreign Affairs run until the end of December 2025. As the partnerships are gradually coming to an end, the expenditures, and therefore income, are gradually slowing down as well.

The breakdown of revenue of these partnerships at programme level is as follows:

€* 1,000

	2024/2025	2023/2024
She Leads	7,647	9,715
Break Free!	4,656	6,165
Leaders of Peace	1,088	520
Total strategic partnerships	13,391	16,399

More information about these partnerships is given in chapter 7.1. For more information about specific programmes, see chapter 4.

11.6.7.2 Overview of other Dutch government grants

Other grants from the Ministry of Foreign Affairs is very much focused on humanitarian aid. The income on humanitarian projects, which has been granted to the Dutch Relief Alliance (DRA), increased by 54% to €17.2 million. Plan International is a member of this alliance. The income from the Dutch government on development projects was €3.1 million, a decrease of 12% compared to the previous year.

The breakdown of revenue from other government grants at project level is as follows:

	2024/2025	2023/2024
Development projects		
Healthy Village	1,623	960
Shomotay Tarunno – youth for equality	824	0
Down to Zero (Sufasec)	406	547
WASH SDG	206	2,111
WASH First: Scaling up WASH SDG efforts	66	-90
Other	18	45
Total Development projects	3,143	3,573
Humanitarian projects		
DRA - Sudan PCJR 2024-2026	6,776	5,917
DRA - SDN ACJR 2024	3,005	0
DRA - Nigeria ACJR2024	3,003	0
DRA - Ethiopia PCJR 2024-2026	1,103	924
DRA - South Sudan PCJR 2024-2026	949	754
DRA - Lebanon ACJR 2024	627	0
DRA - Gaza Response ACJR 2025	464	0
DRA - MOZ ACJR 2025	463	0
DRA - Myanmar ACJR 2024	374	0
DRA - South Sudan PCJR 2022-2023	366	31
DRA - Haiti ACJR2024	166	308
DRA - Ethiopia PCJR 2022-2023	50	1,256
DRA - Mozambique ACJR 2023	37	59
DRA - Sudan ACJR 2023	34	75
DRA - Myanmar ACJR 2023	16	34
DRA - Somalia ACJR 2023	4	419
DRA - Burkina Faso ACJR 2019	0	45
DRA - Burkina Faso ACJR 2021	0	71
DRA - Cabo Delgado ACJR 2021	0	114
DRA - Sudan PCJR 2019-2021	0	-380
DRA - Vietnam ACJR 2020	0	4
DRA - Sudan PCJR 2022-2023	-90	1,472
DRA - Ethiopia ACJR 2022	-156	20
Other	-35	0
Total humanitarian projects	17,154	11,123
Total other Dutch government grants	20,297	14,697

€* 1,000

11.6.7.3 Overview of European Union grants

Within the EU too there has been a large focus on humanitarian projects via the European Civil Protection and Humanitarian Aid Operations (ECHO). Total income on humanitarian projects has increased by almost 150% to €11.6 million. The income on development projects decreased by 75% to €0.5 million.

In total, the income via EU grants has increased by 83% to €12.1 million.

EU income split per project is as follows:

	2024/2025	2023/2024
€* 1,000		
Development projects		
Girls' Inequality Reduction for Living in Safer Online Space	161	0
Green Skills Now	139	0
La League	96	0
Our voices, our choices	70	941
Shadinota Freedom	10	0
EU (Sustainable Social Protection and Livelihood Solutions Lebanon)	9	774
Safe Online Philippines	0	209
Total development projects	484	1,924
Humanitarian projects		
ECHO ETH HIP 2022	4,935	2,978
ECHO ETH HIP 2025	2,318	0
ECHO Binational HTI-DR	1,185	0
ECHO ROA 2024	815	0
ECHO LBN HIP 2025	785	0
ECHO SSD HIP 2024	614	0
ECHO MOZ HIP 2023	546	12
ECHO SSD HIP 2021	282	859
ECHO ETH RRM	70	0
ECHO ETH HIP 2021	37	574
ECHO PER HIP 2021	0	161
ECHO SSD HIP 2019	0	36
Other	-16	33
Total humanitarian projects	11,572	4,654
Total European Union grants	12,056	6,579

11.6.7.4 Overview of other government grants

In close cooperation with our country offices, Plan International initiates projects that are funded by local government organisations. During the year under review, this so-called 'locally raised income' has increased by 89% to €3.5 million.

The breakdown of revenue from other government grants at project level is as follows:

€* 1,000

	2024/2025	2023/2024
Development projects		
PAFAJ dans les régions du Sud-Ouest	274	0
YEDP phase 2 – A beacon of hope	71	0
LRI Unicef	60	0
Provision of SBC services for communities and education opportunities including ECE and ALP for Out-	55	0
Sustainable water fund	-17	141
Teen Power for Better Life	0	76
Strengthening youth structures for gender equality	0	79
Girls and Young Women Empowerment in the MENA Region	0	7
Provision of SBC services for communities and education opportunities	0	480
Safer Kids Philippines	0	127
Total development projects	443	910
Humanitarian projects		
UNICEF- SDN LRI 2024	1,913	0
SDN UNHCR LRI 2024	549	0
ETH - El Nino integrated response in Lasta (Amhara)	191	277
ETH RRM Irish Aid	190	0
ECHO World Food Programme- UNICEF Save Schools	133	251
BOL LIR 2024	92	0
ECHO ETH LRI ERM	0	64
Sudan - WASH project 2023	0	358
Total humanitarian projects	3,068	950
Total other government grants	3,511	1,860

11.7 Notes to the expenditure

The table below shows all Plan International expenditures during the year under review compared to budget and previous year. These expenses are classified as the following main operating activities:

- Expenses related to objectives
- Expenses related to fundraising
- Expenses related to management and administration

Expenses are allocated on an accrual basis. Expenses directly related to a main activity are allocated directly where possible. The remaining expenses are distributed according to a key based on the number of persons employed in full-time positions (FTEs). If a person is fully employed for a particular main activity, the full expense is recognised under that activity. When allocating costs, Plan International follows the recommendation of Goede Doelen Nederland.

11.7.1 Spent on objectives

€* 1,000

	Objective A: Dutch programmes, partners and alliances	Objective B Education and awa- reness-raising	Objective C: Made available to Plan International	Fundraising expenses	Management & administration	Actual 2024/2025	Budget 2024/2025	Actual 2023/2024
Direct costs								
Grants and contributions	16,214	-	-	-	-	16,214	20,072	15,166
International remittances	-	-	41,081	-	-	41,081	32,570	34,600
Work outsourced	1,423	-	-	-	-	1,423	2,025	1,544
Publicity and communication	2,445	2,085	-	-	-	4,531	5,262	4,531
Staff costs	2,927	803	-	-	-	3,730	3,964	3,627
Housing costs	164	45	-	-	-	209	210	195
Office and general costs	683	187	-	-	-	870	997	893
Depreciation and interest	89	24	-	-	-	113	175	118
Total direct costs	23,945	3,145	41,081	-	-	68,171	65,275	60,673
Spent on objective/ total expenditure						93.1%	91.9%	92.0%
Average number of FTEs	47.6	13.1	10.4	21.1	10.9	103.0	113.8	109.3
Indirect costs								
Publicity and communication	-	-	-	1,577	11	1,587	1,931	1,776
Staff costs	-	-	-	1,933	671	2,604	2,876	2,645
Housing costs	-	-	-	108	38	146	154	142
Office and general costs	-	-	-	451	157	608	708	652
Depreciation and interest	-	-	-	59	20	79	93	86
Total indirect costs	-	-	-	4,128	896	5,025	5,763	5,301
Total costs 2024/2025	23,945	3,145	41,081	4,128	896	73,196	71,038	65,974
Budget 2023/2024	29,178	3,526	32,570	4,705	1,059	71,038		
Total costs 2023/2024	22,669	3,404	34,600	4,363	937	65,974		

Plan International was able to increase its direct spending as percentage of total expenditure from a budget of 91.9% to actual 93.1%. The actual direct expenditure on objectives was 4.4% higher than budget where the expenditure on indirect costs was 13% lower than budget. Savings versus budget were made on staff, communication, and office costs.

	Actual 2024/2025	Budgeted 2024/2025	Actual 2023/2024
Fundraising expenses as percentage of expenditure	5.6%	6.6%	6.6%
Fundraising expenses as percentage of income	5.4%	6.7%	6.4%

Fundraising as a percentage of expenditure and income were lower than budget due to an overperformance on government grant income. As the overperformance is mainly due to achieving high success rates with limited additional cost, the expenses as percentage went down.

Spent on objectives:

A: Dutch Programmes and Alliances relates to the support that Plan International is providing to the Plan International country offices during the preparation and implementation of projects and programmes. This support is mainly provided from the Netherlands and include project set up, technical assistance, project monitoring, evaluation and reporting. The expenses under this objective also includes the funds that are directly forwarded to alliance partners when Plan International is lead partner in a consortium.

B: The objective education and awareness-raising focuses on the provision of information with the primary purpose of raising awareness and changing behaviour among the target group. Expenditures for the purpose include all costs relating to for example PR activities, updating the Plan International website with information about projects, cost of periodic updates by post to child sponsors, and the related sponsor administration.

C: The amounts made available internationally are detailed in note 11.7.4

11.7.2 Allocation of staff costs

The sum of direct and indirect staff-related costs can be split as follows:

€* 1,000

Staff costs	Actual 2024/2025	Budget 2024/2025	Actual 2023/2024
Wages and salaries	3,452	4,279	3,324
Social security contributions	1,115	1,270	1,157
Pension costs	873	756	843
Training costs	136	169	169
Other staff costs	758	488	779
Total	6,334	6,962	6,272

Total staff cost increased by 1% versus previous year despite a lower number of FTEs. This was due to yearly indexation of salaries and the fact that there were less billable hours charged to international projects.

Average number of FTEs	Actual 2024/2025	Budget 2024/2025	Actual 2023/2024
Objective FTEs	71.0	76.8	63.2
Fundraising FTEs	21.1	24.6	34.0
Management and administration FTEs	10.9	12.5	12.1
Total	103.0	113.8	109.3

The numbers of FTEs presented in this table are all employees working for Plan International. In the year under review and the previous financial year, two employees (2.0 FTEs) performed their services entirely for other Plan International offices (Denmark, and UK). The costs of these employees have been charged in full to the respective organisations. There are also two employees (2.0 FTEs) working for Plan International in the Netherlands who are on the payroll of another Plan International office.

11.7.3 Allocation of housing costs

The expenses associated with housing are as follows:

€* 1,000

Housing costs	Actual 2024/2025	Budget 2024/2025	Actual 2023/2024
Rent including rent reduction	235	240	230
Service charges (gas, water, electricity and VAT compensation)	64	60	56
Other housing costs (security cleaning, etc.)	57	68	51
Total	355	368	337

11.7.4 Made available internationally (Objective C)

Funds made available by Plan International in the Netherlands to Plan International Inc. are:

- Remittances relating to funds received for child sponsorship
- Remittances relating to programmes

Remittances from programmes are based on Funding Agreement Documents (FADs). These are commitments the organisation makes to Plan International country offices (mostly offices in the countries where Plan International implements programmes).

€* 1,000

	Actual 2024/2025	Budget 2024/2025	Actual vs Budget	Actual 2023/2024
Private sponsors	9,746	12,172	-20%	9,978
Corporate sponsors	1,243	943	32%	634
Lottery distribution funds	1,295	1,135	14%	936
Non profit organisations	735	1,571	-53%	2,961
Government Grants	28,062	16,749	68%	20,091
Total made available internationally	41,081	32,570	26%	34,600

The international remittances increased by €6.5 million (19%) compared to the previous financial year. This increase was mainly due to a large increase in remittances from government grants of €8.0 million (+40%), which was partly offset by a decline in remittances from nonprofit organisations.

Project remittances to Plan International Inc. are based on the progress that is being made during the implementation of the international projects. Together with the Plan International country offices, the individual liquidity needs for the coming period are determined and transferred accordingly by Plan International.

11.7.5 Auditor's fees

The following amounts in auditor's fees were charged to the result in the year under review:

€* 1,000

	Pricewaterhouse- Coopers Accountants N.V.	Other	Total 2024/2025	total 2023/2024
Audit of the financial statements	141	0	141	136
Other audit work	172	0	172	121
Tax advice	22		22	0
Other non-audit services	0	0	0	0
Total	335	0	335	257

Other audit costs consist of expenses for project audits. These costs are part of the project expenditures.

11.8 Financial income and expenditure

Financial income and expenditure consist of interest:

€* 1,000

	Actual 2024/2025	Budget 2024/2025	Actual 2023/2024
Interest on bank accounts	685	300	459
Realised interest rate	2.4%		1.6%

Interest income was higher than budgeted and higher than the previous year due to the increase in interest rates in the financial markets.

11.9 Remuneration of the Supervisory Board and Management Board

Plan International has one statutory Director. Garance Reus-Deelder was appointed by the Supervisory Board as Director of Plan International from 1 June 2020 onwards. The remuneration of the managing board was as follows:

€* 1,000

Breakdown of total remuneration of the Management Board	Actual 2024/2025	Actual 2023/2024
Name	Garance Reus-Deelder	Garance Reus-Deelder
Position	Director	Director
Type of employment	Fixed-term	Fixed-term
Hours per week	40	40
Parttime percentage	100%	100%
Period	1 July-30 June	1 July-30 June
Annual Income		
Gross salary	123	121
Holiday allowance	10	9
Fixed end-of year bonus	-	-
Long service payment	-	-
Unused holiday	0	0
Total Income	133	130
Total allowance/additions	1	1
Pension costs	32	31
Pension compensation		
Other future remuneration		
Benefits of termination of employment		
Total	166	162

Management Board remuneration

On the advice of the Remuneration Committee, the Supervisory Board adopted the remuneration policy and determined the level of Management Board remuneration and the level of other remuneration components. The policy is updated annually. The last review was in June 2025.

In determining its remuneration policy and setting remuneration, Plan International follows the Regulations for the Remuneration of Managing Directors, part of the 'Erkenningsregeling' of the 'Commissie Normstelling'.

The Regulations use weighting criteria to set a maximum standard for annual income. The Remuneration Committee assesses the situation at Plan International each year. This resulted in a so-called 'BSD score' of 460 points, with a maximum annual income of €163,473 per the first of January 2025 (1 FTE/12 months). This is the maximum standard annual income as set out in Appendix 4 to the Regulations for the Remuneration of Managing Directors. The score is lower than last year following the increased localisation to Plan International country offices which reduces the complexity of Plan International in the Netherlands.

The relevant, actual annual income of Garance Reus-Deelder as Director was €132,878 (1 FTE for 12 months). This remuneration (gross salary, including holiday pay) remained well within the aforementioned applicable ceiling in respect of annual income.

The total of annual income, taxed allowances/additions, employer's pension contribution, pension compensation and other future remuneration, also remained well within the maximum amount of €246,000 per year specified in the regulations. Furthermore, the taxed allowances and additions, the employer's pension contribution and the other future remuneration were in reasonable proportion to annual income.

Garance Reus-Deelder was also paid a telephone allowance of €480 and a year-end bonus of €682 (gross) in 2024-2025. A discretionary, non-contractual end-of-year bonus was paid to all Plan International employees including the Director.

Additional positions of the Management Board

Garance Reus-Deelder is a member of the Supervisory Board of the Amsterdam Museum. She was also member of the Supervisory Board of the Asser Institute until April 1st 2025. Both positions were unpaid.

During the financial year, she held the position of board member of Stichting Education Fund '94 (a cooperation between AkzoNobel and Plan International) on behalf of Plan International, the position of board member of Samenwerkende Hulporganisaties (Giro555) and the Chair of the Supervisory Board of Stichting Beheer Subsidiegelden Dutch Relief Alliance.

Supervisory Board remuneration

Members of Plan International's Supervisory Board are unpaid in the sense that they do not receive any monetary remuneration for membership of the Supervisory Board. However, members can claim expenses incurred in the performance of their duties, such as meeting and travel expenses, from Plan International. During the year under review, the aforementioned costs amounted to €0. In the previous financial year, expense claims amounted to €0.

No advances, loans and/or guarantees were provided to the members of the Supervisory Board or the Management Board.

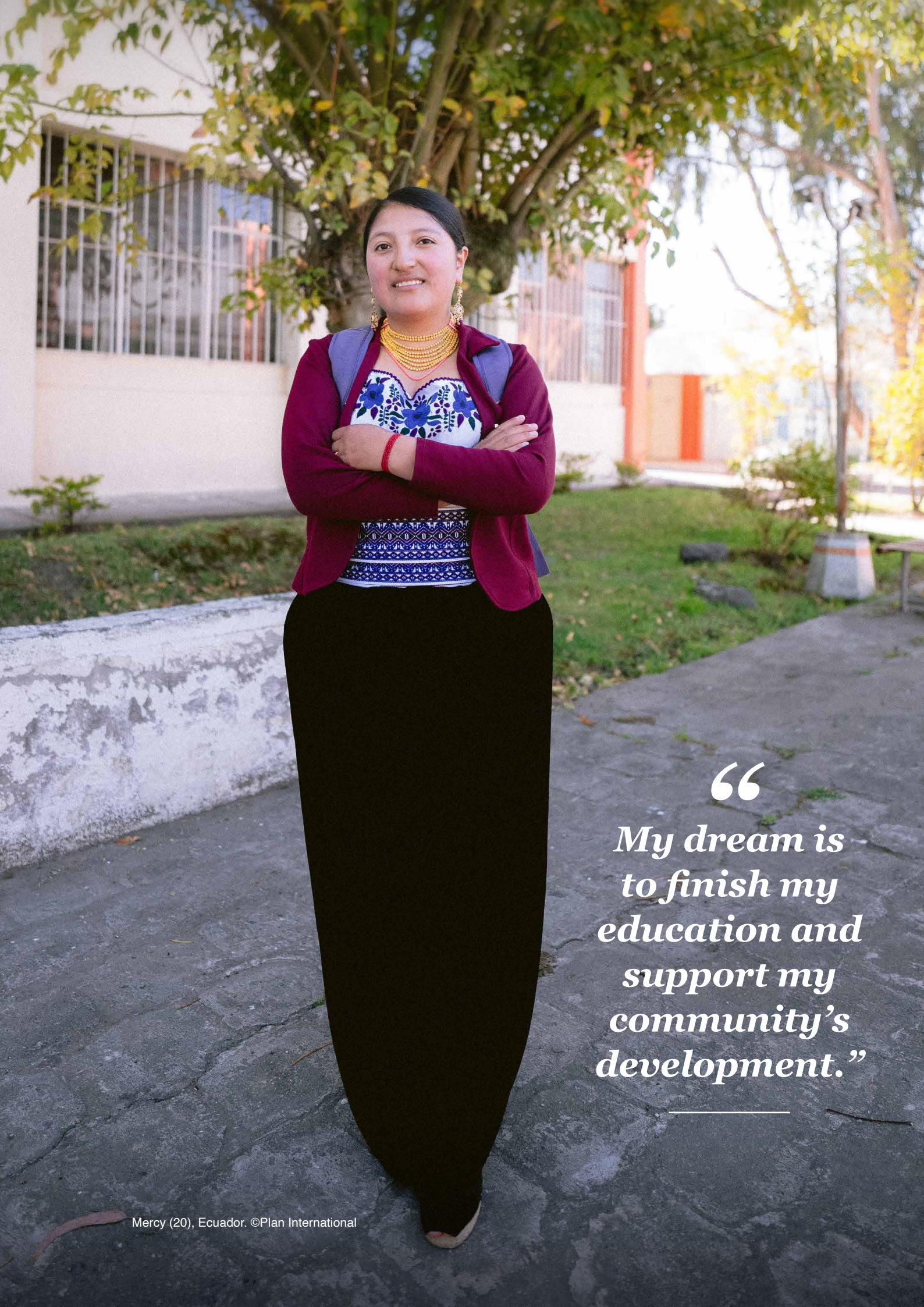
11.10 Events after the balance sheet date

There are no events to report between the balance sheet date of the financial statements and the adoption of the financial statements by the Supervisory Board on 18 november 2025 that affect the fairness of the financial summaries in these financial statements.

Amsterdam, 18 November 2025

Director

Chair of the Supervisory Board



“
*My dream is
to finish my
education and
support my
community’s
development.”*

12 . Independent auditor's report



Independent auditor's report

To: the management board and the supervisory board of Stichting Plan International Nederland

Report on the audit of the financial statements 2024/2025

Our opinion

In our opinion, the financial statements of Stichting Plan International Nederland ('Stichting Plan Nederland') give a true and fair view of the financial position of Stichting Plan Nederland as at 30 June 2025, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

What we have audited

We have audited the accompanying financial statements 2024/2025 (FY25) of Stichting Plan International Nederland, Amsterdam.

The financial statements comprise:

- the balance sheet as at 30 June 2025;
- the statement of income and expenditure for the year then ended; and
- the notes, comprising a summary of the accounting policies applied and other explanatory information.

The financial reporting framework applied in the preparation of the financial statements is the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

The basis for our opinion

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

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



Independence

We are independent of Stichting Plan International Nederland in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (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).

Report on the other information included in the annual report

The annual report contains other information. This includes all information in the annual report in addition to the financial statements and our auditor's report thereon.

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements; and
- contains all the information regarding the directors' report that is required by the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

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

By performing our procedures, we comply with the requirements of the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those procedures performed in our audit of the financial statements.

The management board is responsible for the preparation of the other information, including the directors' report pursuant to the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

Responsibilities for the financial statements and the audit

Responsibilities of the management board and the supervisory board for the financial statements

The management board is responsible for:



- the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board; and for
- such internal control as the management board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the management board is responsible for assessing the Stichting Plan Nederland's ability to continue as a going concern. Based on the financial reporting framework mentioned, the management board should prepare the financial statements using the going-concern basis of accounting unless the management board either intends to liquidate the Stichting Plan Nederland or to cease operations or has no realistic alternative but to do so. The management board should disclose in the financial statements any event and circumstances that may cast significant doubt on the Stichting Plan Nederland's ability to continue as a going concern.

The supervisory board is responsible for overseeing the Stichting Plan Nederland's financial reporting process.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform an audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance, and is not a guarantee that an audit conducted in accordance with the Dutch Standards on Auditing will always detect a material misstatement when it exists. Misstatements may arise due to fraud or error. They 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 the financial statements.

Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

A more detailed description of our responsibilities is set out in the appendix to our report.

Amsterdam, 18 November 2025
PricewaterhouseCoopers Accountants N.V.

Original has been signed by:
R.S.F. Loesberg RA



Appendix to our auditor's report on the financial statements 2024/2025 of Stichting Plan International Nederland

In addition to what is included in our auditor's report, we have further set out in this appendix our responsibilities for the audit of the financial statements and explained what an audit involves.

The auditor's responsibilities for the audit of the financial statements

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit consisted, among other things of the following:

- 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 intentional 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 Stichting Plan Nederland's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management board.
- Concluding on the appropriateness of the management board's use of the going-concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the Stichting Plan Nederland'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 and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Stichting Plan Nederland 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 the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Lovelie (17), Haïti ©Plan International / Nadia Todres