

# Annual report 2011

The Netherlands  
Red Cross  
**Immediate Help**



**ALPHEN AAN DEN RIJN - JAPAN - FIRST AID - DISASTER RISK REDUCTION - HORN OF AFRICA**

# Mission AND VISION

The Red Cross was born of a desire to bring assistance – without discrimination - and it has pursued this mission since its foundation in 1863. However much the world may change: there always will be people in need. The mission of the Red Cross therefore remains, in essence, the same. And it is this mission we dedicate ourselves to, every day, as volunteers, professionally.

## Aim

Our *aim* is to contribute to a peaceful, tolerant and humane world by assisting those whose life, health, well-being or dignity is under threat.

## Mission

Our *mission* is to prevent and alleviate human suffering, wherever it may be found, to protect life and health and to ensure everybody is treated with respect, in particular during armed conflict and other emergency situations. To this end, we mobilize the power of humanity and solidarity; we bring volunteer aid workers, donors together with people in need, and put into practice the responsibility we all have to help others.



## Vision

Our *vision* is that our voluntary assistance must and can strengthen communities in a way that enables them to respond independently and justly to human suffering by offering hope and respect for the dignity of each individual.

## Fundamental Principles

In our work we are guided by seven *Fundamental Principles*:

- Humanity;
- Impartiality;
- Neutrality;
- Independence;
- Voluntary;
- Unity;
- Universality.

To us these principles mean that everyone has a right to be treated with respect and dignity. That those in greatest need should be the first to receive aid. That assistance should be given regardless of one's religious beliefs, nationality, race, class or political opinions. That we take no sides in hostilities, other than the victim's. That we do not let ourselves be guided by governments and their preferences. That our assistance is prepared professionally but offered

voluntarily. That we are a global Movement of Red Cross and Red Crescent Societies with equal status that help and support each other.

## Task

The task of the Red Cross has been specified by international legal mandate and - specific to the Netherlands Red Cross - stipulated by Royal Decree.

## Symbols

Three *symbols* are used in this annual report:



This Red Cross activity relates to restricting the consequences of emergency situations.



Through this activity, the Red Cross intends to improve the resilience of people and communities.



This activity helps to increase respect and a willingness to help in the community.

# Foreword

2011. It was a turbulent year: for the people of Japan, for large parts of the Arab world and for the population of Alphen aan den Rijn. It was also a year of hope, of support and of help. Offering hope, support and help is what has driven us since 1867, both in the Netherlands and in distant countries.

Giving hope and support: you can do it in small ways. With an arm around someone's shoulder, with a blanket or a cup of coffee. Gestures that help people get their confidence back and pick up the pieces, smoothing the way for themselves and their loved ones, however difficult that might sometimes be. We are happy to make that small gesture. Our strength lies in our ability and willingness to magnify it.

In this annual report, you can read about some of the gestures we have made over the last year—help that we could never have provided without our members, donors and volunteers. 2011 was the European Year of Volunteering. Volunteers are the driving force behind the Red Cross. They make sure that we stay at the grass roots of villages and urban neighbourhoods. Thanks to them, more people are able to fully participate in society. Together, we ensure that nobody stands alone in times of need. In 2011. In 2012. And in the years to come. ■

25 April 2012



*Inge Brakman, Chair*



*Cees Breederveld, Director General*

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# Facts & Figures 2011

## The Netherlands Red Cross

As an emergency aid organisation, the Netherlands Red Cross has been part of the International Red Cross Movement since 1867. Four years earlier, in 1863, the International Red Cross was established out of a desire to give help impartially. All over the world, the Red Cross works on the basis of seven fundamental principles (see page 2). The Red Cross is strictly neutral. This means that it operates independently of the government, does not take sides in conflicts and always defends the interests of casualties. The mission of the Netherlands Red Cross is: *to prevent and ameliorate human suffering everywhere, to protect life and health, and to safeguard respect for human beings. Special attention is given to those who are most vulnerable: people who, without our help, would be unable to survive or would be in dire need, or whose health would be endangered without assistance.*

## Organisation

The Netherlands Red Cross is an association consisting of 585,358 members and donors, and 35,294 volunteers. The highest body is the Members' Council. The members of this council are elected from the departmental and district councils. The Members' Council elects the association's Executive Board. Volunteers are supported in their activities by around 500 professional workers. They work at the organisation's office in The Hague or at one of the regional service centres in Amsterdam, Apeldoorn, Breda, Leeuwarden, Eindhoven, Rotterdam and Utrecht.

An organisational chart is shown on page 44. In total, the Netherlands Red Cross has 292 departments (including six Caribbean departments) and 60 districts. This means that the Red Cross is represented across society and understands the important issues affecting communities around the country. In emergencies, thousands of well-trained volunteers can quickly spring into action. Also, social aid volunteers know the area and the people where they live. The Red Cross makes use of these local neighbourhood networks when providing assistance.

## Auxiliary role

As an auxiliary to the government, the Red Cross provides emergency aid in crises – supporting, supplementing and, if necessary, taking the place of the civil authorities in disaster relief. This special task is laid down in the Geneva Conventions and the additional Protocols and Statutes of the International Red Cross Movement. For the Kingdom of the Netherlands, the role of the Netherlands Red Cross is also laid down in a Royal Decree. In 2011, a revised Royal Decree came into effect (see the inset box on page 19). A number of the Red Cross's tasks in the field of international humanitarian law (education and advice), plus tracing and assistance, are also defined internationally.

## Assistance in the Netherlands and the Caribbean

In 2011, the Netherlands Red Cross was active in the following areas:

- Emergency aid in disasters and crises. Emergency aid volunteers have various specialist skills:
  - Medical aid. Better known by their Dutch acronym of SIGMA teams, these are rapid deployment groups for medical assistance, acting in support of the regular emergency services.
  - Information on relatives in disasters. Volunteers help people trace their loved ones.
  - Relief and care. The Red Cross sets up relief centres and cares for the people who stay in them.
- Event assistance. The Red Cross provides medical first aid at major sporting events, demonstrations, music festivals, etc.
- First aid (teaching). Volunteers provide first aid and automated external defibrillator (AED) courses.
- Social help. This includes all kinds of activities to help vulnerable and isolated people get involved in society. In this way, the Red Cross makes sure people are not alone in their time of need.
- Education and awareness promotion. Volunteers teach about climate adaptation, international humanitarian law (the laws of war), international cooperation, etc., and give general talks on the Red Cross at schools and service clubs.

To provide social help, the Red Cross has a number of vacation facilities for people who are elderly, chronically ill or disabled. These consist of the vacation ship J. Henry Dunant and three hotels (Hotel IJsselvielt in Wezep and Hotels Valkenberg and Paardestal in Rheden).



Under the name 'Mappa Mondo', the Red Cross runs three hospices for seriously ill children in Wezep, Waalre and Rijswijk.

The Netherlands Red Cross also manages an archive containing the personal details of over 1.5 million casualties of the Second World War.

### **International aid**

The Netherlands Red Cross provides international emergency aid following disasters and conflicts. This aid may involve sending money, relief items or people with specialist skills to the Red Cross or Red Crescent society in the affected country or to the international divisions of the Red Cross Movement. In 2011, the earthquake and tsunami in Japan and the drought-caused famine in the Horn of Africa were by far the

biggest disasters for which the Red Cross made resources available.

The Netherlands Red Cross has a special 'Quiet Disaster' fund for emergency situations that get little public attention. These are frequently 'sleeping' disasters and structural problem situations to which the media devotes less attention than to acute calamities. From this 'Quiet Disaster' fund, the Red Cross annually makes about € 1.5 million available for assistance. This happened in 42 cases in 2011, the majority of them floods.

Increasingly, the Netherlands Red Cross is concentrating on preventing disasters or on limiting their consequences. It does this by helping communities be better prepared for disasters and increase their resilience. The

Red Cross Princess Margriet Fund was set up in 2011 to support projects of this kind.

Internationally, the Netherlands Red Cross is active not only in emergency assistance but also in helping sister organisations in other countries improve their quality and effectiveness. The Netherlands Red Cross has substantial expertise in water, sanitation and basic health care. It has also amassed a lot of knowledge and experience concerning disaster risk reduction and preparing for disasters. In 2011, the Netherlands Red Cross supported sister organisations in Uzbekistan, Guatemala and Vietnam.

The Netherlands Red Cross has special expertise in the field of tracing: putting people in contact with relatives and loved ones after a disaster or conflict. The Tracing



& Support department helped worried relatives after the 2011 disaster in Japan.

Together with the Belgian and Luxembourg Red Cross, the Netherlands Red Cross has an Emergency Response Unit. This team specialises in distributing emergency provisions in disaster areas and can be deployed immediately in acute situations. In 2011, an example of this was relief for refugees from Libya at the Tunisian border.

### **Finance and cooperation**

The average annual budget of the Red Cross in recent years has been between € 70 and € 80 million. Deviations are mainly due to revenues from emergency relief campaigns. To make all of its activities financially possible, the Netherlands Red Cross can

count on support from 585,358 members and donors. In addition, around 25,000 collectors take part in the national collection campaign each year. Other important sources of income for the Red Cross are legacies, gifts from wealthy individuals, and funds such as the Dutch Postcode Lottery (see the inset box on page 40).

There are numerous campaigns each year for the Red Cross. These usually relate to restricted funds: money collected for a specific purpose. The best-known example is the '3FM Serious Request' campaign that takes place annually in the week before Christmas. In 2011, the theme of Serious Request was mothers affected by war. The campaign collected a record amount of € 8,621,004!

Finally, the Red Cross also works a great deal with businesses, both to raise funds and in connection with the assistance itself (see the inset box on page 41).

Ambassadors of the Netherlands Red Cross include Irene Moors, Eric Corton, Floortje Delsing, Yfke Sturm and Humberto Tan (see the inset box on page 35). ■

# section 1

A REVIEW OF 2011





### **Boost for new youth policy**

It is vital that young people get involved and have a voice--not only in national initiatives, such as the student group programme and internships, but also in the Red Cross's National Executive. The new youth strategy, drawn up in 2011 by young board members Johanneke Tummers and Masooma Yousofzai, is intended to give this a boost starting from 2012. In 2011, the Red Cross also organised the first in a series of special masterclasses for interested young people with creative ideas.

At the start of 2011, to get inspiration and a good idea of the work of the Dutch and international Red Cross, the two young board members visited Haiti, which had been hit by a catastrophic earthquake in 2010. They spoke with young Haitians and visited various projects. "It's incredibly interesting to be here and see how people courageously try to get back to normal life," said Johanneke. "At the same time, the stories we hear illustrate how complex it is to provide aid here."

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### **Aid for Libyans**

In 2011, tensions in Libya reached breaking point. Fighting broke out in the spring, leading to the fall of Gaddafi's regime. Civilians were used as human shields and medical personnel were attacked. The Red Cross was deeply concerned about these and other infringements of international humanitarian law.

The Netherlands Red Cross helped set up temporary camps at the Egyptian and Tunisian borders to take care of refugees. Volunteers also provided medical aid and brought in emergency provisions. Eventually, 50 wounded Libyans were brought to the Netherlands for treatment and care. As they had no family here, special 'Red Cross buddies' gave them practical and emotional support.



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### **Help for devastated Japan**

In March 2011, Japan was hit by a powerful earthquake and a tsunami. In the following weeks, nearly 900 separate medical teams from the Red Cross worked day and night to treat casualties in special mobile clinics. They also provided psychological support to help people cope with the trauma of losing loved ones. Many people had to stay in evacuation centres, such as schools and gymnasiums, for a long time.

The Netherlands Red Cross launched an appeal for donations. Over 38,000 people attended the 'Netherlands helps Japan' charity evening, where performances were given by the Toppers and the Votown All-stars. Ajax FC also played a benefit match against the Japanese premier division club, Shimizu S-Pulse. From the revenue – almost € 7.5 million – the Red Cross built temporary housing and gave families household sets with electric utensils, such as a rice cooker.





### **Volunteers support victims in Alphen aan den Rijn**

Following the shooting spree at Alphen aan den Rijn in April 2011, Red Cross volunteers helped care for over a hundred people who had witnessed the shocking tragedy. In reception centres near the De Ridderhof shopping centre, they were given a hot meal and beverages. Television sets were also brought in so people could follow the news.

Together with the municipal authorities, the Netherlands Red Cross recorded the casualties.

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### **Mappa Mondo**

The Mappa Mondo houses are specialised hospices for seriously ill children who no longer need hospital treatment but require intensive treatment at home. With this initiative, the Red Cross aims to make parents more resilient in caring for their sick child. This enables them to look after their child at home for longer.

In 2011, 82 children found temporary accommodation in the Mappa Mondo homes in Wezep, Waalre and Rijswijk. In a survey of parents and children, the hospices were given an excellent score of 8.4.



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### **Mongolian families get clean water through Dutch Postcode Lottery**

Proper sanitary facilities are hard to find in the five slum areas of Ulan Bator, the capital of Mongolia. Lack of clean drinking water leads to the spread of serious, life-threatening diseases. With an additional contribution of € 1.3 million from the Dutch Postcode Lottery in 2011, the Netherlands and Mongolian Red Cross are able to improve life for people in the most vulnerable areas.

The Netherlands Red Cross installs water kiosks so that around 60,000 people will get access to safe drinking water. At the end of the project, the Mongolian water company will take over responsibility for the facilities, guaranteeing future provision of clean water. Red Cross volunteers also provide residents with the knowledge and resources to improve hygiene.



## Central Utrecht helps victims of human trafficking

On behalf of the Red Cross's Tracing & Support department, volunteers from the Central Utrecht district are working to protect and safeguard the human rights of victims of human trafficking. In 2011, the district helped no less than 43 victims of human trafficking. The volunteers also inform the victims of their rights and help them to find a safe place to live.

The team includes 14 volunteers, such as a social welfare specialist and a legal specialist. All of the volunteers have a great deal of experience in law and intercultural social support.

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## Manual of international humanitarian law

In 2011, the Netherlands Red Cross published an introductory manual on the laws of war. The book, which is relevant to students, gives a clear explanation of how humanitarian law is applied in present-day conflicts. During a meeting at Humanity House, the Commander of the Dutch Armed Forces, General Peter van Uhm, was presented with the first copy by his predecessor Dick Berlijn.

Dick Berlijn, who is now a board member of the Netherlands Red Cross, said: "Knowledge of international humanitarian law is not just important to military personnel sent out on missions. It is also relevant to students and other members of the public, so that they don't take the cruelty of armed conflicts for granted."



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## Curaçao Department celebrates 80th anniversary

2011 was a festive year for the Caribbean departments of the Netherlands Red Cross. The Sint Maarten department had existed for 35 years and the Curaçao department for 80 years. Curaçao celebrated its anniversary with a large joint disaster drill to prepare for the hurricane season. All of the Caribbean departments took part in the drill.

The Royal Netherlands Navy support vessel 'Pelikaan' transported people and equipment from Aruba to Curaçao. On the beach, schoolchildren pretended to be casualties

from the ship after it got into difficulties. The participating volunteers learned what they have to do in such situations. The Aruba department combined the exercise on Curaçao with its own exercise by embarking a number of vehicles and 18 volunteers on the ship for its voyage, testing the customs authority's clearance system.



## Collection

The Red Cross national collection week was held from 19 to 25 June 2011. Over 25,700 collectors took to the streets to collect a total of € 1,891,679. A splendid result!

In 2011, the Red Cross introduced collecting by text message. In Utrecht and Eindhoven, people could choose between donating via the collection box or via their mobile phones. In this pilot scheme, the Red Cross worked closely with Rabobank

Netherlands and the Dutch Association of Fundraising Institutions (VFI).

The Red Cross was able to make a significant improvement in 2011 by recruiting more local house-to-house collectors. In 2012, the Red Cross wants to call again on our own association to make 'help around the corner' possible and keep it possible!

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## Help for the Horn of Africa

In July 2011, together with other participants of the Cooperating Aid Organisations (SHO)\*, the Netherlands Red Cross started a campaign for the Horn of Africa. A very serious drought prevails in parts of Kenya, Ethiopia and Somalia due to the rains failing for two successive years. As a result, millions of people have been hit by famine, the worst in sixty years.

Businesses, individuals and local departments made a massive effort to help the victims. At the SHO, initiatives came in daily to collect money for 'Giro 555'.

These came to a climax in the 'Week for the Horn', in which the whole of the Netherlands called attention to the 10 million people threatened by famine. The total amount raised came to € 25 million. Of this, the Red Cross was able to use over € 5.1 million to provide aid.

*\*Regular participants in the SHO are: Cordaid Mensen in Nood, ICCO, Kerk in Actie, The Netherlands Red Cross, Oxfam Novib, Save the Children, Stichting Vluchteling, Terre des Hommes, UNICEF Nederland and World Vision.*

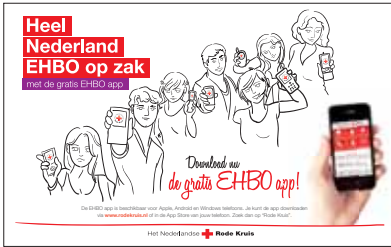


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## Busy time for first aid volunteers during Vierdaagse (Four Days Marches)

Every year during the Nijmegen Four Days Marches event, hundreds of Red Cross volunteers are on duty to assist the walkers. From Tuesday 19 July to Friday 22 July 2011, over 42,000 walkers were able to turn to the various first aid posts along the way for help with all kinds of medical problems, from insect bites to blisters and other walking injuries. In the central aid tent

at the start and finish point, doctors and nurses stood ready each day to deal with more serious cases, from heatstroke to heart attacks. A total of 5,809 people received treatment.



## First aid campaign a great success

On 9 September 2011 (World First Aid Day), the Red Cross launched a free first aid app for smart phones. The application gives brief instructions on what to do in a medical emergency, such as dealing with choking, burns or loss of consciousness. The application is also linked to local emergency services – at the press of a button, the user dials 112 immediately. The app also gives directions to the nearest first aid station. In seven weeks, the app was downloaded over 264,000 times.

Thanks to a donation from the Dutch Post-code Lottery, the Red Cross was able to offer a free, one-hour online first aid course in the summer of 2011. Red Cross ambassador Irene Moors took participants through the theory, step by step. They were also shown simulations of accidents and had to perform certain tasks themselves. Over 8,000 people took part in the course.

## Launch of Princess Margriet fund for disaster prevention

As well as providing emergency aid, the Red Cross wants to do more to prevent disasters and limit their consequences. The aim is to offer practical help for people who are likely to become disaster victims, for example, by improving the quality of their houses and setting up warning systems and evacuation plans. This is why the Red Cross established the Princess Margriet Fund in 2011. This new fund, named after the Honorary Chairperson, finances disaster preparation and risk reduction projects.

The official launch of the fund took place at a special benefit evening in the Royal Carré Theatre. Princess Margriet attended with her husband, Prof. Pieter van Vollenhoven, and other members of the royal family. Red Cross ambassadors Irene Moors, Floortje Dessing and Erik Corton also contributed to the benefit evening. The programme included performances by René Froger, Hans Liberg, Wouter Hamel and the dance group Introdans.



## Unforgettable day in Spain

On 23 September 2011, over 70 chronically ill and disabled people enjoyed a remarkable day. Together with the airline KLM and the travel agency TUI, the Netherlands Red Cross organised a special day trip for them to Valencia in Spain. The day-trippers visited a museum and enjoyed a delicious meal on the terrace.

For years now, the Red Cross has been organising special vacations for people who cannot go on their own. To ensure that the guests received the right care on the trip, Red Cross doctors and nurses accompanied them.



## World Disasters Report: new rules in battle against hunger

A billion people throughout the world suffer from chronic malnutrition. This is mainly caused by poverty and high food prices. The World Disasters Report, an annual publication of the Red Cross, puts forward a number of solutions to reduce hunger and malnutrition, such as new regulations to reduce the influence of speculators on food prices. The report also calls for cheap insurance for farmers so they can cover themselves against the financial consequences of droughts and flooding.

The report was presented in autumn 2011 during a Netherlands Red Cross symposium on hunger and malnutrition. Gerda Verburg, the Netherlands' permanent representative at the UN Food and Agriculture Organisation in Rome, recorded a video message for the symposium. She called for more action to prevent harm from disasters as well as emergency aid. Verburg called on governments, the private sector, Wageningen University and NGOs to be more alert to the signs of impending disasters.

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## International solidarity with colleagues in Bulgaria

Doing voluntary work abroad offers a unique opportunity to gain experience and share knowledge. For that reason, the Netherlands Red Cross considers it important that local departments should also contribute to international projects, for example by giving advice, making financial donations or participating in projects.

In 2011, Red Cross volunteers from the Zeeland district assisted Bulgarian Red Cross colleagues in the town of Kyustendil. Among other things, the volunteers visited elderly people in the town. These visits were much appreciated.



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## Debate about closure of care hotels

Every year the Red Cross provides vacations for 3,500 chronically ill and disabled people in its own vacation facilities. These are the vacation ship J. Henry Dunant and three hotels: Hotel IJsselvliedt in Wezep and Hotels Valkenberg and Paardestal in Rheden. In order to overcome the structural budget deficit, the board suggested in 2011 that the Red Cross could accommodate these special vacations in rented locations instead of the organisation's own hotels.

The proposed closure of these care hotels caused an uproar among volunteers and in the media. Therefore, in December 2011, the board postponed the decision to change the vacation format and the associated possibility of closures. The Members' Council wants more time to explore the alternatives. In summer 2012, the Council will reconsider the future of the care hotels and the alternative organisation of special vacations.



### Local Red Cross 'store' in The Hague wins Self-Reliance award

Red Cross volunteers in the local 'store' in The Hague won the Self-Reliance award at the end of 2011. The jury found that this way of working – close to the population – helps make society's needs more visible. It also promotes the acceptance of assistance during emergency situations. Finally, integration in the local community helps create good networking with other bodies and organisations in the area.

The Self-Reliance award is awarded annually by the Red Cross to highlight initiatives that help improve people's independence.

### Record amount from 3FM Serious Request

At the end of 2011, Leiden's Beestenmarkt was the stage for the 8th edition of '3FM Serious Request'. During this famous appeal, the DJs of Het Glazen Huis ('The Glass House') drew attention to the 10 million mothers who have to cope with the consequences of war. Thanks to the efforts of DJs Timur, Gerard and Coen, and the spontaneous support the Dutch people, businesses and many local Red Cross departments, the event was a great success. A record sum of € 8,621,004 was collected.

The Red Cross runs projects around the world to help mothers and their children, for example by providing shelter, medical aid and emergency relief items. It also helps them earn their own income and to trace missing family members.

In 2010, 3FM Serious Request event in Eindhoven called attention to the hidden victims of HIV/AIDS: the children. Visit [www.rodekruis.nl](http://www.rodekruis.nl) for a detailed report on how the € 7,471,000 collected has been spent.



# section 2

THE NETHERLANDS  
RED CROSS IN 2011





On 9 April 2011, a beautiful spring day, a man opened fire with an automatic weapon on people in Alphen aan den Rijn's De Ridderhof shopping centre. Among them was Gerda Schreuder, a 71-year-old volunteer who was selling her knitted pullovers in the shopping centre for the Red Cross. She did not hesitate for a moment when a seriously wounded man staggered towards her. Gerda pushed him down to the ground to protect him from the hail of bullets, probably saving his life. For her action, Gerda Schreuder later received the Hero Medal from the Carnegie Hero Fund. It was an honour that she felt she didn't deserve. "There were so many people who helped," she said.

### **Volunteers help shooting victims in Alphen aan den Rijn**

Dozens of people are wounded, six fatally. Soon afterwards, the shopping centre is cleared and people living around it are evacuated.

The emergency services and volunteers make a tremendous effort. Hundreds of people from the police, the municipality, regional medical aid and Victim Support work together to offer help and support to the victims. The Red Cross also contributes over 60 volunteers from our Relief & Care, Logistics, Relative Information and Medical units. The Red Cross sets up a number of reception centres in the neighbourhood, providing overnight accommodation as well.

That day, Gerda unwittingly connected the many faces of the Red Cross. She has been active for many years as a social volunteer and raises funds by knitting and selling pullovers. And yet, when the need suddenly arose, she sprang into action to give emergency assistance. She put the Red Cross's mission into practice: protecting those who are most vulnerable.

Connecting the many faces of the Red Cross runs like an unbroken thread through 2011.



Many people have been working hard on this since the new strategy document, *On the Road to 2020*, was accepted by the Members' Council in December 2010. A diverse variety of trends provided the inspiration for this strategy: the increase in disasters due to climate change; a retrenching government that promotes public self-reliance; higher quality criteria for aid; technological developments that have a major impact on traditional forms of (emergency) aid and even make some forms of aid obsolete; trends in volunteer work; and increased numbers of colleague organisations that offer similar help and seek the favour of the same donors. There is also a diffuse picture of the issues that the Red Cross stands for, due to unchecked growth in activities – all of them well intended, valuable and appreciated – but does the Red Cross really have to do everything?

*On the Road to 2020* makes it clear that the Red Cross has to make choices. With this in mind, the Circle of Help was introduced. This is a circle that revolves around providing aid and preventing and relieving human suffering--a circle in which an emergency situation is the starting point for all future activities of the Red Cross.

Based on the Circle of Help, three strategic goals were named in *On the Road to 2020*:

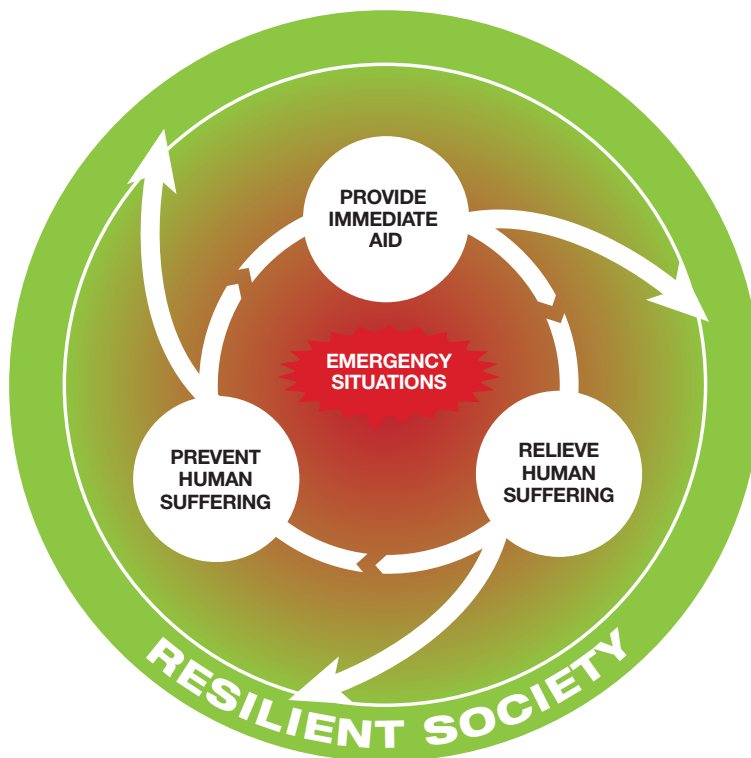
1. Limiting the consequences of emergency situations
2. Improving resilience and independence
3. Increasing respect and willingness to help

In 2011, we began applying these strategic goals to our role as an aid provider, both in the Netherlands and internationally. For the international aid of the Netherlands Red Cross, the *New Way of Working* was developed. This will be put into effect from 2012 onward. An important feature of the new approach is that increasing resilience

is given an even bigger role, alongside the provision of emergency aid. This applies to the ability of vulnerable people and communities to survive disasters, as well as to building the capacity of our sister organisations elsewhere in the world.

Resilience is also inextricably linked with disaster risk reduction (DRR). This approach prevents a great deal of suffering and saves a substantial amount of money in emergency aid. The Red Cross estimates that every euro invested internationally in disaster risk reduction will save five to ten euros in emergency aid.

Because of this, the Red Cross launched the Princess Margriet Fund in September 2011. Money from the fund is intended to facilitate practical help so that the association, together with communities and sister organisations, can prevent disasters and reduce the consequences when they do occur. Measures can include improving the quality of housing on flood plains, setting up warning systems and developing good evacuation plans. Emergency aid, preparation for disasters and reconstruction go hand in hand in the new strategy.



Circle of Help

*On the Road to 2020* will have its biggest impact on aid in the Netherlands. After all, acute need does not currently feature as prominently in our aid provision as the strategy envisages. In 2011, therefore, a new vision of our (emergency) aid provision was developed, as well as a vision of how all of our activities are, or could be, related to it. The main features of this vision are greater attention to preparation, mobilisation of civilian help after a disaster and improved support for the regular emergency services.

As with international aid, preparation for disasters and calamities will become an

important part of the activities we undertake. However, this does not mean we have to immediately end other activities. Our activities strengthen the resilience of individuals and communities in emergencies (through knowledge and skills) and promote and stimulate 'citizen aid' (citizens who can help themselves and/or help others). The first aid activities of the Netherlands Red Cross are a good example of this.

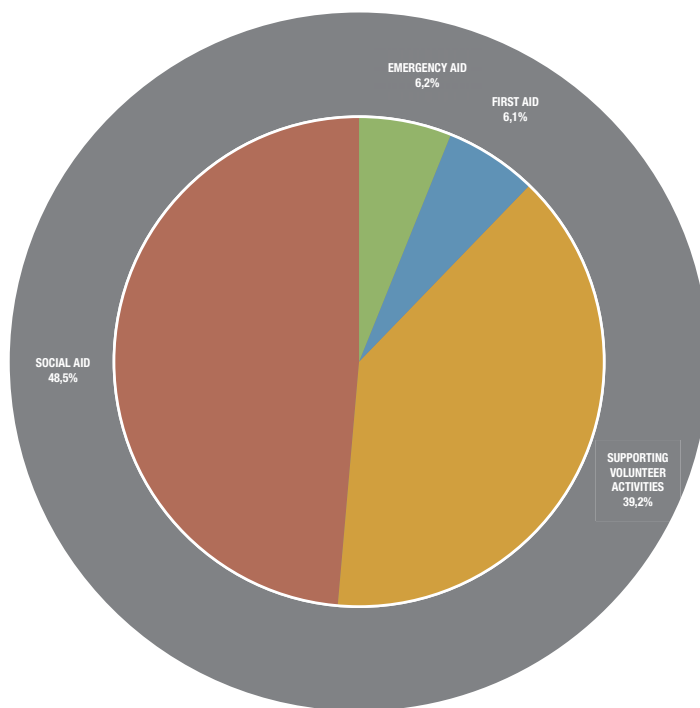
Developing resilience will also have to play a bigger role in our emergency aid in the Netherlands. Providing aid in emergencies is about more than just supporting emergency services with skilled volunteers. Aid

is also about supporting the public to help each other and improve their resilience. The intention is that *On the Road to 2020* should be firmly translated into activities in 2012. This will bring our vision – that nobody should be left alone in his or her time of need – another step closer to realisation. ■

### Improving resilience

Ordinary citizens are often the first on the scene in a disaster. It is important that people are able to look after themselves in the immediate aftermath of an emergency, because professional assistance cannot always get there immediately. It is even better if they can carry out life-saving work, for example by giving first aid. The Red Cross helps the general public improve their resilience and their ability to help others by giving courses in first aid and AED.

The Red Cross also knows how important it is for people to have well-functioning social networks they can fall back on. This increases the power of the ordinary citizen in society. The Red Cross offers activities to make use of people's own talents and abilities.



Social and emergency aid in the Netherlands



# LIMITING THE CONSEQUENCES of emergency situations in 2011

## In the Netherlands

Our emergency aid volunteers and professionals sprang into action for 23 emergencies in 2011. All of these volunteers are well trained, and this training was a huge priority for the association in 2011.

Apart from the Alphen aan de Rijn tragedy, the big deployments in 2011 involved the reception of wounded Libyans transferred to the Netherlands and the evacuation of the Het Loon shopping centre in Heerlen, which was about to collapse. The Red Cross also

provided quite a lot of support at major fires by helping with evacuation and also with the care and reception of the people involved.

Organisationally, in 2011 the structure of our emergency aid was brought into line with

### A revised Royal Decree

With a special round table conference at the end of 2011, the Red Cross celebrated the revision of the 1988 Royal Decree on the Red Cross. This decree regulates the relationship in aid provision between the Netherlands Red Cross and the Kingdom of the Netherlands. The conference was entirely devoted to the topic of emergency aid on the Caribbean islands. It was attended by government representatives from Aruba, Curaçao and Sint Maarten. The Ministry of the Interior and Kingdom Relations, the Ministry of Health, Welfare & Sports and the Ministry of Foreign Affairs were also in attendance, as were the chairpersons of the Red Cross departments on the islands.

During the meeting, participants discussed the applicability of the Royal Decree in the Caribbean areas and the ways in which the islands have prepared for possible disasters. Communication was also an important topic. Furthermore, attention was given to the difference in support between the autonomous countries and the special municipalities of Bonaire, Saba and Sint Eustatius.

### More attention to individual wishes of volunteers

The Red Cross wants to make volunteer work more interesting by making it fit in better with the needs of the volunteers. If volunteers want to work in different activities in the future, for example both Relief & Care and Relative Information, that should be made possible. At the same time, the Red Cross also wants to make more use of the competencies of volunteers. What are you good at, and what do you enjoy doing? The Red Cross also wants to make a better match between the supply of volunteer work and the needs of people asking for assistance. We need to keep volunteers passionate and attract new volunteers.

### Event help and new training

In 2011 the Red Cross was present at virtually every major event in the Netherlands. For example, 11,000 volunteers were in action at the Liberation Day festivals and at big sporting events, such as the Rotterdam Marathon and the Boekelo Military Event. Volunteers can also be found at many local sporting and cultural events. In Amsterdam alone there were 263 deployments in 2011, with a total of 1,913 people receiving assistance.

Thanks to the aid given at events, Red Cross volunteers stay well trained. They also gain practical experience that is very valuable in emergency situations. The special training course Providing Assistance at Events started in 2011. On the course, volunteers acquire knowledge specially geared to providing help at events.

Date	Description of incident	Town / Region	Assistance requested / services deployed
7-01 to 11-01-2011	Water level in R. Maas high due to melted snow and rainfall	South, North and Central Limburg, and North Brabant	Volunteers support emergency services and register families (R&C and IOR)
22-01-2011	Evacuation of a hospital in Amersfoort because of problems with power supply	Utrecht, Amersfoort	Assistance by SIGMA at evacuation
25-01-2011	Large fire in Tegelen tanning salon. Fifteen upper storey apartments evacuated.	North Limburg, Tegelen	R&C offers assistance with setting up reception centre
22-02-2011	Major fire in supermarket	N.E. Gelderland, Oldebroek	R&C help with relief for 21 local people evacuated for a short time.
8-04-2011	Major fire at agricultural firm	North Holland (North), Drechterland	R&C for 20 people
9-04-2011	Shooting incident at De Ridderhof shopping centre	Central Holland, Alphen a/d Rijn	R&C and IOR- assistance at the reception centres and CRIB
15-05-2011	Huge crowds at Ajax victory celebration	Amsterdam Amstelland, Amsterdam	SIGMA
16-05-2011	FC Twente victory celebration	Twente, Enschede	SIGMA
22-06-2011	Crash call scenario 2	Southeast Brabant, Eindhoven	SIGMA
27-06-2011	Very large fire at care centre	Utrecht, Nieuwegein	SIGMA and R&C
27-06-2011	Water distribution at cultural preservation demonstration	Haaglanden, The Hague	SIGMA
28-06-2011	Road traffic accident	A2	SIGMA
7-07-2011	Stadium roof collapse, FC Twente	Twente, Enschede	SIGMA
13-07-2011	Field beds for children from flooded camp	Utrecht, Zeist	Logistics
1-08-2011	Explosion on speedboat	North Holland (North)	SIGMA
4-09-2011	Multiple casualties at Ten Miles Marathon	Central and West Brabant	SIGMA
14-09-2011	Aircraft engine fire at Eindhoven Airport	Southeast Brabant, Eindhoven	SIGMA
29-09-2011	Fire in apartment complex, 17 casualties	Central Holland, Gouda	SIGMA
2-10-2011	Anticipated crowds and high temperatures at Singelloop running event	Central and West Brabant, Breda	SIGMA
3-10-2011	Fire in cell complex (jail)	Central Holland, Sassenheim	SIGMA
16-10-2011	Evacuation of apartment complex due to gas leak	North Brabant, Boxtel	SIGMA
5-11-2011 to present	Reception at emergency hospital and buddy programme for Libyan casualties	Utrecht	Urgent social assistance by own Arabic-speaking volunteers plus other Arabic speakers recruited on ad hoc basis
3-12 to 23-12-2011	Danger of building collapse at shopping centre 't Loon	South Limburg, Heerlen	Ongoing R&C in hotel for residents of tower block

*Deployment of Red Cross volunteers in the Netherlands*

the 25 safety regions which the government established in the Netherlands. In addition, the Red Cross invested in the new position of Regional Emergency Aid Coordinator. These coordinators are responsible for strengthening contact networks in the safety regions.

The quality of aid provision in the Netherlands has improved significantly over the

past year. This is largely thanks to internal audits and customer satisfaction surveys conducted by various services. These surveys have shown that people are generally quite impressed by the service provided by the Red Cross. Volunteers attended disasters and exercises in sufficient numbers. The quality criteria for emergency aid provision were also met. However, the surveys also exposed areas needing improvement.

For example, it was found that a general script is desirable for all levels of acute emergency aid (local, regional and national) and that volunteer management needs more attention. In 2012, the Red Cross will deal with the issues requiring improvement via various programmes aiming at greater professionalism.

Emergency aid	Number of volunteers
SIGMA – Rapid deployment medical assistance groups	1,100
IOR - Information on relatives during emergency situations	600
R&C - Reception and care	2,000
Event support	10,000

Number of volunteers in SIGMA, R&C, IOR and event support

	Uniquely involved persons/organisations - 2011	
Restoring Family Links (RFL)	RFL beneficiaries	1,278
	People being sought	2,289
Missing Persons Helpline (MPH)	Those left behind	154
	Missing persons	155
Support for Victims of Human Trafficking (SVHT)	Beneficiaries of SVHT Utrecht	43
	Help requests - 2011	
RFL	Tracing requests	977
	Red Cross messages	168
	Other RFL requests	133
MPH	Requests for assistance	66
	Requests for information	105
SVHT	Client requests	29

Tracing & Support

### Tracing and support in disasters

When conflicts and disasters strike, the Red Cross helps get people back in contact with each other, in the Netherlands and internationally. For example, in 2011 the Red Cross used satellite telephones to help people who had escaped the violence in Libya and were being accommodated at the Egyptian border. The Red Cross also helps many people get the documents they need in order to travel back to their country of origin.

In 2011, the Red Cross in the Netherlands dealt with 1,278 requests for assistance. These requests mainly came from asylum seekers, refugees, victims of human trafficking, migrants in detention and unaccompanied juvenile migrants. In 2012 the Red Cross will continue to strengthen the cooperation between the national and international aspects of emergency aid. More attention will also be given to the needs of migrants in Dutch detention centres.

As regards emergency aid in the Netherlands, key priorities for 2012 are:

- Maintaining quality and relevance of assistance
- Being proactive in our assistance
- Promoting public resilience to disasters
- Developing a volunteer team that can be deployed in a variety of situations
- Cooperating closely with the safety regions and the safety council.

### International

In 2011, we ran major campaigns for Japan and the Horn of Africa. The € 7,402,064 raised for Japan was used for, among other things, medicines, clothing, hygiene packs, psychosocial care and setting up 82,000 temporary dwellings with basic household equipment.

Through the Cooperating Aid Organisations (SHO), the Red Cross received € 5,106,945 for the relief of drought-caused famine in the Horn of Africa. With this money, the Netherlands Red Cross is providing aid in Kenya, Somalia and Ethiopia via the Red Cross and Red Crescent societies in those countries. The money is being spent on food, water, medical aid and sanitation.

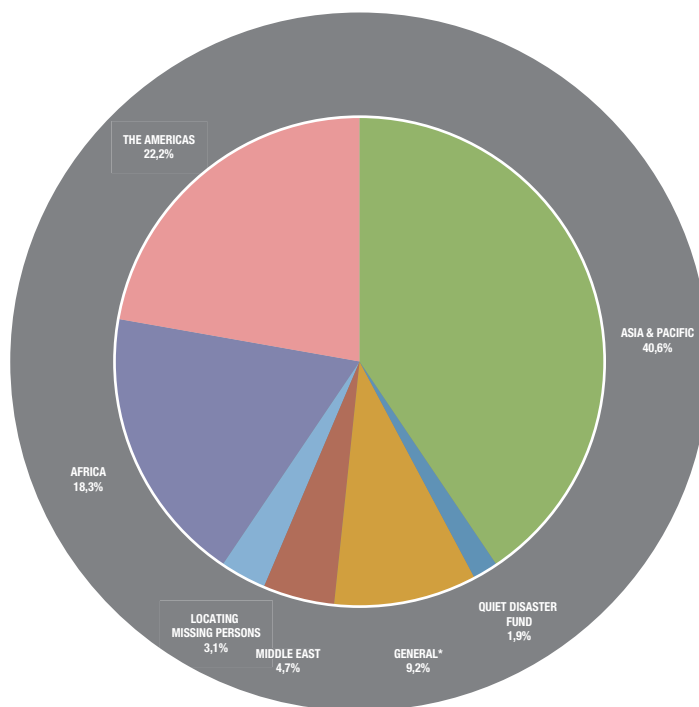
In Kenya, the Netherlands Red Cross is providing people with safe drinking water, giving emergency aid and educating schoolchildren about hygiene. Farmers who have had to slaughter their herds for food are getting new livestock. Also, the distribution of drought-resistant seeds will enable farmers to resume food production later.

In Ethiopia, people are receiving food packages through the Netherlands Red Cross. Twenty thousand people are also receiving a financial contribution to buy food, essential household items and livestock to replace the herds and possessions they have lost.

As well as a long-term drought, Somalia was also ravaged by civil war in 2011, which made the situation there even grimmer. The International Committee of the Red Cross (ICRC) is one of the few organisations that still have access to Somalia. Through the ICRC, the Netherlands Red Cross helps the people of Somalia by distributing food packages and providing resources to increase food production. This is done by deploying irrigation pumps and distributing seeds for planting.

The Red Cross also provides people with equipment and resources to start a business of their own, so they can provide for themselves.

Apart from the support given to alleviate major disasters in Japan and the Horn of Africa, in 2011 the Netherlands Red Cross also contributed aid for dozens of other disasters, large and small, around the world (see pages 23 and 24). ■

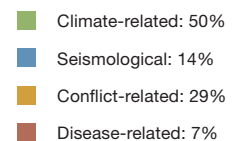
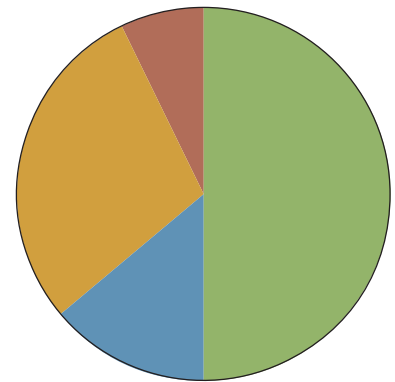


International emergency aid

\* Related to regional branches and meetings etc.



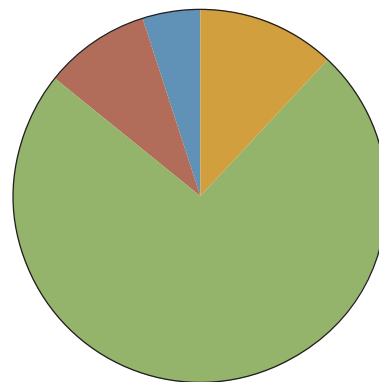
Japan	€ 6,579,800.40	Earthquake
Horn of Africa	€ 4,186,023.00	Drought
Middle East	€ 555,099.00	Political violence
Turkey	€ 500,000.00	Earthquake
Pakistan	€ 400,000.00	Floods
Ivory Coast / Liberia	€ 303,689.63	Political violence
Chad	€ 250,000.00	Disease (cholera)
North Korea	€ 200,000.00	Floods
Philippines	€ 200,000.00	Typhoon
Yemen	€ 100,000.00	Political violence
El Salvador	€ 100,000.00	Floods
Syria	€ 80,000.00	Political violence
Bolivia	€ 50,000.00	Floods
Australia	€ 24,750.00	Floods



Large disasters and financial contribution of the Dutch Red Cross (expenses)

Country	Quiet Disaster	Contribution
Mozambique	Floods & cholera	50,000
South Africa	Floods	50,000
Lesotho	Floods	50,000
Kazakhstan	Floods	50,000
Iraq	Floods	50,000
Laos	Floods	50,000
Nigeria	Floods	50,000
Bangladesh	Floods	50,000
Senegal	Floods	50,000
North Korea	Floods	50,000
Niger	Floods	50,000
Uganda	Floods	50,000
Nepal	Earthquake	50,000
Cambodia	Floods	50,000
Honduras	Storm/Hurricane	50,000
Madagascar	Storm/Hurricane	40,000
Myanmar	Earthquake	40,000
Rwanda	Floods	40,000
Benin	Floods	40,000
India	Floods	40,000
Uganda	Political violence	35,000
Chile	Severe winter weather	35,000
Tunisia	Political violence	30,000
Central African Republic	Storm/Hurricane	30,000
Zimbabwe	Cholera	30,000
Ghana	Floods	30,000
Mali	Cholera	30,000
Paraguay	Hailstorm	30,000
Dominican Republic	Storm/Hurricane	30,000

Country	Quiet Disaster	Contribution
Equatorial Guinea	Floods	30,000
Central African Republic	Cholera	30,000
Namibia	Floods	25,000
Tajikistan	Floods	25,000
Gabon	Storm/Floods	25,000
Nicaragua	Floods	25,000
Vanuatu	Storm/Hurricane	20,000
North Africa	Political violence	20,000
Georgia	Floods	20,000
Vietnam	Floods	20,000
Myanmar	Floods	20,000
Congo	Political violence	17,441
Lebanon	Refugees	15,000



- Conflict-related: 12%
- Climate-related: 74%
- Disease-related: 9%
- Seismological: 5%

Quiet disasters and contributions of the Dutch Red Cross





# IMPROVING RESILIENCE and independence in 2011

## In the Netherlands

First aid for all, given by all, so that more people know what to do, and dare to do it, in an emergency – that is the ambition of the Red Cross in the Netherlands, and easy accessibility is our motto. First aid training makes people aware of their own role and duty to help someone else as quickly as possible. Knowledge is important. If you know what to do, the chances are that you will help faster.

The poor state of first aid knowledge in the Netherlands is a problem that the Red Cross has addressed before. As we have stated previously, only one person in thirty (3.2%) in our country has demonstrable first aid skills. An international Red Cross survey in 2009 showed that this level is comparable with countries such as Serbia (3%), Kyrgyzstan (1.2%) and Azerbaijan (0.6%), while countries such as Germany and Austria attain 80% [1].

In order to improve the public's first aid skills, the Red Cross introduced a free, online first aid course in summer 2011 with help from the Dutch Postcode Lottery.

*Note [1]: The report "First aid for a safer future - Focus on Europe" was published in September 2009 by the International Federation of Red Cross and Red Crescent Societies, and the European Reference Centre for First Aid Education.*

Under the motto, 'Pocket First Aid for All', a first aid app for smart phones was also launched in September. By the end of 2011, it had already been downloaded more than 300,000 times.

There was also considerable investment in 2011 in developing standard first aid education and in assuring the quality of the lessons. The number of Red Cross instructors is growing steadily, as is the number

### Examples of first aid activities

The Red Cross is actively improving first aid knowledge throughout the Netherlands. Here is a sample of the activities in the northern region.

1. During each year of its four-year sports course, the Piter Jelles School in Leeuwarden gives part of the 4-star first aid course. This means that young people finish school as qualified first-aiders.
2. The Werkman College in Groningen gives second year (VMBO) students online and practical first aid sessions in their practical assignment week. This is worth one star in the students' education.
3. The Alpha College in Groningen is running a first aid course for female immigrants.
4. The Meppel/Nijeveen department is teaching female immigrants to identify dangers in and around the home.
5. The Veendam department regularly teaches first aid to church groups, scout groups and any other group requesting tuition.
6. The Groningen district gives first aid re-certification to the city watch members and city stewards of Veiligheidszorg (Safety Care) Groningen.
7. The Groningen student desk regularly organises first aid weekends.
8. In Dokkum, Drachten, Haren, Assen and Groningen, Red Cross volunteers are busily arranging social internships relating to first aid, for example by getting students involved in assistance at events.

Year	2008	2009	2010	2011
Number of unique visitors to <a href="http://www.rodekruis.nl/ehbo">www.rodekruis.nl/ehbo</a>	6,614	126,448	192,425	392,120

*First aid online*

### **Social aid in the Netherlands**

In 2011, the Red Cross offered a wide range of social help. This included home visits, support for unpaid carers, courses in making friends and other social activities that bring people together. The activities focus on making the participants independent, so they can maintain control over their own lives for as long as possible.

Examples of social aid projects in the Netherlands include:

1. First aid for people with visual impairments in the Hoorn departments
2. The 'Together in Amsterdam' project of the Amsterdam department
3. The Local 'Store' of the department in The Hague

In 2012, the Red Cross will continue to elaborate on the *2020 Strategy* for social aid. The departments will evaluate and integrate new projects on the basis of this new strategy.

### **'Helping people up, that's what it's all about'**

Liselotte de Koning, Director of the Amsterdam department, about 'Together in Amsterdam':  
"A little while ago I was talking to a lady who had had cancer and was now declared cured. Now she can only speak via a small hole in her throat. Through the Red Cross in Amsterdam, she found a companion from the 'Together in Amsterdam' project. With tears in her eyes, she talked about how many people had left her in the lurch during and after her illness. She was extremely happy to meet our volunteer, a young woman. They get along together really well. The volunteer had even taken her to our New Year's Eve reception, where she also had a dance! She beamed. With the 'Together in Amsterdam' project, our department won the second Resilience Prize. Helping people up again, without letting them fall: that's what it is about."

### **Mappa Mondo**

In the three Mappa Mondo houses, seriously ill children are offered a small-scale, cosy home by a permanent team of specialised nurses and teachers. Together with over 400 volunteers, they offer children an environment where they can lead as normal a life as possible. Some children stay there a few times per month, others live there for a longer period. Mappa Mondo helps parents teach themselves the skills they need to care for their child at home. In this way, Mappa Mondo hospices serve as a bridge between hospital and home. To raise the profile of the hospices, Mappa Mondo started a campaign in 2011 directed towards paediatric doctors, nurses, youth care bodies, MEE and rehabilitation centres. In 2011, together with other care providers from Intensive Child Care, Mappa Mondo helped found the Association for Specialised Nursing Child Care. Through this industry association, the quality of care can be raised to a new level and clear financial arrangements can be made to pay for it.

of departments in the Netherlands that can offer first aid courses. An increasing number of our student groups are also able to offer courses.

Our ambitions for 2012 include quality assurance, international cooperation and doubling the number of people on the courses. It is vital that we stay on top of technological developments that make

learning more accessible. Special modules will also be developed for sports injuries and accidents involving children. The Red Cross's long-term ambition is for first aid to become part of driver training, as is normal in our neighbouring countries.

### **International**

The Netherlands Red Cross is active all over the world in preparing for disasters,

reducing risks associated with disasters, HIV prevention and care, and improving basic health care. The latter is often combined with programmes for improving water and sanitation and hygiene promotion. All of our programme activities focus on developing people's resilience and strengthening the capacity of our fellow Red Cross and Red Crescent societies in their respective countries.

## Special vacations

Over 6,000 chronically ill, disabled and socially isolated people enjoyed vacations in 2011 on the ship J. Henry Dunant and in the care hotels in Wezep and Rheden. A debate arose this year about whether it is still a financially sound idea to keep the three care hotels open (see page 13). The Members' Council will make a decision on this in 2012.

A new feature for 2011 was the Red Cross's partnership with KLM and the travel organisation TUI Netherlands. With this venture, KLM continues Martinair's 40-year tradition. Together with TUI Netherlands, the airline sponsors a day trip for chronically ill and disabled people. They travel by air to a European destination; this year it was Valencia in Spain.

	De Valkenberg	IJsselvlied	J. Henry Dunant
Guest occupation ratio*	89%**	96%	96%
Number of volunteers deployed	1,496	1,264	2,255
Number of youth volunteers	193	268	240
Number of new volunteers	180	166	404

### Special holidays facts & figures

\*Percentages calculated on basis of available capacity (5-day holiday week)

\*\* In 2011, De Valkenburg had a lower occupation ratio because the neighbouring location, De Paardestal, was not open for guests. Another factor was that the top floor of De Valkenburg cannot be used by guests who need intensive care and are bedridden or wheelchair-bound. In 2011, this group made the most applications to use the hotel.

## Partnership strengthens African sister organisations

By strengthening their own capacity, African Red Cross societies become less dependent on donors in the west. That is why the *8NS Africa* initiative was launched. Four western associations have been working closely with four African associations since 2006. They do this in pairs; for example, the Netherlands Red Cross is the partner of the Ivory Coast Red Cross. Liberia works together with Canada, Sierra Leone with the UK, and Mozambique with Norway.

Due to the political situation in its country, the Ivory Coast Red Cross was inactive for quite some time. Since the end of the civil war, the association has made some positive developments. It had a successful HR audit in 2011, which led to the recruitment of four new managers in crucial positions in the organisation. In 2012, the development of a strategic plan for the Ivory Coast Red Cross is at the top of the agenda.

In 2011, we started the *Partners for Resilience* programme in close cooperation with Cordaid, Care, Wetlands International and the Climate Centre of the Red Cross. The programme focuses on reducing the impact of disasters such as droughts and floods. This consortium is financed by the Dutch Ministry of Foreign Affairs. The ultimate aim is to improve the resilience of 750,000 to a million vulnerable people in Ethiopia, the

Philippines, Guatemala, India, Indonesia, Kenya, Mali, Nicaragua and Uganda. The programme, which has a budget of € 35.7 million, focuses on fishermen, farmers and livestock herders, and also on residents of shanty towns, which are frequently found in risky areas.

The three goals of the partnership are:

- To improve the resilience of communities in the event of disasters, climate change and environmental damage
- To strengthen the capacity of local organisations
- To make institutions more open to disaster preparation and climate adaptation. ■

### **Red Cross's Princess Margriet Fund starts with € 1.1 million**

Good preparation saves lives. That is why the Red Cross Princess Margriet Fund, named after the Honorary Chairperson, was established in 2011. The most important task of the new fund is to finance disaster preparation projects. The Red Cross wants to use the fund to make vulnerable communities more resilient through advice and training. It also wants to reduce the risk of disasters through targeted action.

During a festive charity evening at the Royal Carré Theatre in Amsterdam, the fund raised an opening sum of € 1.1 million, thanks to support from the ANWB (Dutch Automobile Association), the KICI Foundation for clothing collection and others. This was used in 2011 to support disaster preparation projects in Central Asia and Nicaragua. Projects in the *Partners for Resilience* programme also received a contribution.

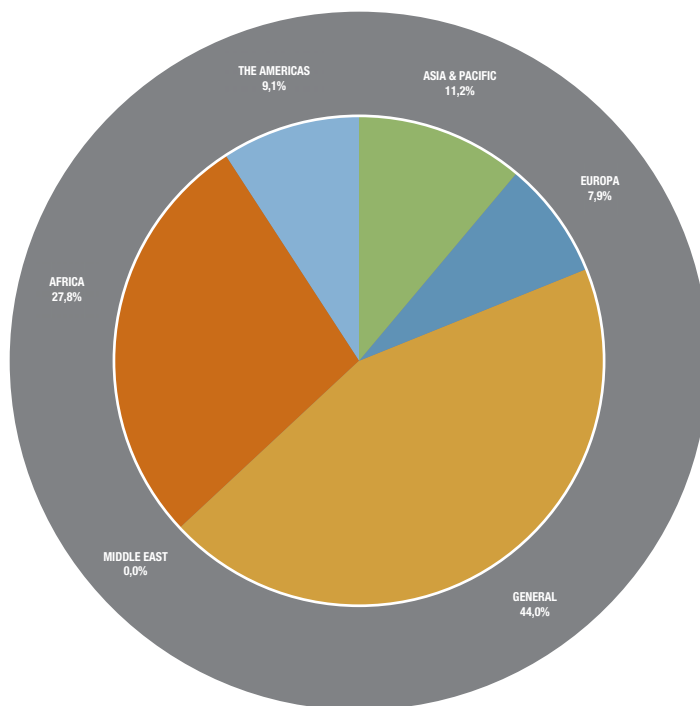
These are frequently small-scale programmes to raise people's awareness of the risks in their own environment. For example, local authorities learn what to do if an evacuation is needed or how they can offer immediate first aid during a disaster. This builds community resilience.

### **Climate Centre increases resilience to climate change**

The Climate Centre is an initiative of the Netherlands Red Cross and the International Federation of Red Cross and Red Crescent Societies. The Climate Centre helps volunteers all over the world prepare for climate risks, including climate change. For example, monthly La Niña updates show the chances of extreme weather in various parts of the world.

Via the *Partners for Resilience* programme (2011-2015), in which the Netherlands Red Cross also participates, the Climate Centre increases the resilience of vulnerable population groups in countries at risk. It ensures that people are better equipped to deal with the risks and can recover faster if a disaster takes place.

The Climate Centre will celebrate its tenth anniversary in 2012. The annual report of the Climate Centre is available at [www.climatecentre.org](http://www.climatecentre.org).



*Long-term international aid*



### **Disaster preparedness and risk reduction**

The Red Cross has been working for years with the European Union and its *Disaster Preparedness* programme (DIPECHO). This programme's projects mainly focus on supporting vulnerable communities in preparing for recurring disasters. The aim is to increase the resilience of these vulnerable communities.

In 2011, the Red Cross implemented projects in Tajikistan, Kyrgyzstan, Uzbekistan, Turkmenistan and Kazakhstan. Around 415,904 people were helped with such things as disaster warning systems, evacuation drills and disaster management committees. A big media campaign provided communities and the government with good information and resources. Large numbers of people were reached this way (about 6.5 million indirectly).

The Red Cross also helped vulnerable population groups in Colombia, Suriname and Vietnam in 2011. In Colombia, 5,463 people were helped; in Guatemala, over 13,000. The project in Suriname, which was completed in 2011, reached 13,984 people. In Vietnam, 35,331 people directly benefited from the project.

### **Water and sanitation**

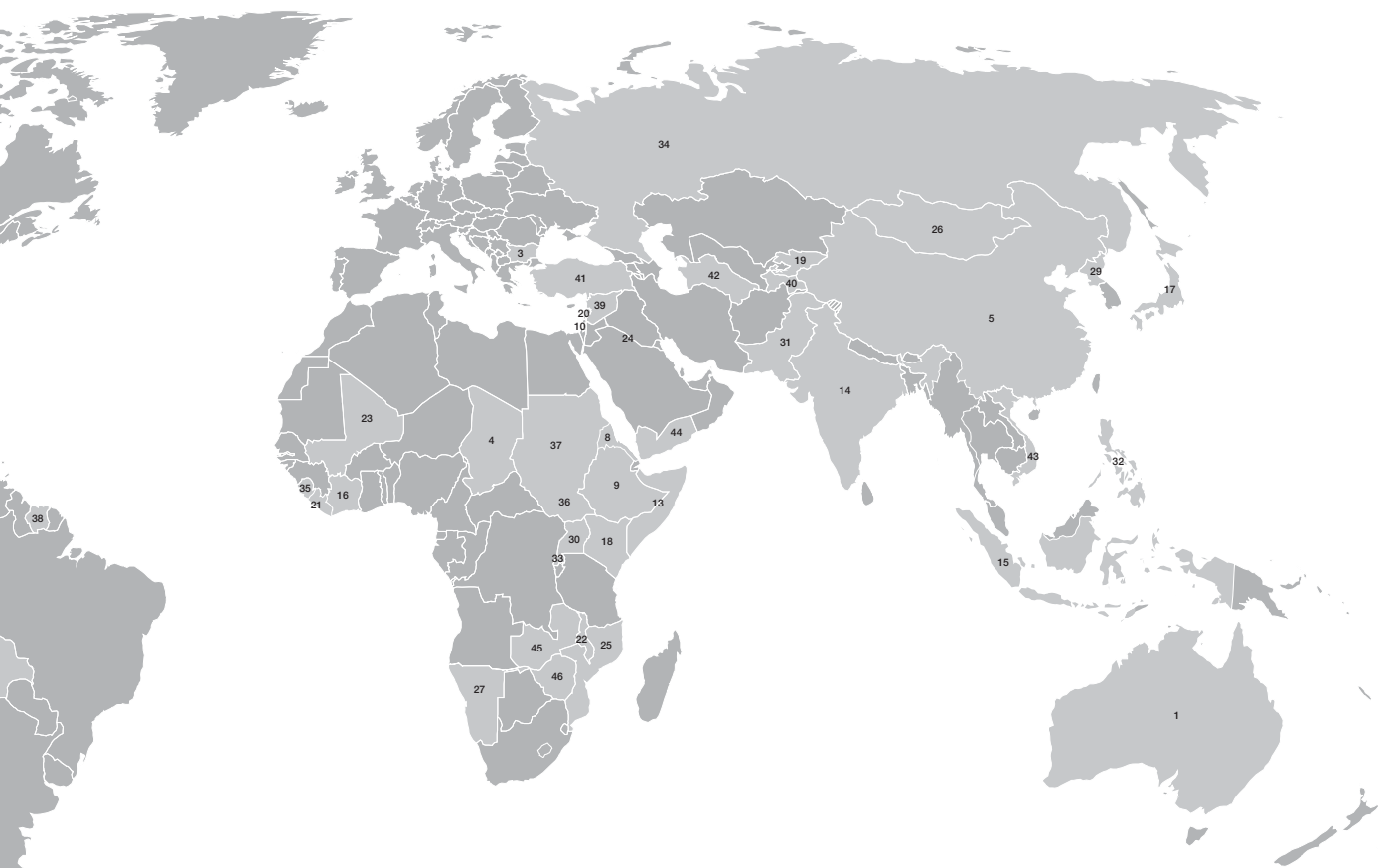
Since 2009, the Netherlands Red Cross has been working with the Eritrean Red Cross. The aim of the partnership is to improve public health and reduce the vulnerability of communities in Eritrea. The Red Cross encourages people to build their own toilets instead of doing it for them. A total of 7,067 toilets have already been built. Volunteers made great progress with the project in 2011. Up to 2010, 55,576 people had been reached and in 2011, this figure was increased to 139,768.

Much attention was also devoted to integrated water management in 2011. Access to drinking water was increased by creating or repairing wells, boreholes and pipes. This gave 87,212 people access to clean water. Of course, this project has to overcome challenges, such as the geographical distribution of the 121 villages where the Red Cross is active. Project teams have to take this problem seriously, especially because it makes supervision more difficult. The rocky ground also makes it difficult and labour intensive to dig deeply.

# WORLD MAP with countries and type of activity

1 AUSTRALIA	24 MIDDLE EAST
2 BOLIVIA	25 MOZAMBIQUE
3 BULGARIA	26 MONGOLIA
4 CHAD	27 NAMIBIA
5 CHINA	28 NICARAGUA
6 COLOMBIA	29 NORTH KOREA
7 EL SALVADOR	30 UGANDA
8 ERITREA	31 PAKISTAN
9 ETHIOPIA	32 PHILIPPINES
10 GAZA	33 RWANDA
11 GUATEMALA	34 RUSSIA
12 HAITI	35 SIERRA LEONE
13 HORN OF AFRICA	36 SOUTH SUDAN
14 INDIA	37 SUDAN
15 INDONESIA	38 SURINAM
16 IVORY COAST	39 SYRIA
17 JAPAN	40 TAJIKISTAN
18 KENYA	41 TURKEY
19 KYRGYZSTAN	42 TURKMENISTAN
20 LEBANON	43 VIETNAM
21 LIBERIA	44 YEMEN
22 MALAWI	45 ZAMBIA
23 MALI	46 ZIMBABWE





- |                                                         |                                                                          |
|---------------------------------------------------------|--------------------------------------------------------------------------|
| <span style="color: red;">■</span> EMERGENCY AID        | <span style="color: blue;">■</span> PROVISION OF BASIC NECESSITIES       |
| <span style="color: yellow;">■</span> HEALTH PROGRAMME  | <span style="color: teal;">■</span> TEMPORARY SHELTER                    |
| <span style="color: purple;">■</span> CAPACITY BUILDING | <span style="color: cyan;">■</span> DISASTER PREPAREDNESS/RISK REDUCTION |
| <span style="color: green;">■</span> HIV/AIDS           | <span style="color: orange;">■</span> WATER & SANITATION                 |



# INCREASING RESPECT

## and willingness to help in 2011

We have a duty to prevent human suffering and safeguard human dignity by promoting international humanitarian law and basic humanitarian principles. The Red Cross is the only organisation in the Netherlands that works in a structured manner to spread knowledge about the laws of war. This is done by giving guest lessons and training sessions to members of the armed forces of the Netherlands and other NATO countries, UN military observers, diplomats, students, colleague organisations and volunteers. The Red Cross also has an advisory function in this sphere of law, advising the government and parliament, for example. A network of 105 volunteers is actively involved in disseminating knowledge about international humanitarian law in the Netherlands.

In 2011, the Red Cross launched a *Manual of International Humanitarian Law* for colleges, universities and other educational institutions. In partnership with the Flemish Red Cross, it also organised the 'Frits Kalshoven Competition', named after the emeritus professor of international law and humanitarian law. This is a simulation game for students at Dutch and Flemish institutes and defence academies. The competition is financially supported by the municipal authorities of The Hague and the law firm Van Doorne Advocaten.

### **International cooperation**

Dozens of departments of the Netherlands Red Cross supported international aid in 2011. Twelve departments and 14 districts contributed € 320,000 to 17 international projects in Uganda, Namibia, Ethiopia, Malawi, Sudan, the Philippines, Indonesia, Laos, Vietnam, Kyrgyzstan, the Gaza Strip and Colombia.

The Princess Margriet Fund and climate adaptation projects also received support from departments and districts in 2011. Forty volunteers worked to provide advice on climate adaptation. Seventy-eight departments donated to the aid campaigns for Japan and the Horn of Africa.

A special partnership was created in 2011 between the Aruba Red Cross and the Leiden department of the Netherlands Red Cross. Volunteers from Leiden helped their Aruban colleagues for a week at the carnival in Aruba, and volunteers from Aruba helped their colleagues in Leiden during the celebration of the Relief of Leiden.

### **War archive**

The war archive of the Netherlands Red Cross contains the personal information of over 1.5 million victims of the Second World War. The archive provides information to family members of war victims and survivors. Researchers and journalists also regularly consult the archive. The Social Insurance Bank also uses the war archive to verify claims for war-related benefits.

The war archive dealt with 925 requests in 2011. Work also continues on making the archive digitally available. The Red Cross intends to hand over the archive to a professional partner.





# CRITERIA

The document *On the Road to 2020* cites three criteria for the realisation of our strategic goals:

- Humanitarian diplomacy
- Effective cooperation
- A strong association

## Humanitarian diplomacy

'Humanitarian diplomacy' means pleading the case of people who are most vulnerable in disasters or conflicts to national and international decision makers, with the aim

of improving their situation. Among other activities in 2011, the Netherlands Red Cross successfully lobbied for the government to ratify the Convention on Cluster Munitions, which prohibits among others the use, production and transfer of cluster munitions.

To prevent future suffering, the Red Cross is also calling for strong national legislation to implement the convention. Furthermore, the Red Cross called upon the government

several times in 2011 to negotiate strict standards for the transfer of conventional weapons in international meetings leading up to a strong Arms Trade Treaty to be negotiated in July 2012. The Netherlands Red Cross will continue its efforts in 2012.

At the end of November, the Red Cross international conference was held in Geneva. This was attended by the world's 187 Red Cross and Red Crescent societies and every country that is a signatory to the Geneva



Conventions. This was preceded by a meeting of the Council of Delegates, attended by all of the sections of the Red Cross. The Netherlands Red Cross supported the Norwegian, Australian and Japanese Red Cross societies and the ICRC in accepting a resolution calling for a universal ban on the use of nuclear weapons. There was also a call for international attention to the Health Care in Danger campaign for the protection of medical aid workers.

### **Effective cooperation**

On 1 January 2010, internal cooperation in the Netherlands Red Cross entered a new phase. On that date, 356 departments and districts were united in a single national association. This cooperation was enhanced in 2011 by helping departments and districts merge their administrations as far as possible, to reduce the administrative burden of the Red Cross. This help was mainly provided by the regional service centres.

In 2011, the *Samen 1* (Together 1) merger was completed with the accession of the Haarlem, Zandvoort and Haarlemmermeer departments. Although the three departments initially objected to surrendering their independent legal status, they eventually decided to merge with the national association.

Effective cooperation was given a new type of implementation, both in the national aid policy developed in 2011 and in the international policy. In terms of international aid, it was decided that the Red Cross does not necessarily have to do everything itself. This applies not only to emergency aid – in which the Red Cross will seek to actively involve the public in 2012 – but to social aid as well. There is growing awareness that the association is responsible for ensuring that everyone who needs help really gets it. However, that does not necessarily mean that the Red Cross has to provide that help itself. The interests of the most vulnerable people have top priority in these deliberations. The big challenge for 2012 is to further elaborate the vision regarding the future of social aid.

The concept of collective responsibility is at the heart of the international aid vision, which took shape in 2011 and will be rolled out in 2012. In its aid provision, the Netherlands Red Cross will more expressly bear in mind that its main intention is to be of value to the International Red Cross Movement – by providing special expertise and by working in countries where the Red Cross is less active. The Netherlands Red Cross wishes to develop the type of expertise that is scarce or absent elsewhere in the move-

ment; for example, in the field of disaster risk reduction or water and sanitation. In addition, the organisation aims to, as much as possible, support sister organisations in those countries where there is little or no activity on the part of other branches of the movement.

### **A strong association**

A strong Red Cross association is built on:

- Well trained, committed volunteers, supported by professionals
- Loyal members and donors
- A healthy financial situation.

### **Volunteers**

Volunteers are the lifeblood of the Red Cross. In 2011, over 35,000 helped their fellow human beings. In addition, over 25,000 collectors went from door to door for the national collection campaign.

### **Departure of Elco Brinkman**

On 30 May 2011, the Red Cross said goodbye to its chairman, Elco Brinkman. To mark the occasion, Brinkman was awarded the Cross of Merit. This is the highest distinction of the Netherlands Red Cross and is awarded only in very special circumstances. Brinkman had been chairman of the board since 1 April 2000. Prior to that, he was vice-chairman for four years. Under his leadership, the Red Cross took the historic decision in 2009 to continue as a national association. This meant merging 356 separate legal entities. In 2011, vice-chairman Ed d'Hondt took on the role of acting chairman, and in December the Members' Council decided to propose Inge Brakman as the new chairperson and to start the appointment procedure.

### **Students in eleven towns active for Red Cross**

Red Cross student groups have been set up in many Dutch university towns. These form a hub for students who want to contribute to society by planning and implementing activities for the Red Cross. In 2011, there were eleven student groups active in Groningen, Leeuwarden, Amsterdam, Leiden, Utrecht, The Hague (mainly international students), Rotterdam, Nijmegen, Tilburg, Zeeland and Maastricht. They participated in 3FM Serious Request, a fashion show for people with learning disabilities and a wheelchair hockey tournament, among many other activities.

In October 2011, Masooma Yousufzai, youth board member of the Netherlands Red Cross, opened the training weekend for new student group administrators. In total, around 600 young people participate in the groups.

## A word from the Red Cross ambassadors

Irene Moors, Eric Corton, Floortje Dessing, Yfke Sturm and Humberto Tan are our ambassadors. They use their fame to bring the efforts of the Netherlands Red Cross to the public's attention.

*Irene Moors:*

"For over seven years as a Red Cross ambassador, I have been showing people in the Netherlands everything the Red Cross does in the world. 2011 was a remarkable year. I worked to promote the first aid campaign and the special app. During 3FM Serious Request, I also got to stay a night with the DJs in Leiden's Glass House – great fun! As ambassadors, we try to make that slight difference so that a campaign can be even more successful. That means

that even more people can be helped, and in the end that is what it is all about! I do worry about the future of the Red Cross care hotels, but I'm confident that a good solution will be worked out in 2012."

*Eric Corton:*

"I have been making reports, in my own way, for 3FM Serious Request for eight years now. I put all my senses in top gear and try to describe what I am feeling and experiencing. In October 2011 I was in the Ivory Coast, where I looked around and talked, smoked and empathised with the single mothers I met. These are mothers who have to deal with the consequences of war. I took lots of video and audio recordings, but

just as often I put down the microphone and camera, just to sit with them, to listen, talk, cry and comfort.

I found it hard to think that I would soon be gone again, leaving these strong women to worry whether things would ever be all right again for them and their children. I couldn't answer this question, but I took it home with me and, as an ambassador of the Netherlands Red Cross, I put it to all of the listeners of 3FM in December. And the listeners gave a splendid response to this question: a record amount of € 8.6 million!"



Red Cross awards given in 2011	
Silver Merit Medal	1
Bronze Merit Medal	3
Medal with Certificate	11

By Royal Decree of 27 November 1914 (OJ no. 546), the Board of the Netherlands Red Cross has been granted the authority to grant awards in the form of the Cross of Merit and the Silver and Bronze Merit Medals "for important services rendered in or to the Red Cross".

### Complaints procedure

The Netherlands Red Cross complaints procedure consists of two phases:

1. Mediation by a complaints officer.
2. Where parties are unable to reach a result satisfactory to both sides, the complaint is submitted to the GBK Board.

The Netherlands Red Cross received a total of 45 complaints in 2011. In every case, the complaints officer successfully resolved the matter to the satisfaction of all concerned. The number of complaints this year contrasts greatly with the number received in previous years. This is due to the thirteen complaints relating to a single national event that took place in 2010. These complaints were dealt with in 2011.

The majority of the complaints concerned emergency aid from volunteers and the branch or district administration.

The Dutch population is ageing and life expectancy is increasing. People often wish to live independently in their own homes for longer. This means that elderly people will require more care. As a result, volunteer work is needed now as much as ever, and will remain so. However, the current volunteers are also getting older. To continue meeting the needs of aid applicants in the future, it is essential to recruit new (young) volunteers. This will also be a challenge in 2012. Young people often have different needs and wishes than earlier generations. They prefer to commit themselves for shorter periods, preferably at times to suit them. Therefore, not only is the recruitment of new volunteers a challenge, but so is adapting the traditional way of working to these developments, and to new needs and wishes.

A lot of attention was given to educating and training volunteers in 2011. In Utrecht, a Red Cross training bureau was set up in line with the New Way of Learning, a project related to different ways of training volunteers. The aim is to shorten the training period and make it more practical. In the case of the Red Cross, it is hoped that this will lead to highly versatile volunteers. Getting more practical experience means that less additional teaching is required, and by having broader experience, people can be deployed in a wider variety of situations. Providing Assistance at Events is the first course in this new style.

From 2011 onward, emergency aid volunteers can be contacted via UMS, a new system that can be used to call them up quickly by telephone for deployment.

The first drafts of the new policy on members and volunteers came into being in 2011. Important points in this policy include

Type of complaint	Mediation	Advice
Conflict of interests in/during event assistance	4	2
Withdrawal of volunteers from an event	13	2
Volunteer who has been dismissed	2	3
Volunteer who feels unfairly treated by the branch administration	8	3
Other, including failure to deal with sponsorship correctly and not award a clasp for loyal service	6	2
Total mediation and advice	33	12
Subtotal	45	
Referred to confidential advisor	2	
Total number of complaints	47	

Key information on complaints

making volunteer work easily accessible (e.g. through the New Way of Learning), giving more attention to young people, and developing a more streamlined induction programme, in which volunteers actively tackle the fundamental principles of the Red Cross and the significance of these principles in their volunteer role. In 2012, the Red Cross will invest in the further development and implementation of the policy on members and volunteers.

### Professionals

In 2011, the Red Cross had 500 professional employees (382 FTE). This was around the same as in 2010. The ambition for 2012 is to create a more compact and flexible professional apparatus. The 2010 leadership programme for middle managers was continued in 2011, and a start was made on a policy for talent development and the personal development of employees.

### Healthy finances

Both the income and the expenses of the Netherlands Red Cross were much higher in 2011 than was budgeted for. The additional income (+ € 27.5 million) is partly a result of the success of 3FM Serious Request and the campaigns for Japan and the Horn of Africa. The Red Cross also received a considerable subsidy from the Ministry of Foreign Affairs on behalf of Partners for Resilience, an alliance of aid and environmental organisations. The cost of projects in connection with Partners for Resilience and expenses for the Horn of Africa campaign also account for a substantial part of the increased expenses in 2011 (+ € 13.7 million).

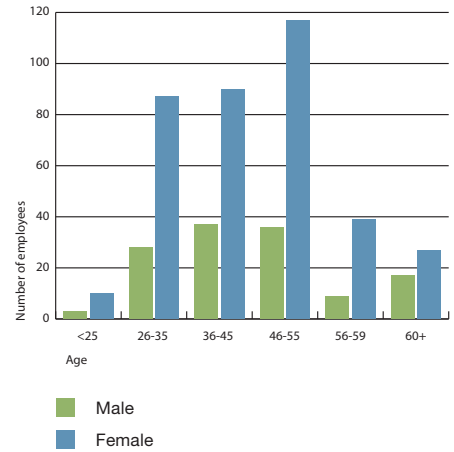
Nevertheless, the Red Cross has been battling for years with a structural deficit in its day-to-day operations. For that reason,

Netherlands Red Cross delegates working overseas in 2011	
China	3
Colombia	4
Guatemala	2
Haiti	9
Indonesia	4
Ivory Coast	1
Kyrgyzstan	3
Kenya	3
Lebanon	2
Liberia	1
Nicaragua	1
Senegal	1
South Sudan	1
Sudan	1
Suriname	2
Tajikistan	2
Tunisia	3
Vietnam	1
Zambia	1
Miscellaneous	1
<b>TOTAL</b>	<b>46</b>

	2009	2010	2011
<b>Number of members and donors</b>	564,551	564,862	585,358*

\* The large increase in 2011 is attributable to the numerous new donors recruited during the collection campaign following the tsunami in Japan.

	2011	2011 in average FTE	2010	2010 in average FTE
Professional staff in the Netherlands	500	382	502	395
Professional staff abroad	46	43	39	45
Total	546	425	541	440
Ratio male/female	26/74		30/70	
Absence due to illness	4,9%		5,2%	
Number of interns	36	32	19	16



Age structure



we imposed stringent cuts at the association's office in The Hague (€ 3 million, or about 15% of the budget). Following these cuts, we were left with a structural deficit of around € 4 million. To eliminate this deficit, the Members' Council adopted a number of economy measures in 2011, such as a reduction in the contributions to departments, a cut in spending on the regional service centres and an additional cut at the association office.

As a consequence of the decline in the non-earmarked income of the Red Cross, the organisation will work on a different and more flexible setup in 2012. These unrestricted – and hence freely usable – funds form the basis for covering the Red Cross's day-to-day operations.

Section 3 contains a detailed explanation of the 2011 figures and the 2012 budget. In 2011, the Red Cross did not develop any new initiatives in the field of corporate social responsibility in relation to previous years.

### Fundraising

The most important source of income for the Red Cross is its own fundraising. This consists of the annual collection campaign, contributions from members, donations, gifts and legacies. In 2011, we raised around 7% more than budgeted (and 14% more than in 2010). Much of this increase is attributable to a number of large legacies and the 'Netherlands helps Japan' campaign. These donations and legacies also compensated for the drop in contribution revenues. ■

### Three questions about the Director General's salary

**1. How much does the Netherlands Red Cross Director General earn in 2011?**

The 2011 salary amounted to € 135,000, holiday allowance included. Social security contributions plus pension costs came to a total of € 26,000 and all other additional benefits and costs added up to € 11,000.

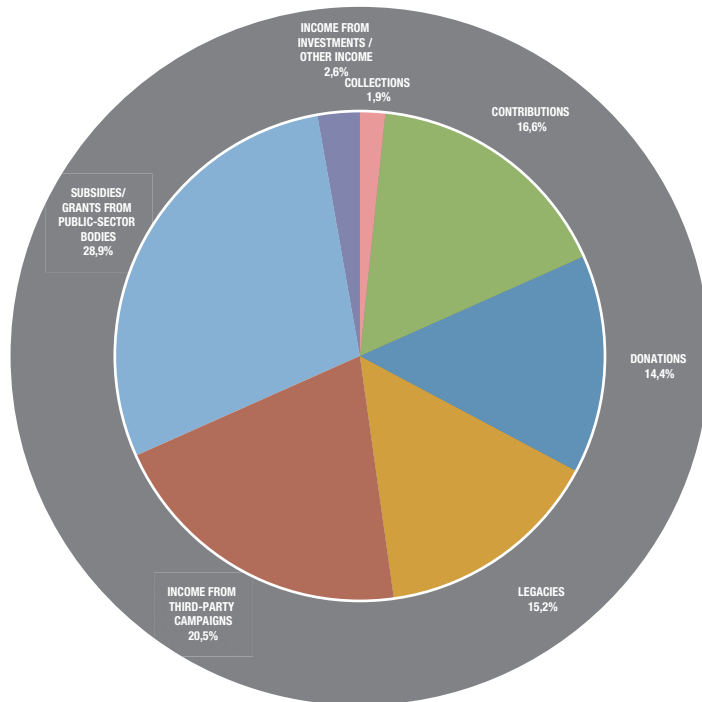
**2. Why does the Netherlands Red Cross Director General earn this much?**

The Netherlands Red Cross is a large organisation with one Director General (eenhoofdige directie). When it comes to Emergency Assistance, First Aid and Social Assistance, the Red Cross works in a complex national and international environment and is regularly deployed to dangerous areas. The ability to act quickly is of paramount importance for any humanitarian organisation. The Director General's salary reflects this responsibility.

**3. Does the Netherlands Red Cross Director General's salary comply with the *Balkenende norm*, the *VFI* (Vereniging van Fondsenwervende Instellingen – Association of Fundraising Charities) norm and the *DG norm*?**

Yes. The Director General's salary of € 135,000 complies with all norms.

For more details check page 77 of this annual report or visit [www.rodekruis.nl](http://www.rodekruis.nl).

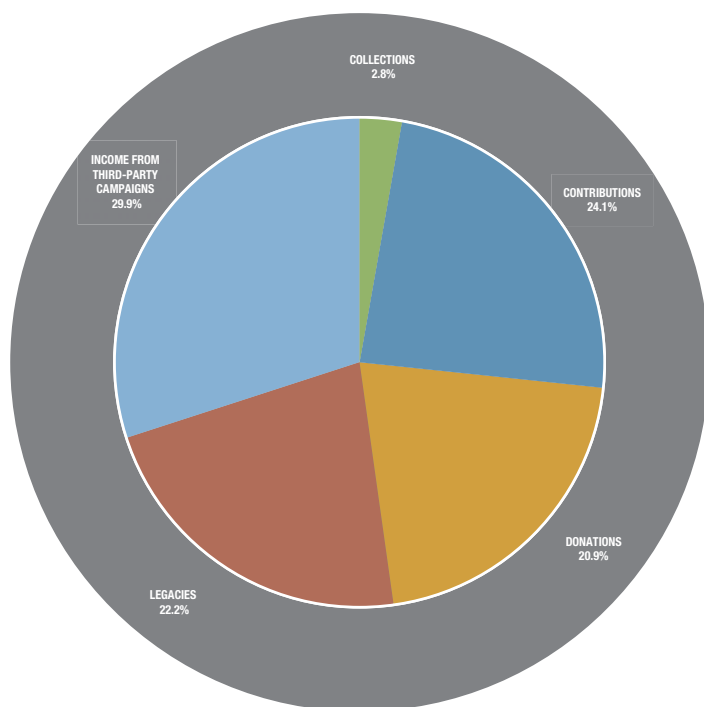


Total income of the NRC

Total number of collectors	25,751	
Total raised	1,891,679 euros	

Top three branches	Money raised	Number of collectors
1. Amsterdam	45,138.00 euros	347
2. Apeldoorn	42,584.00 euros	573
3. Utrecht-Midden	40,103.82 euros	412

2011 collection



Available from fundraising



### Together we make a difference

The Dutch Postcode Lottery supports the work of the Netherlands Red Cross already for 15 years. Thanks to this structural support, the Red Cross can help, and continue to help, the most vulnerable people. In 2011, the Netherlands Red Cross received a contribution of € 3.6 million, with an extra € 1.3 million for the water and sanitation project in Mongolia (see page 9).

Together with UNICEF and the World Wildlife Fund, the Netherlands Red Cross also received a handsome contribution from the Good Games platform. Visitors of this special website can play games for a good cause. For more information, see [www.goodgames.nl](http://www.goodgames.nl). We are very grateful for the support of the Postcode Lottery and its participants. Together, we make a difference!





3FM Serious Request partners



upc



ZilverenKruis | achmea

PHILIPS  
sense and simplicity

wehkamp.nl

Mr. Present  
merchandising

### A lot of support from partners, funds and campaigns

The Red Cross can count on support from many partners in the business world and from funds and foundations. Special campaigns and events also make a major contribution. Here are a few of the many examples over the past year.

### Support from business

Business partners support the Red Cross in all kinds of fields. ING and Deloitte, for example, have special emergency aid funds. KLM, Shell, Groupon, Shimano, Sony and many other companies made donations for the disaster in Japan in 2011. Rabobank and Achmea support resilience projects in Vietnam and Indonesia.

Coca-Cola, Wehkamp, UPC, Philips, Mr. Present and Zilveren Kruis Achmea are important partners of 3FM Serious Request. Using a variety of creative campaigns, they call upon their employees and the Dutch public to take action and collect money.

Specific aid also receives active support. For example, the Princess Margriet Fund receives donations from Heineken, Flora-Holland, Land Rover and the ANWB. From International Card Services, among others, we received donations for the Missing Persons Helpline. The contribution from Dutch dentists is also notable. Via the company Dentsply, they collect gold crowns and in 2011 they raised no less than € 250,000 for the Red Cross!

Thirteen famous chefs cooked up a storm for the Stars, Food and Art event at Hotel Sofitel Legend The Grand in Amsterdam. This raised € 25,000. KICI clothing collection has been a partner of the Red Cross for years. In 2011, it collected over a million kilograms of clothing.

### Contribution from events and funds

In spring 2011, over 31,000 walkers enjoyed the Blossom Walk in bright sunshine. Thanks to contributions from many different sponsors, the event was also a

great success for the Red Cross. It raised € 100,000.

Once again in 2011, the Tourally and Adessium Foundation of the Netherlands Red Cross made it possible for a large group of vulnerable people to enjoy a week's holiday in one of our care hotels.

Thanks, in part, to a donation from the Zabawas Foundation, the Red Cross was able to make an instructional film on first aid, plus a SIGMA promotion film about the tasks and responsibilities of SIGMA volunteers.

From the Reddingboeifonds, founded by a committed couple, we received support again in 2011 for our aid activities in 'hidden' disasters all over the world.

# THE PROSPECT for 2012

While 2010 was mainly influenced by the *Samen 1* (Together 1) merger, 2011 was mainly dominated by the question of how to bring the various Red Cross activities into line with *On the Road to 2020*. In 2012, the emphasis will be on implementing the strategy and strengthening the association – both financially and administratively. We will have to find solutions for the structural budget deficit in 2012, especially against the background of the current economic climate. These solutions will sometimes be

painful. To be effective and efficient in dealing with global trends, we will also have to critically examine the association's structure. The administrative load of the association has to be further reduced, possibly by merging departments and districts and by evaluating the association's system of democracy and all of the decision-making bodies in the Red Cross.

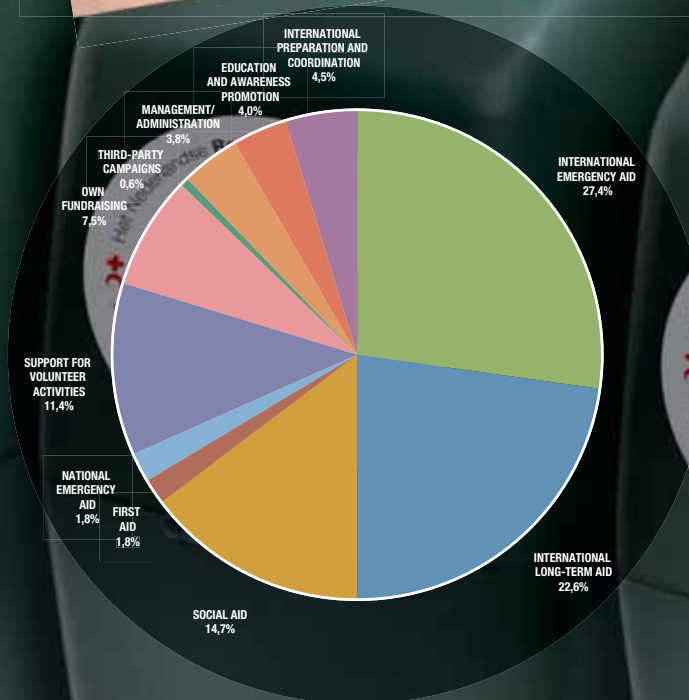
However, the most important move will be the practical implementation of *On the*

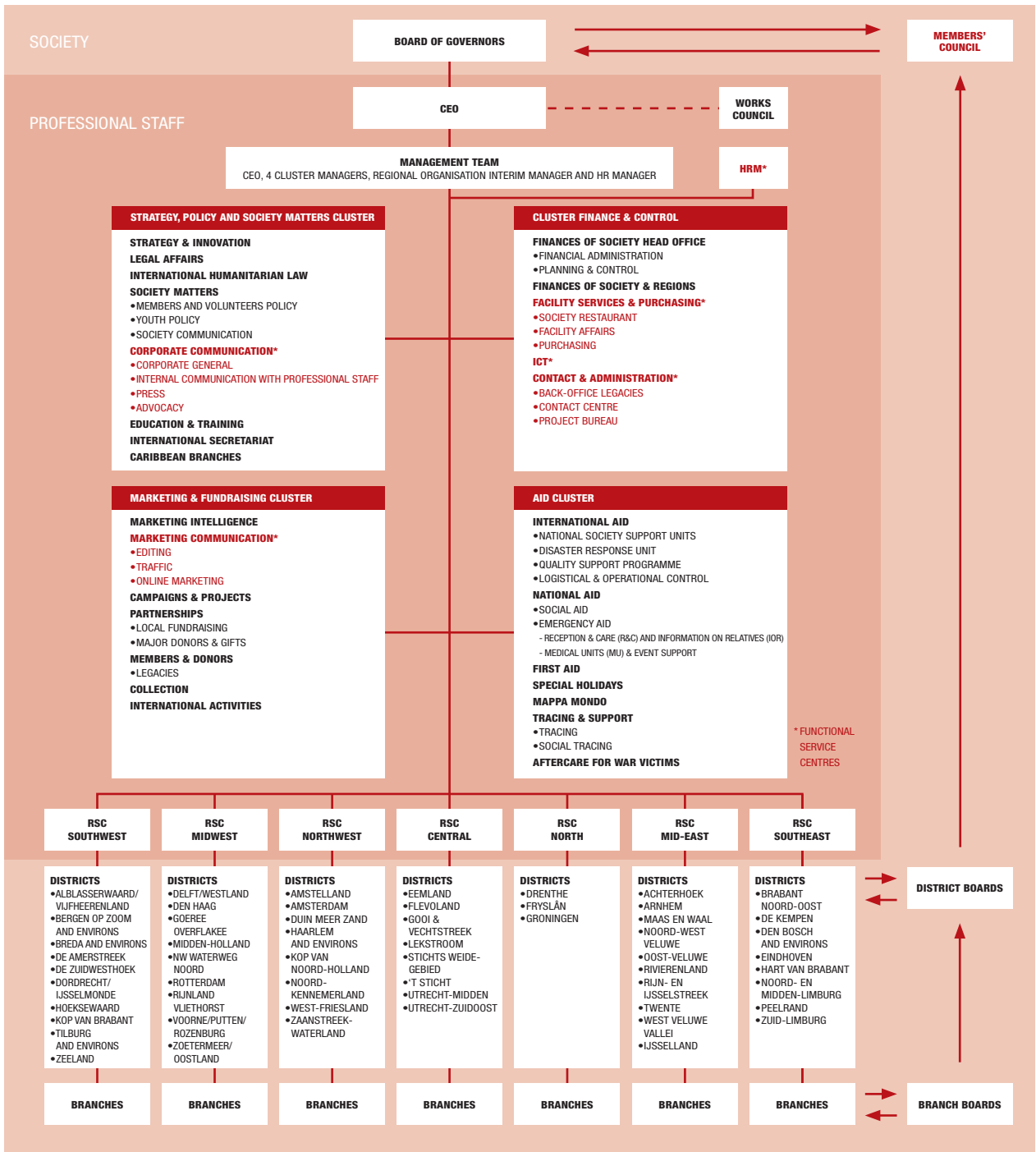
*Road to 2020* in domestic and foreign policy. Bringing activities into line with the strategic decisions will have to be undertaken with respect for all of the people currently depending on help from the Red Cross. We have to devote time to this. There is one thing, however, that we will always aim for: to ensure that nobody stands alone in time of need. ■



# section 3

FINANCE





# DIRECTORS' report

The Directors' Report shows the developments in income and expenditure in 2011 and the budget for 2012. It also describes how the Netherlands Red Cross deals with laws, regulations and agreements that have been made regarding accountability.

The Netherlands Red Cross is a society that was founded in 1867 and has its registered office in The Hague. The tasks of the Netherlands Red Cross are stated partly in the Geneva Convention and its Supplementary Protocols, and partly in the Royal Decree of 22 December 1988, which was revised on 2 December 2011.

The mission of the Netherlands Red Cross is to prevent and alleviate human suffering everywhere, to protect life and health, and to ensure that human beings are treated with respect.

This mission forms the basis for our strategy (see page 17). Every year this is translated into annual working plans and activities. The activities of the Netherlands Red Cross are described in Section 2.

The Netherlands Red Cross forms part of the International Red Cross Movement and is a member of the International Federation of Red Cross and Red Crescent Societies (IFRC). In 2011, Princess Margriet represented the Netherlands Red Cross on the board of the Federation.

From 1 January 2010 onward, *Samen 1* (Together 1) was implemented and the articles of incorporation of the Netherlands Red Cross were changed. An important

part of *Samen 1* is the legal amalgamation of virtually all of the 356 autonomous branches and districts into a single society, with the Members' Council as its supreme body. In 2011, the last three branches (Haarlem, Zandvoort and Haarlemmermeer) also joined the new society. An organisational chart can be found on page 44.

## Members' Council, Board of Governors and Board of Directors

The Netherlands Red Cross subscribes to the Good Governance Code for NGOs – also known in the Netherlands as the *Wijffels* Code – and acts in accordance with this code. An important part of this code relates to the separation of functions. Because the Netherlands Red Cross is a society, member participation and supervision are already embedded in its structure, as is the separation of supervisory and executive tasks.

The organisation's governance is in the hands of the society's Board of Governors. Daily management at a national level rests with the Board of Directors. The society's

Board of Governors carries out the task of governing. It outlines Red Cross policy and takes decisions at the strategic level. The Members' Council supervises the Board of Governors. The Board of Directors is responsible for operations and day-to-day management, and hence the implementation of strategy. At district and branch level, the local Members' Councils hold the boards accountable for the implementation of policy and of the work plans. With regards to daily managerial matters at the district and branch level, the Board of Governors has given the District and Branch Committees permanent power of attorney.

## Members

The Netherlands Red Cross is a society with over half a million members and donors. As in any society, the members determine the course of the organisation. With the Red Cross, that happens twice per year – in June and December – during the Members' Council Meeting. Here, delegates from all districts meet with the Society's Board of Governors to decide on the organisational direction.

## Composition of the Board of Governors as of 31 December 2011

### Honorary Chair:

H.R.H. Princess Margriet of the Netherlands

### Board:

- Mr Ed d'Hondt LLB (vice-chair)
- Mr Vincent van Stijn CA (treasurer)
- H.H. Prince Pieter-Christiaan van Oranje-Nassau, van Vollenhoven

- General (ret.) Dick Berlijn
- Mr dr Hans Egtberts em prof
- Mr Sadik Harchauoui LLB
- Mrs Pauline Krikke
- Mrs Inez van Oord LLB
- Mr Paul Rosenmöller
- Mr Piet van Schijndel CEng
- Mrs Johanneke Tummers
- Mrs Masooma Yousufzai

## Secondary offices of governors and directors as of 31 December 2011

### **Mr Ed d'Hondt LLB**

(vice-chair)

Reappointed in 2009 (3rd period), resigning on 1 January 2013

Main office: Chair of Board of Governors, GGD Netherlands  
Secondary offices:

- Chair of GHOR (Regional Medical Aid Organisation) Netherlands
- Chair, Montesquieu Institute
- Chair of Board of Governors, Nieuwe Hollandse Waterlinie (New Dutch Waterline historic monument)
- Chair, Supervisory Board of De Goudse NV
- Chair, Supervisory Board of Liander BV
- Chair, Supervisory Board of Brinkgroup BV
- Member, Supervisory Board of BMC
- Member, Supervisory Board of Police Academy
- Board Member, Academy for Legislation

### **Mr Vincent van Stijn CA**

(treasurer)

Appointed in 2010 (1st period)

Main office: Partner at Deloitte Accountants

No other offices

### **H.H. Prince Pieter-Christiaan van Oranje-Nassau, van Vollenhoven**

Appointed in 2010 (1st period)

Main office: CEO of Custodia Group

Secondary offices:

- Chair, Laureus Foundation of the Netherlands
- Chair of the Board of KUSW Foundation
- Vice Chair, Red Cross Rally
- Board Member, 'Meer dan Voetbal' (More than Football) Foundation
- Founder and Chair of Tignum AG

### **General (retd.) Dick Berlijn**

Appointed in 2010 (1st period)

Main office: Senior Board Advisor, Deloitte

Secondary offices:

- Associate of the Assemblée Speakers' Bureau
- Member of Supervisory Board, Thales Netherlands
- Chair of Advisory Board, Dutch Hawker Hunter Foundation
- Member, Advisory Board, Royal Netherlands Air Force Historic Flight Foundation
- Member, Supervisory Board, Hoge Veluwe National Park Foundation
- Member, Selection Committee, Aviation Fund Prize
- Member, Recommendation Committee, "De Inval"
- Aide-de-camp Extraordinary to H.M. Queen Beatrix
- Member, International Advisory Board, Royal Ten Cate
- Board Member, Victim Aid Fund
- Board Member, King Willem I Foundation
- Member, Advisory Board, Algy for Bulk
- Member, Advisory Board, Nintes
- Member, Advisory Board, Rekkof Fokker NG

### **Mr dr Hans Egtberts em prof**

Appointed in 2010 (1st period)

Main office: Coach/counsellor for philosophical issues at the Praktijk voor Coaching en Counseling (own agency, one-man business)

Secondary offices:

- Chair, Disabled Persons' Council Foundation, Duiven
- Chair, WMO Platform Duiven
- Chair, Institute for Applied Science and Innovation
- Chair, Supervisory Board, Stichting Zorgbelang Gelderland
- Secretary of Student Council, Open University (Netherlands)
- Member, Complaints Committee, Open University (Netherlands)

- Member, Faculty Education Committee, Dutch Law Faculty, OUNL
- Deputy member, Advisory Board, Zorgkantoor Arnhem (Menzis Zorgkantoor)

### **Mr Sadik Harchauoui LLB**

Reappointed in 2009 (3rd period), resigning on 1 January 2013

Main office: Chair, Board of Governors of FORUM

Secondary offices:

- Chair of the Social Development Council (RMO)
- Board Member, NTR
- Board Member, Prince Claus Fund
- Board Member, National Theatre

### **Mrs Pauline Krikke**

Reappointed in 2010 (2nd period)

Main office: Mayor of Arnhem

Secondary offices:

- Member, Vereniging Aegon
- Member, Supervisory Board, Technical University, Eindhoven
- Chair, VVD Permanent Scouting Committee
- Member, Supervisory Board and Advisory Board, Hoge Veluwe National Park Foundation
- Board Member, Lucy Burgers Foundation
- Jury member, 'Public sector manager of the year' Foundation

### **Mrs Inez van Oord LLB**

Reappointed in 2010 (2nd period)

Main office: Owner of Linq

Secondary office:

- Board Member, Humanity House

### **Mr Paul Rosenmöller**

Reappointed in 2008 (2nd period)

Main office: Programme maker and presenter, IKON

Secondary offices:

- Supervisory Director of NS
- Supervisory Director, CSU

- Member, Supervisory Board of APG (Algemene Pensioen Groep (since 2008))
- Chair of Convenant Gezond Gewicht (Healthy Weight Accord)

### **Mr Piet van Schijndel CEng**

Reappointed in 2008 (2nd period)

Main office: Member, Board of Governors, Rabobank

Secondary offices:

- Chair of Supervisory Board at De Lage Landen and Obvion
- Chair of Supervisory Board at Robeco
- Member, Supervisory Board, St Elisabeth Hospital, Tilburg
- Member, Supervisory Board, CSU Total Care
- Chair, Advisory Board, TelewerkForum
- Member, Advisory Board, Faculty of Industrial Engineering & Innovation Sciences, TU Eindhoven

### **Mrs Johanneke Tummers**

Appointed in 2010 (1st period), student

- No other offices

### **Mrs Masooma Yousufzai**

Appointed in 2010 (1st period), student

Secondary offices:

- Member, 'Worldconnectors' think tank
- ECHO ambassador

### **Mr dr Cees Breederveld**

(Director General)

Secondary offices:

- Member, Audit & Risk Committee of the IFRC
- Member, Advisory Board of i-Cane
- Board Member, Cooperating Aid Organisations (SHO)
- Board Member, Dutch Association of Fundraising Institutions (VFI)

## Quality assurance

In 2011, the Netherlands Red Cross devoted attention to quality assurance in various fields.

### **National aid**

In 2011, we made a start on establishing a framework for emergency aid. This describes the framework for all of the emergency activities we want to carry out. Using special annual audits, we are evaluating our status and assessing which points need adjustment.

In addition to the internal audits, the Netherlands Red Cross examined two subjects:

- For Relative Information and Medical Units, we examined how clients, municipalities and safety regions regard the current provision of services. We also examined how they view our role in the future.

- Bureau COT examined our strengths and weaknesses in the event of disasters and crises with a supra-regional or national impact.

In response to the studies, the Netherlands Red Cross intends to strengthen its relationships with clients and the volunteer management in 2012.

### **Tracing and support**

Internal and external audits for ISO certification were conducted in 2011 at the Tracing and Support department. At the start of 2012, the department will be assessed again for extension of the ISO certificate until the start of 2015.

### **Mappa Mondo**

At the beginning of 2011, the Netherlands Red Cross succeeded in the follow-up to the HKZ certification (Harmonisation of

Quality Assessment in the Care Sector) for the Mappa Mondo homes. Special compliments are due to the volunteer organisation; in particular, the information material and educational evenings for new volunteers are highly regarded. The rest of 2011 was devoted to the further elaboration of the assurance plan and a good SMART description of the goals.

### **Special holidays**

The holiday cruise boat J. Henry Dunant was audited in 2011 with a positive result and the support from the volunteers was highly appreciated. It was noted that there was room for improvement in the tuition of volunteers. This is a priority for 2012.

Volunteers make a vital contribution to the work of the Netherlands Red Cross. They can also be members of the society if they wish, but this is not compulsory. In 2011, there were 35,294 active volunteers.

### **Board of Governors**

The Board of Governors of the Netherlands Red Cross consists of an odd number of people, with a minimum of nine. Every position on the board has a defined profile. All board members are associated voluntarily with the Netherlands Red Cross and receive no salary, only compensation for declared expenses. In 2011, the Board of Governors declared a total of € 670.00 in expenses. The figure in 2010 was € 2,271.00.

Board members are appointed for a period of four years. They can have up to three terms on the board. A special resignation roster also periodically includes reappointments. In 2011, one board member – Chairman Elco Brinkman – resigned (see also the inset box on page 34).

### **Board of Directors**

The Netherlands Red Cross Board of Directors consists only of its Director General, Cees Breederveld, who is on a permanent contract. The Board of Governors determines the Director General's remuneration. It is our policy that the salary should be commensurate with the scope and challenging nature of the Director General's duties. Remuneration is in line with the

*Regulation on Remuneration of Directors of NGOs (Wijffels Code/VFI norm) and the Act on Disclosure of Publicly-Funded Top Salaries (Wet Openbaarmaking uit Publieke middelen gefinancierde Topinkomens – WOPT) or Balkenende norm.* It also complies with the rules for MFS-II subsidies from the Ministry of Foreign Affairs (the *DG norm*). For more information on the Director General's salary, see page 77.

### **Communication**

The Netherlands Red Cross greatly values clear and transparent communication with its beneficiaries, members, donors, volunteers and the general public. By means of various online and offline media channels, they are informed about assistance, other

operational issues, management and policy, fundraising and financial issues. Copies of the Annual Report and Accounts are always available on request, and the full text can be viewed on the Netherlands Red Cross website.

In 2011, the Netherlands Red Cross started renewing its corporate and visual identity and this process will be completed in 2012.

The Red Cross has a Contact & Administration Department. This department manages the customer relationship management (CRM) system and serves as the first point of contact for anyone wishing to share questions, comments, ideas or complaints over the telephone or via mail/email.

### **Audit and evaluation**

The Board of Governors evaluates its own performance on a regular basis. The Chairman of the Board of Governors and the Director General review the latter's performance once per year. In addition, the Board of Governors gives a yearly account to the Members' Council on policies pursued in the previous year.

External supervision is performed by:

- KPMG Accountants N.V. (external audit)
- Centraal Bureau Fondsenwerving (Central Bureau on Fundraising).

### **Optimum allocation of resources**

Insofar as it is possible, the Netherlands Red Cross devotes the funds it collects to its primary humanitarian mission. In accordance with CBF guidelines, the average costs for fundraising in 2009-2011 amounted to considerably less than 25% of the total funds raised. Expenditure is evaluated in relation to the annual and long-term plans and the closely linked annual and long-term budgets.

All members of the Netherlands Red Cross Board of Governors and Board of Directors subscribe to, and have signed, this declaration of accountability.

### **Risk management**

There are always risks associated with providing aid, both at home and abroad. The Red Cross is responsible for ensuring that its volunteers and professionals are aware of these risks and have the training to deal with them. Therefore, assessing risks and making the best preparations for them is a continual process for the society.

#### **Preparation**

To be prepared for risks, whenever and wherever they present themselves, the Red Cross has prepared scripts for various disasters at home and abroad. In these circumstances, and depending on the nature of the situation, a crisis team is assembled.

Examples of crisis situations include:

- An acute, physical threat to Red Cross volunteers or permanent staff.
- An extreme disaster that overwhelms the capabilities of the Red Cross to provide emergency aid. In such cases, the society has to be able to organise additional help quickly.
- A non-physical threat, such as a communication crisis.

#### **Operational risks: volunteers and permanent staff**

Sickness and natural turnover result in a constant change of staff and volunteers.

#### **Volunteers**

Of course, the society does its best for its volunteers. Despite that, there is a risk that volunteers may be unavailable for a shorter or longer period, or that they leave the

organisation. This makes us vulnerable in the performance of our activities. But with good operational instructions and transfer protocols, we can ensure that their knowledge is shared with others. Our training and education programmes also prepare volunteers for the risks they may encounter in the performance of their work.

#### **Professional staff**

The same applies to our professional staff. The nature of the activities and the size of the organisation make it inevitable that there is also some turnover of professional staff. By responding promptly to this (natural) turnover, we can properly organise the transfer of knowledge and tasks so new staff can seamlessly take over their activities.

#### **Insurance**

To alleviate the consequences of risks or certain situations, we have a range of insurance that covers our volunteers as well as our professional organisation. For local Red Cross branches and districts, many of these insurance policies are mandatory or taken out centrally for the whole of the Netherlands Red Cross. We regularly evaluate all forms of insurance policies and discuss them with our external advisors.

#### **Risks to reputation**

The Red Cross emblem is internationally protected. In times of conflict, it is a neutral and impartial beacon of independent aid. This status obliges the Netherlands Red Cross to be very careful with the reputation of the Red Cross. The Red Cross wants all communication with its target groups to be clear and reliable. Via the website, [www.rodekruis.nl](http://www.rodekruis.nl), we communicate as clearly as possible about how we provide aid.



### **Financial risk management**

The Red Cross has a duty to make careful use of the available resources. The Red Cross's first responsibility is towards the most vulnerable people in society. They depend on us to spend the money we receive wisely. We also have a duty to our donors: businesses, institutions, public authorities and volunteers. They entrust us with their donations – in money or in kind. We therefore try to avoid financial risks as much as possible. This calls for considerable attention, especially considering how diverse the cash flows of the Red Cross are.

- Revenue/income received by the society's head office
- Revenue/income received by local branches and districts
- Expenses at national level
- Expenses at local level
- Expenses at international level through sister organisations and/or delegates

These cash flows involve risks that we constantly try to avoid or to manage.

### *Duties relating to aid*

It is our duty to give help to the most vulnerable people in society and this is what we do. Sometimes it involves small projects that can make a big difference to someone's life, but we frequently finance or implement large, expensive aid projects. To keep our promises, we need to have enough income, and fundraising plays a crucial role in this. Every year we develop and test new methods of fundraising.

We also devote attention to local fundraising. Via the planning and control cycle, we budget income and expenses and then report and analyse actual achievements, so that course adjustments can be made in

good time. Of course, there is a difference between restricted funds – where the donor decides how they are to be spent – and unrestricted funds that the Netherlands Red Cross can spend as it sees fit.

In addition, the society keeps reserves as a temporary buffer against dips in income. However, these reserves are not large because the Netherlands Red Cross takes the point of view that the funds raised should be spent on aid as much as possible and not simply saved.

### *Accounting for expenses*

Both internationally and in the Netherlands, the Red Cross has a good reputation and a reliable image. Donors and beneficiaries count on us, and we don't want to lose this trust. It is therefore essential to account for our expenses clearly and transparently.

In 2011, work continued on the Sp@rk project (Systems and Processes at the Red Cross). This project was partly instigated by the realisation that not all of our operational processes had been formalised and/or were not mutually coordinated. It was also clear that the processes were not always correctly supported by systems, and that many of the systems in use were uncoordinated. Our aim is to professionalise and integrate this process and system landscape. This will allow us to accomplish objectives such as transparency, integrated management and finances, and the control of processes and systems.

### *Investments*

The key concepts in the investment policy of the Red Cross are minimisation of risk and maximisation of returns. The most important principle is that the capital sum should be guaranteed. This means that the sum invested must be worth at least as

much, after a period of time, as when it was first invested. Furthermore, the investment policy established by the General Meeting in 2006 is entirely in accord with agreements in the NGO sector, supplemented by government regulations (Decentralised Public Authorities (Funding) Act) and our founding principles.

### *Compliance*

The Netherlands Red Cross is a complex organisation with local, national and international cash flows, plus a dependency on the volunteer organisation (at local level). Despite that, transparency and reliability are high priorities for us. That is why our aim is to comply with the rules that society sets for an organisation of our size. We constantly evaluate our compliance with the law, regulations and internal codes of conduct relating to taxation, HR policy, working conditions, privacy and protection of personal data. We also prepare in advance for new laws and regulations rather than only responding to them when they arrive. Moreover, we have rules that have been specifically drawn up for organisations in our sector. In our day-to-day work, we comply with the norms and rules drawn up by the CBF and the sector organisation VFI.

## FINANCE

In 2011, the Dutch people took the Red Cross to their hearts. This was demonstrated by the amount donated through 3FM Serious Request (for mothers in war zones who have to support their families alone due to violence and conflict) and through the Cooperating Aid Organisations (SHO) for the Horn of Africa. Combining these with some sizeable legacies and the government grant for development cooperation (the MSF II programme), the Red Cross can look back on 2011 as a good financial year. It is a result to be proud of, especially in the present economic situation!

Transparency – including financial transparency – is a high priority for us. The merger of various local branches into a national organisation has certainly helped us achieve that. Accountability is put into practice via the governors' report and the annual accounts.

The annual accounts show the financial data of the Netherlands Red Cross, together with the notes. A summary of the main financial events is given below, along with a description of the elements making up the underlying financial policy.

## INCOME AND EXPENDITURE

The results for 2011 were strongly affected by the 3FM Serious Request campaigns, the 'Netherlands Helps Japan' campaign, and our work together with the Cooperating Aid Organisations (SHO) for the Horn of Africa. In 2010, revenues were significantly determined by third-party campaigns for Haiti and (to a lesser extent) Pakistan. There was still some expenditure on these campaigns in 2011. On the other hand, in 2011 the Red Cross received a government grant

associated with the MFS II programme. Part of this goes to the alliance Partners for Resilience. The Netherlands Red Cross acts as secretary for the alliance.

In 2011, the Red Cross received more income from its own fundraising than had been budgeted for, particularly from legacies. This produced a positive operational result, thereby increasing the going concern reserve from € 10.5 million to € 11.3 million.

### Revenue developments

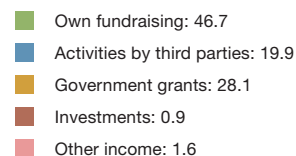
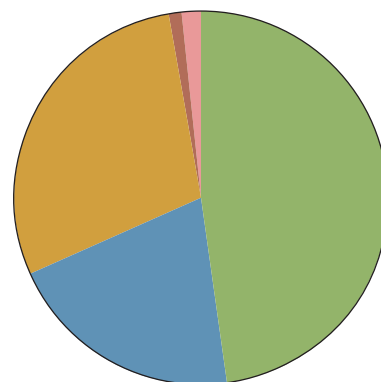
Revenues in 2011 were (much) higher than budgeted for. This was mainly due to the success of 3FM Serious Request, the SHO campaign for the Horn of Africa and the government grant for the MFS II programme. Due to its incidental nature, the Red Cross never includes income from SHO campaigns in the budget.

Revenues from the society's own fundraising were also significantly higher than budgeted for, and exceeded those in 2010. Other income from donations for international purposes and legacies compensated for the fall in the (unrestricted) contributions in 2011.

Over recent years, there has been an increasingly strong trend towards 'ear-marked' revenues and this continued in 2011. In these cases, donors contribute their donations for a specific purpose. This applies, for example, to the SHO and 3FM Serious Request campaigns and to a significant proportion of the donations and contributions for national and international purposes.

The Netherlands Red Cross finances much of its operations from unrestricted income that is freely expendable. It is important to adapt our operations to this trend, so they can continue to be financed from unrestricted income in the future.

Composition of revenue in 2011:



Total: 97.2 (compared with a budget of 83.4 and 89.1 in 2010)

Amounts are shown in millions of euro

A brief explanation of the main elements is given below.

### Own fundraising

The society's own fundraising consists of revenue from the annual collection-box campaign, members' contributions, donations (including those for (inter)national purposes), and legacies. The total revenue from our own fundraising was higher than budgeted for in 2011 (+7%) and higher than achieved in 2010 (+14%).

The biggest increase is attributable to income from legacies. These vary considerably from year to year. The big increase in 2011 is due to a number of very large legacies, including one from Queen Juliana and Prince Bernhard. The Red Cross also received more donations than in previous

years. This is entirely attributable to the income from the 'Netherlands Helps Japan' campaign in the first half of 2011.

The relative decline in unrestricted income described earlier can be seen most clearly in the income from contributions. Despite great efforts to acquire more, these are showing a tendency to fall.

**Activities by third parties**

Income from activities by third parties in 2011 (nearly € 20 million) is much higher than budgeted for. The SHO campaign for the Horn of Africa is a major reason for this. Due to its incidental nature, the Red Cross never includes income from SHO campaigns in the budget. The revenue from 3FM Serious Request was also much higher than budgeted for.

Compared with 2010, however, the income from activities by third parties declined. This was because there were two major SHO campaigns – for Haiti and Pakistan – in 2010.

**Government grants**

In 2011, government grants were about € 9 million higher than the Red Cross budgeted for and received in 2010. This amount is entirely attributable to the MSF II programme for international projects. In total, we received over € 10 million for the MSF II programme, of which € 5 million was for our partners in the P4R alliance.

**Investments**

We always budget conservatively for investment income. This mainly involves interest on savings accounts, deposits and bonds.

**Other income**

Other income in 2011 came primarily from the release of the maintenance provisions; in 2010, it mainly related to gains from

the sale of branch buildings. Due to their incidental nature, the Red Cross does not include such revenues in the budget.

**Developments in expenses**

In 2011, expenses were almost € 14 million higher than budgeted for and over € 8 million higher than in 2010. This was mainly due to international aid expenses of over € 12 million in connection with the government grant for the MFS II programme in 2011. This was partly balanced by higher revenues of € 10 million.

Other expenses in 2011 were slightly less than budgeted for and about 4% less than in 2010. To a significant extent, this is due to a cost-cutting programme that was initiated at the end of 2010. In 2011, this had an effect on ancillary expenses in relation to accommodation, office and transport costs and miscellaneous expenses. There was also a slight fall in the total personnel costs (direct, indirect and miscellaneous).

The pie chart in the next column shows the breakdown of expenses in 2011 (in millions of euros).

A brief explanation of the main elements is given below.

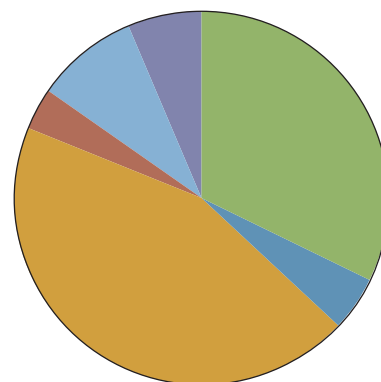
**Spend on objectives**

Expenses in 2011 were higher than budgeted for. By far the most important reason for this was the expenditure on international activities in connection with the MFS II programme and the SHO campaigns for Pakistan, Haiti and the Horn of Africa. The other expenses are in line with the budget. In 2011, the Netherlands Red Cross spent money on:

- International activities. In this, we distinguish between the costs of preparing and coordinating activities, and the costs of the international activities themselves.

The first category consists of the costs of starting and implementing the projects plus contributions to the International Federation and the International Committee. The second category consists of the costs of the projects themselves: personal support and money, plus auxiliary goods and materials.

- National aid. This relates to emergency aid and social assistance in the Netherlands. It covers expenditure on emergency aid, first aid, tracing and connecting, and support for our volunteers. It also covers the costs of running special holidays in the De Valkenberg, De Paardestal and IJsselviëd hotels and on the cruise boat 'J. Henry Dunant'. Expenses for running the Mappa Mondo homes also come under this heading.



- National aid: 28.8
- Preparation and coordination of international activities: 4.3
- International activities: 48.5
- Information and awareness promotion: 3.9
- Costs of generating income: 7.9
- Management and administration: 3.7

Total: 97.1 (compared with a budget of 83.4 and 89.1 in 2010)

Amounts are shown in millions of euro

- Information and awareness. These expenses are for communication, information for the press, and the advancement of international humanitarian law. These expenses rose steeply in 2011 but are in line with the budget. The Red Cross makes an important contribution to Humanity House.

### **Generating income**

Total costs of generating income in 2011 (own fundraising and third-party campaigns) were about the same as in 2010. The costs of our own fundraising fell by 6% while the cost of third-party campaigns rose. This led to a further 16% fall in cost of fundraising as a proportion of funds raised. At 16%, the Netherlands Red Cross remains well under the 25% limit for cost of fundraising prescribed by the Central Bureau for Fundraising.

### **Management and administration**

The costs of management and administration fell in 2011 by 13% in relation to 2010; this was completely in line with the budget. This is due to the cost-cutting programme, in which – as much as possible – we do not touch expenditure that directly benefits the mission (aid). In 2011, costs fell even more as a ratio due to increased spending on international activities.

## **FINANCIAL POSITION**

The Netherlands Red Cross spends as much money as possible on its mission rather than saving it. On the other hand, some reserves are necessary to guarantee the continuity of aid and the general running of the society for a limited period. This allows us to respond quickly to disasters and emergencies. More information on this can be found in the paragraph on reserves and funds.

In September 2011, the Dutch Association of Fundraising Institutions (VFI) drew up the 'Financial Management Directive for NGOs'. The financial management of the Netherlands Red Cross complies with this directive.

### **Fixed assets**

No major investments were made in 2011. The total value remains at the same level.

### **Investments**

#### **Responsible investment**

The investment policy of the Netherlands Red Cross dates from 2006 and conforms to the 'principles for reserves and investment policy' in the CBF regulations.

The main elements of the investment policy:

- The capital sum is to remain untouched.
- Investments are to be protected against undesirable financial risks, such as interest and exchange rate fluctuations.
- Performances are to be assessed over a five-year period.
- Returns are to be used for the mission.
- By preference, investments are to be made in current accounts, savings accounts, deposits and guaranteed products.
- Investment portfolios are evaluated for conformity with our fundamental principles.

The national organisation does not currently invest in equities or bonds, and has all of its surplus funds in savings accounts. Local branches are bringing their investments fully in line with the national investment policy. The remaining investments in the form of shares come from a legacy; the testator in question specified that the Netherlands Red Cross must keep the portfolio as it is.

### **Statement of account for the policy and its implementation**

The table below shows the financial returns on investments over the past five years (in millions of euros). It also includes the income from letting, in line with the instructions from the VFI.

The total return on investments is positive every year, and the average return over five years comes to over 5%. This is a good result, especially given the background of the financial crisis. The investment result in 2008 was negative because some local branches did not adhere to the investment policy. The local branches are now bringing their investments into line with the national investment policy.

A couple of additional comments:

- In 2009, the national organisation disposed of the investment portfolio completely.
- The high return on liquid assets in 2007 was due to a high balance of liquid assets resulting from the revenues from the SHO Tsunami campaign.

## **Reserves and funds**

### **Reserves**

The Netherlands Red Cross has a going concern reserve to enable it to finance the expenses of the operating organisation. This may be necessary, for example, when certain revenues unexpectedly stop coming in. We also have to safeguard the continuity of the aid we provide. In accordance with the CBF regulations and the VFI Financial Management Directive for NGOs, this reserve must not exceed one-and-a-half times the organisation's annual operating costs. The Netherlands Red Cross itself imposes a lower maximum of one year's annual expenses. The reserve in 2011 amounted to € 11.3 million, considerably

less than the € 35 million allowed on the basis of the aforementioned norm.

The going concern reserve rose slightly by € 0.8 million in 2011. This increase is the balance of a transfer to the Solidarity Reserve (€ -2.9 million), the funds released from the asset financing reserve (€ 1.5 million) and the positive operating result (€ 2.2 million). The Netherlands Red Cross uses the Solidarity Reserve for branches that have insufficient resources – for example, to support innovative forms of aid or for international emergency aid. Other branches with more capital contribute capital to supplement this reserve. In 2011, local branches added € 2.9 million to the

Solidarity Reserve and € 1.5 million was withdrawn to support local activities.

Appropriated reserves of the other branches (primarily local branches and districts) are made up by the local administrations. These are mainly intended for the maintenance of existing assets or the purchase of new (replacement) assets.

Finally, it is the policy of the Red Cross to maintain a reserve for financing assets. The value of these assets is only available to us after they are sold, so they cannot be realised quickly. For that reason, a reserve for financing assets exists, insofar as these assets are financed by our own resources.

The € 1.5 million decrease in this reserve in 2011 has been added to the continuity reserve. This therefore represents a reshuffling of our own capital reserves.

### **Funds**

The Netherlands Red Cross accounts for the income from activities by third parties with a specific purpose – the restricted resources – under the heading of donor-restricted funds. The fund balances therefore consist of the difference between monies received and monies spent. Our aim is to spend these monies on the cause for which they were received within three years.

Returns on savings and investments	2011	2010	2009	2008	2007
<b>Investments</b>					
Interest from bonds	144	175	199	234	287
Dividends	72	60	85	75	114
Realised exchange rate performance	-6	17	684	-481	430
Unrealised exchange rate performance	-11	90	110	60	136
<b>Gross investment income</b>	<b>199</b>	<b>342</b>	<b>1078</b>	<b>-112</b>	<b>967</b>
Costs of investments	-22	-14	-61	-86	-68
<b>Net investment income</b>	<b>177</b>	<b>328</b>	<b>1017</b>	<b>-198</b>	<b>899</b>
Value of investments at end of financial year	5,613	6,829	6,505	17,746	19,290
Return on investments	3.15%	4.80%	15.63%	-1.12%	4.66%
Average return 2007-2011	5.43%				
Average return 2007-2011 amount	445				
Net revenues from letting	162	158	140	145	144
Net income from liquid assets	548	550	515	595	1,277
<b>Total income from investments</b>	<b>887</b>	<b>1,036</b>	<b>1,672</b>	<b>542</b>	<b>2,320</b>

The level of these funds remained fairly constant in 2011. This was partly due to the spending of funds from the big SHO campaigns in 2010 for Haiti and Pakistan, and partly due to income from 3FM Serious Request in the final weeks of 2011, which will be spent in 2012. The Princess Margriet Fund for disaster preparation was also founded in 2011. We also spent some of the revenue from the SHO campaign for the Horn of Africa in 2011. The remainder has been reserved for specific allocations in the first half of 2012.

The graph below shows the total and the composition of the reserves and funds at the end of 2010 and 2011. The total and the composition have hardly changed. Amounts are shown in millions of euros.

## BUDGET 2012

The Netherlands Red Cross has translated the work and activity plans of local branches and the national organisation into a budget. This was approved by the Members' Council in December 2011. The budgeted income and expenses for 2012 deviate from the actual amounts in 2011.

Firstly, as regards income, in 2011 the revenue from the 'Netherlands Helps Japan' campaign has been allocated to the section "Donations and contributions for international purposes". As a result of the money raised by this campaign (over € 6 million), the figure for this section was much higher than normal in 2011. The income from legacies was greatly affected in 2011 by a number of very large legacies, including one from Queen Juliana and Prince Bernhard. In the 2012 budget, we have anticipated a steep fall in this source of income to a level less than was realised in 2010. As regards the income from

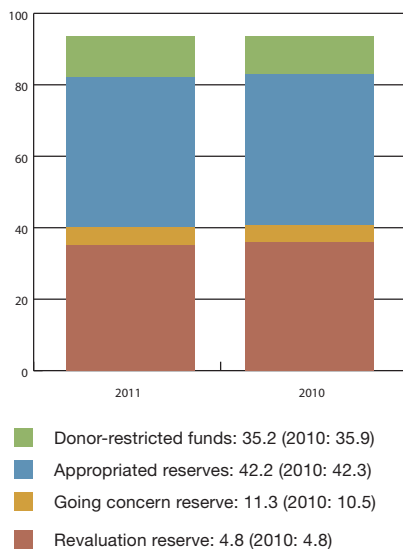
activities by third parties, the Red Cross is not including revenue from SHO campaigns (over € 5 million in 2011 for the Horn of Africa) in the budget due to its incidental nature, and the revenue from 3FM Serious Request has been budgeted conservatively.

As regards the expenses, the Netherlands Red Cross always budgets spending on international activities conservatively. We finance the vast majority of spending from the donor-restricted income, so that increased income can be automatically translated into higher spending. The budgeted activities (and expenses) for information and awareness will increase slightly in relation to 2011. The expenses on other activities – national aid and fundraising – will be financed mainly from unrestricted income. These expenses will decline further still due to planned spending cuts for branch contributions, the regional service centres and the society's head office.

In arriving at the balance, the donor-restricted income and expenses are processed separately via the donor-restricted funds. Donor-restricted income is added to these donor-restricted funds on receipt, while the expenditure is subsequently drawn from these donor-restricted funds. The negative fund result of € 3 million means that the budgeted expenses exceed the income by € 3 million.

A net withdrawal of € 4.5 million from the appropriated reserves has been budgeted for. Almost all of this withdrawal will be made from the Solidarity Reserve, and it is mainly for local branches and districts. We will use the remainder to finance one-off costs associated with the aforementioned cuts in expenditure.

Finally, the change in the going concern reserve reflects the operating deficit, which is budgeted at € 1.8 million.



Amounts are shown in millions of euro

**BUDGET 2012 (in millions of euro)**

	Budget 2012	Actual 2011	Variance
<b>Income from own fundraising</b>			
Collections	1.9	1.9	-
Contributions	16.1	16.1	-
Donations:			
- National purposes	6.1	6.4	-0.3
- International purposes	2.4	7.5	-5.1
Legacies	8.5	14.8	-6.3
	<b>35.0</b>	<b>46.7</b>	<b>-11.7</b>
Income from third-party campaigns	9.2	19.9	-10.7
<b>Available from fundraising</b>	<b>44.2</b>	<b>66.6</b>	<b>-22.4</b>
Government grants	25.9	28.1	-2.2
Income from investments	0.3	0.9	-0.6
Other income	0.1	1.6	-1.5
<b>Total income</b>	<b>70.5</b>	<b>97.2</b>	<b>-26.7</b>
<b>Expenditure on objectives</b>			
Information and awareness	4.1	3.9	0.2
Preparing and coordinating international activities	4.7	4.3	0.4
International activities	31.5	48.5	-17.0
National social and emergency aid	28.4	28.8	-0.4
<b>Total expenditure on objectives</b>	<b>68.7</b>	<b>85.5</b>	<b>-16.8</b>
Costs of generating income	7.5	7.9	-0.4
Management and administration	3.8	3.7	0.1
<b>Total expenditure</b>	<b>80.0</b>	<b>97.1</b>	<b>-17.1</b>
<b>Balance</b>	<b>-9.5</b>	<b>0.1</b>	<b>-9.6</b>
<b>Appropriation of the balance:</b>			
Appropriated reserves	-4.5	-0.1	-4.4
Going concern reserve	-1.8	0.8	-2.6
Donor-restricted funds	-3.2	-0.6	-2.6
	<b>-9.5</b>	<b>0.1</b>	<b>-9.6</b>

# CONSOLIDATED ANNUAL ACCOUNTS 2011

## Consolidated Balance Sheet as of 31 December 2011 (in Euro thousands)

ASSETS	31-12-2011	31-12-2010
<b>Tangible fixed assets (1)</b>		
- buildings	23.833	22.866
- vehicles	2.041	1.867
- other fixed assets	6.326	7.219
	32.200	31.952
<b>Stocks (2)</b>	444	406
<b>Accounts receivable and prepayments (3)</b>	33.216	36.636
<b>Securities (4)</b>	5.613	6.829
<b>Cash and cash equivalents (5)</b>	47.619	45.405
	86.892	89.276
<b>Total</b>	<b>119.092</b>	<b>121.228</b>



LIABILITIES	31-12-2011	31-12-2010
<b>Reserves and funds</b>		
<b>Reserves</b>		
- going concern reserve (6)	11.305	10.492
- appropriated reserves (7)	42.211	42.288
- revaluation reserve (8)	4.821	4.821
	58.337	57.601
<b>Funds</b>		
- donor-restricted funds (9)	35.192	35.861
<b>Total reserves and funds</b>	93.529	93.462
<b>Provisions (10)</b>	4.540	5.793
<b>Long-term debts (11)</b>	5.196	3.665
<b>Short-term debts (12)</b>	15.827	18.308
<b>Total</b>	<b>119.092</b>	<b>121.228</b>

**Consolidated statement of income and expenditure 2011** (in Euro thousands)

INCOME	Actual 2011	Budget 2011	Actual 2010
<b>Income from own fundraising</b>			
Collections	1.892	1.925	1.851
Contributions	16.091	17.503	17.087
Gifts and donations			
- For national purposes (13)	6.454	6.528	6.997
- For international purposes (14)	7.501	6.098	4.171
Legacies	14.775	11.513	10.716
	<b>46.713</b>	<b>43.567</b>	<b>40.822</b>
Income from activities by third parties (15)	19.931	6.559	37.220
<b>Available from fundraising</b>	<b>66.644</b>	<b>50.126</b>	<b>78.042</b>
Government grants (16)	28.082	19.192	18.815
Income from investments (17)	887	253	1.036
Other income (18)	1.601	109	551
<b>Total income</b>	<b>97.214</b>	<b>69.680</b>	<b>98.444</b>

EXPENDITURE	Actual 2011	Budget 2011	Actual 2010
Expenditure on objectives (19)			
Information and awareness	3.859	3.940	3.386
Preparing and coordinating international activities	4.332	4.367	4.661
International activities	48.549	34.204	38.621
National social and emergency aid	28.837	29.697	30.310
<b>Total expenditure on objectives</b>	<b>85.577</b>	<b>72.208</b>	<b>76.978</b>
Generating income (19):			
Costs of own fundraising activities	7.265	7.528	7.736
Costs of activities bij third parties	601	100	154
<b>Total costs generating income</b>	<b>7.866</b>	<b>7.628</b>	<b>7.890</b>
Management and administration (19):			
Costs management and administration	3.704	3.526	4.259
<b>Total management and administration</b>	<b>3.704</b>	<b>3.526</b>	<b>4.259</b>
<b>Total expenditure</b>	<b>97.147</b>	<b>83.362</b>	<b>89.127</b>
Balance	67	-13.682	9.317
<b>Total</b>	<b>97.214</b>	<b>69.680</b>	<b>98.444</b>

**Consolidated statement of income and expenditure 2011, continued** (in Euro thousands)

	Actual 2011	Budget 2011	Actual 2010
<b>Appropriation of the balance</b>			
- Change in donor-restricted funds	-669	-10.443	14.841
- Change in appropriated reserves	-1.428	-1.076	-1.386
- Change in going concern reserve	2.164	-2.163	-4.138
	<b>67</b>	<b>-13.682</b>	<b>9.317</b>
- Fundraising percentage (standard 25%): (Costs of fundraising as a percentage of income own fundraising)	<b>15,6%</b>	<b>17,3%</b>	<b>19,0%</b>
- Expenditure percentage of total income (Total expenditure on objectives as a percentage of total income)	<b>88,0%</b>	<b>103,6%</b>	<b>78,2%</b>
- Expenditure percentage of total expenditure (Total expenditure on objectives as a percentage of total expenditure)	<b>88,1%</b>	<b>86,6%</b>	<b>86,4%</b>

**Consolidated cash flow statement** (in Euro thousands)

	2011		2010	
Balance for the year		67		9.317
Adjustment for:				
- depreciation	2.308		2.387	
- changes in provisions	-1.253		-599	
		1.055		1.788
Changes in working capital:				
- changes in stocks	-38		86	
- changes in accounts receivable	3.420		-4.110	
- changes in short-term debts	-2.481		1.649	
		901		-2.375
<b>Net cash flow from operating activities</b>		<b>2.023</b>		<b>8.730</b>
Net investment in tangible fixed assets	-2.556		-4.876	
Securities bought and sold on balance	1.216		506	
<b>Net cash flow from investment activities</b>		<b>-1.340</b>		<b>-4.370</b>
Changes in long-term debts	1.531		-188	
<b>Cash flow from financing activities</b>		<b>1.531</b>		<b>-188</b>
<b>Changes in cash and cash equivalents</b>		<b>2.214</b>		<b>4.172</b>
Cash and cash equivalents		45.405		41.233
- Balance at 1 January		45.405		41.233
- Balance at 31 December		47.619		45.405
<b>Changes in cash and cash equivalents</b>		<b>2.214</b>		<b>4.172</b>

## Notes

### General

The consolidated annual accounts for 2011 were drawn up in accordance with the provisions in the Guidelines Reporting Fundraising Institutions (Richtlijn Verslaggeving Fondsenwervende Instellingen - RJ650).

The aim of these financial statements is to provide insight into income and expenditure, the financial position of the Netherlands Red Cross and the legal entities that form part of this economic unity.

### Principles of consolidation

The consolidated financial statements include the financial data for the Netherlands Red Cross, the independent entities operating under one name and in this capacity calling on the general public's generosity, and those entities over which they have a controlling influence.

The consolidated financial statements include the financial figures for the following legal entities:

- The Netherlands Red Cross in The Hague
- Stichting Dorgelo Energierampenfonds (Dorgelo Energierampenfund Foundation) in The Hague
- Stichting Nationale Rode Kruis Tourrally (Tourrally National Red Cross Foundation) in The Hague
- Stichting Beheer Naobercolonne (Naobercolonne Foundation) in Dalen
- Stichting Vakantieverblijf Gehandicapten WZV (Holiday Homes for the Disabled, West Zeeuws-Vlaanderen, foundation) in Oostburg

- Stichting Rode Kruis gebouwen (Red Cross Buildings Foundation) in Hoogeveen

### Principles of valuation and presentation

#### General

The financial statements were prepared on the basis of historical costs. Unless stated otherwise, assets and liabilities have been included at their nominal value. Items on the balance sheet in foreign currency have been translated using the exchange rates as per date of the balance sheet. Any gains or losses resulting from this translation are accounted for in the consolidated statement of income and expenditure under income from investments. Unless stated otherwise, all amounts are in thousands of euro.

Where necessary, the figures from 2010 and/or the 2011 budget have been modified to facilitate comparison with the actual figures for 2011.

#### Tangible fixed assets

The assets for own use included under tangible fixed assets are valued at acquisition cost. The operating assets and the assets directly in use for NRC's objectives are depreciated using the straight-line method based on the expected useful life. The investment properties included under the tangible fixed assets are recognised at the estimated market value which is derived from the most recently available appraised value. Investment properties are not depreciated.

### Stocks

Stocks are valued at acquisition costs, taking into account a provision for obsolete goods.

### Financial instruments

The financial instruments of the Netherlands Red Cross include accounts receivable and prepayments, cash, debts, accounts payable and other debts. At first valuation financial instruments are recognised at actual value. Direct transaction costs are a part of the actual value. Following the first valuation, financial instruments are valued as mentioned below.

#### Accounts receivable and prepayments

Accounts receivable and other claims are included at the amortized cost price based on the effective interest method, minus the impairment charge.

#### Capital in bare ownership

With the exception of property already in the Society's name, the capital acquired through legacies where third parties enjoy the usufruct are not included in the financial statements, because of the uncertainty regarding the size and timing of future payments. The capital sums that reach payout are recognised in the statement of income and expenditure in the year in which the size of the payment can be reliably determined.

**Securities**

Shares and bonds are valued at market price. All realised and unrealised changes in value are recognised in the statement of income and expenditure under income from investments.

**Provisions**

Provisions are recognised at the nominal value of the commitments.

**Other financial obligations**

Loans, accounts payable and other debts are included at the amortized cost price based on the effective interest method (for the Netherlands Red Cross this means the nominal value).

**Accounting principles for the determination of the result**

Income from own fundraising is recognised for the amounts received or promised, without any deduction being made for any costs made by the organisation itself. Donations in kind are valued at fair value.

**Legacies**

Legacies are included as income in the financial year in which the size of the legacy is reliably established. Provisional payments in the form of advanced payments are recognised as income from legacies in the financial year in which they were received in case an earlier reliable estimate was not possible.

**Income from activities by third parties**

The income from activities by third parties covers the activities for which the Society does not bear any risks. This income is accounted for in the period in which the proceeds are received or have been promised by the third party in question.

**Government grants**

Those grants that are dependent on project costs are entered in the income and expenditure account for the year when the subsidised spending took place. The other subsidies are posted as income in the year to which these subsidies relate.

Insofar as the Netherlands Red Cross runs a risk when it comes to subsidies received for international aid activities carried out by third parties, these expenses and the corresponding subsidy income are also accounted for in the income and expenditure account.

**Expenditure**

Contributions promised to international activities are accounted for as expenditure in the year in which the commitment was made. Other expenditure is allocated to the year it concerns.

**Allocation of costs**

Cost allocation is done as follows:

- Direct costs are allocated to activities connected with the objective, generating income, management and administration;

- Indirect costs (costs of ICT, policy, HR management, facilities, project bureau and contact centre) are allocated based on the activities referred to in the previous sentence.

The direct costs of the board of directors and finance are accounted for under management and administration.

**Notes to the consolidated balance sheet as of 31 December 2011** (in Euro thousands)

<b>TANGIBLE FIXED ASSETS (1)</b>	<b>Buildings</b>	<b>Vehicles</b>	<b>Other fixed assets</b>	<b>Total 2011</b>	<b>Total 2010</b>
Acquisition costs as of 1 January	42.037	5.348	14.404	61.789	56.912
Investments	1.185	412	959	2.556	4.877
<b>Acquisition costs as of 31 December</b>	<b>43.222</b>	<b>5.760</b>	<b>15.363</b>	<b>64.345</b>	<b>61.789</b>
Depreciation up to and including previous financial year	18.671	3.481	7.685	29.837	27.448
Depreciation current financial year	718	238	1.352	2.308	2.389
<b>Depreciation up to and including current financial year</b>	<b>19.389</b>	<b>3.719</b>	<b>9.037</b>	<b>32.145</b>	<b>29.837</b>
<b>Book value as of 31 December</b>	<b>23.833</b>	<b>2.041</b>	<b>6.326</b>	<b>32.200</b>	<b>31.952</b>
Specification:					
Operational assets	2.129	-	3.287	5.416	6.149
Used directly for NRC's objectives	16.701	2.041	3.039	21.781	20.800
Property investment	5.003	-	-	5.003	5.003
<b>Book value as of 31 December 2011</b>	<b>23.833</b>	<b>2.041</b>	<b>6.326</b>	<b>32.200</b>	<b>31.952</b>
<i>Book value as of 31 December 2010</i>	<i>22.866</i>	<i>1.867</i>	<i>7.219</i>	<i>31.952</i>	
Base for depreciation (as a percentage of acquisition cost):					
Building		2-4%			
Renovations		10,0%			
Henry Dunant III holiday ship		5,0%			
Vehicles		10-20%			
ICT		14-33%			
Furniture and fixtures		12,5%			
Other		20,0%			

The tangible fixed assets 'used directly for NRC's objectives' consist primarily of the branches' premises, the holiday hotels, the holiday ship and Mappa Mondo homes. Investments are primarily replacement investments and a renovation of the Henry Dunant ship. Property investments are not depreciated. The total insured value of the tangible fixed assets is € 84.822.



STOCKS (2)	31-12-2011	31-12-2010
Operational assets	50	50
Directly available for NRC's objectives	394	356
<b>Total</b>	<b>444</b>	<b>406</b>
ACCOUNTS RECEIVABLE AND PREPAYMENTS (3)	31-12-2011	31-12-2010
Accounts receivable related to international activities	8.337	6.942
Debtors	1.560	2.230
Legacies receivable	11.830	10.391
SHO Haïti	1.554	5.081
Dutch Postcode Lottery (Nationale Postcode Loterij)	3.600	3.600
To be received 3FM Serious Request	2.454	3.512
Taxes and social security payments	200	793
Other accounts receivable and prepayments	3.681	4.087
<b>Total</b>	<b>33.216</b>	<b>36.636</b>

Nearly all accounts receivable have a remaining term of less than one year.

SECURITIES (4)	Shares	Investment funds	Bonds	Total 2011	Total 2010
Book value as of 1 January	1.988	60	4.781	6.829	7.334
Purchases	-	-	976	976	591
Sales	-996	-13	-1.167	-2.176	-1.202
	992	47	4.590	5.629	6.723
Price gains	68	-5	-79	-16	106
<b>Book value as of 31 December</b>	<b>1.060</b>	<b>42</b>	<b>4.511</b>	<b>5.613</b>	<b>6.829</b>

The Netherlands Red Cross subscribes to the 'Reserves and Investments Policy' principles, as specified in the CBF regulations. The Netherlands Red Cross investment policy is in part based on the Funding of Decentralised Public Authorities Act (Wet Financiering Decentrale Overheden).

**Notes to the consolidated balance sheet as of 31 December 2011, continued** (in Euro thousands)

<b>CASH AND CASH EQUIVALENTS (5)</b>	<b>31-12-2011</b>	<b>31-12-2010</b>
Deposits	415	1.655
Saving accounts	36.315	28.902
Current accounts	10.773	14.647
Cash in hand	116	201
<b>Total</b>	<b>47.619</b>	<b>45.405</b>

With the exception of deposits, cash and cash equivalents are available on demand. Deposits have on average a remaining term time of between six and twelve months.

**Reserves and funds**

In accordance with the Guidelines on Reporting by Fundraising Institutions, reserves and funds should be divided into two separate categories. Reserves cover the going concern reserve, the revaluation reserve and part of the reserves that the Board of Governors has designated for specific objectives (so-called appropriated reserves). Funds include donations earmarked by a third party (the Netherlands Red Cross may only spend that money on specified objective).

<b>GOING CONCERN RESERVE (6)</b>	<b>2011</b>	<b>2010</b>
Balance as of 1 January	10.492	23.894
Change in Solidarity reserve	-2.909	-6.995
Change in reserve for asset financing	1.558	-2.269
Appropriation of balance for the year	2.164	-4.138
<b>Balance as of 31 December</b>	<b>11.305</b>	<b>10.492</b>

The going concern reserve is intended as a buffer in the event of disappointing income or unexpected expenditure. This reserve enables the Netherlands Red Cross to continue its work in challenging times.

As holder of the CBF seal of approval, the Netherlands Red Cross is required to comply with the regulations on maintaining or building up reserves as well as guidelines regarding annual reporting on equity policy for fundraising institutions. Further to the guideline, the Netherlands Red Cross Board of Governors has decided to set the standard value for the going concern reserve of the Netherlands Red Cross as a whole at a maximum of 1.0 times the organisation's annual operating costs. Given the annual figures over 2011, this gives a maximum value for the going concern reserve on 31 December 2011 of € 35,005. That amount is higher than the current reserve of € 11,305.

APPROPRIATED RESERVES (7)	Co-financing/ International	Climate Centre/ Projects	Solidarity reserve	Other NRC entities	Reserve for asset financing	Total 2011	Total 2010
Balance as of 1 January	385	275	5.874	8.870	26.884	42.288	34.410
Transaction reserve for asset financing	-	-	-	-	-1.558	-1.558	2.269
Additions	2.333	100	2.909	2.732	-	8.074	11.735
Withdrawals	-2.686	-25	-1.517	-2.365	-	-6.593	-6.126
<b>Balance as of 31 December</b>	<b>32</b>	<b>350</b>	<b>7.266</b>	<b>9.237</b>	<b>25.326</b>	<b>42.211</b>	<b>42.288</b>

The Board of Governors has decided to establish an appropriated reserve for co-financing/international activities. The purpose of this appropriated reserve is to finance projects for which no outside financing can be found. The appropriated reserve was increased in 2011 by a donation of € 2,333. In 2011, a sum of € 2,686 was allocated in accordance with the objective, leaving a balance of € 32.

€ 25 was withdrawn from the Climate Centre/Projects appropriation in 2011; in addition, € 100 was added, to be reserved for the maintenance of the building located on Prinsessegracht. Of the remaining € 250, € 95 was appropriated to finance the annual contribution from the Netherlands Red Cross to the Climate Centre; the other € 155 was appropriated for first aid.

In 2010, within the framework of Samen 1, a start was made on building up the Solidarity Reserve through transfers from other NRC entities, which had free reserves higher than the permitted maximum (1.5 times the costs of the annual operating costs, as per the CBF norm). This reserve is intended to support other NRC entities that have insufficient resources, or is otherwise intended for international aid. In 2011, € 1,517 was withdrawn from the Solidarity Reserve to support local activities.

The 'Other NRC entities' appropriated reserve was formed by the administrations of the Other NRC entities. The vast majority of these reserves were formed in order to cover future costs of maintaining existing assets or the purchase of new (replacement) assets. The fact that own capital was used to finance assets explains the continuation of an appropriated reserve. Because the NRC has no direct control over the value of these assets until after a sale, this has been accounted for as an appropriated reserve. Its volume equals the part of own capital in operational assets in use directly for NRC's objectives, plus the stocks minus financing by third parties.

The above appropriated reserves are not subject to any requirements. The restrictions governing expenditure are designated by the Board of Governors.

**Notes to the consolidated balance sheet as of 31 December 2011, continued** (in Euro thousands)

**REVALUATION RESERVE (8)**

The revaluation reserve relates to the unrealised revaluation of the investment properties included under the tangible assets - it remained at the same level in 2011. As with the reserve for asset financing this reserve only becomes available for NRC's objectives when properties are sold.

<b>DONOR-RESTRICTED FUNDS (9)</b>	<b>International activities</b>	<b>Princess Margriet Fund</b>	<b>Mappa Mondo</b>	<b>National activities</b>	<b>Total 2011</b>	<b>Total 2010</b>
Balance as of 1 January	27.044	-	1.247	7.570	35.861	21.020
Total income	44.356	1.401	1.772	2.723	50.252	56.557
Total expenditure	-45.767	-400	-1.876	-2.878	-50.921	-41.716
<b>Balance as of 31 December</b>	<b>25.633</b>	<b>1.001</b>	<b>1.143</b>	<b>7.415</b>	<b>35.192</b>	<b>35.861</b>

Donor-restricted funds include those reserves and funds which have restricted expenditure options, either because a) a third party (the donor) has specified such a restriction or b) because the money was collected for a specific purpose. Additions to donor-restricted funds are a result of earmarked gifts and (government) grants received.

The Princess Margriet Fund was launched in the second half of 2011. Its purpose is to facilitate preparations to limit the scale of disasters and the damage they cause, and to prevent greater suffering. It is managed by the administration of the Netherlands Red Cross. The revenues in 2011 consist of donations from businesses and private individuals, plus a contribution from the Netherlands Red Cross's share of the legacy of Queen Juliana and Prince Bernhard. The expenses in 2011 all relate to international aid activities.

The donor-restricted fund for national activities includes an amount of € 51 under the heading Reddingsboei Fund (Lifebuoy Fund), which is intended as support for activities financed by the Stille Rampen Fonds (Hidden Disaster Fund).

The donor-restricted funds for national activities have been grouped by theme in connection with the objectives; where possible, they are used to cover the cost of aid activities. Of the funds, € 4,013 is managed by the other components of the NRK group with the purpose of financing local aid activities.

Donor-restricted funds for (inter)national activities include funds to the value of € 1,889 that must be maintained in accordance with the donor's instructions.

The Netherlands Red Cross has a policy to spend the money in donor-restricted funds on its specified purpose within three years of receiving the sum.

SPECIFICATION DONOR-RESTRICTED FUNDS	31-12-2011	31-12-2010
International activities;		
Funds available for regions	2.189	3.050
SHO - Pakistan	-	1.804
SHO - Haïti	5.123	9.361
3FM Serious Request (2011: Mothers in wars; 2010: HIV/Aids)	11.649	7.471
Other funds	6.672	5.358
<b>Total</b>	<b>25.633</b>	<b>27.044</b>

The other funds for international activities have been donated for the purpose of financing programmes but without the specification of a region to which they are to be allocated. Of the other funds, € 2,452 is under supervision by the other NRC entities.

PROVISIONS (10)	Personnel	Major maintenance	Total 2011	Total 2010
Balance as of 1 January	4.408	1.385	5.793	6.392
Additions	882	-	882	1.578
Withdrawals	-750	-1.385	-2.135	-2.177
<b>Balance as of 31 December</b>	<b>4.540</b>	<b>-</b>	<b>4.540</b>	<b>5.793</b>

Provisions for personnel are used for VUT (early retirement) and pension schemes (€ 3.047), pension top-ups (€ 250) and anniversaries (€ 167). In addition a provision has been made to improve the current pension scheme (€ 1.076). The provision for major maintenance has been dropped. Where necessary, an appropriated reserve has been formed.

LONG-TERM DEBTS (11)	31-12-2011	31-12-2010
Credit institutions	1.107	569
Project commitments	3.979	2.976
Other debts	110	120
<b>Total</b>	<b>5.196</b>	<b>3.665</b>

The long-term debts with credit institutions were generally incurred in order to finance the property of the local branches. The repayment commitments for the new financial year have been classified under short-term debts. At year-end 2011, the interest rate on these loans ranged from 0% to 8%. A number of long-term debts have collateral in the form of mortgages on property. In addition, an interest-free loan has been taken out to finance assets in the context of NRC's objectives.

The project commitments relate to commitments made to other National Societies and third parties with regards to financing international aid projects. The short-term portion of these commitments has been included under short-term debts.

**Notes to the consolidated balance sheet as of 31 December 2011, continued** (in Euro thousands)

SHORT-TERM DEBTS (12)	31-12-2011	31-12-2010
Accounts payable	2.220	3.083
Project commitments	7.958	5.953
Taxes and social security payments	1.022	1.125
Repayment credit institutions	10	10
Other income received in advance	1.064	3.010
Other debts	3.553	5.127
<b>Total</b>	<b>15.827</b>	<b>18.308</b>

Of the total project commitments, € 3,039 relates to international aid projects that are co-financed using MFSII money.

**Off-balance sheet liabilities**

Long-term, unconditional financial commitments have been made for ground leases, rental and operational leasing. The resulting commitments total € 1,997 for 2011 (2010: € 1,772).

The Netherlands Red Cross acts as Secretary of the MFSII alliance Partners for Resilience (PfR). As Secretary, the Netherlands Red Cross applied for the government grant for the activities of the alliance as a whole, and has to account for these activities to the Ministry of Foreign Affairs. The total grant for the period 2011-2015 amounts to € 35,864.

**Notes to the consolidated sheet of income and expenditure over 2011** (in Euro thousands)

<b>GIFTS AND DONATIONS FOR NATIONAL PURPOSES (13)</b>	<b>Actual 2011</b>	<b>Budget 2011</b>	<b>Actual 2010</b>
<b>Donor-restricted</b>			
Special holidays	638	116	116
Mappa Mondo	366	237	237
National emergency assistance	141	109	109
Post-war care	97	204	204
Social assistance	416	21	21
For other national purposes	1.171	701	701
<b>Unrestricted</b>	3.625	5.609	5.609
<b>Total</b>	<b>6.454</b>	<b>6.528</b>	<b>6.997</b>

<b>GIFTS AND DONATIONS FOR INTERNATIONAL PURPOSES (14)</b>	<b>Actual 2011</b>	<b>Budget 2011</b>	<b>Actual 2010</b>
Emergency aid (primarily Japan in 2011, primarily Pakistan in 2010)	6.895	5.500	3.224
For other international purposes	606	598	947
<b>Total</b>	<b>7.501</b>	<b>6.098</b>	<b>4.171</b>

<b>INCOME FROM ACTIVITIES BY THIRD PARTIES (15)</b>	<b>Actual 2011</b>	<b>Budget 2011</b>	<b>Actual 2010</b>
Dutch Postcode Lottery, regular contribution	3.600	3.600	3.600
Dutch Postcode Lottery, additional project contribution	13	-	20
Dutch Postcode Lottery, 13th draw ("New sources, new opportunities" in Mongolia)	1.307	-	-
3FM Serious Request	9.079	2.350	7.471
SHO Foundation	5.309	-	25.437
Vriendenloterij (Sponsor Lottery)	623	609	692
<b>Total</b>	<b>19.931</b>	<b>6.559</b>	<b>37.220</b>

## Notes to the consolidated sheet of income and expenditure over 2011, continued

(in Euro thousands)

The National Society has a contract with the Dutch Postcode Lottery Foundation, in which the Netherlands Red Cross is named as beneficiary.

Income from the 3FM Serious Request relates to the part the Netherlands Red Cross received directly as a result of the campaign. In 2011 the Glass House was located in Leiden and the income from the campaign was meant for mothers in war zones who have to support their families alone due to violence and conflict. In 2010 the Glass House was located in Eindhoven and the income from the campaign went to silent victims of HIV/Aids. In the 2011 financial year, donations were received in connection with the 3FM campaign in 2010.

Income from the SHO-foundation relates to the part received by the Netherlands Red Cross from the total SHO proceeds following its campaigns for the disasters in Pakistan (€ 160), Haïti (€ 42) and Horn of Africa (€ 5.107).

<b>GOVERNMENT GRANTS (16)</b>	<b>Actual 2011</b>	<b>Budget 2011</b>	<b>Actual 2010</b>
Grants received for:			
- national projects/activities	5.657	5.411	5.761
- international projects/activities	22.425	13.781	13.054
<b>Total</b>	<b>28.082</b>	<b>19.192</b>	<b>18.815</b>

A more detailed specification of subsidies from government authorities for the benefit of international projects/activities is as follows:

- European Union	2.114
- PSO Capacity Building in Developing Countries	576
- Ministry of Foreign Affairs:	
For routine project expenses	9.359
For MSFII expenses of the NRK	5.036
For MSFII expenses of partners in the Pfr alliance	5.340
	<b>22.425</b>

<b>INCOME FROM INVESTMENTS (17)</b>	<b>Actual 2011</b>	<b>Budget 2011</b>	<b>Actual 2010</b>
Interest on bonds	144		175
Other investment results	32		160
Interest on savings accounts and deposits (minus costs)	711		701
<b>On balance</b>	<b>887</b>	<b>253</b>	<b>1.036</b>



**OTHER INCOME (18)**

In 2011, this income mainly relates to the release of maintenance provisions from other NRC entities of the NRC group. In 2010, the other income mainly related to book profits on the sale of premises of Other Components of the NRC Group.

<b>DONOR-RESTRICTED INCOME</b>	<b>2011</b>	<b>2010</b>
<i>International activities:</i>		
Ministry of Foreign Affairs	19.734	5.757
European Union	2.114	6.378
Gifts for international assistance	6.237	6.807
3FM Serious Request	9.079	7.471
Dutch Postcode Lottery, 13th draw ("New sources, new opportunities" in Mongolia)	1.307	-
SHO Foundation - Pakistan	160	3.865
SHO Foundation - Haïti	42	21.572
SHO Foundation - Horn of Africa	5.107	-
PSO	576	919
	44.356	52.769
Princess Margriet Fund	1.401	-
Fundraising Mappa Mondo	1.772	891
Other national purposes	2.723	2.897
<b>Total</b>	<b>50.252</b>	<b>56.557</b>

**Notes to the consolidated sheet of income and expenditure over 2011, continued**  
 (in Euro thousands)

SPECIFICATION OF ALLOCATION OF COSTS (19)	ACTIVITIES									
	Information and awareness	Preparing and coordinating international activities	International activities	National social aid and emergency aid	Own fundraising	Activities by third parties	Management/ administration	Total 2011	Budget 2011	Total 2010
COSTS										
<b>Direct costs</b>										
Direct staff costs	1.170	2.103	1.984	14.431	1.248	98	-	21.034	19.537	19.588
Other staff costs	148	189	-	1.713	184	26	-	2.260	2.687	3.701
Contribution to international organisation	-	1.144	-	-	-	-	-	1.144	1.000	1.038
Staff hired (including volunteer expenses)	234	114	-	2.814	533	1	-	3.696	3.181	4.277
Purchases and acquisitions	2	3	-	989	2	-	-	996	1.044	1.008
Communication	1.671	2	-	73	3.959	449	-	6.154	6.384	5.290
Local projects	-	-	-	5.866	-	-	-	5.866	7.045	5.478
International projects	-	-	45.927	-	-	-	-	45.927	32.005	37.306
Housing, office and transportation	248	86	-	2.996	536	-	-	3.866	4.338	4.642
Depreciations	-	-	-	664	-	-	-	664	614	669
Reimbursement costs	-17	-28	-609	-7.660	-116	-1	-	-8.431	-8.513	-9.170
<i>Total direct costs</i>	<i>3.456</i>	<i>3.613</i>	<i>47.302</i>	<i>21.886</i>	<i>6.346</i>	<i>573</i>	<i>-</i>	<i>83.176</i>	<i>69.322</i>	<i>73.827</i>
<b>Indirect costs</b>										
Indirect staff costs	98	221	242	1.423	111	9	1.442	3.546	3.466	3.430
Other staff costs	39	87	96	562	44	3	8	839	911	1.449
Staff hired (including volunteer expenses)	59	135	148	866	67	5	376	1.656	1.352	1.444
Housing, office and transportation	146	173	564	3.010	543	7	1.478	5.921	6.418	7.208
Depreciations	61	103	197	1.090	154	4	400	2.009	1.893	1.769
<i>Total indirect costs</i>	<i>403</i>	<i>719</i>	<i>1.247</i>	<i>6.951</i>	<i>919</i>	<i>28</i>	<i>3.704</i>	<i>13.971</i>	<i>14.040</i>	<i>15.300</i>
<b>Total</b>	<b>3.859</b>	<b>4.332</b>	<b>48.549</b>	<b>28.837</b>	<b>7.265</b>	<b>601</b>	<b>3.704</b>	<b>97.147</b>	<b>83.362</b>	<b>89.127</b>
<i>Total 2010</i>	<i>3.386</i>	<i>4.661</i>	<i>38.621</i>	<i>30.310</i>	<i>7.736</i>	<i>154</i>	<i>4.259</i>	<i>89.127</i>		

The above table shows that the costs for management and administration account for 3.8% of all expenditure (budget 2011: 4.2%); this percentage is lower than budgeted due to the higher project expenses for international activities (programmes and disasters).

The costs of third-party campaigns are financed from general revenues and are not deducted from the revenues raised by these third-party campaigns.

A more detailed breakdown of the direct costs of international projects is as follows:

- Routine project expenses	26.709
- Project expenses financed by SHO revenues	8.354
- Project expenses for MSFII projects	6.899
- Project expenses of partners in the MSFII alliance PFR	5.340
	<b>47.302</b>

<b>STAFF COSTS</b>	<b>Actual 2011</b>	<b>Budget 2011</b>	<b>Actual 2010</b>
Salaries	19.420	18.029	19.044
Social security contributions	3.070	3.312	2.990
Pension cost	2.090	1.662	984
<b>Total</b>	<b>24.580</b>	<b>23.003</b>	<b>23.018</b>

The Netherlands Red Cross pension plan is placed with insurance companies. The pension rights are insured on the basis of a guarantee contract: the insurer guarantees the nominal pensions for the duration of the contract. The pension scheme is an average pay scheme with conditional indexation of the profit for both the active and inactive participants. The obligations for the Netherlands Red Cross are limited to paying the agreed annual premium. The Netherlands Red Cross has no additional obligations and no right to the agreed profit sharing based on the insurance contract.

**Notes to the consolidated sheet of income and expenditure over 2011, continued**  
(in Euro thousands)

AVERAGE NUMBER OF FTE	Actual 2011	Actual 2010
Direct staff:		
- Information and awareness	17	19
- Preparing and coordinating international activities	39	35
- National social aid and emergency aid	250	250
- Fundraising	21	23
Management/Administration	16	20
Indirect staff	39	46
	382	393
Employed by other entities of the NRC group	-	2
	382	395
International activities (delegates are on employment contracts)	43	45
<b>Total</b>	<b>425</b>	<b>440</b>

Number of FTE's employed as of 31 December 2011 (excluding delegates) is 381.

REMUNERATION BOARD OF DIRECTORS				
Name:	C. Breederveld			
Position:	Director General			
Employment:	Term	indefinite		
	Hours	40		
	Part-time percentage	100		
	Calendar year	1/1-31/12		
Salary (EUR):	Annual income	Gross salary	125	
		Holiday allowance	10	
		Annual bonus	-	
		Variable income	-	
	Total			135
	Social security contributions (employer's part)			4
	Taxable fringe benefits			11
	Pension contributions (employer's contribution)			22
	Other periodical remunerations			-
	Payments upon termination of contract			-
				-
	Total remuneration 2011			172
	<i>Total remuneration 2010</i>			<i>181</i>

The Director General's annual income of € 135,000 remains below the maximum of € 158,115 as stipulated by the VFI Salary Regulations (VFI Beloningsregeling). For further explanation of policy and basis for remuneration of the Board of Directors we refer to the Directors' Report.

**Explanation:**

- Taxable fringe benefits relate to the private use of a company car. The pension contributions are those contributions on the part of the employer.
- As of 1 January 2011, the Director General's salary is in compliance with the MFS II (co-financing system 2010-2015) requirements.

The Director General has not received any loans, prepayments or guarantees.

No board member has received a salary, loans, prepayments or guarantees. In 2011 a total amount of € 670.00 (2010: € 2,271.00) was paid out to board members in refunds for travel, accommodation and representation costs made in the execution of their duties.

The Hague, 25 April 2012

<b>BOARD OF GOVERNORS</b>	
Mrs Inge Brakman LLB	chair
Mr Ed d'Hondt LLB	vice-chair
Mr Vincent van Stijn CA	treasurer
H.H. Prince Pieter-Christiaan van Oranje-Nassau van Vollenhoven	board member
Mr Sadik Harchauoui LLB	board member
Mrs Pauline Krikke	board member
Mrs Inez van Oord LLB	board member
Mr Paul Rosenmöller	board member
Mr Piet van Schijndel CEng	board member
General (retired) Dick Berlijn	board member
Mrs Johanneke Tummers	board member
Mrs Masooma Yousufzai	board member
Mr. dr. Hans Egtberts em prof	board member

<b>BOARD OF DIRECTORS</b>	
Mr dr. Cees Brederveld	Director General

# OTHER INFORMATION

<b>RESULT APPROPRIATION (in Euro thousands)</b>	<b>2011</b>
Balance	67
<b>Total</b>	<b>67</b>
This is comprised of:	
Change in appropriated reserves	-1.428
Change in fund for international activities	-1.411
Change in other funds	742
Change in going concern reserve	2.164
<b>Total</b>	<b>67</b>

## **National headquarters**

Donor-restricted income from third parties is allocated to donor-restricted funds; expenditure on such specified objectives is withdrawn from these funds, income earmarked by the Board of Governors is allocated to an appropriated reserve, and money spent on such specified objectives is consequently withdrawn from this reserve. The outstanding balance following all transactions from donor-restricted funds and appropriated reserves is - in accordance with a decision of the Netherlands Red Cross Board of Governors - deducted from the going concern reserve.

## **Other entities**

The balance of income and expenditure from local NRC entities is a combination of their separate balances. In accordance with general guidelines and agreements within the Together 1 framework, the boards of these local NRC entities decide on the appropriation of this balance.

## Independent auditor's report

To: Members' Council and the Board of Governors of the Netherlands Red Cross

### REPORT ON THE ANNUAL ACCOUNTS

We have audited the annual accounts 2011 of the Netherlands Red Cross, The Hague, which comprise the balance sheet as at 31 December 2011, the statement of income and expenditure for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

#### Management's responsibility

Management is responsible for the preparation and fair presentation of the annual accounts and for the preparation of the directors' report, both in accordance with the Guideline for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as it determines is necessary to enable the preparation of the annual accounts that are free from material misstatement, whether due to fraud or error.

#### Auditor's responsibility

Our responsibility is to express an opinion on these annual accounts based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the

annual accounts are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the annual accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the annual accounts 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 society's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the annual accounts.

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

#### Opinion

In our opinion, the annual accounts give a true and fair view of the financial position of the Netherlands Red Cross as at 31 December 2011 and of its result for the year then ended in accordance with Guideline for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board.

### REPORT ON DIRECTORS' REPORT

We have no deficiencies to report as a result of our examination whether the directors' report, to the extent we can assess, has been prepared in accordance with Guideline for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board. Further, we report that the directors' report, to the extent we can assess, is consistent with the annual accounts.

Amstelveen, 25 April 2012

KPMG ACCOUNTANTS N.V.

P.W.D. Venhoeven RA



# STRUCTURE of the Red Cross

**The International Movement of Red Cross and Red Crescent Societies consists of three separate components.**

**The Movement has a shared mission: ‘to prevent and alleviate human suffering wherever it may be found, to protect life and health and to uphold respect for the human individual.’**

## **ICRC – assistance to those affected by conflict**

The oldest component of the Movement is the International Committee of the Red Cross (ICRC), which was founded in 1863. The ICRC Headquarters are located in Geneva. The organisation works both on a high diplomatic level and on the battlefield under its motto *inter arma caritas* (mercy in the midst of warfare).

The ICRC plays a leading role in the development, documentation, implementation and dissemination of international humanitarian law. The majority of its competencies and tasks, or mandate, is specified by international humanitarian law, in particular the four Geneva Conventions and the accompanying three Additional Protocols.

In outline the ICRC provides assistance to victims of armed conflict in the following ways:

- Support to prisoners of war and civilians who have been detained because of their involvement in an armed conflict.
- Continuous dialogue on potential violations of international humanitarian law.
- Assistance to family members who have lost contact in the chaos of an armed conflict.
- Emergency assistance or structural assistance (mainly through material support) with the aim to improve the independence/resilience of those in need.

## **National Red Cross and Red Crescent Societies – national assistance**

From 1863 onwards Red Cross Societies were founded around the world. The Netherlands Red Cross was established in 1867. Today 186 countries have a National Society. National Societies represent the International Red Cross Movement within the borders of their respective countries. Their humanitarian tasks and competences are specified in their own Statutes and in national legislation.

One of the tasks of National Societies is to help their governments in providing humanitarian assistance - for example emergency assistance following a disaster, managing a blood bank or an ambulance service. In addition, National Societies often offer medical or social services to vulnerable groups in society, disseminate information on international humanitarian law or provide individual support, for example to people with HIV/ Aids or refugees. In a situation of armed conflict National Societies help the population where possible, and support the medical services of the national armed forces where necessary. This complementary back-up role of National Societies in support of their governments is also called ‘auxiliary role’.

## **IFRC – assistance and coordination following large-scale disasters**

Third component of the Movement is the *International Federation of Red Cross and Red Crescent Societies* (IFRC), founded in 1919. The IFRC provides support to victims of natural or man-made disasters, and in case of a medical emergency. The Federation leads and coordinates the combined relief effort by National Societies in a disaster area. Additionally it supports National Societies upon request in implementing programmes with regards to disaster relief, health care and social assistance. Like the ICRC, the Federation has its Headquarters in Geneva.

The emblem: letting people know who you are. Who doesn't know the sign of a red cross against a white background? Worldwide it is one of the best-recognised logos. Less familiar is the general public with the two other emblems used by the International Red Cross Movement: the red crescent and the red crystal.

All three emblems are defined in the Geneva Conventions. Their use is subject to strict regulations as stipulated in the Geneva Conventions and its Additional Protocols, Movement regulations and national law. Primarily their use is restricted to armed forces medical services and the various components of the Red Cross and Red Crescent Movement.

In war time the emblem is used to protect medical personnel, and objects used by them, against an armed attack. Army medical staff and Red Cross staff show the emblem on their clothing, or place the emblem on roofs of military hospitals, civilian hospitals or medical support vehicles.

Misuse of the emblem is prohibited by international and national law. According to the Geneva Conventions, states have an obligation to adopt legislation with regards to emblem misuse. In the Netherlands this has been done by means of article 435c of the Dutch Criminal Code.

Up to date all Red Cross emblems have equal status and meaning in the law of armed conflict and within the Movement. Of all National Societies, around 80 percent uses the Red Cross and 20 percent the Red Crescent. ■



# WAAN JE IN HET LEVEN VAN EEN VLUCHTELING

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## Colophon

Published by Board of  
Governors of the  
Netherlands Red Cross

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ICRC, Novum Foto WFA, Lizzy Kalisvaart,  
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This report is available in Dutch and English.  
This is a translation of the original Dutch  
report. In the event of any conflict of  
interpretation the Dutch text will prevail.

THIS  
FONT IS  
FOR  
MAMA

