

# Small shoes, big steps.

Child-inclusion for a sustainable world

2018 Annual Plan



MISSING CHAPTER

A



# Raad van Kinderen



**Working together to make the world of tomorrow. Today.**

gaat

nationaal



[2010]



[2011]



[2017-2018]



# / Partners

Numerous talented people and enthusiastic organisations make our work possible.

We work together with thousands of children throughout the Kingdom of the Netherlands, in Europe and the Caribbean. These children, more than 150 organisations and we at Missing Chapter are working hard on our mission.

These organisations we're working with range from businesses to branch associations, from government bodies to educational institutions.

We are proud of all our partners. Together, we are showing what can be achieved when we really listen to what children have to say and take them and their opinions seriously.

We are especially grateful to the following organisations for their generosity, involvement and (financial) support:

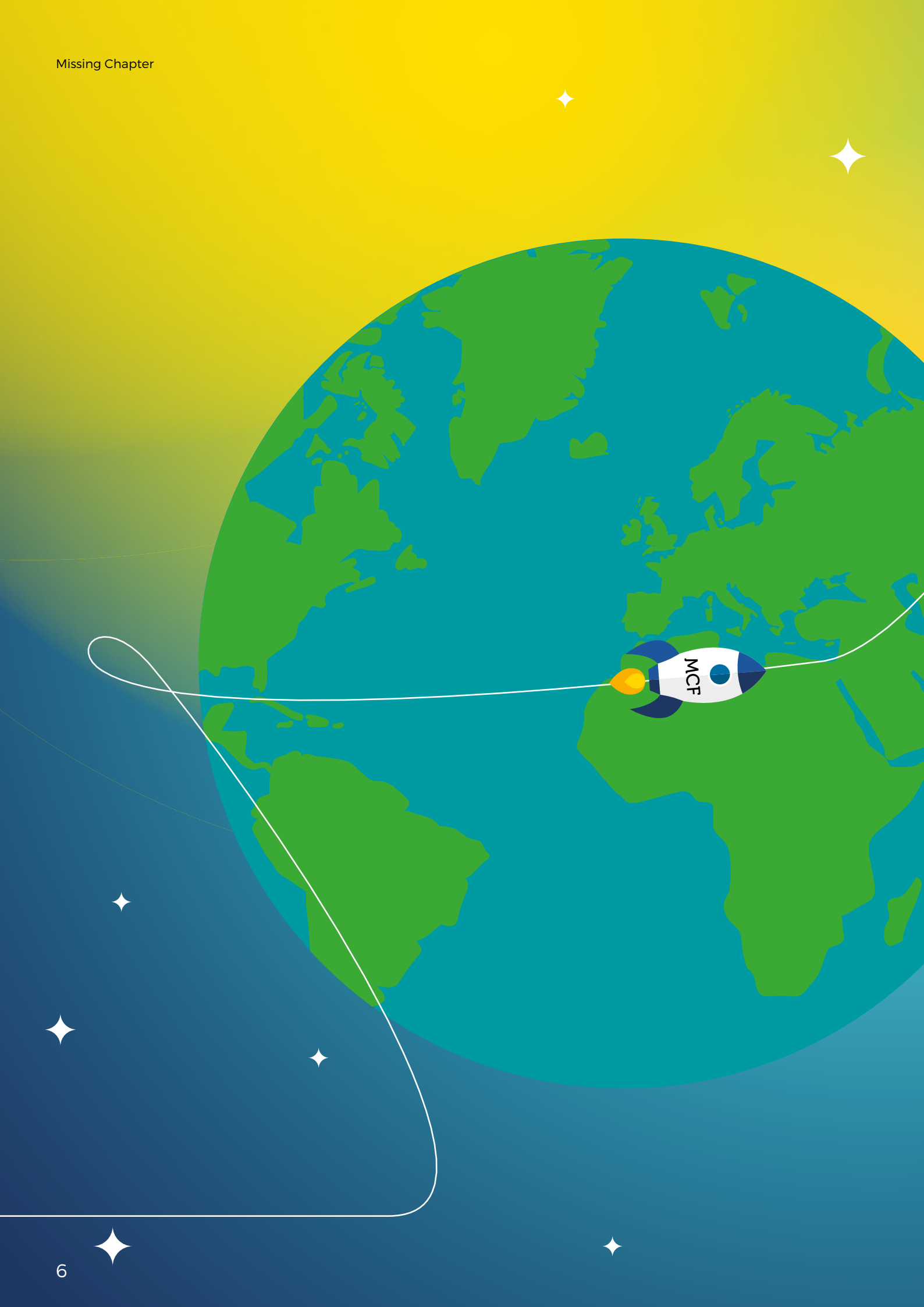
ACC Brittenburg, De Baak, Duurzame PABO, iCare Solutions, IVN, Kikkoman, Kinderopvang Humanitas, Nationale Postcode Loterij, NIBC, Oxilion, Rijksdienst voor Ondernemen, Rutgers & Posch, Starsound Productions, Stichting Jan Cornelia, Urgenda, Young Crowds.

We would also like to express our gratitude to the following passionate and inspirational people for embracing the concept of child-inclusion and for selflessly volunteering their time and efforts to support our work:

Claudia de Breij, Nicolette van Dam, Sofie van den Enk, Curvin George, Hella Hueck, Rosabelle Illes, Tanja Jadnanansing, Daphne Lammers, Frènk van der Linden, Jamaï Loman, Diana Matroos, Ruben Nicolai, Kim Putters, Henk Schweitzer, Deva-Dee Siliee, John Soliano, Jeroen Smit, Maarten Stuifbergen and Liesbeth Staats.

A special word of thanks goes out to all the schools and teaching staff for their expertise and enthusiasm.

Arnhemse School Vereniging, Asch van Wijksschool, Cornelis Vrijschool, Daltonschool, De Reiziger, Daltonschool, Neptunus, De Achtbaan, De Boog, De Catamaran, De IJsselhof, De Lelyschool, De Paradijvogel, De Pinksterbloem, De Wittering.nl, De Zefier, Flevoschool, Het Volle Leven, IKC Noordrijk, International School of Amsterdam, IS Hilversum, Max Velthuijsschool, Noorderlicht, OBS Erasmus, OG Heldringschool, Openbare basisschool JFK, Paschalisschool, St Ursula, 't Spectrum, 't Ven



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# / Introduction

## About this Annual Plan

Our work is built around creating new insights and creating movements for change in society. Both involve children and adults engaging in lasting dialogue and working together. We have therefore divided our activities into two categories: **Insight** and **Action**. These two strategic pillars are closely linked.

This Annual Plan takes the reader on a journey. We look back at how we began and then developed (2009-2017), examine where we are today (2017), and share our dream of where we want to be in 2025. However, most of this Annual Plan concentrates on what we are going to do in 2018 to realise our ultimate dream of making it normal for children's views and ideas to be an integral part of decision making.

Everything we create comes from listening to children and from observing the needs of directors, managers and leaders from the public and private sectors. This means that everything we do is the result of co-creation.

We hope you will find our Annual Plan interesting and informative.



### 2009 - 2014

In this period, we developed a method to create a dialogue between children and adult decision-makers. We trialled this method with ten schools and organisations, then took the lessons learned and the successful aspects to develop a number of programmes (Kids Council, WaterSavers) and a strategy to persuade the people of the Netherlands of the value and necessity of child-inclusion. A growing number of organisations came to see children as equal stakeholders.



### 2015 - 2017

Our Kids Council (Raad van Kinderen) and WaterSavers (WaterSpaarders) programmes continued to grow both in number and reach. We also launched a training course for dialogue leaders and raised awareness of the impact of child-inclusion through campaigns, publications and events (the Kids Council Awards, WaterSavers, the 5 Billion Deal). We also developed new concepts (Wij Denken Mee, Kids Council municipalities project, the health programme GoDo). A growing number of people began to appreciate the importance of children having a say in decisions, as clearly reflected by the growing group of more than 100 prominent partners, ambassadors and the hundreds of thousands of children that have become involved.





## 2018

It should be normal for children to have a say in decision-making. We will create greater awareness of that message and spread the word. We will be helping organisations so that more of them can act independently on the advice they get from children. In some cases, we will assist and interpret a little in that process, but we will be mainly working to ensure that children's recommendations are not ignored and that something is actually done with these recommendations. We will also be working with children to create more movements for social change, where the children become change agents for positive changes in society in areas such as healthy living, energy saving and combatting poverty (WaterSavers, Evonturiers, B'tje, GoDo and Kids Councils for municipalities).

## Our dream for 2025

In 2025 it will no longer be unusual for children to be treated as equal dialogue partners - in fact it will be totally normal. We will have made a real difference in all kinds of areas, with children's views and insights meaning that decisions are more focussed on the future. Children have become the driving force behind positive behavioural changes within families (healthy lifestyle choices and reduced energy use) and are coming up with new solutions for society's problems, such as poverty. We hope Missing Chapter will be redundant by 2025. If not, we will have made enormous progress in any event. Our role will have changed to meet the challenge of doing all that is needed to make our dream come true.



# / Foreword

The renowned educationalist Janus Korczak said: 'Children are not the people of tomorrow, but the people of today'. This lies at the heart of everything we do.

Missing Chapter combines the bright and fresh approach of children with the day-to-day reality of decision-making and policy. Every day, we work hard - together with hundreds of partners and thousands of children - to make our dream reality: for it to be normal for children to have a say in decisions that affect their lives.

We exist to put into practice as widely as possible the message that Lise (11) expresses so well: 'I think it's really great that we're able to give adults our own advice. Normally speaking, they don't really listen to us much, they often think we're too young. Adults don't always think about children when they're making new plans. But we have opinions too. And they matter'.

We are ready to move, along with our community, to the next phase. Not because we want to see our own organisation grow, but because we want to continue working on the growing child-inclusion movement and to ensure that more and more organisations act independently to

get children involved. We want to do this by sharing our methods, tools and know-how, and by giving others all they need to work towards achieving our objectives, and by demonstrating the impact of what we do with facts, figures and results. Our aim in all of this is to generate increasing enthusiasm for the idea of involving children in sustainable decision-making and action.

It goes without saying that we can only achieve this with a strong and ambitious team, one that is united by a shared passion and whose members contribute a wide range of knowledge, insights, skills and backgrounds. We operate throughout the Kingdom of the Netherlands and the Caribbean and are taking our first tentative steps in other European countries where there is also a demand for our approach.

We would like to offer many thanks to all the children, partners, ambassadors, supporters, volunteers and others for the wonderful work they do for and with us. We are proud of everything we have achieved together in recent years.

**We are really looking forward to 2018!**

**Marloes van der Have**  
Director  
Missing Chapter Foundation

**Laurentien van Oranje**  
Founder  
Missing Chapter Foundation

**Soler Berk**  
Director of Strategy and Innovation  
Missing Chapter Foundation

# 1 / Ideology

## Vision

The way we live, produce and consume has an impact on the earth and how we treat one another. The number of complex issues facing us continues to grow - from combatting poverty to energy transition, from social inequality to healthy living and sustainability. Although we want to come up with solutions and take decisions that are right for the future, we sometimes get bogged down in a mire of risks, sensitivities, interests and short-term goals. We want to think in terms of opportunities and solutions, but what about all those risks? Adults sometimes get a little stuck. Children can help them take the right decisions. Adults may have more experience and knowledge, but children have got creativity, imagination and the ability to pose questions that can get adults thinking outside the box. The International Convention on the Rights of the Child also recognises the right of children to have a say in matters that affect their lives.

## Missie

Our mission is to make the inclusion of children in the decision-making process the new norm.

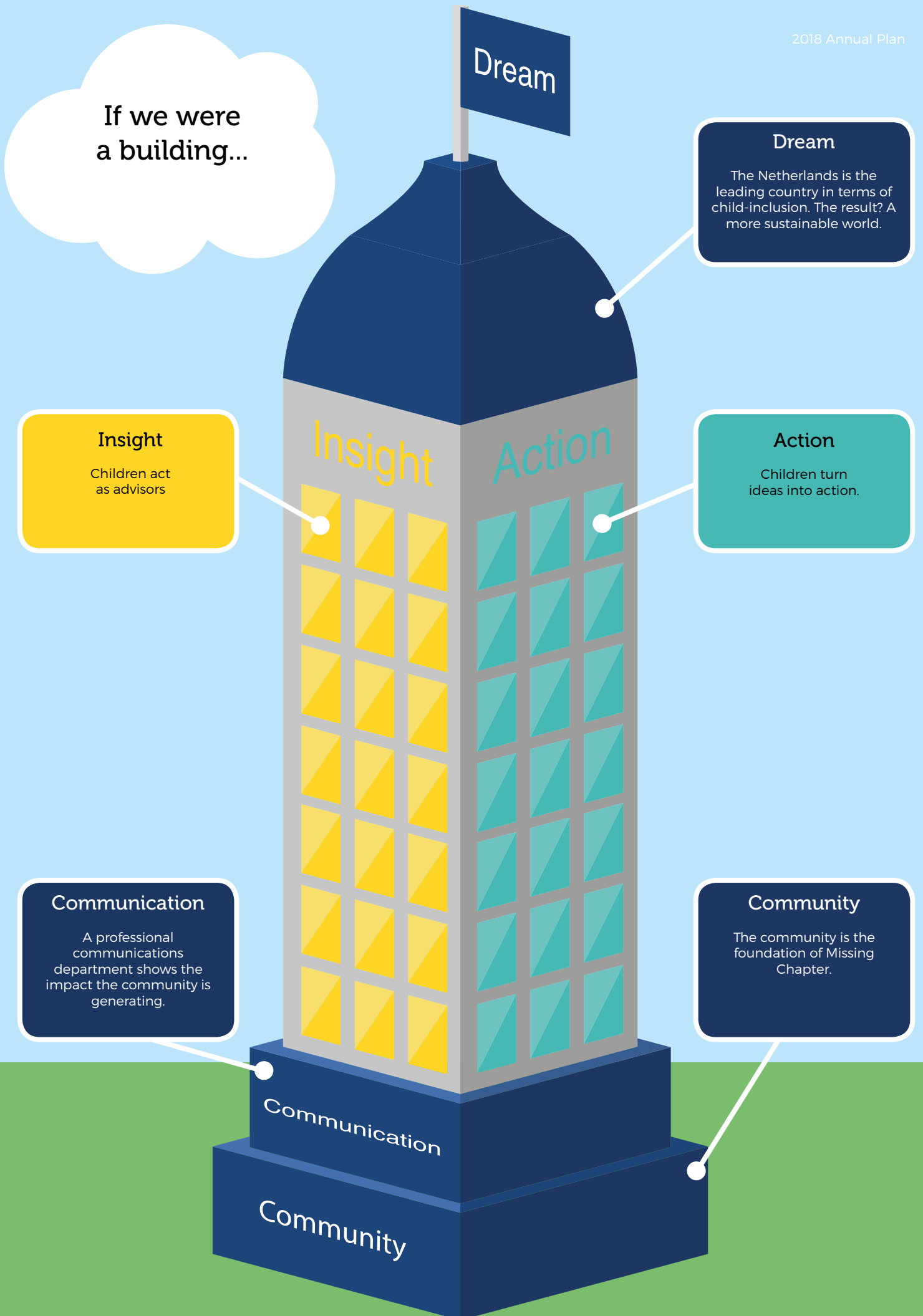
## Approach

We enrich decisions and public debate by enabling children to have a say in them as well and by ensuring that adults are accountable to the children about what actually happens with their ideas. This is the only way people can feel that they are being taken seriously. We use contemporary issues to bring children and decision-makers together to come up with new approaches and ideas. Missing Chapter helps adults to discuss their strategic issues with children. The children get to the heart of the matter and discover that there is a point to having your say, while the adults learn to let go and be receptive to new ways of thinking and new solutions. Missing Chapter supervises all the steps involved, acts as 'interpreter' between the different generations, and helps its partners put child-inclusion into practice for themselves. We also publicise the children's ideas as widely as possible to get the whole of the Netherlands behind the idea of child-inclusion.

## Where it all began

Back in 2009, Missing Chapter began with the small and curious character called Mr Finney. This inquisitive world traveller, whose stories get adults and children talking about sustainability, sprang from the imagination of Laurentien van Oranje, and was brought to life in pictures by illustrator Sieb Posthuma (1960-2014). Mr Finney en de wereld op zijn kop (Mr Finney and the World Turned Upside-Down) was first published in 2009. Mr Finney en de andere kant van het water (Mr Finney and the Other Side of the Water) followed in 2011, and in 2013 came Mr Finney en het raadsel in de bomen (Mr Finney and the Riddle in the Trees). Translations of Mr Finney have since appeared in nine countries.





# 2 / Methods

## Insight

Within the **Insight** category, we organise dialogues between children and decision-makers to allow children to share their views and ideas. For this we use a dialogue method in which children and adults participate as equal partners. This method, shown on the next page, has been developed using the experience gained with the hundreds of Kids Councils we have helped organise in recent years.

The Insight category encompasses the following programmes:



### Kids Council (Raad van Kinderen)

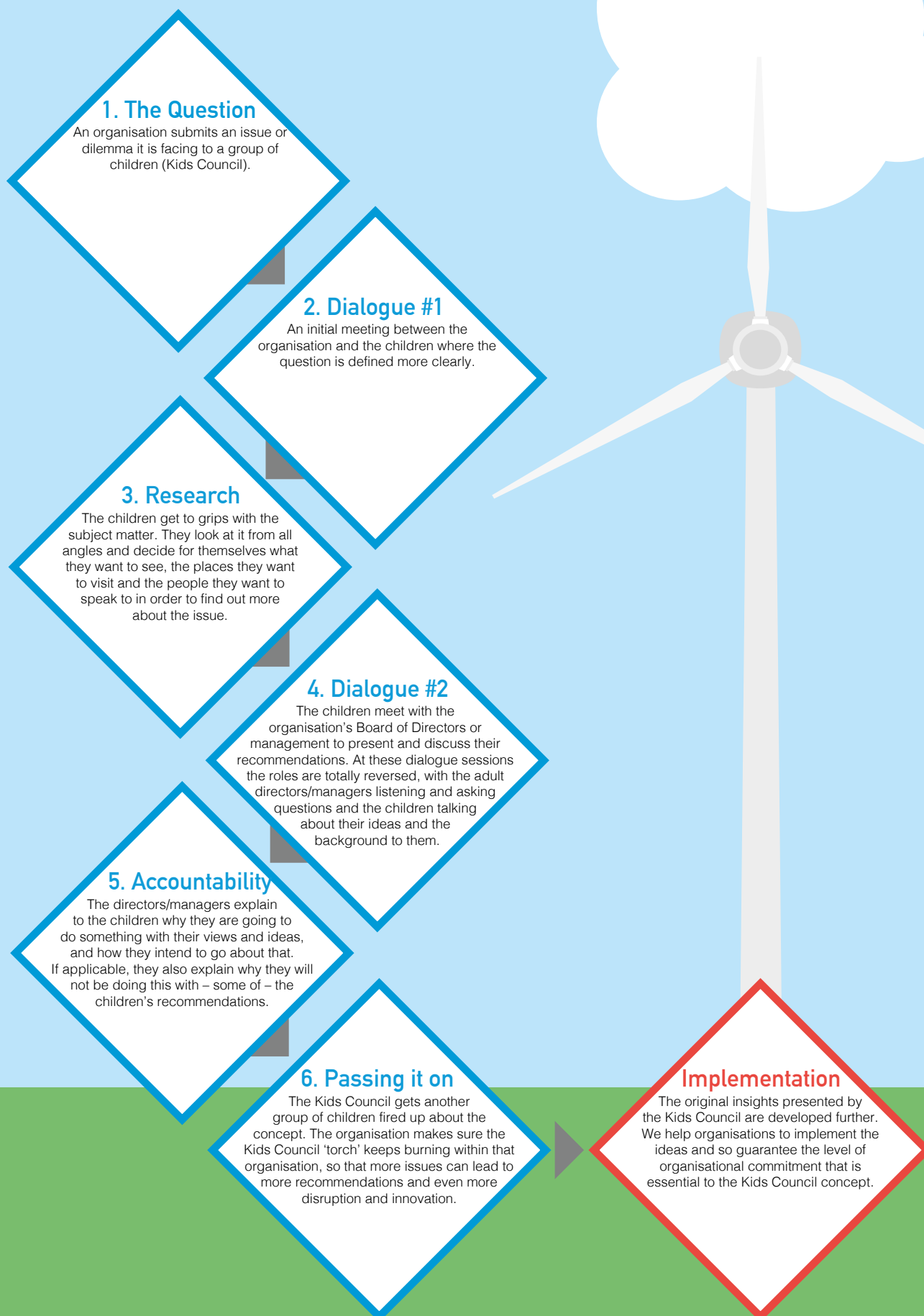
More than 80 organisations across the Kingdom of the Netherlands now have their own Kids Council. The idea is that it should become standard for organisations to have a Kids Council in place - alongside their existing (statutory) supervisory bodies - to provide input and ideas on issues faced by those organisations. Decision-makers put their strategic issues (which always have a social connection) to the children for their consideration. The two partners then participate as equals in a dialogue to come up with new solutions. Kids Councils are now operating in more than 15 sectors and advising all kinds of organisations, both big and small, in the public and private sectors.

See: [www.raadvankinderen.nl/en/](http://www.raadvankinderen.nl/en/)



### We Think Along (Wij Denken Mee)

Sometimes there are issues concerning society as whole, which make you think: wouldn't it be better if we knew how children feel about this? The Wij Denken Mee ('We Think Along') programme gets children from all over the Netherlands involved in quantitative and qualitative research on contemporary issues that no one has ever asked to them to comment on before. In 2016, for example, children came up with advice on the issue of refugees. Their input was even discussed by the Dutch cabinet.



# Action

In the **Action** category, we work to ensure that children's ideas are translated into nationwide action/campaigns. In all cases, the principle is the same. Children are, by nature, agents for change and instigators of positive behavioural changes, whether that comes in the shape of an idea that taking shorter showers helps save water, or a prototype for a 'feel good' metre to encourage healthy living. Within the **Action** category, we are developing programmes aimed at changing behaviour. We are doing this in close cooperation with children and various organisations to create nationwide movements that target specific themes. All these themes are contemporary issues and connected with the move towards a sustainable society. In 2018, we will be focussing on three themes:

- Health
- Poverty
- Climate

All the programmes are based on children's ideas and opinions and always developed together with children. In addition, we use

the 5 Levers for Change Model - created by Unilever to bring about changes in behaviour and a proven success - as a basis when creating these movements. The WaterSavers campaign is already established and will be joined in 2018 by some new ones: Evonturiers ('Edventurers') and GoDo.

## Watersavers

Why spend 9 minutes in the shower when you can feel equally warm and get just as clean in 5 minutes? WaterSavers (WaterSpaarders) is a nationwide movement aimed at reducing energy use, with children and adults coming together to campaign for a reduction in the average time spent in the shower by people in the Netherlands. So far, this movement has achieved considerable success. More information (in Dutch) at: [www.waterspaarders.nl](http://www.waterspaarders.nl)

## Evonturiers

Evonturiers ('Edventurers') is a national programme for

schools that aims to change behaviour to reduce energy consumption. It involves children and their families adopting various methods to save energy at home and in their local neighbourhoods. The programme is supported with educational materials and concrete activities.

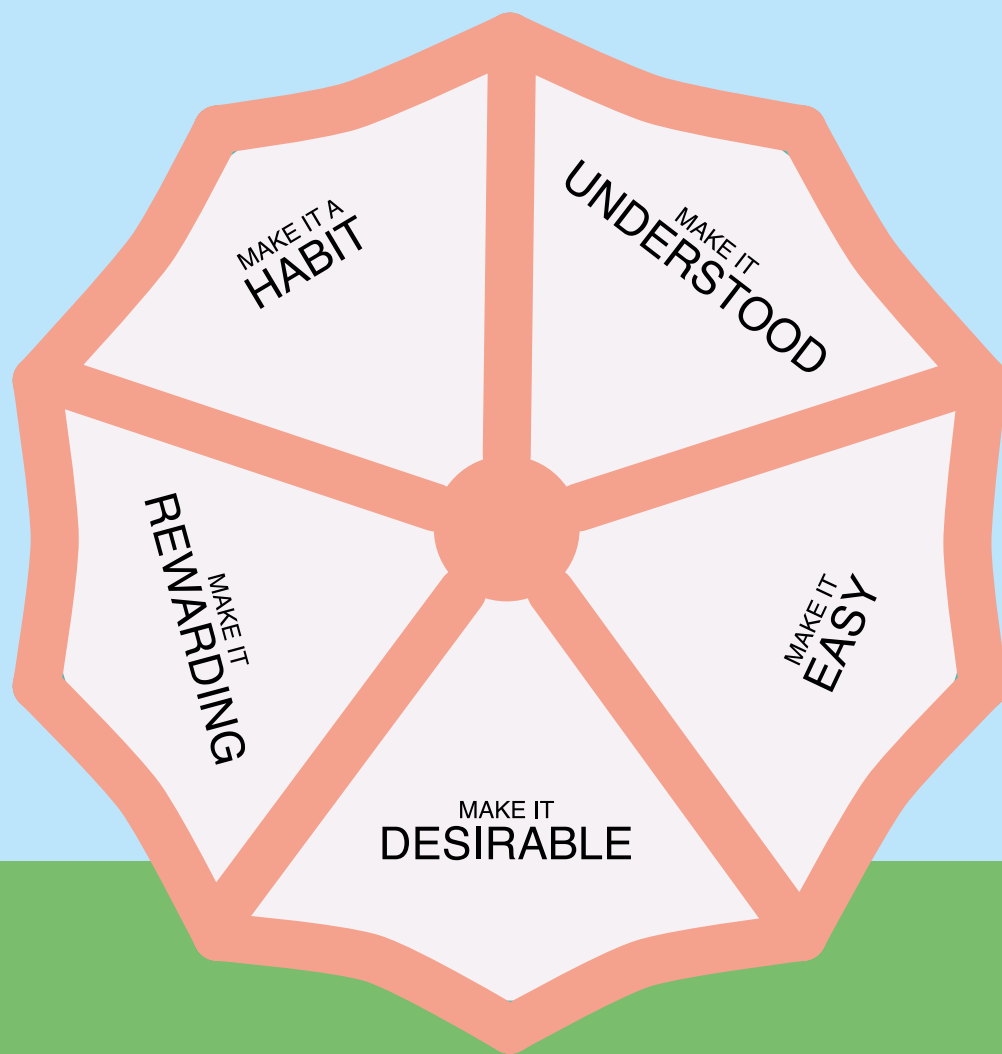
## GoDo

GoDo helps everyone - young and old - to feel and live better. GoDo is a nationwide programme designed to change behaviour. GoDo helps families make structural changes to lead healthier lives and feel better. The goal is to make families throughout the Netherlands feel happier by following a healthier diet and doing more exercise and leisure activities. Various activities are organised throughout the year under the GoDo banner to encourage people to take action and make lasting changes to their behaviour. This programme builds further on the success of the Ik Eet Het Beter programme for schools, which more than 400,000 children take part in every year.





# 5 Levers of Change



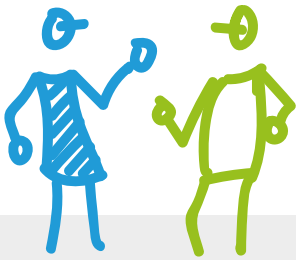


**‘The Kids Council opens doors because we can put questions to the really big companies even though we’re young.’**

**- Raihan, age 12**



# 3 / Where are we now?



More than 10,000 children are already taking part in Kids Councils and are advising organisations.



80 organisations are working with their own Kids Councils.



There are Kids Councils in 7 of the 9 key areas in the private and public sectors.



76 schools have one or more Kids Councils.



Kids Councils have already tackled 132 issues relating to 12 of the 17 SDG's\*.



Close to 10,000 children cast their votes for the 2017 Kids Council Awards.

\*Sustainable Development Goals



Of all the managers and directors that already work with a Kids Council...



...61% say they take the children's ideas and advice into consideration in their daily work.

...84% say they have learned from having a Kids Council and its input.

...100% believe other organisations would benefit from having a Kids Council.



In 2017, the National Kids Council was created to advise the new Dutch government.



5 municipalities in the Netherlands are asking Kids Councils to advise them on thinking up new ways to tackle poverty.

6 government ministries are working together with a Kids Council.

More than 5000 children have registered to take part in the National Kids Council.



minder warm water  
beter voor later

More than 134,000 children are taking part in WaterSavers.



More than 1400 children gave their advice on the refugee question.

# 4 / Where we want to be in 2025...

Everything we do in 2018 will be done with our objectives for 2025 in mind. We have a clear idea of where we want to be in 2025, but as we move forward we will doubtlessly adjust our course to address new developments and issues that are important to children.

## **Our plans for 2025:**

### **Community growth**

More and more people and organisations will involve children in their decision making. It won't be exceptional, it will be the norm. Businesses and organisations, big and small, private or public, multinational or government ministry, in the Netherlands and beyond, will acknowledge that children have more than just the right to have a say. They will also know that their ideas are invaluable in the development of sustainable 'long-term' visions. Major sectors of business and leading networks will stipulate in their codes or policies that children are equal stakeholders.

### **Demonstrable impact**

The impact of child-inclusion will be crystal clear. Practical examples and research, among other things, will make the benefits of child-inclusion visible and concrete. The positive contribution of the child-adult

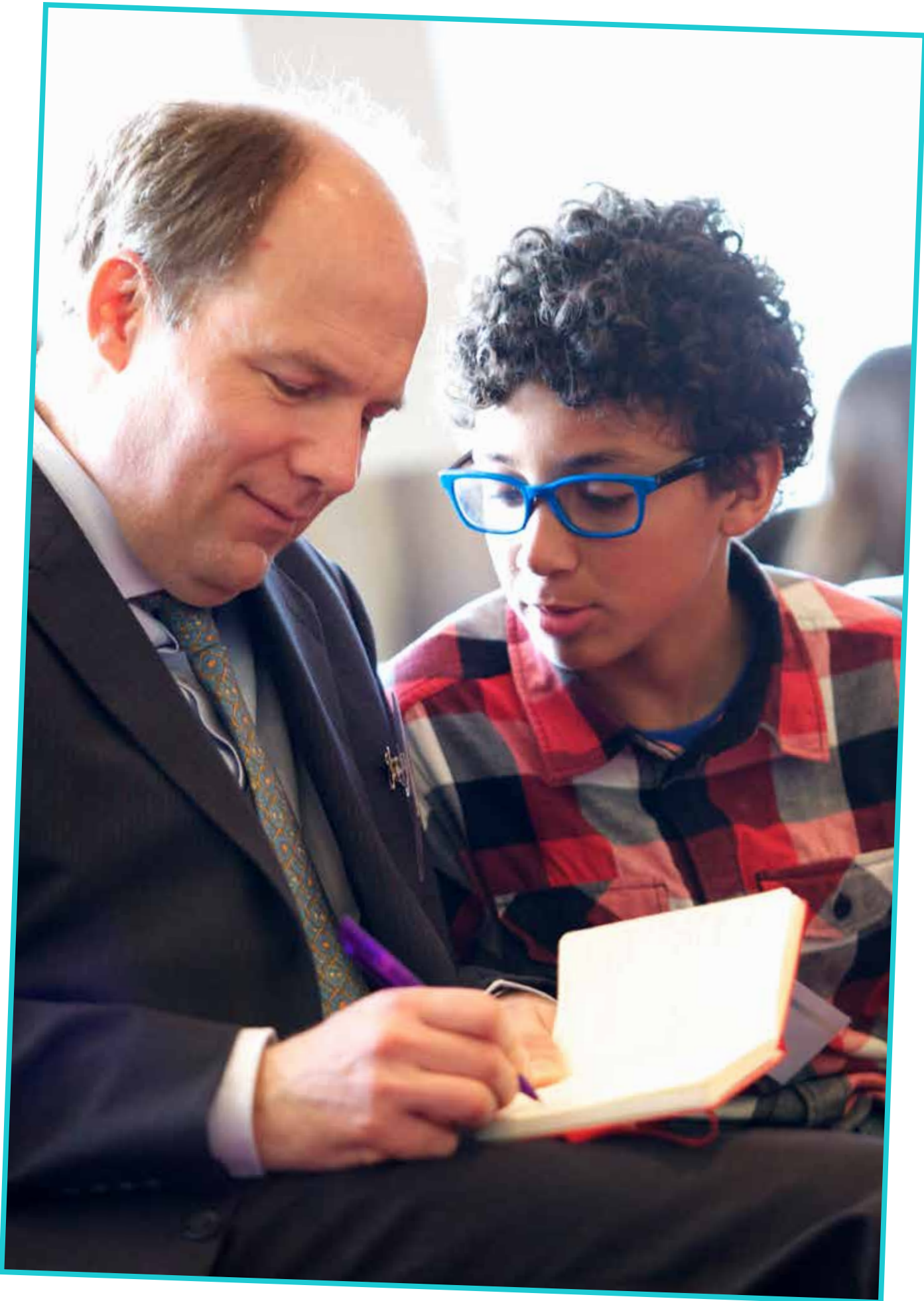
dialogue to the UN's Sustainable Development Goals will be demonstrable. The 17 SDGs will provide the framework for our work, which aims to make the world a better place by 2030. Children's views and ideas are making a structural contribution to this. The action programmes in which children play the role of change-agents will also be making a measurable difference for society and the planet.

### **Common quality standard**

There will be a quality standard for the practical implementation of child-inclusion. This will be based on theoretical knowledge and years of practical experience. In addition to this standard, we will develop a hallmark or stamp for qualitative child-inclusion. Organisations with a Kids Council will be trained to continue working independently with their Kids Councils. There will be a digital platform for the community. This will provide toolkits, information and support. Children and adults will also be able to use this platform to communicate digitally with each other. Organisations and schools throughout the Netherlands will be members of the platform.

### **Our role**

Missing Chapter may be totally redundant in 2025. If not, we will have made enormous progress in any event. And our role will have changed to meet the challenge of doing all that is needed at that time to make the inclusion of children the new norm. We want to be an organisation that sets out the framework, and provides encouragement, inspiration and support. This includes things like the 'train the trainer' models, useful tools and knowledgesharing. We also want to be an independent platform for child-inclusion, providing examples, anecdotes, scientific substantiation and evidence; all tangible proof that decisions become more sustainable when decision-makers weigh in the interests, opinions and ideas of children.



# 5 / But first: 2018

## Insight / Kids Council

The Kids Council movement is set to grow in 2018 as more and more organisations establish a Kids Council. Our material and tools will enable them to guarantee the quality of the implementation process. We will be making a start on the development of a digital platform for adults and children to use to hold a dialogue with each other and where all the available knowledge about child-inclusion will be shared.

A summary of what we will be doing in 2018:

### Movement growth

The Kids Council concept is taking root in a growing number of organisations of all kinds, as well as in local and provincial government, and leading sectors of business. This provides the basis for nationwide impact and visibility. We will continue to build on the belief in the concept that exists among school heads, teaching staff and the Kids Councils in schools. We are going to work to make Kids Councils a standard feature in every primary school in the Netherlands. This will teach children to think for themselves - from their unblinkered point of view - about improvements to the school, the curriculum and the local area. This way, we can put active citizenship into practice. The movement will

also grow as we actively seek to cooperate with other initiatives aimed at the inclusion of children.

### Developing tools

All those involved with the Kids Council concept, both children and adults, are taking part in a continuous learning process that is ultimately designed to enable them to operate independently. To support this process, we use a standard 3-year 'growth model' with our partners: demonstration, working together and working independently. In Year 1 of the partnership, we steer the organisations and schools through the process to make sure the cooperation with the Kids Councils works as smoothly as possible. In Year 2, it is a joint effort, but we provide support where necessary. In Year 3, the organisations and schools take on more of their own, independent responsibility for the process.

Bringing the worlds of children and decision-makers together requires care and expertise. Therefore, we are developing instruments to help organisations and schools to ask children for advice independently. For example, we are creating a digital platform where adults and children can engage in a dialogue with

each other. We are developing as an 'academy' and organising meetings to share knowledge, as well as training courses for dialogue leaders. We are also creating a child-inclusion toolkit, which will provide relevant knowledge and methods.

### Impact and research

We are going to measure the impact and benefits of the Kids Council movement. Greater clarity about its impact will heighten the credibility of the concept and, thus, the sense of urgency among decision-makers to embrace this approach. We can chart the impact by using the annual reports of organisations and their Kids Councils, scientific research, surveys, interviews and events. The second edition of the Kids Council Awards show will take place on 6 June 2018.







# Insight / Kids Council municipalities project

In 2018 we will continue to cooperate with five municipalities (Breda, Deventer, Groningen, The Hague and Leiden) that established a Kids Council in or after 2017. This is a pilot project in which children advise municipal councils on their policies to tackle poverty. During the pilot, each of the five cities is also investigating how its municipal council can best go about establishing its own Kids Council to come up with innovative solutions for social questions, such as poverty.

Our concrete plans for 2018 are the following:

## Developing the municipalities project

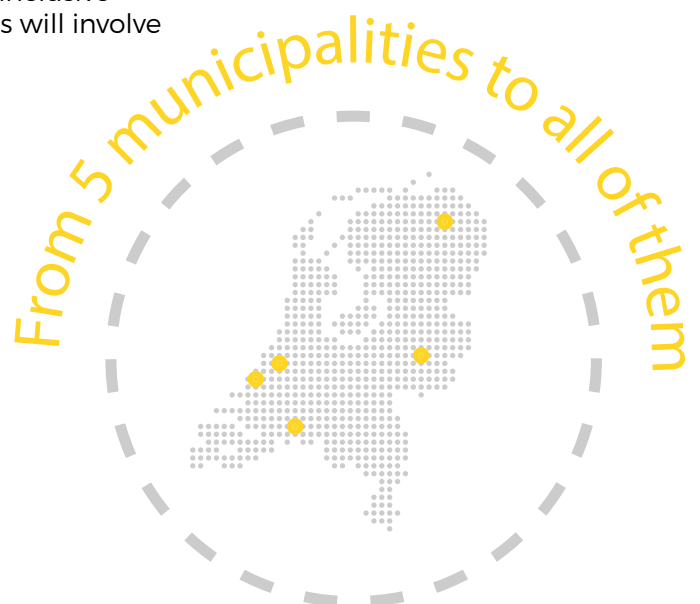
We will continue to develop the 'Kids Council municipalities project'. We will be finding out what form a Kids Council should have when working with a municipal council, which approach produces the most worthwhile results, and which networks could be a good choice as cooperative partners (such as DIVOSA, the association of social services managers, and the Association of Netherlands Municipalities). Around the date of the local municipal

elections, 21 March 2018, the Kids Councils will present their advice on combatting poverty to the municipal council executives in the five pilot cities. We are currently working to create a national network, with the aim of having a Kids Council in at least one municipality in each of the 12 provinces.

## Making the impact visible

We are going to measure and record the results and impact of the Kids Council municipalities project. We want to know what children and adults are learning from Kids Councils and how their cooperation is contributing to an inclusive society. This process will involve

studying all the individual Kids Council processes and working with scientists. We will collect the experiences and outcomes and using them to produce a toolkit. This will be much like the more general child-inclusion toolkit but tailored specifically to the local government project. The impact will be showcased through a specially-developed website, social media channels, publications and events. All the municipalities will take part in the Kids Council Awards show. Their entries for the awards will come in the form of a public annual report.



# Insight / the National Kids Council

During the first Kids Council Awards ceremony, on 22 July 2017 in the Concertgebouw in Amsterdam, the Kids Council community (both children and adults) came up with the idea of creating a National Kids Council.

The idea: put together a large group of children from across the Netherlands to provide structural advice to the new Dutch government, with the government committed to giving that advice serious consideration. It's an important step in our mission to make it the most normal thing in the world for children to have a say in decisions that will shape their lives now and in the future.

## Launching the National Kids Council

In 2018 we will join forces with children to think about the precise details of what the National Kids Council should look like. The National Council will, in any event, be an independent advisory body consisting of children, between 8 and 14 years old, from all parts of the Kingdom. Some 5000 children have already contacted us with ideas that they would like to advise the government about. Health, the climate and education are the top three issues.

The National Kids Council will probably take on its own dynamic but will work on the basic principles that already apply to the 'traditional' Kids Councils. The process will be designed to ensure that the recommendations are not simply ignored and that the children are always told why their advice is going to be followed, or not.



# Action / WaterSavers

The objective of WaterSavers (WaterSpaarders) is to save energy by reducing the average amount of time spent under the shower in the Netherlands from 9 to 5 minutes. In 2018 we will be working to make the WaterSavers movement even bigger. How do we plan to do this? By targeting the educational material not just at school groups (grades/years) 7/8, but also at groups 5/6, and by getting sports clubs to take part in WaterSavers.

## Movement growth

Our mission is to see the WaterSavers community grow to 600,000 people, with all of them taking shorter showers. This way, we aim to save around 5 billion litres of hot water a year. We will be doing this by expanding our educational materials for the

new school year (2018/2019) and getting 500 new classes involved. We are also establishing links with sports clubs. Together with the KNVB (Royal Dutch Football Association) we are encouraging 150 amateur football clubs and five Eredivisie (premier league) clubs to shower for a maximum of five minutes. We are continuing to add substance to this key partnership so that WaterSavers can increase support for sustainability within sports clubs.

## Measuring the impact

The results of WaterSavers are being publicised to show the entire country the benefits of taking shorter showers. We will be measuring the impact of the educational programme on awareness and behavioural change. We are also studying

whether we can measure the impact of WaterSavers on changes in behaviour, as well as the role of children as change agents for reduced energy use.

## Focussing on saving energy

A fifth WaterSavers Day is planned. On this day, we look back on and share the results of WaterSavers. We reach the various target groups through a series of communication channels, including social media campaigns, KidsReporters and WaterSavers ambassadors and our partnership with the KNVB.



minder warm water  
beter voor later



# Action / GoDo

The GoDo programme will be launched in 2018. It has been developed using the health-related recommendations issued by Kids Councils and will see us build further on the experiences gained with WaterSavers. GoDo will encourage families to lead healthier lives by eating healthier diets and to do more exercise and leisure activities. Just as with WaterSavers, children will be the change-agents.

## Launching GoDo

GoDo will start in 2018. A programme for schools is being developed, based on the successful aspects of the Ik Eet Het Beter and Kids Doen Mijn Eetexperiment programmes. We are also developing a digital platform for all families in the Netherlands. Children and their families will be able to take part in inspiring and challenging

activities so that they can develop a healthier lifestyle. This may include things like activities to get people eating more vegetables, drinking more water, doing more exercise or leisure activities.

## Making the impact visible

GoDo will be a movement, not a one-off campaign. GoDo's results and benefits will be published so that everyone in the Netherlands can see what positive behavioural change can achieve. Every step counts. We will be measuring the impact of the programme for schools and the activities in the fields of raising awareness and behavioural change. In that context, we will be linking the GoDo programme to health-related research in the Netherlands.

## Focussing on a healthy life

Together with all the children involved, we will be demonstrating that a healthier and happy life is really achievable if we make a sustained effort. With self-motivation and a sense of urgency, everybody – young and old – can act to make themselves feel better. We will be recording the experiences of children and families, publishing the results of research into the impact of GoDo, and working on the creation of an annual, nationwide 'communication moment' in the form of a National GoDo Day.



# Action / Evonturiers

Evonturiers (Edventurers) will also be launched in 2018. This is a national programme for schools, aimed at creating a broad change in behaviour in relation to saving energy. Children and their families will be encouraged to use different methods to save energy at home and in their neighbourhoods. Educational materials and concrete activities will be available to help them.

## Launching Evonturiers

Together with children and teaching staff, we are co-creating the Evonturiers programme for schools. This will involve 2000 classes; a total of some 60,000 children. We will launch the programme in 2018 by distributing educational material to all primary school classes.

We will monitor, evaluate and improve this by conducting research at the schools.

## Pilot in five districts

We will then look for five 'exemplary districts', where children in their role as change-agents have achieved demonstrable results and adults have joined the energy saving initiative.

## Measuring the impact

The Evonturiers website will be launched initially to support the educational materials but will be expanded at a later stage to provide an interactive platform for young and old, and for entire districts, and to showcase the impact of the Evonturiers programme.

## Focussing on energy saving

In addition to the educational material, we will develop an Evonturiers website and social media campaigns. Together with partners we will be organising a large-scale campaign about saving energy. During this campaign we will look back at the Evonturiers programme and share its results.



The logo for Evonturiers is written in a stylized, rounded font. The letters 'e' and 'v' are in a dark teal color, while the remaining letters 'o', 'n', 't', 'u', 'r', 'i', 'e', 'r', 's' are in a gradient of light green to yellow-orange.

# Developing innovative initiatives

We continue to develop innovative ideas to put child-inclusion into practice and make it tangible for the entire country. When developing an idea, we always start by analysing which problem it will help resolve, what it will require, and which parties could be involved to make it possible. We use this analysis to determine what role we might play in the next phase.

## Developing a child-inclusion index

A child-inclusion index is scheduled for development in 2018. Initially it will be used as part of the Kids Council Municipalities project. Children will be able to use this index to report how, in their eyes, the relevant municipal authorities and organisations are implementing their recommendations. It will also show what children and adults are learning from the Kids Councils and how they are contributing to an inclusive society.

## Developing a broad approach to climate issues

Missing Chapter is beginning to gain a reputation for being the organisation that creates

movements, in which children play a central role, that addresses social issues. WaterSavers is a model in this respect. We believe that climate issues require a broader movement. Here, too, the principle is that children should play the crucial role of change agents, taking their entire families along with them to bring about changes in behaviour.

We are going to increase our climate-related activities in 2018. This will be done in the following ways:

### **Children's Climate Summit**

Klimaatverbond Nederland (Netherlands Climate Alliance) and Missing Chapter are joining forces to organise this summit conference where children will be invited to share their ideas about the climate and tackling climate change. The best ideas will be presented in the form of a Children's Climate Manifesto to municipal authorities and provincial administrations in the Netherlands. Prior to and during the Summit, 50 Children's Climate Deals will be concluded between children and adults. We will work together to come up with solutions and to conclude deals that actually promote those solutions.

### **Sustainability Day**

On National Sustainability Day (Dag van de Duurzaamheid) we, together with Urgenda,

Duurzame Pabo, RVO and IVN, will be organising the annual story-reading event. Trainee teachers have written stories inspired by drawings made by children on a specific sustainability theme. The goal for 2018 is to have at least 5,000 adults read stories out loud to children so that they are introduced to a sustainability theme. After the readings, we will be talking about the issue with the children and raising their awareness.

### **B'tje**

Milieu Centraal, Missing Chapter and Enexis are joining forces to combat climate change and mobilise the Netherlands by means of establishing a national consumer programme, called B'tje, aimed at changing behaviour. Initially, this programme will be developed in-house by Missing Chapter. The ambition behind B'tje (a wordplay on beetje, the Dutch word for a 'little bit') is to make a contribution towards reducing CO2 emissions. For children, sustainability is a natural and logical part of life. They will be the driving force and movers behind this nationwide movement. Tools, including a programme of action and saving scheme, will allow families to save for (discounts on) environmentally-friendly purchases and sustainable investments at home or in their neighbourhoods. This will



enable us in the Netherlands to reduce greenhouse gas emissions in the fields of housing, food and transport. In essence, B'tje will be an alliance, involving multiple partners with their own expertise, areas of operation and unique connections with the programme's objectives.

publications on specific themes to strengthen and publish Missing Chapter's objectives. It will also hold the rights to the series of Mr Finney books.

By taking part in the foregoing initiatives, we and our partners are working to make a positive contribution to the reduction of CO2 emissions and to changing behaviour with respect to sustainability. The result is a broad Missing Chapter approach to climate issues, and one which supports the UN Sustainable Development Goals that target climate change.

## Research and publications

In 2018 we plan to investigate the possibility of establishing a small-scale publishing operation. This has been prompted by our positive experiences with, and the lessons learned from, the 2016 research publication 'Wij Denken Mee': Nederland en vluchtelingen door de ogen van kinderen en jongeren ('We Think Along': The Netherlands and refugees seen through the eyes of children and young people). A publishing arm could be used to develop research reports, books and special

# Creating broad support

Missing Chapter wants to provide a platform for child-inclusion. A sturdy, structural and proactive communications and media policy is essential to this. The aim is to provide a podium for children's ideas for a sustainable world and for the efforts in this field of organisations and schools. Our communications do not focus primarily on Missing Chapter's role in this, but on our objectives.

## Further professionalisation in communications

We started the year with a new logo and a new website at [www.missingchapter.org](http://www.missingchapter.org). Our other websites will also be updated during the year. We are developing a communication plan to create uniformity and an overlap in the tone and missions of all our initiatives: online (websites and social media) and in communications with the community, the media and in-house. Here, too, our partners play a key supporting role. To achieve all this, we will be expanding and strengthening our communications team in 2018.

## Showcasing the impact

Using our various communication channels, we use concrete results, research and anecdotal evidence to demonstrate what we are achieving. The new Missing Chapter website has plenty of space to showcase the concrete results of the programmes, KidsReporters' videos, interviews, contributions from the community and media items. Using publications, interviews and academic research, we will also be publishing more about the essential importance and practical benefits of child-inclusion.

## Encouraging behavioural change

We are using children's fresh approaches and ideas to encourage the whole of the Netherlands to make positive changes in behaviour. We are doing this primarily in the fields of climate, health and poverty. Communication is also a tool that can be used to forge new alliances and engage new partners to increase the impact of child-inclusion.

## Developing the KidsReporters platform

A KidsReporters platform will be created. Children across the country will take on the role of KidsReporters and interview decision-makers about various themes. They will also be responding to questions and statements from, and putting questions to, the public. They will share their experiences, suggestions and successes in vlogs and short videos.

# Investing in a strong and open organisation

The Statutes and the 'Code of Good Governance for Charities', drafted by the Wijffels Commission (2005), underpin our working methods, financial strategy and governance. Missing Chapter meets the requirements of the Dutch Code on Good Governance (Code Goed Bestuur voor Goede Doelen) and is an officially recognised charity (ANBI status). Although we have grown as an organisation in recent years, we retain our start-up mentality and flexibility. At the same time, however, we know that the work of creating a growing movement requires a credible, professional and value-driven organisation.

This is what we will be doing in 2018:

## Team expansion

Our team is expected to grow in 2018 to a total of 22 FTEs (from 14 FTEs at the end of 2017). We want to work with a diverse team of people with all kinds of backgrounds, ranging from strategy and design to marketing and communications. We also want to offer young people the possibility to do internships in our team. In the larger team, 18.72 FTEs will be involved directly in programme-related work, and 3.28 FTEs in finance, HR, communications and administration. The team is also assisted by several professionals who offer their services pro bono to help us in specific areas, including legal affairs and financial advice.

We will be investing in the team in 2018 by providing training and creative-development projects, including HR exchanges with partner organisations. We will also be focussing specific attention on our team in the Caribbean part of the Netherlands and in the countries where we are expanding our activities (currently France and Germany). We want to give them the opportunity to develop further and establish closer connections with the central team in The Hague.

## Developing our fund-raising strategy

Missing Chapter does not receive any structural government subsidies and is largely financed from private sources. The foundation's financial base will be expanded in 2018 with the help of a pro-active fund-raising strategy for:

- specific programmes and initiatives;
- innovation and the development of new initiatives;
- the organisation itself.

## Governance

Our management structure operates effectively and in accordance with the provisions laid down in the Missing Chapter Statutes and Administrative Regulations.

The members of our Supervisory Board, Bertil van Kaam (Chair), Matthijs Tellegen (Treasurer), Désirée van Gorp (General Member) are prominent figures

in their professional fields. They perform their work for Missing Chapter voluntarily and without reward. They are committed to social issues, highly supportive of the work carried out by Missing Chapter and they reflect the enterprising DNA of the organisation. They play an exceptionally constructive and critical role within the organisation.

The board of directors and management comprise: Marloes van der Have (Managing Director), Laurentien van Oranje (also founder of Missing Chapter) and Soler Berk (Director of Strategy and Innovation). The Supervisory Board acts as a sounding board for the directors. This is of immeasurable value when reviewing new concepts. The directors of Missing Chapter bear ultimate responsibility for determining its policy and for the day-to-day management and business operations. The Annual Plans and annual (financial) statements are published on the website.

In addition, we also have our own Kids Council, made up of pupils at the OG Heldringschool in The Hague. They keep us on our toes and ensure we also do what we recommend other organisations to do: not take ourselves too seriously, work together with others, have faith, dare to make mistakes, go for your goals but also dare to change your plans. They remind us constantly that we aren't here to serve ourselves and that we, too, only have a part of the solution.

[www.missingchapter.org](http://www.missingchapter.org)

