



INTERNATIONAL  
**STEP by STEP**  
ASSOCIATION



# ISSA ANNUAL REPORT 2019

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4 Strategic Goals	NEW STRATEGY 2019–2023 ISSA's Strategic Goals for 2019–2023 are a continuation of the previous strategic period, but with a sharper focus.	23 Member Organizations involved	PEER LEARNING ACTIVITIES Seven PLAs – a platform in which both sharing and learning occurs in a mutual and collaborative way among our members.
20 Years	ANNIVERSARY OF ISSA 2019 marked the 20th anniversary of ISSA	64 Participants	SPOTLIGHT ON FAMILY SUPPORT AND ENGAGEMENT Thematic meeting for ISSA Members and partners to discuss matters concerning parenting support and involvement.
5 New Member Organizations	ISSA COMMUNITY A growing learning community ending the year with 92 member organizations from 43 countries.	400 participants	ISSA CONFERENCE Nurturing early childhood science, policy and practice across countries.
		11 National Networks	REYN INITIATIVE Joining forces towards more inclusion and equity for Roma families and children.
		50 Participants	GLOBAL MEETING Cross-country learning among policy makers from 9 countries in order to influence the global agenda for the development of the early childhood workforce.

2 Publications	INTESYS Influencing policy and practice to enable integrated early childhood systems.	13 Publications	ISSA PUBLICATIONS Knowledge resources released and disseminated by ISSA in 2019.
Needs Assessment Tool and 6 Country Briefs	EARLY CHILDHOOD WORKFORCE INITIATIVE Bridging the gaps in policy and practice to support the development of a quality workforce on a large scale.	23 Cities	PRIMOKIZ APPROACH Scaling up a coordinated and comprehensive early childhood policy at the local level.
Pop-up Museum and 3 Knowledge resources	TOY FOR INCLUSION Involving – equally and responsibly – all generations and members of the community to ensure the well-being of young children.		
23 Languages	INCREASING ACCESS TO EARLY CHILDHOOD RESOURCES <i>Creating Child-Centered Classrooms</i> – a book and articles from <i>Early Childhood Matters</i> , made more accessible to practitioners across Europe and Central Asia.		

- Milestones
- Membership
- Empower and facilitate learning
- Create and share knowledge
- Pilot new approaches



**Elena Misik**  
ISSA Board President, 2017-2019



**Liana Ghent**  
ISSA Executive Director

The year 2019 marks an important milestone for ISSA, when we celebrated our 20th anniversary and the beginning of a new strategic period for the next five years. Both greatly reinforce our commitment to improving the well-being of children and their families and to supporting early childhood professionals.

We look back on an inspiring year in which we focused on facilitating learning across countries, piloting new approaches, and sharing promising practices and lessons learned in relation to early childhood programs and policies from within and beyond our Network.

In 2019, ISSA emphasized the power of bridging knowledge and connecting experiences across countries and organizations. We hosted and co-organized various international and national meetings, workshops, and events.

ISSA Members organized seven Peer Learning Activities co-funded by the Association and contributed to the success of ISSA's 2019 Conference and the Thematic Meeting on Parenting in Slovenia. The ISSA Secretariat facilitated capacity-building activities and training sessions in Europe, Central Asia and other parts of the world.

One of the highlights of the year was the ISSA Conference, held in our hometown of Leiden. It celebrated our anniversary and also the 25th anniversary of the Open Society Foundations' Step by Step Program, on which ISSA continues to build. We brought together professionals working in various sectors from across the globe. It is through this connection, among national and international peers, that we can jointly influence the narratives around early childhood

policy and practice and improve the work of each and every person and organization in our Network.

At the time of writing our remarks for 2019, the entire world has been affected by the COVID-19 crisis. We feel privileged to have been able to swiftly adapt and provide support to members during this period. In the meantime, we continue our efforts to create member-driven opportunities to learn and develop professionally through the recently launched Joint Learning Labs.

Although we are moving most (if not all) of our activities online in 2020, we remain committed to supporting learning among members and beyond, and to facilitating the creation and sharing of new knowledge that will benefit young children and their families.



*The International Step by Step Association (ISSA) is an international learning community powered by the leading early childhood experts in Europe and Central Asia.*

*We unite and support professionals and partners to deliver high-quality early years services equitably. We challenge existing knowledge and practice and co-construct new approaches and models.*

*ISSA's vision is a society where all families, communities and professionals work together to empower each child to reach their unique full potential and embrace values of social justice and equity.*

*Established in 1999, ISSA's office is located in Leiden in the Netherlands.*

## STRATEGY 2019–2023

ISSA began 2019 with the launch of its new strategic direction for the following five years (2019–2023). This new strategy builds on the previous strategic period, in which ISSA made a shift towards a double positioning: to be a platform for members' learning and cooperation and the co-creation of knowledge; and at the same time to be a valuable contributor to and a key player in the early childhood field.

With the belief that working in one area reinforces the other, within this major shift in focus, ISSA will follow the same strategic direction, seeking a mutually beneficial balance between the two-fold positioning.

ISSA's Strategic Goals for 2019–2023 are a continuation of the previous strategic period, but with a sharper set of focus points:

1. to elevate awareness of the importance of Early Childhood Development;
2. to promote a high-quality, diverse workforce in services for children from birth to 10 years of age;
3. to strengthen early childhood systems to provide quality, equitable and integrated services for all young children and their families;
4. to leverage the strengths of our growing network to contribute to the early childhood field with innovative approaches, noteworthy practice and cross-country learning.



ISSA is an association that functions as a platform for professionals and organizations working in the field of early childhood development. Our membership includes a range of organizations representing the wide diversity in the early childhood field: from NGOs, professional associations and academic institutions to public bodies and international organizations. Our members are based in 43 countries, most of which are in Europe and Central Asia.

In 2019, ISSA welcomed five new organizations to the network,

ending the year with 92 member organizations. As a growing learning community, we continue to strengthen the connections among our members and keep abreast of recent advancements in early childhood development. Through professional development opportunities, Peer Learning Activities and the facilitation of partnerships among members on joint projects, ISSA has been able to support member organizations in their efforts to contribute to better early childhood systems in their countries.

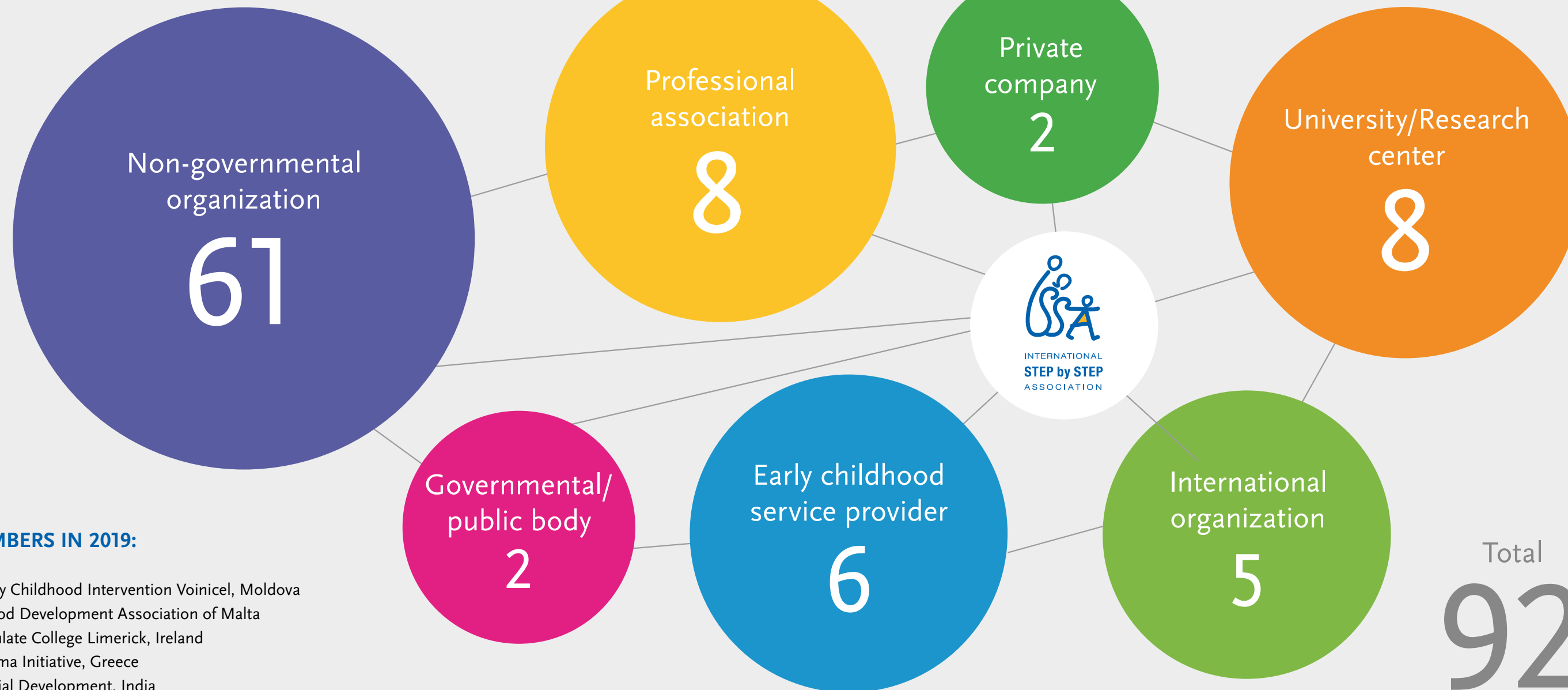
### ISSA MEMBERSHIP BASE AT THE END OF 2019

	Countries	Members
European Union	20	50
Rest of Europe and Central Asia	18	37
Other parts of the world	5	5
Total	43	92

### GLOBAL FOOTPRINT OF ISSA MEMBERS



## MEMBERSHIP DIVERSITY



## NEW MEMBERS IN 2019:

Centre of Early Childhood Intervention Voinicel, Moldova  
 Early Childhood Development Association of Malta  
 Mary Immaculate College Limerick, Ireland  
 Refugee Trauma Initiative, Greece  
 Youth for Social Development, India

MEMBER-DRIVEN LEARNING: AT THE CORE OF OUR GROWING NETWORK

Peer Learning Activities

Recognizing the powerful knowledge that resides within its diverse membership, both in context and background, ISSA facilitates and co-funds the exchange of knowledge through Peer-Learning Activities (PLAs). ISSA has a long experience in supporting cross-country activities among members,

and since 2016 these have been facilitated through Peer-Learning Activities, as a platform upon which both sharing and learning occurs in a mutual and collaborative way. In 2019, representatives from 12 countries participated in 7 Peer-Learning Activities, in which a wide range of topics were addressed: from inspiring practices on how

to provide better care to children with special needs, to fruitful debates on the role of the teaching assistant and the tools to advocate for their recognition within the national education system. For more detailed information, read or download information at [Peer Learning Activities Overview 2019](#)



PEER LEARNING ACTIVITIES OVERVIEW 2016-2019	
Number of PLAs	37
Member organizations involved	59
Number of countries	27
4-year investment*	EUR 250,000
Number of participants	1,370
Representatives of ISSA Member organizations	270
Children and parents	520
Early childhood professionals	380
NGOs representatives, including Roma NGOs	170
Ministry and government representatives	30
Content areas covered	
Strengthening professionalism of staff	39
Quality improvement	20
Diversity and inclusion	18
Parenting programs	5
Influencing policies and systems	5

*\*The Peer Learning Activities are financially supported by ISSA with almost equal financial or in-kind contributions from its Members.*

PEER LEARNING ACTIVITIES OVERVIEW 2019	
Number of PLAs	7
Member organizations involved	23
Number of countries	12
Investment*	EUR 56,000
Number of participants	191



Peer Learning Activity session in Ukraine.



### Spotlight on family support and engagement

ISSA hosted a thematic meeting for ISSA Members and Partners on how to build supportive, meaningful and trustful relationships between families, communities, and services for families and young children. The event was co-hosted with ISSA members in Slovenia: the Education Research Institute-Step by Step Center for Quality in Education and the Association Mala ulica – Center for Children and Families in Ljubljana.

In November 2019, more than 60 participants representing 30 organizations from all over Europe came together to discuss parenting and child development and learning. In a rapidly changing world, the roles of families are becoming more complex and the support they used to have from non-virtual social networks or extended families has been weakening. Nonetheless, positive parenting is still one of the most decisive factors for the healthy

development of every child. In two different panel sessions, participants were invited, on one hand, to discuss the challenges and promising practices in relation to engaging parents in a shared power model of education. On the other, they were asked to reflect on the role of parents as influencers, thinking of new ways to advocate and influence Early Childhood Education and Care (ECEC) policy development and practice. During the two-day meeting, the most up-to-date resources centered on family support and engagement were shared and site-visits were organized. The meeting provided a valuable platform for members from 23 different countries to exchange their views on strategies and approaches for attracting and involving families in mutual partnerships, which are essential for ensuring a healthy environment that nurtures children's development and well-being from birth to 8 years of age.

*"This kind of event gives me energy to continue my efforts for the best chances for children and their families."*

**Nele Travers,**  
EXPOO Expertisecentrum  
Opvoedingsondersteuning  
Opgroeien



Participants at ISSA thematic meeting on Parenting, child development and learning. Ljubljana, Slovenia

30 ISSA MEMBERS AND  
PARTNER ORGANIZATIONS

64 PARTICIPANTS

23 COUNTRIES

A PLATFORM FOR LEARNING ACROSS COUNTRIES

ISSA Conference 2019: nurturing the science, policy and practice of early childhood across countries

The 2019 edition focused on the theme of *Nurturing Environments for Young Children and their Families*. The Dutch city of Leiden, home to ISSA’s headquarters, provided the perfect setting for another enriching, vibrant and successful ISSA conference.

In June 2019, researchers, practitioners, policy makers, parents, NGOs and international agencies came together to learn about the state-of-the-art scientific knowledge and successful early childhood practices, in a field that is no longer “business as usual” as one of the speakers

put it. Throughout 100 concurrent sessions and nine interactive pre-conference workshops, participants were able to discuss how to better support children in their development in the various settings in which they live, play, grow and learn. The program included four keynote presentations from: Prof. dr. Paul Leseman, Head of Department of Social and Behavioral Science at Utrecht University; Dr. Sarah Klaus, Director of the Early Childhood Program at the Open Society Foundations; Michael Feigelson, Executive Director of the Bernard van Leer Foundation; and a special

address from Princess Laurentien of the Netherlands. The conference also hosted the launch of the 2019 edition of *Early Childhood Matters*, the journal of the Bernard van Leer Foundation. Its guest-editor, the internationally acclaimed early childhood expert, Joan Lombardi, moderated a panel discussion featuring authors of some of the publication’s articles.

This year marked the 20th anniversary of ISSA as well as the 25th anniversary of the Step by Step program, the flagship early childhood education program of the Open Society Foundations. Fifteen site visits to centers in Leiden rounded up this celebratory 2019 ISSA Conference.

400 PARTICIPANTS

61 COUNTRIES

9 INTER-ACTIVE  
PRE-CONFERENCE WORKSHOPS

4 KEYNOTE SPEAKERS

100 CONCURRENT SESSIONS

15 SITE VISITS



ISSA Conference 2019 - Opening session, Special address from H. R. H. Princess Laurentien of the Netherlands. Leiden, the Netherlands



Through its initiatives, ISSA contributes to strengthening the awareness, know-how, and the learning of quality, equitable and integrated provision so that each young child and their family can enjoy the right to respectful and responsive environments and services.

**Influencing policy making:** As a Regional Network, ISSA joins alliances and contributes to regional and country initiatives aimed at increasing awareness of the importance of early childhood development (ECD), as well as advocating for a stronger political drive for higher investment in services for young children and their families.

**Supporting early childhood workforce development:** Through its initiatives, ISSA also focuses on empowering and supporting those who work with young children: professionals and paraprofessionals working in various sectors, including education, health or social protection.

**Reaching the most vulnerable children:** Through its work, ISSA promotes the progressive universalism model, which encourages universal provision with additional services for those in need of a specific approach and support. By ensuring universal provision, all children benefit. By offering additional services, the most disadvantaged, most vulnerable, or those most at risk receive the support they need.

## INFLUENCING POLICY MAKING

### INTESYS: Influencing policy and practice to enable integration in early childhood systems

An acronym for Integrated Systems, this is a 3-year project aimed at tackling inequality in accessing and benefiting of early childhood services in Europe, through enhanced collaboration and coordination among professionals from different sectors and levels of governance.

Co-funded by the European Commission's Erasmus+ Programme and managed by the King Baudouin Foundation, the INTESYS project has contributed to the early childhood field with two innovative

resources: a Reference Framework for Integration in Early Childhood Systems (articulating values, key factors and quality practices in supporting integration) and the [INTESYS Toolkit](#) (a practical guide for facilitating the process of strengthening collaboration and coordination). Both resources stemmed from an extended literature review and the learnings from four piloting interventions developed in Belgium, Italy, Portugal, and Slovenia. ISSA led on the development of both resources,

as well as on developing the 17 policy recommendations based on the lessons learned from the pilots presented during the conference Strengthening Integration within Early Childhood Systems – why and how? The event held in April 2019 brought together all seven partners involved in the project alongside European and national policy makers and program implementers to discuss ways of further strengthening the collaboration and coordination between early childhood services. Two panels provided insight into the critical changes needed at the local, national and European levels in order to enable integration across sectors, services and levels of governance.



INTESYS closing conference. Brussels, Belgium



INTESYS

### Primokiz: Coordinated and comprehensive early childhood policy at the local level

The Jacobs Foundation has partnered with ISSA by granting the license on the successful Primokiz approach, aimed at supporting cities, cantons and counties to develop comprehensive and integrated early childhood strategies.

The Primokiz approach connects early childhood services, administrative entities, political and private actors around a coordinated and strategic thinking regarding early childhood, highlighting the fact that it represents a transversal issue for which education, social services, health sectors and all community actors are jointly responsible. Within this new

partnership, ISSA has started the implementation of the approach in Romania, together with the Step by Step Center for Education and Professional Development and UNICEF in Romania. The four-year initiative, called *Romania Grows with You*, aims to place early years high on the agenda in the country, while making the case for the importance of high-quality services for children since birth. Since its initiation in early 2019, the initiative has involved 22 municipalities from two counties (Brasov and Bacau) and one district in Bucharest, with the aim of enhancing the approach with other resources developed in the ISSA network. Reports

have been collected from all 22 sites, cross-sectorally analyzing the needs of the communities for coordinated early childhood services, and these will feed into developing local comprehensive strategies across age groups of children and across sectors. At the end of 2019, also with funding from the Jacobs Foundation, ISSA joined forces with the Education Research Institute – Step by Step Center for Quality in Education to implement the three-year *Slovenia Grows with You* initiative and expand the learning community around the Primokiz approach and local municipalities' agency in regards to shaping better coordinated services for the youngest children and their families.



Training in *Romania Grows with You* project. Bucharest, Romania



## Connecting quality workforce efforts on a worldwide scale

**The Global Early Childhood Workforce Meeting in 2019 brought together delegations from 9 countries in Washington D.C. to discuss their workforce priorities and efforts, serving as a valuable platform for peer learning at cross-country and worldwide levels.**

More than 50 participants from Bulgaria, Ethiopia, Ghana, India, Kazakhstan, Kenya, Peru, Philippines, and Sri Lanka came together in this two-day meeting organized by the Early Childhood Workforce Initiative. On one hand,

the aim of the meeting was to identify means of collaboration and share insights from the use and further adaptation of the Home Visiting Workforce Needs Assessment Tool, already used in Bulgaria and Kenya. A representative from Kenya declared: “the meeting helped us rethink how we can upgrade and make sure our home visitors deliver a quality service while supporting them more”. In addition, the meeting aimed at building a shared understanding of the key issues, challenges, and solutions across countries/sectors regarding

the early childhood workforce (with various roles, not only home visitors) to lay the foundations for an action-oriented community focusing on early childhood workforce issues. According to one participant: “the meeting enabled our team to identify areas of improvement by learning from what other countries are doing.” The Early Childhood Workforce Initiative, co-hosted by ISSA and Results for Development (R4D), is a global, multi-sectoral effort to produce new knowledge and equip decision makers with the tools and resources needed to support the development of a quality workforce on a large scale.



EARLY  
CHILDHOOD  
WORKFORCE  
INITIATIVE



Group activity during the Global Early Childhood Workforce Meeting. Washington D.C, USA

## SUPPORTING THE EARLY CHILDHOOD WORKFORCE DEVELOPMENT

### A tool to support the needs of the home-visiting workforce

**Launched in 2019, the Home Visiting Workforce Needs Assessment Tool seeks to assist ministries and government agencies in their efforts to support personnel who deliver home-visiting programs for pregnant mothers and caregivers with children under the age of three.**

The Home Visiting Workforce Needs Assessment Tool was developed by ISSA and R4D in response to the growing interest for resources to support the design and implementation of parenting programs. After preparing the conceptual framework and identifying the areas of focus, and with the support of Dr. Jon Korfmacher, a recognized expert on home-visiting programs, two countries were selected for the pilot phase: Kenya (Siaya County) and Bulgaria.

To support the piloting of the tool, ISSA and R4D worked with country leaders to understand their needs, priorities, and current planning processes related to the home-visiting workforce. The pilot phase culminated with a two-day tailored and participatory workshop with the participation of a range of stakeholders (including home visitors, supervisors, health officials, civil society partners, and National Ministry officials). According to one of the participants of the Global Early Childhood Workforce Meeting: “the tool is really impressive because it can easily be adapted to the existing national tools and it pinpoints exactly where the gaps in our system are. I will certainly take this back home with me and try to implement it in Ethiopia.”



## Creating Child-Centered Classrooms for the 21st century

**In 2019, the well-known Open Society Foundations (OSF) publication, *Creating Child-Centered Classrooms*, was revised and updated by OSF with input from ISSA, and made more accessible to practitioners across Europe and Central Asia.**

The new version of the *Creating Child-Centered Classrooms* methodology not only provides support to the programmatic work of ISSA Members, but also strengthens their reputation as providers of innovative quality educational services, including the use of the Step by Step Approach. These comprehensive guidelines are

highly valued by experienced experts, who for many years have been promoting quality, equity and democratic values in the development of young children within the Step by Step program. Along with its current update, the book is also now accessible to more practitioners. With financial support from OSF, ISSA has awarded small grants to more than 20 organizations from the network, to support their efforts in translating and disseminating the book into 23 languages: Albanian, Armenian, Azeri, Bosnian, Croatian, Czech, Estonian, French, Kazakh, Hungarian, Kyrgyz, Latvian, Lithuanian, Macedonian, Montenegrin, Mongolian,

Romanian, Russian, Serbian, Slovenian, Slovakian, Tadjik, and Ukrainian. Through the dissemination of the methodology, members have been reaching out to key players in their countries, and creative approaches have been applied. A good example of this is the Latvian ISSA Member, the Center for Educational Initiatives, thanks to whom there is a plan to introduce the methodology into the current national education reform.





## Early Childhood Matters: many languages, one goal

ISSA has invited ISSA Members to select and translate into their language the most relevant articles from the 2019 edition of *Early Childhood Matters* for their contexts and field of work. A total of 21 articles have been translated into eight languages.

Within the ongoing effort of offering high-quality and up-to-date resources and knowledge while bringing together audiences from different contexts to discuss issues and grow professionally, ISSA has embarked on a new adventure: translating and disseminating a selection of articles from the Bernard van Leer Foundation journal *Early Childhood Matters*, with funding from the foundation

for leveraging ISSA's network advantage. Members from Armenia, Bulgaria, Croatia, Hungary, Romania, Turkey, and Ukraine have translated a selection of articles, disseminating them through their online and offline platforms in innovative ways. In Croatia, Romania and Turkey, hard copies were distributed among the local authorities responsible for early childhood education. In Hungary, the organization produced videoclips of each article in which a famous actor read them in Hungarian, an innovative approach that caught the attention of thousands of viewers. A bigger impact was possible when the sharing of hard copies was followed by in-person discussions, which led

to calls for action (as in Bulgaria, where meetings were held in cities across the country, to counteract the tendency for most events to be hosted in the capital). All the organizations took the opportunity to address professionals, facilitators and local coordinators with specific state-of-the-art knowledge that will have a positive impact in their daily work with parents and children. An example of this are the specific articles on the Primokiz approach which were distributed within the Romania Grows with You project, which, according to ISSA Member Step by Step Center for Education and Professional Development, "are key to enlisting the support of the local public authorities for the implementation of these ECEC best practices."



Early Childhood Matters articles in Armenian, Bulgarian, Croatian and Romanian.



## REACHING THE MOST VULNERABLE CHILDREN

### Joining forces towards more inclusion and equity for Roma children and families

Eleven National REYNs participated this year in the network's annual meeting organized in Zagreb, Croatia. The event represented the start of a new joint project proposal to work together towards more inclusion and equity for Roma families and children.

Roma communities across Europe still experience a low quality of early childhood services, a lack of parental empowerment for the early childhood development of their children and very poor recognition of Roma professionals working in this field. This is what Roma and

non-Roma professionals echoed at the annual meeting of the [Romani Early Years Network](#) (REYN) in Zagreb.

Working together on the sustainability of the REYN Initiative and its community, all REYN members have renewed commitments to the initiative's sense of belonging and professionalism, as well as to its positioning in national and international key arenas.

Following this event, the International REYN hosted by ISSA, and National REYNs hosted by 11 organizations in Europe, have engaged in a joint advocacy action

aimed at addressing the critical issue of having more diversity in the ECD workforce – especially with regards to increasing the number of Roma professionals and allowing them more recognition. Twelve infographics, depicting successful paths to the professionalization of Roma ECD practitioners in 11 countries, have been designed and will be released in summer 2020.

Moreover, in support of the joint advocacy action, ISSA organized a REYN applied advocacy workshop in the city of Ghent in 2020. This was done in partnership with VBJK, the hosting organization of REYN Belgium. All 11 National REYNs participated.



Romani Early Years Network (REYN) meeting in Zagreb, Croatia



### TOY for Inclusion: Toys to Share, Play to Care

**Coordinated by ISSA Member International Child Development Initiatives (ICDI), the project TOY for Inclusion – Toys to Share, Play to Care, aims to support the integration of vulnerable children, families and the older generations in their communities through non-formal services.**

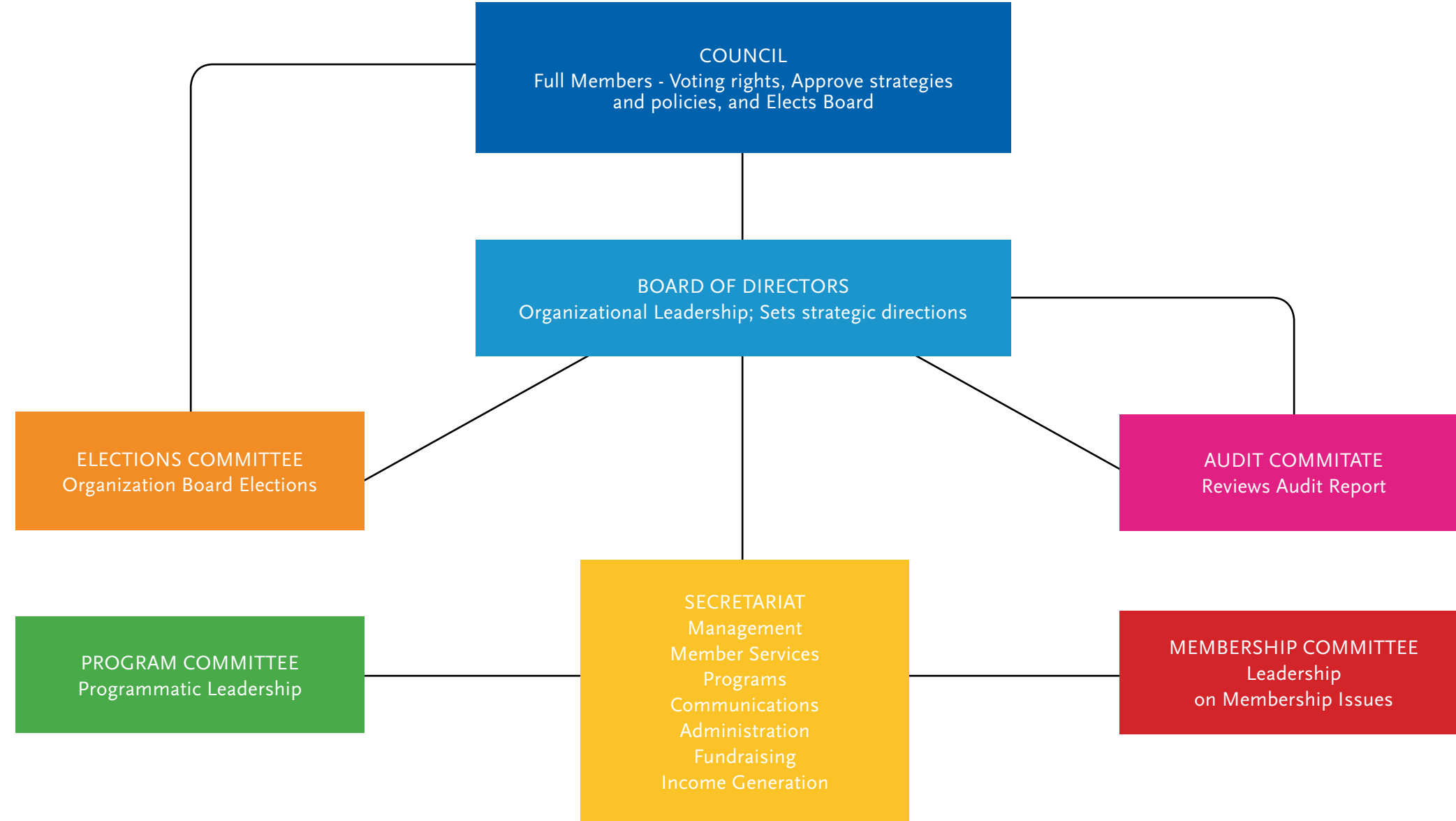
ISSA has partnered with ICDI in the dissemination and advocacy of the project among its network and REYN, a collaboration that has delivered fruitful results in 2019. Built on the idea that all generations and members of the community are responsible and equally involved in the well-being of young children,

the TOY project reaches the most vulnerable communities in different ways, from early childhood education and care spaces named Play Hubs, to the production of knowledge resources for training and advocacy. In 2019, ISSA produced a Pop-Up Museum, an interactive installation that features portraits and stories of vulnerable young children in order to promote their holistic development. The installation will be displayed in several international events organized in the European Parliament and the Committee of the Regions in Brussels. These stories represent children attending the Play Hubs, currently established and

piloted in nine countries: Belgium, Croatia, Hungary, Italy, Latvia, the Netherlands, Slovakia, Slovenia, and Turkey. In these spaces, relationships between vulnerable and non-vulnerable young children and their families as well as intergenerational activities can develop seamlessly. Alongside the consortium, ISSA and ICDI produced the TOY for Inclusion, Voices of Children booklet, which shares stories told by the children attending the TOY Play Hubs. ISSA also designed a ‘project results’ leaflet and produced a video, both of which will be available in each country’s language as advocacy tools.



TOY for Inclusion - Play Hub, Turkey







**Elena Misik, MA**  
President  
Program Manager at Step  
By Step Foundation for  
Education and Cultural  
Initiatives, Macedonia



**Henriette Heimgaertner, MA**  
Board Treasurer  
Co-founder & Managing  
Director of the Berlin  
Early Childhood  
Institute for Quality  
Development, Germany



**Jeroen Aarssen, Phd.**  
Board Secretary  
Early Childhood  
Education and Care  
Advisor, AllesindeWind,  
the Netherlands



**Jan van Ravens, M.Phil**  
Board Member  
until June 2019  
Policy Consultant in  
the Early Childhood  
Development (ECD)  
field for low and middle  
income countries,  
the Netherlands



**Dr. Sarah Klaus**  
Board Member  
Director of the Early  
Childhood Program  
at the Open Society  
Foundations (OSF),  
UK



**Liana Ghent**  
Non-voting Board  
Member  
Executive Director, ISSA



**Vesna Bajsanski-Agic**  
Board Member  
Executive Director of  
the Mozaik Foundation,  
Bosnia and Herzegovina



**Dr. Cornelia Cincilei, Phd.**  
Board Member  
Director, Step by Step  
Educational Program  
Moldova



**Leslie Falconer, MS**  
Board Member  
President and CEO of  
the Experience Early  
Learning Co., and the  
co-founder and trustee of  
the Alabaster Fund, USA



**Liana Ghent**  
Executive Director



**Dr. Mihaela Ionescu**  
Program Director



**Winnifred Sanders**  
Finance Manager



**Zorica Trikić**  
Senior Program Manager



**Dr. Konstantina Rentzou**  
Senior Program Manager



**Stanislav Daniel**  
until January 2019  
Program Manager,  
REYN Coordinator



**Francesca Colombo**  
Senior Program  
Officer REYN



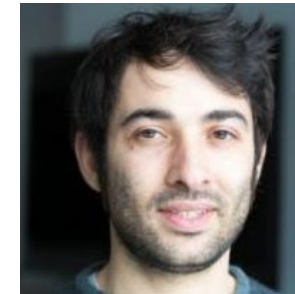
**Aljosa Rudas**  
Program Officer REYN



**Eva Izsak**  
Membership Officer



**Jolanda Clement**  
until May 2019  
Senior Marketing and  
Communications Officer



**Federico Lanzo**  
Communications and  
Campaigns Officer



**Emily Henry**  
Communications and  
Campaign Officer



**Ning Alfrink**  
Finance Officer  
& Office Coordinator



**Olesya Kravchuk**  
Communications Officer



**Anna Joostensz**  
Project & Operations  
Support Officer

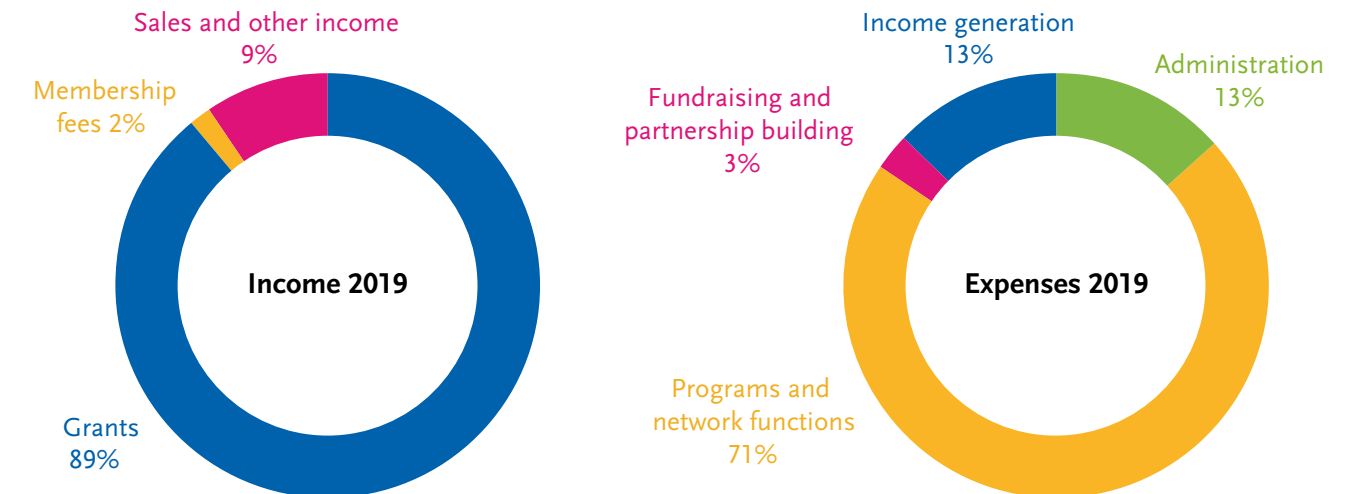


## 2019 Financial Statement (EUR)

Our finances are kept by a certified accountant and audited by an independent external auditor. The balance sheet and the income statement are derived from the audited annual report.

ASSETS	2019	2018
Fixed assets	10 644	9 053
Grants receivable	2 124 116	1 292 122
Other receivables	84 676	106 216
Debtors	20 065	11 021
Liquid funds	287 306	432 519
<b>Total</b>	<b>2 526 807</b>	<b>1 850 931</b>

EQUITY AND LIABILITIES	2019	2018
Association capital reserve	182 569	179 877
Deferred revenue	2 239 166	1 587 948
Taxes payable	40 523	35 709
Creditors and accrued expenses	64 549	47 397
<b>Total</b>	<b>2 526 807</b>	<b>1 850 931</b>



INCOME AND EXPENSES	2019	2018
Grants	1 425 243	952 422
Membership fees	28 619	26 088
Sales and other income	148 098	79 684
<b>Total income</b>	<b>1 601 960</b>	<b>1 058 194</b>
Administration	215 763	202 636
Programs and network functions	1 142 417	752 463
Fundraising and partnership building	43 082	15 257
Income generation*	203 529	94 812
<b>Total expenditure</b>	<b>1 604 791</b>	<b>1 065 168</b>
<b>Net operating income</b>	<b>-2 831</b>	<b>-6 974</b>
Interest Income	-	1 145
Exchange differences	5 523	27 061
<b>Net Result</b>	<b>2 692</b>	<b>21 232</b>

\* Includes expenses from Conference grants

# SUPPORTERS

We would like to thank our supporters, central to making our work possible throughout 2019.



**ISSA International**

**Step by Step Association**

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