



Dear reader,

Thank you for taking interest in the story of dance4life. You're about to read about our wonderful journey through 2015.

When I look back at 2015 one memory really stands out for me. During' Unplugged', the storytelling event we organize every year, 5 young people from all over the world shared their amazing story of change. One of these stories really touched my heart. This was the story of Valery Mak, a 28 year old girl from Almere, the Netherlands. She told us that when she was a teenager it was really hard for her to be part of the system. That for various reasons she just didn't fit in and seemed destined to become a failure. Then a social worker asked her a life changing question. 4 simple words; "What do you want?" This seemingly ordinary question turned her whole world upside down. "I had always been told what to do, how to behave and how other people wanted me to be. Never before had it even mattered what I wanted with my life". She told us how this one question triggered her to become the leader of her own life. She started her own foundation focusing on talent development for young people and is very successful at it. For me this story resonates with the core of dance4life.

We believe all young people have the ability to be leaders of their lives and be change makers of the world. Our programs focus on unlocking that leadership potential and empowering youth to bring an end to AIDS, unplanned pregnancies and sexual violence. And unfortunately we are still badly needed. In many countries young people are still not getting the sexuality education they need and are entitled to, they can't talk about sex and are being forgotten by policy makers. But fortunately, all over the world, young people can and are willing to make a difference.

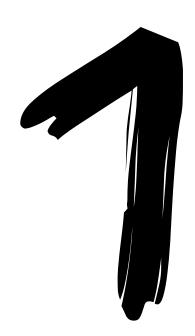
With all this in mind, it make me then even more proud to say that in 2015, together with our national concept owners in 18 countries, dance4life was able to reach almost 2,000,000 young people. Not only giving them the information and skills they need to protect themselves, but also motivating them to involve their peers and truly create change in their communities. Together with these young people and our local partners we also directed our efforts towards national and international policy makers. Ensuring the creation of a youth-friendly environment, without which change simply won't be sustainable.

Eveline Aendekerk
Executive director

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2015 in a nutshell

what's going on in the world

35% OF WOMEN HAVE BEEN VICTIMS OF SEXUAL VIOLENCE AIDS IS THE #1 CAUSE OF DEATH AMONG YOUNG PEOPLE IN AFRICA



1 IN 7 GIRLS IN DEVELOPING COUNTRIES ARE MARRIED BEFORE THE AGE OF 15



COMPLICATIONS RELATED TO PREGNANCY AND CHILDBIRTH ARE THE SECOND CAUSE OF DEATH AMONG GIRLS BETWEEN 15 AND 19

How is dance4life changing this?

It's dance4life's mission to empower young people to bring an end to AIDS, unplanned pregnancies and sexual violence. We do this by educating and involving young people – by using the power of music and dance. We provide them with the knowledge, skills and confidence to make safe sexual choices. We empower them to make a visible difference in their environment by advocating for their rights towards parents, teachers and governments.



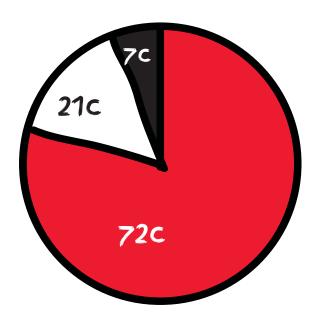
what did we achieve in 2015?

2015 was a year of growth, less so in numbers, but more so in terms of quality and impact. We reached a total of 183,000 young people in 19 countries through our programs and almost 95,000 young people became agents4change, making a significant change in their community. The total number of agents4change since dance4life started in 2004 is now over 815,000. Most of all we are very proud to say that our total reach is now over 2 million young people! We made significant impact on these young people's knowledge, attitudes, behavior and skills with regard to HIV, AIDS and sexuality.

'dance4life taught me how to interact with others and speak in public. I have learned so many new things that have helped me build self-confidence and belief in the future.' -Joshua, Ghana

who's involved?

Working as a social franchise, our programs are developed and implemented on the ground by our local partners in 18 countries. They are supported by 28 employees (24,1 fte) working in our central office in the Netherlands.



who makes our work possible?

Thanks to the support of the Dutch Ministry of Foreign Affairs, the Dutch Postcode Lottery, our ambassadors, friends4life, corporate partners, and donors (see appendix III – Partners) our income grew to €4,5 million. An increase of 9% compared to 2014. And this is how we spend every euro:



72 cents:
Our mission:
a world with
empowered youth
and without AIDS,
unplanned
pregnancies and
sexual violence.



21 cents: Fundraising



7 cents:
Organization





2.1 Our mission

It's dance4life's mission to empower young people to bring an end to AIDS, unplanned pregnancies and sexual violence. We do this by educating and involving young people. Providing them with knowledge, skills and confidence to promote safe sexual choices.

We are a non-profit that believes in the power of an attractive brand to create impact. We use the universal language of dance and the positive energy of music to connect with young people as equals: we're in it together. Everything we do is done by young people for young people.

Together with our peer educators, dance4life mobilizes hundreds of thousands of young people every year to join us and take a leadership role in their societies. We call them agents4change: young leaders that make a difference in their community and that shape the future of their generation through positive behavior change. dance4life has built a global community of agents4change that is helping us to spread our message across the world.

2.2 Our vision

We envision a world in which all young people can be sexually healthy. A world in which young people are able to make informed decisions. We support the building of societies that enable young people to protect themselves from disease and abuse.

By releasing their leadership potential, dance4life stimulates young people to become part of the solution. Together, we help societies acknowledge the need to invest in a healthy future and remind them that the voices of young people need to be heard. We believe that sexual and reproductive health is a right for all young people. Wherever in the world they may live.

agents4change: all young people who are motivated through the dance4life program of dance4life to take positive action, to make a difference in their community.

2.3 Why we do it: the urgency

Unprotected sex is one of the largest health risks for young people globally. In many countries, sexuality education is limited or non-existent and young people do not have access to condoms, contraceptive methods and health care services such as testing. The lack of sexual rights and limited or no information on SRHR lead to HIV infections, teen pregnancies and child marriages.

Although significant progress has been made and the number of new HIV infections continues to decline, most efforts have failed to specifically address the explicit needs of young people.

AIDS IS THE #1 CAUSE OF DEATH AMONG YOUNG PEOPLE IN AFRICA GLOBALLY, 1 IN 5 GIRLS GIVE BIRTH BEFORE THEY TURN 18

THE NUMBER OF
YOUNG PEOPLE
UNDER THE AGE OF
25 THAT DIED OF AIDS
RELATED CAUSES
INCREASED BY 50%
BETWEEN 2004 AND
2015

ABOUT 300,000
ADOLESCENTS
AGED 10-19 ARE
INFECTED WITH HIV
ANNUALLY

35% OF WOMEN AND GIRLS HAVE BEEN VICTIMS OF SEXUAL VIOLENCE

COMPLICATIONS RELATED TO PREGNANCY AND CHILDBIRTH ARE THE SECOND CAUSE OF DEATH AMONG GIRLS AGED BETWEEN 15 AND 19



2.4 How we do it: our approach

With our local implementing partners (called National Concept Owners or NCOs) we work in 19 countries as a social franchise where we involve as many young people as possible.

Our strategy is built around two pillars: young people's behavior and a youth-friendly society. These two are equally important since focusing on young people's behavior alone is not enough. Without a supportive environment, in which young people can make safe sexual choices and have access to youth-friendly services, change simply won't last. That's why we, together with young people themselves, aim to make a visible difference in their environment.

To create that behavioral change, we use a 4 step concept, founded on our philosophy that peer-to-peer communication is the best way to connect with young people.

1

Inspire

We engage young people through dance, music and personal stories.

2

Educate

We inform young people about HIV/ AIDS, sexual health and sexual reproductive rights, and provide them with skills to apply their knowledge.

3

Activate

We empower young people as agents4change to inspire and educate their communities and create change.



Celebrate

We celebrate young people's achievements in raising public awareness and political support.

Edutainment approach

Another important aspect of our approach is the edutainment element in every thing we do; a combination of education and entertainment. This is what makes us unique and gives us impact. After all, it's all about reaching young people!

Youth culture is at the core of our approach and thus we make sure we are attractive and inspiring for young people. We are offering something they want to be a part of. We connect with them and get them involved. How? First of all we speak their language. Secondly we make sure we know what they like and dislike, we make sure we are up to date about the latest trends and recognise their interests. Lastly, we meet them at the places where they are.





In 2014 we started the Activate project with the purpose of improving this 3rd step through conducting research on what worked well and what didn't and creating a tool for peer educators and teachers to provide guidance.

The new tool is grounded in the principles of the Self-Determination Theory, which explains how to motivate young people. It was piloted in Kenya, India and Pakistan, and provided us with many valuable insights.

Peer educators and teachers are very positive as it gives them the information and confidence to support young people. Students highlighted that it triggered both their interest and motivation. The different exercises help students to plan activities and enable them to develop their skills. The pilot also provided us with recommendations for improvement, which

will be taken up in 2016.

Self-Determination Theory

Basically the theory explains that young people are motivated to come into action when they...

- ...feel part of a group
- ...feel they can do something
- ...feel they can do this themselves



2.5 Our global footprint

In 2015, dance4life worked in 19 countries, across 5 continents:
Africa, Asia, Europe, South America and North America. Our local partners develop and implement our programs on the ground.

dance4life worked in the following countries in 2015:

Argentina, Barbados, China, Ethiopia, Ghana, India, Indonesia, Kenya, Mexico, the Netherlands, Nepal, Pakistan, Peru, Russia, South Africa, Spain, Uganda, Tanzania and Zambia









We are happy to announce that a new country is joining the dance4life global movement – China! In 2015 dance4life embarked on a mission in the most populous country in the world, reaching out to the 272 million young people living today in China - 20% of the total youth world population.

Just as in other countries with changing social values, young people in China are exposed to increasing sexual health risks, including unsafe sex, unplanned pregnancies, HIV and other sexually transmitted infections, as well as gender-based violence. Recent statistics showed the number of young people aged 15-24 infected by HIV is on the rise in China (Chinese Center for Disease Prevention and Control, 2014). Another concern is the large number of abortion cases among young girls due to unwanted pregnancies. Can you imagine that over 13 million abortions take place in China every year, half of which occur among young girls?

Together with our local partner and the support of United Nations Population Fund China (UNFPA), dance4life is on a mission to reverse these numbers. CFPA, our local implementing partner in China, is fully embracing the program and is very optimistic about its growth and impact. As part of the program a Chinese dance4life track has been produced by upcoming artist Dexter. And young people in China seem to be loving it!



It's important that our programs are strong. Impactful. Both in terms of quality and numbers. We want to reach and inspire as many young people as possible to make a sustainable change worldwide. And we are. Let us tell you how we did this in 2015.

In line with our 2013-2016 strategy, we took great steps forward in 2015 in both the quantity and quality of our programs. The number of young people we reached in 2015 was actually lower than in 2014, but this was expected as reach figures in 2014 also included a catch-up from the slow start of programs in 2013.

The earthquake in Nepal and a difficult environment in Russia also meant a slower implementation in these countries in 2015.

However, overall we have been steadily building on implementing our programs across the globe. We even gathered more evidence that our approach has significant impact on young people's behavior and on building a youth friendly society.



3.1 Young people's behavior

Impact studies performed over recent years show how we achieve change in the lives of young people.

Our reach

In 2015, we reached a total of more than 183,000 young people in 19 countries through our programs. Almost 95,000 young people became agents4change, making a significant change in their community. The total number of agents4change since dance4life started in 2004 is now over 815,000 - and we are proud to say that our total reach is now over 2 million young people!

We also know that each agent4change shares acquired knowledge with an estimated 5 other people, meaning that dance4life has indirectly reached over 4 million individuals.

direct reach 2015

The number of young people reached through Heart Connection Tours in 2015

Africa	78,100
Asia	68,000
Americas &	37,250
Europe	
Totals	183,350



agents4change

The number of agents4change in 2015

Africa	43,550
Asia	35,400
Americas &	15,550
Europe	
Totals	94,500

For more detailed information on the reach per country see appendix II – Reach per country on page 78



Effective programming

We try to make our programs as effective and relevant as possible in the following ways:

We keep the local dynamics in mind

We are a social franchise. From our central office in Amsterdam we work with local partners in 18 countries around the world to develop and implement our programs. In each location, our partners tackle their most significant problems, tailoring the content of our 4-step concept to the local dynamics. In doing so, young people's most pressing needs are addressed, and each program is as context-specific as possible while still representing our core philosophy.

We measure the impact

We are continually working to better understand the specific factors that can prevent risky behaviors and promote safe choices. Measuring the impact of these interventions enables us to understand the effects of our programs. Internal and external evaluations monitor our progress and assess behavior change. But how do we actually do this? We measure 'before' and 'after'. A specific timeframe for measuring change in the behavioral determinants of our agents4change incorporates a baseline measurement at the beginning of the program – before 'Educate' starts – and we measure again when they finish the 'Activate' step. These independent evaluations are done with both quantitative measures (i.e. surveys) and qualitative measures (i.e. focus group discussions, interviews and by collecting stories).

Read more about the behavioral determinants we measure in the Appendix II.



We join forces: work in alliances

To increase our reach and impact, we work with several other non-governmental organizations in alliances. In 2015, two of them – UFBR and ASK – have been finalized successfully. Both alliances aim to improve the sexual and reproductive health and rights (SRHR) of young people by providing them with SRHR information and education, SRH services and a supportive environment to access and voice their rights. With our joint programming, more young people can be reached effectively, with better quality programming.

Through the combined efforts of the UFBR and ASK programs, young people's capacities to make safe and informed decisions on their health increased, as over 4 million young people participated in comprehensive sexuality education and more than 15 million have been reached with information on SRHR and services. Over 25 million services have been provided and joint advocacy led to the adaptation and/or development of youth friendly policies on adolescent SRHR. We are pleased that from 2016 we can continue our work in two new alliances called 'Get Up Speak Out' and 'Right Here Right Now'.

The 'Get Up, Speak Out' project is developed and implemented by a consortium of partner organizations, under the leadership of Rutgers and funded by the Dutch Ministry of Foreign Affairs. Other partners are STOP AIDS NOW!, Simavi, IPPF and CHOICE

The 'Right Here Right Now' Partnership consists of Rutgers, CHOICE, Hivos, the Dutch Ministry of Foreign Affairs, and 3 networks in the South: IPPF AR, ARROW, LACWHN.

Help! Abbreviations!

<u>UFBR:</u> United For Body Rights

ASK: Access, Services and

Knowledge program

<u>IPPF:</u> International Planned

Parenthood Federation

SRHR: Sexual and Reproductive

Health and Rights

IPPF AR: International Planned

Parenthood Federation

Africa Region

ARROW: The Asian-Pacific Resource &

Research Centre for Women

LACWHN: Latin American and Caribbean

Women's Health Network





Tanzanian case study: an illustration of our impact

Our program was evaluated and compared to the conventional governmental program on sexual and reproductive health and rights in Tanzania. The results of this evaluation study - financed by a small grant from Share-Net - illustrate our impact on young people's behavior (F. Omondi & K. Oula, 2015).

Results identified 3 key elements why dance4life is considered stronger than the conventional approach:

1. Peer educators are key

The program is youth-appropriate and recognizes the power of peer-to-peer learning, mentoring and engagement with adults, such as teachers in schools.

91% of the dance4life students feel very comfortable when a peer educator facilitates the program in comparison to 44% who have a teacher as facilitator, demonstrating clearly the importance of peer educators when talking about sexuality. Why? Peer educators ensure that young people feel more comfortable discussing sensitive issues and are able to break the taboo and stigma around sexual health and sexuality.

"The students I teach now ask a lot of questions. They come to me and they want to know how they can deal with and solve their problems. And they feel safe to talk to us."

- dance4life peer educator, Tanzania

"After participating in the danceulife sessions I now have the confidence to talk freely in front of my fellow students"

- Tanzanian dance4life student, secondary school

Is peer education truly successful? Recently a critical review was published (What Does Not Work in Adolescent Sexual and Reproductive Health, 2015) on comprehensive sexuality education (CSE) and peer education. We of course read this report carefully, and were able to conclude that the dance4life approach already incorporates many of the essential critical elements for success that - according to the review - are often missing. For example, we already recognize the importance of peer educators delivering sexuality education in a participatory and youth engaging way. We are also making use of an empowerment approach that emphasizes gender and rights and gender equality. We adopted these principles since studies show that young people with egalitarian attitudes about gender roles in their intimate relationships are more likely to delay sexual debut, use condoms and practice contraception.

We also see that programs with complementary messages, using a variety of delivery mechanisms are more effective. In Kenya the dance4life schools program is complemented by the youth4life website and in Nepal by a radio soap and a campaign against child marriage.

2. Our impact on youth empowerment

It is a positive approach that addresses values, attitudes and life-skills to empower young people to practice, act and influence change in themselves, their peers and adults. dance4life students felt significantly more empowered than students participating in the government's SRHR program.

STUDENTS ARE ABLE TO MAKE INFORMED CHOICES IN COMPARISON TO 8.5% OF NON-DANCE4LIFE STUDENTS.

After the dance4life program



...ALMOST 73% SAY THAT THEIR COMMUNICATION SKILLS INCREASED IN COMPARISON TO 7.6% OF NON-DANCE4LIFE STUDENTS



... ALMOST 70% OF THE DANCE4LIFE STUDENTS SAY THAT THEIR SELF-ESTEEM INCREASED IN COMPARISON TO 8.5% OF NON-DANCE4LIFE STUDENTS

FEEL THAT THEIR CONFIDENCE INCREASED IN COMPARISON TO 9.5% OF NON-DANCE4LIFE STUDENTS.

3. Increased knowledge and skills

The 4-step approach is a consistent and comprehensive method of addressing sexuality education for young people.

After the dance4life program

students agree significantly to have more ability to..



.. consistently use a condom:

85% VS 76%



..access condoms when needed:

63% VS 44%

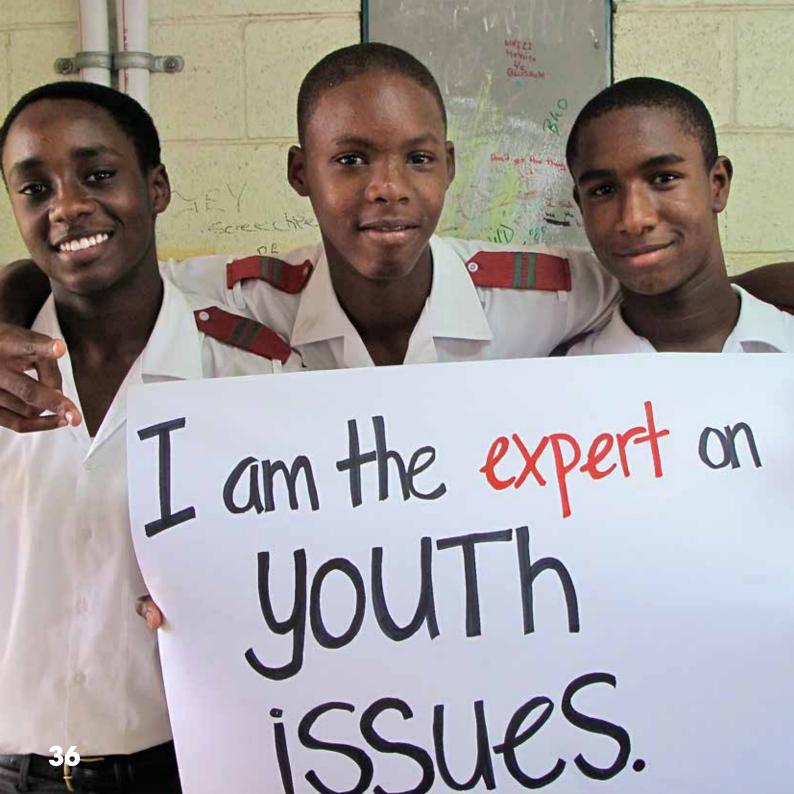


.. convince their partner to use a condom:

79% VS 65%

In conclusion we are able to say we are effective in building youth empowerment through improving the knowledge, attitudes, confidence and intentions of young people. Our edutainment approach makes sexuality education engaging, participatory, comfortable and inspiring for young people.





3.2 Youth-friendly society

dance4life believes it's crucial to involve young people and let their voice be heard. Locally in our programs, but also in international decision making processes. Changing young people's behavior alone is not enough to make sustainable change, as often policies and practices limit young people in making safe sexual choices and accessing services. That's why we, together with young people, aim to influence those policies and practices so that they better meet their needs and realities. By advocating for their rights towards parents, teachers and governments, but also at strategic international meetings, aim to create an enabling and youth-friendly society with international agreements and national policies that meet young people's needs.

Young people standing up for their rights

At international level our focus in 2015 has been on the International Conference on Population and Development (ICPD), the Youth & ICPD Partnership and of course the Sustainable Development Goals (SDG's).

ICPD

At the ICPD in April, dance4life, together with CHOICE for Youth and Sexuality and the Dutch Ministry of Foreign Affairs, organised a successful side event on the role of young people in the post 2015 process. Particularly the personal story of one of the youth advocates helped to open up the minds of those present and give that extra call to action to the panel discussion. To really take the voice of youth into account. The side event was part of the Youth & ICPD Partnership that aims to increase meaningful youth participation in the ICPD process and facilitates linking and learning between youth advocates at international level.

SDGs

The Sustainable Development Goals (SDGs), the so-called 2030 agenda, are the successors to the Millennium Development Goals, focused on international, sustainable development for all. In September dance4life participated in New York in the special (last) session on the SDGs. This was the culmination of a long lobby, together with many other SRHR and youth organizations, for strong SDGs in relation to SRHR and young people. Admittedly, not everything we wanted is incorporated, but the SDGs on health, gender and justice are a big gain and a great starting point for further lobbying on sexual rights, sexuality education and youth friendly services. To be continued!

Help! Abbreviations!

ICPD: International Conference on
Population and Development
SDGs Sustainable Development Goals
SRHR: Sexual and Reproductive Health
and Rights



Advocating on country level

The Youth & ICPD Partnership operates both at international and national level. At national level the project is implemented by partner organizations in Argentina, Ethiopia, Ghana and Kenya, all of which have set up national youth consortia that are involved in advocacy activities related to the ICPD process. Many successes have been achieved so far.

In Argentina, for example, the youth consortium has been involved in the launch of the Sexuality and Gender Commission, aiming to promote the work on sexual diversity in educational institutions. In Ethiopia they actively participated in the revision of the Adolescent and Youth Sexual Reproductive Health Strategy of the Ministry of Health. During the revision they learned how effective policy advocacy can be when you are part of the strategy development team!

2015 marked the end of the first phase of the Youth & ICPD Partnership, however with the successes booked it came as no surprise that the Dutch Ministry decided to extend the partnership with phase two. This means that the youth consortia will continue their work and expand their advocacy activities until at least the end of 2016.

Also in other countries a range of different policy influencing activities took place at national level in which young people played a role. To give some examples: our partner in India launched a successful campaign '(K)not Not So Young' to draw attention to the impact of child marriages, and our partner in Peru was successful in ensuring that young people's voices and opinions are taken into account in policy making in the Greater Lima region. In the Netherlands our focus was on the close monitoring of the Dutch International Development policy and budget for SRHR to ensure sufficient quality and funds for such programs.





3.3 Where the money came from

2015 was a pretty good year for us in terms of fundraising. Our total income grew by 9% to €4,5 million. As in previous years, a large part of our income came from long-term donors such as the Dutch Ministry of Foreign Affairs and the Dutch Postcode Lottery.

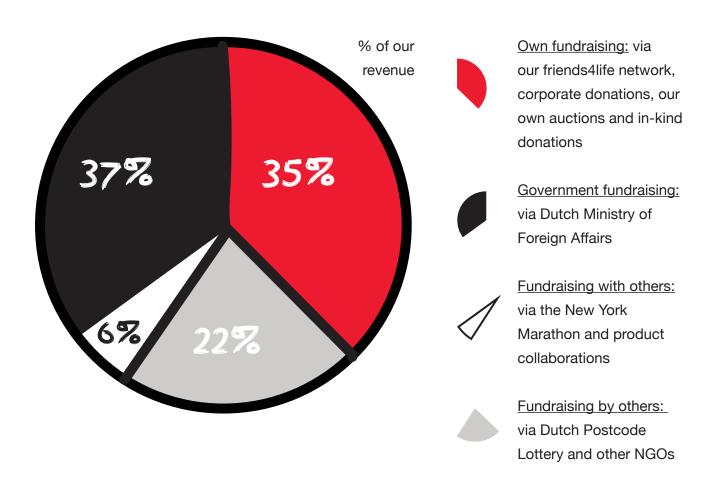
The very first month of 2015 brought two successes: our application to the Dutch Postcode Lottery for a project in Nepal was accepted and the Dutch Ministry of Foreign Affairs selected the 'Right Here, Right Now' alliance - of which dance4life is part of - for a strategic partnership until 2020.

Later in the year 'Get Up Speak Out' - another multi-year alliance program – was submitted and approved by the Dutch Ministry of Foreign Affairs. And we got our funding for a smaller advocacy project 'Youth in ICPD' renewed until the end of 2016.

Successful activities such as dance4life's funky fundraiser and the New York Marathon also contributed to our growth in income. Furthermore we realized powerful collaborations between several corporate partners and our own ambassadors, including WE Fashion & Doutzen and Hardwell & ALDA - both successful in raising significant income.

The majority of our income is still generated from the Netherlands. However, we continued to develop longer term relationships with the US donors and have started explorations in the UK.

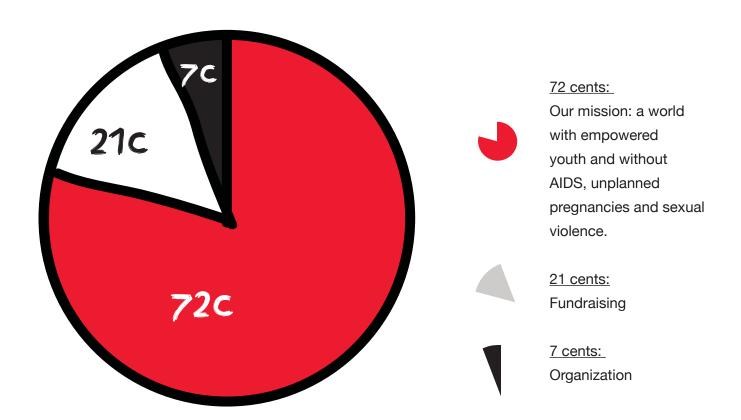
where the money came from







How we spend every euro









3.4 Building a strong brand

A strong brand is very important to dance4life. It helps us to have more impact. Being an attractive brand to young people gets them interested and involved in our work. It also makes us more appealing for (potential) partners, and it helps getting (local) ambassadors on board.

How well do people know dance4life in the Netherlands?

Annually, in the Netherlands we research how well people know dance4life and how well they know what we do and why we do it. It helps us in (re)defining our communications strategy; we learn more about the attitude of our target groups towards the issues we're working on and their association with dance4life.

In 2015 almost 50% of our target group (12-25 years) knew dance4life by name (brand awareness), and almost 40% knew what our aim is and what we do (brand proposition) (Motivaction, 2016). The outcomes are as expected, however a little lower than a year earlier. We were less visible in 2015 compared to 2014, when we received lots of media attention due to our 10th anniversary.

However our online campaign Worst Brides Ever! (see page 54) was a huge success on social media, with a reach of more than 13 million views.



Zero budget, large impact

dance4life has a zero media-budget policy, because we strongly believe that the funds we raise should go to our programs worldwide. In 2015 we've realized a total media reach of 115 million euro in the Netherlands. The total value of this media reach was 3,682,573 euro. These numbers show that our strategy works: you don't have to be a large organisation with enormous media and marketing budgets to have impact. Thanks to our strong media partnerships, corporate partnerships and the support of our ambassadors who all contributed to achieve this media reach, we're able to have a more positive impact on our target groups.

The powerful endorsement of our ambassadors

Our ambassadors are celebrities – singers, actors, DJs, dancers - that personify our brand and play a vital role in spreading our message. These ambassadors are positive role models for teenagers and influence their perceptions, behaviors, and attitudes. When dance4life ambassador Hardwell gives a performance or when supermodel Doutzen Kroes tweets about our work, tens of thousands of young people tune in and take notice.

Their personal commitment and media presence are essential for our brand identity and make young people feel truly involved. In 2015 we welcomed Marijn Rademaker – the first soloist of the National Ballet - as our new ambassador. He is considered to be the best Dutch ballet dancer in the world of today.



Throughout 2015, dance4life was once again able to count on the amazing support of our ambassadors.

Doutzen Kroes in Nepal

On Monday 26th January we received a cheque for €1,180,050 from the Dutch Postcode Lottery for our proposal for the 2015 extra project. The proposal, 'Save The Date', is centered around a radio soap in Nepal aimed at reducing the number of child marriages. We are supported in this locally by Free Press Unlimited and Child Helpline International.

In December Doutzen Kroes visited the projects in Nepal. The documentary 'Doutzen in Nepal' (RTL4) had over 500,000 viewers and significant exposure (including Nu.nl, RTL Boulevard, Koffietijd, and diverse TV guides). Prior to the documentary, in collaboration with advertising bureau Selmore, the Worst Brides Ever!-campaign was launched to illustrate that dance4life does more than work towards a world without AIDS. Premiered via Doutzen Kroes' social media channels and via LINDAnieuws, the campaign video featured hilarious clips of brides (bridezillas), contrasted by an image of a young Nepalese girl about to be married off. The message? We enjoy watching brides behaving like children, but nobody pays attention to children that have to act as brides. With a target of one million views, the 13,6 million views achieved certainly exceeded our expectations.



3.5 Challenges

We are proud of our achievements in 2015, but success doesn't come without challenges, and we certainly faced some difficult ones during the past year.

Rightsizing

So often, a strength can become a weakness. Something that dance4life knows all too well. In our partnerships with commercial brands we're increasingly asked to develop activations, events, and think of ways to involve our ambassadors. During 2015 we arrived at a point where we had to stop, look around us, and recognize that half of our Amsterdam team was involved in these activities. Activities that don't always have a clear link with our mission. The result was an organization that seemed to be divided into two teams. Worst of all, we had to conclude that in terms of revenue, the activities weren't paying off. And so we had to make a gutsy decision. We decided to drastically turn the situation around and focus primarily on the friends community to fundraise our non-earmarked budget. This meant that we had to let half of the fundraising team go. What's more, our communication experts must also now work on our programs for at least half of their time instead of working fulltime for fundraising/communication purposes. We called these interventions our 'rightsizing' exercise. They led to more focus, better collaboration and less waste of precious energy

Developing a new sustainable Dutch Schools program

Although the Dutch program was very positively received by students and teachers, it did face some operational challenges in 2015. Firstly, recruiting schools to participate in the program was significantly more difficult than in 2014. Analysis by the agency that supports dance4life in the recruitment helped us conclude that increased competition from other good causes at schools (such as 3fm radio's Serious Request) was the main reason behind this. Secondly, we were told that although the lessons dance4life delivers are very much valued, the level of action expected afterwards is experienced as very timeintensive, both for teachers and for students. This also explains why less funds were raised than in previous years despite more students being reached than in 2014. Lastly, we faced a logistical challenge – bringing all the students together at the celebrate event is simply very costly. This all raised the question of whether we can sustain the program in its current set up. In response, dance4life decided to take the first half of 2016 to redesign the program. This means that the implementation in 2016 will be on a smaller scale, perhaps also piloting different variations to ensure a future-proof and sustainable program that can go full scale in 2017.





More conservative societies

As always, we continue to have huge trust in our progressive partners. The world however seems to becoming ever more conservative, making the challenges we face increasingly significant. Our local partners face difficulties working on and sometimes even discussing sensitive issues around the SRHR of young people. In some cases they even put their own safety at risk by working in the SRHR sector.

A sign of the growing conservatism surrounding these themes became apparent last year in Indonesia, as we received disturbing reports about the treatment of the LGBT (lesbian, gay, bisexual, and transgender) communities. Despite these barriers, our partners continue to do everything in their power to make a change for young people in these conservative environments. We are also grateful for the way in which the Dutch Ministry of Foreign Affairs is supporting us in this area.

Less income than planned

In 2015 we also faced a number of fundraising challenges. First of all investment in business development in the USA did not yet pay off. Our focus has been on building partnerships and raising our profile but this has not yet led to revenue. Our expectations are that this will start to produce yield in 2016.

At the end of 2013 we recruited a fundraiser focused on (Dutch) private major donors. By the end of 2015 we had to conclude that the probability that the business case was going to be realized was very unlikely. After a thorough evaluation we decided to stop investing in private major donors as a separate source of income and focus fully on the friends4life (major donors) concept.

Over the years the corporate fundraising landscape has changed drastically. Where corporates used to have a CSR (corporate social responsibility) fund 'reserved', the view now is that this amount should be spend via intensive collaboration. And so our investment in partnerships has increased, working with the corporate partner on marketing and employee activation.

Our long term strategy, and ultimately the most sustainable approach, is to support our local partners in looking for local fundraising possibilities.

Lastly, the planned Danceathon, hoped to be the new major public fundraising event in the Netherlands, did not meet the fundraising expectations and was cancelled. Despite the support of amazing partners and extensive consultations, the proposition didn't match well enough with the target group and participant numbers fell short of expectations. Besides, competing with a very high number of (dance) events proved to be too difficult. Following thorough evaluations, we decided to cancel the event with no future plans to retry.



4.1 A social franchise

dance4life is a social franchise. From our central office in Amsterdam, we work with local partners in 18 countries around the world that implement our programs. By sharing our concept, experience and best practices, we strengthen the capacity of our partners to engage youth through more innovative solutions. In each region, our partners help us tackle the most significant context-specific problems. They provide dance4life with their existing networks of schools, clinics and grassroots organizations that are experienced in implementing youth programs. This approach allows for each program to be as context-specific as possible, while still representing our core philosophy.

Our social franchise model has enabled a number of our programs to become self-sustainable (in Argentina, Barbados, China, Mexico, Peru, Russia and Spain). Once the foundations of a program have been built and a local community has committed to our work, our local partners can work independently with Ministries of Health and Education, UN organizations and health experts in their regions. Established dance4life communities in one location can then use their model to inspire other communities to join our program, creating a spillover effect that helps us reach as many young people as possible through existing infrastructures.

Satisfied partners

In the summer of 2015, with the help of the training and consultancy agency MDF, we have undertaken a survey among local partners to investigate their satisfaction with our current partnership. The findings show us that

- Our local partners are very positive about the dance4life 4-step approach.
- 70% of our local partners believe in the 4-step concept.
- 63% like the fact it uses youth culture.
- 52% consider dance4life as innovative.

Our local partners in general are satisfied with the support they get from us. They particularly valued support in the PMEL (Planning, Monitoring, Evaluation and Learning) and capacity building, provided by us. Support with branding & communications as well as support in the area of innovations were also highly appreciated. Partners valued support in program implementation, although would like to get more guidance on the programs content.

Support in strengthening international and national advocacy strategies and assistance in work with ambassadors were valued less.

All in all the survey has identified areas in which the current partnership needs improvement:

- They should be involved in the strategy formulation from the start.
- We should put more effort into understanding local contexts.
- They should be given opportunities to share their knowledge and expertise with each other so they can valuably contribute to building each other's capacities.

Based on these valuable insights we will review and redefine our partnership model in 2016.



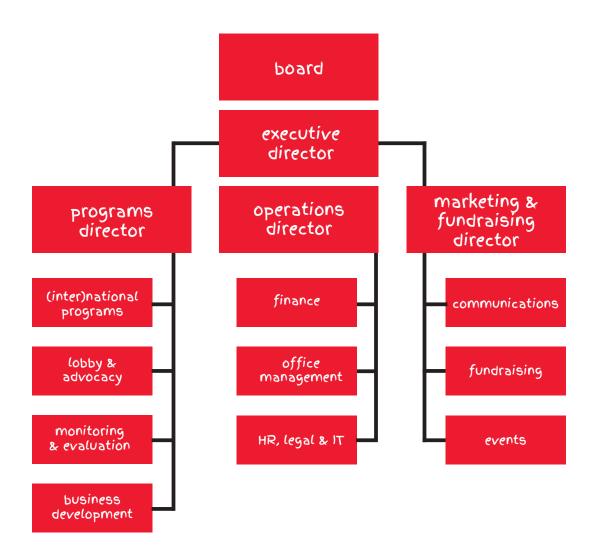
4.3 Our team

From our Amsterdam office, our team supports the local partners in developing and implementing the programs, measuring the impact and advocating for young people's rights. There is also an important objective to fundraise in order to be able to finance the team and execute these programs. The team in Amsterdam also develops and implements the school program in Dutch schools, which will be revised during 2016.

In 2015 we moved the office from the Spuistraat to the Keizersgracht in Amsterdam. The new office offers more space for less money, and we now share office space with fellow charity organizations such as Amnesty International.

During 2015 dance4life operated with a management team of 4 members: a marketing & fundraising director, a programs director and an operations director, who all 3 report directly to the executive director. The 4 directors together formed the daily management team of dance4life.

The organization per 31st of December 2015 consists of 28 employees. In total an average of 24,1 fte (22,5 fte in 2014) worked at our central office in 2015. We're also pleased to be able to count on the support of many volunteers and trainees, mainly during fundraising activities.



Developments

Ensuring employee satisfaction is crucial for dance4life's success and we've therefore focused in 2015 on investing in our team. We have restructured the salary structure, updated our travel policy and travel insurance to increase the safety of our staff when visiting partners abroad, introduced a pension scheme for all employees and invested in a team training on 7 habits of effective leadership, offered to us by Franklin Covey. During 2016 we will be developing our strategy for the coming years. We will also use 2016 to restructure and re-invent the Dutch schools program. In order to realize a healthy cost/revenue ratio in fundraising we have right-sized the marketing and fundraising department. The director of operations will be replaced by a part-time HR specialist.

Challenges

The sick-leave percentage at the dance4life office was in 2015 rather high. This figure is due to a couple of cases of long-term sickness. In 2015, the sick-leave percentage stood at an average of 6% (in 2014: 5,4%). In 2016 we will develop a strategy to reduce sick leave to a more acceptable level.

Executive director

Our executive director, Eveline Aendekerk, is end-responsible for designing, developing and implementing strategic plans for the organization in a cost-effective and time-efficient manner. She is also responsible for the day-to-day operation of the organization. This includes managing the MT, as well as developing business plans. The executive director is accountable to the chairman of the Supervisory Board and reports to the board on a regular basis. Her earnings were € 88,503 (based on 0,8 fte) in 2015, which is below the maximum of € 126,400 (0,8 fte) as stipulated in the Code of Good Governance.





4.4 Board

The Supervisory Board is responsible for supervising the planned activities and budget of dance4life and evaluating dance4life's executive director. The board meets 6 times per year and members are appointed for a period of (max. 2 terms of) 4 years. As in previous years, the board received no emoluments.

Composition of the supervisory board:

- Thérèse van Schie (chairperson), independent consultant
- Joris Aperghis, CEO at WE Fashion
- Tex Gunning, CEO at TNT Express
- Jacobina Brinkman, partner at PWC
- Laura Lasance, child participation and advocacy manager at KidsRights

4.5 Inspirational board

During the last few years, dance4life has accumulated a network of inspiring individuals around us: since the end of 2013, we've been calling these individuals collectively our Inspirational Board. The members of the Board are a source of inspiration for dance4life, they give us both invited, and uninvited advice, they explore specific topics with us, and of course are important ambassadors of dance4life.

Composition of the inspirational Board:

- Duncan Stutterheim, founder ID&T
- Erica Terpstra, former Olympic swimming champion, state secretary, Member of Parliament and chairperson of the NOC*NSF
- Frank Houben, Global Brand Director KLM
- James Veenhoff, Partner Fronteer Strategy
- Jonas de Groot, expert (youth) marketing
- Menno Wagenaar, Global Business Partner Facebook
- Ralph Wisbrun, Managing Partner JWT Amsterdam
- Rik Ruts, Managing Director Media agency UM



Our total income in 2015 was €4,5 million. This is a growth of 9% compared to 2014. We didn't reach our planned budget in 2015 and aim for a budget revenue of €4,3 in 2016.

We're planning growth in activities, but limited increase in our fundraising or overhead costs. In general we try to reduce our communication, office and fundraising expenses by having these sponsored as much as possible. As mentioned, we have right-sized our fundraising department in 2015.

In 4 years' time, we aim to be spending 86% of our total income on our objectives – at the moment this is 72% - a maximum of 10% on fundraising and 4% on our organization. We also want to build up a healthy reserve of €800,000 to cover program activities for at least 6 months. At the end of 2015 our continuity reserve was €500,000.

More detailed financial information can be found in our financial report 2015. (separate document, see www.dance4life.com)

Balance sheet dance4life foundation as at December 31, 2015 (after proposed appropriation of net result)

	Realisation 2015	Budget 2015	Realisation 2014	Budget 2016
Own fundraising	1,589,924	2,177,839	1,550,902	€ 750,000
Fundraising with others	269,243	480,000	194,668	€ 300,000
Fundraising by others	1,009,915	562,499	601,505	€ 1,059,647
Fundraising government	1,681,907	2,163,657	1,841,903	€ 2,144,820
Other revenues	7,555	0	3,298	€0
Total revenue	4,558,544	5,383,996	4,192,276	4,254,467
Implementing dance4life in DAC countries	2,194,781	2,611,441	2,168,756	2,000,922
Implementing dance4life in Non-DAC	464,026	710,413	479,601	399,479
countries				
Building the Movement	410,337	676,445	505,186	738,914
Total costs objectives	3,069,143	3,998,298	3,153,544	3,139,314
Costs Own fundraising	525,249	442,452	535,866	272,380
Costs Fundraising with others	182,817	447,004	94,493	242,191
Costs Fundraising by others	93,505	68,475	46,202	98,806
Costs Fundraising government	71,701	95,983	70,091	190,043
Total costs fundraising	873,272	1,053,915	746,652	803,420
Organization & administration	301,238	231,783	262,962	195,429
Result	314,892	100,000	29,118	116,303
Allocation Result				
Added to continuity reserve	157,866		-15,285	
Deducted from allocated funds	-140,000		-95,597	
Added to allocated funds	297,026		140,000	
Total allocated result	314,892		29,118	

Statement of revenue and expenditure 2015 dance4life foundation

	December 31, 2015		December 31, 2014	
<u>Assets</u>				
Intangible fixed assets		25,533		39,333
Tangible fixed assets		11,280		9,370
Long term loan	41,454	_	41,454	_
Financial fixed assets		41,454		41,454
Subsidies to be received	253,911		0	
Taxes and social securities	12,769		28,398	
Debtors	262,039		163,944	
Other receivables, prepayments and accrued income	55,528	_	162,458	_
Receivables		584,248		354,800
Cash at banks and in hand		1,793,720		918,106
		2,456,235		1,363,064
Reserve and liabilities				
Continuity reserves	500,000		342,135	
Allocated funds	297,026		140,000	
Reserves and funds		797,026		482,135
Provisions		156,048		182,811
Loan	41,454		41,454	
Long term liabilities		41,454		41,454
Creditors	180,074		183,468	
Taxes and social securities	0		0	
Other liabilities, accruals and deferred income	1,281,633	_	473,197	
Current liabilities		1,461,708		656,665
		2,456,235		1,363,064



As our strategy expires in 2016, the coming year will be all about defining our post-2016 strategy. Defining our future. But it will be more than strategy alone. We need to go further. Deeper. We started our activities in the field of HIV prevention, expanding to sexual and reproductive health and rights. In numerous conversations internally, with NCO's, partners and stakeholders it has become clear that what makes dance4life unique is not the issues we tackle but the way we tackle them. Since we started in 2004, we have been using an edutainment approach to create behavioral change.

Focusing on increasing knowledge, but more importantly, on developing skills, self-esteem and eventually self-belief. Over the years we have collected more and more evidence that

our approach significantly increases those determinants of behavioral change. What we have also learnt is that by doing this, young people feel, and indeed are, less vulnerable. This lessens their chances to get infected with HIV, become pregnant when they don't want to, and even gives them a feeling of being more employable. In short, by developing personal leadership other issues can be addressed as well. dance4life's core business therefore is youth empowerment. This domain will play a crucial role in developing our new strategy.

For this reason we have also decided to pause our Dutch school program for one year, giving us space and time to redesign it in line with our core and our new strategy. Because what we want is to ensure that youth empowerment is always at the heart of everything we do, so we can truly 'be the change we want to see!'



Even though this is quite a lengthy document already there are some in depth insights that we think could still be of interest to you: reach per country, some background information how we measure our impact and a list of our amazing partners.

- I Reach per country
- II How we measure our impact
- **III Partners**

Appendix I Reach per country

Argentina

Implementing partner: Fundación Huésped

Starting year: 2009

Results 2015: 498 youth reached in Heart Connection Tour/ 0 became agents4change

Barbados

Implementing partner: dance4life Barbados

Starting year: 2009

Results 2015: 2035 youth reached in Heart Connection Tour/ 6538 became agents4change

China

Implementing partner: China Family Planning

Association (CFPA) and UNFPA

Starting year: 2015

Results 2015: 2300 youth reached in Heart Connection Tour/ 470 became agents4change

Ethiopia

Implementing partner: Youth Network for

Sustainable Development

Starting year: 2011

Results 2015: 11.294 youth reached in Heart Connection Tour/ 7455 became agents4change

Ghana

Implementing partner: Curious Minds

Starting year: 2013

Results 2015: 8931 youth reached in Heart Connection Tour/ 3421 became agents4change

India

Implementing partner: Restless Development

India

Starting year: 2010

Results 2015: 8144 youth reached in Heart Connection Tour/ 10.520 became

agents4change

Indonesia

Implementing partner: Rutgers WPF Indonesia

Starting year: 2010

Results 2015: 25.451 youth reached in Heart Connection Tour/ 4690 became agents4change

Kenya

Implementing partner: Africa Alive! Kenya

Starting year: 2006

Results 2015: 15.320 youth reached in Heart Connection Tour/12.068 became agents4change

Mexico

Implementing partner: Mexfam

Starting year: 2007

Results 2015: 1686 youth reached in Heart Connection Tour/ 3000 became agents4change

Nepal

Implementing partner: Restless Development

Nepal

Starting year: 2010

Results 2015: 7159 youth reached in Heart Connection Tour/ 54 became agents4change

Netherlands

Implementing partner: dance4life

Netherlands

Starting year: 2004

Results 2015: 25.000 youth reached in Heart Connection Tour/ 4900 became agents4change

Pakistan

Implementing partner: Rutgers WPF Pakistan

Starting year: 2011

Results 2015: 24.982 youth reached in Heart Connection Tour / 19.603 became

agents4change

Peru

Implementing partner: APROPO

Starting year: 2011

Results 2015: 782 youth reached in Heart Connection Tour/ 0 became agents4change

Russia

Implementing partner: Social Development and Public Health Foundation "FOCUS-MEDIA"

Starting year: 2005

Results 2015: 5572 youth reached in Heart Connection Tour/ 1129 became agents4change

Spain

Implementing partner: Apoyo Positivo

Starting year: 2014

Results 2015: 1678 youth reached in Heart Connection Tour/ 20 became agents4change

Tanzania

Implementing partner: Restless Development

Tanzania

Starting year: 2005

Results 2015: 4961 youth reached in Heart Connection Tour/ 3520 became agents4change

Uganda

Implementing partner: Restless Development

Uganda

Starting year: 2007

Results 2015: 31.358 youth reached in Heart Connection Tour/ 14.000 became

agents4change

Zambia

Implementing partner: Family Health Trust

Starting year: 2007

Results 2015: 6230 youth reached in Heart Connection Tour/ 3058 became agents4change

Appendix II How we measure our impact

Our theory of change

dance4life continually works to provide evidence of how our approach has a positive impact on the health outcomes of young people. We measure our effectiveness by analyzing the decisions that are responsible for behavior change: how do young people decide whether they use protection or not? How do knowledge, self-confidence and the social environment determine sexual health outcomes? dance4life performs impact studies that integrate quantitative and qualitative methods – surveys, group discussions, consultation rounds and in-depth interviews – to build a stronger body of evidence for behavior change approaches targeting youth. In 2014, dance4life introduced a new Monitoring & Evaluation framework, founded on the Theory of Planned Behavior (Ajzen, 1991), a social cognitive concept that establishes a link between beliefs and human behavior: how do the decisions that result in behavior come about, and what factors determine each of these decisions? Our framework aims to measure our impact in every country and provide more insight into the underlying dynamics of our methodology.

Our framework aims to measure our impact in every country and provide more insight into the underlying dynamics of our methodology.

Behavior change

We have identified 5 key determinants as the most important drivers of behavior change among our target audience:

- Knowledge: a better understanding of sexual health issues provides a greater chance of safe choices.
- Risk Perception: insight into the consequences of sexual decisions increases the likelihood of better health outcomes.
- Attitudes: ideas about sexuality, intimacy and identity determine major life decisions related to sexual health.
- Social Influence: the dominant values and normative beliefs in the environment shape behavior change.
- Self Confidence: a greater sense of empowerment and self-efficacy helps young people to stand up for themselves and seek the support they need.

What we measure

Concretely, we measure our impact along the 3 pillars in our mission:

Healthy young people

Young people make informed decisions to protect their sexual health, they only engage in safe and consensual sex and are able to seek treatment and advice from health services. Based on the 5 key determinants and how they affect young people's behavior, we collect baseline data before and after exposure to dance4life's 4-step concept. We measure the knowledge levels of sexual health issues and analyze existing attitudes, risk perception, social influence and self-confidence with different sets of questions. Pre and post tests reflect the changes in all these factors and provide insight into how a dance4life program has affected our target audience, and how we can become even more effective.

Youth-friendly society

The social environment of young people respects and supports their sexual and reproductive health rights, the leadership potential of young people as agents for social change is acknowledged and cultivated by their environment, and these values are taken up and promoted by international advocacy organizations. We measure the changes in attitudes and behaviors of parents and teachers - or gatekeepers - that shape the behavior of young people. We map all dance4life activities that seek to create a more youth-friendly society, including advocacy efforts, public campaigns, and youth-led initiatives in international coalitions that promote meaningful youth involvement in issues related to sexual health.

Organizational efficiency and effectiveness

dance4life and our local partners continually work to become more effective and efficient in improving the sexual and reproductive health situation of young people. We track the progress of each of our local partners in implementing evidence and rights based interventions, in establishing linkages between the program of dance4life and health services to make sure that supplies of commodities and information meet the demand of young people, increased use of new technologies, as well as improvements in our overall cost efficiency and effectiveness.

External evaluations

In addition to impact studies, every dance4life program is thoroughly evaluated by an external team of researchers. External evaluations occur every 3 to 5 years, and are always carried out by an independent research team that is experienced in sexual health issues and interventions that seek to change the behaviors of young people. An external evaluation seeks to measure the overall quality and progress of a dance4life program and gain more insight into its strengths and opportunities for improvement. External evaluations also help us in better understanding how the results of each program have contributed to the strategic goals of dance4life globally. We match the outcomes of the external evaluations against existing health statistics regarding incidence of new HIV infections and unplanned teenage pregnancies among our target audience, reported cases of sexual and gender-based violence, visits to health clinics and uptake of commodities. The external evaluations are instrumental in reviewing and improving our program and shape the strategic goals and plans of the organization.

Appendix III - Partners



Ahoy Rotterdam - Ampco Flashlight Groep - Andaz Amsterdam - Australian Homemade - Axoft Beamsystems - CASA400 - Coolcat - CS Digital Media - DLA Piper - Easyhosting / Denit - Easy Edelenbos Health - Hide & Seek - INK Hotel - Livelab - Livetime Productions - Ondertussen.nl POM Amsterdam - Phocabby - SEOshop - The Security Company - Vodafone Foundation

HIV/AIDS platform

dance4life is a member of the Dutch HIV/AIDS platform and works closely on different projects with: STOP AIDS NOW!, Aids Fonds, AFEW, IAVI, ICSS, GNP+, COC and Mainline

Networks

dance4life is also part of several networks:

Coalition for Adolescent Girls, The PACT, Girls Not Brides, EuroNGOs, Partos and Sharenet.

