



ANNUAL REPORT 2017



THIS IS SHERIFA
TRAINER4LIFE
FROM GHANA.

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INTRODUCTION

In Dance4Life we are daily working towards our long term goal for 2030: ‘Together with our partners empower more than 5 million young people to lead healthy sexual lives and feel confident about their future; leading to demonstrable improvements in sexual health outcomes’.

2017 was the first of our 4 year transitioning plan to our new strategy, as we move from a grant maker towards our partners to working as a high quality social franchise which will reach and empower more young people. In 2017 we built the foundations of our transformation:

WE DEVELOPED our youth empowerment model and our new curriculum The Journey4Life and we set up the structure of the Trainers4Life.

WE STARTED pilots in Nepal, Russia, Ghana, Tanzania and Kenya to test and learn about how the model, the Journey4Life and our Social Franchise approach work.

WE CREATED our Franchise offer to our partners, including the start-up package and operational tools.

WE FINE-TUNED our identity in line with our new strategy including a new visual identity.

WE IMPLEMENTED our new Schools4Life programme in the Netherlands.



Along with these new elements we also delivered our ‘BUSINESS AS USUAL’ including our fundraising efforts and our alliances work within two Ministry of Foreign Affairs programmes.

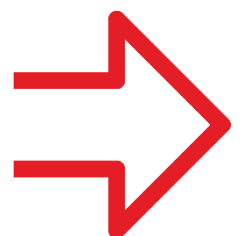
THE **URGENCY**

One in four people on our earth are between 10 to 24 years old. The biggest youth population ever. We need to invest in this group and garner the active participation of young people as they can bring the social and economic progress we so badly need.

Frustratingly, far too many of these young people are unable to reach their full potential. Extreme poverty, inequality or lack of information is holding them back.

In the face of uncertainty and insecurity, we know that young people are less likely to practice healthy and safe sex, have stable relationships or make informed decisions about if and when to have children.

**The facts
Don't lie....**





THE FACTS DON'T LIE

Unsafe sex has become one of the top and fastest growing health risks for millions of young people globally.

Rising from 13th place in 1990 to 2nd place in 2013, it is affecting those most vulnerable and living in the poorest countries



AIDS is the #2 cause of death among young people in Africa (WHO, 2015)



Nearly 80 per cent of all new HIV infections among adolescent girls aged 15-19 in 2015 are in sub-Saharan Africa. (UNFPA, 2016)



1 in 10 girls under the age of 20 has experienced sexual violence, worldwide (UNESCO, 2015)



Each year, 15 million girls are married before the age of 18. That is 28 girls every minute



35% of women have been victims of sexual violence.



1 in 7 girls in developing countries are married before the age 15



Complications related to pregnancy and childbirth are the leading cause of death among girls between 15 AND 19 (WHO, 2018)




Girls under 15 account for 1.1 million of the 7.3 million births among adolescent girls under age 18 every year in developing countries (UNFPA, 2017)



90% of adolescents birth among 15-19 year olds are within child marriages (UNFPA, 2012)

OUR VISION

Imagine a world where young adults make informed decisions about healthy and safe sex. Imagine them establishing equal relationships, and only getting pregnant when they are ready to become parents. Imagine the social and economic progress young people could make if they could achieve their full potential. We want to be part of making those imaginings real. That's why we invest in empowering youth.



Our innovative approach to comprehensive sexuality education empowers young boys and girls to TAKE PERSONAL LEADERSHIP over their SEXUAL LIVES.

WE BELIEVE that real change always starts from within. It starts when individuals discover their inner power. Their own potential. That is the real game changer.

WE SEE self-confidence as the most crucial driver for change to make our vision a reality. Because confident young people are able to articulate what they need to others. To their peers, parents, teachers and mentors: their circle of influence. Unlock this and young people everywhere become role models. Shining examples inspiring others to follow.

Our innovative approach to comprehensive sexuality education empowers young boys and girls to take personal leadership over their sexual lives. We harness youth culture such as music and dance to create awareness and offer young people skills to build self-esteem and autonomy. To make them courageous.

DANCE4LIFE'S ULTIMATE GOAL is to decrease the prevalence of three of the biggest sexual health threats young people face today: HIV, unplanned pregnancies and sexual and gender based violence.

REACH

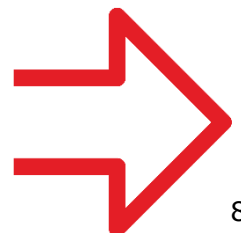
In 2017, Dance4Life worked in 14 countries across Africa, Asia, Europe and North America.

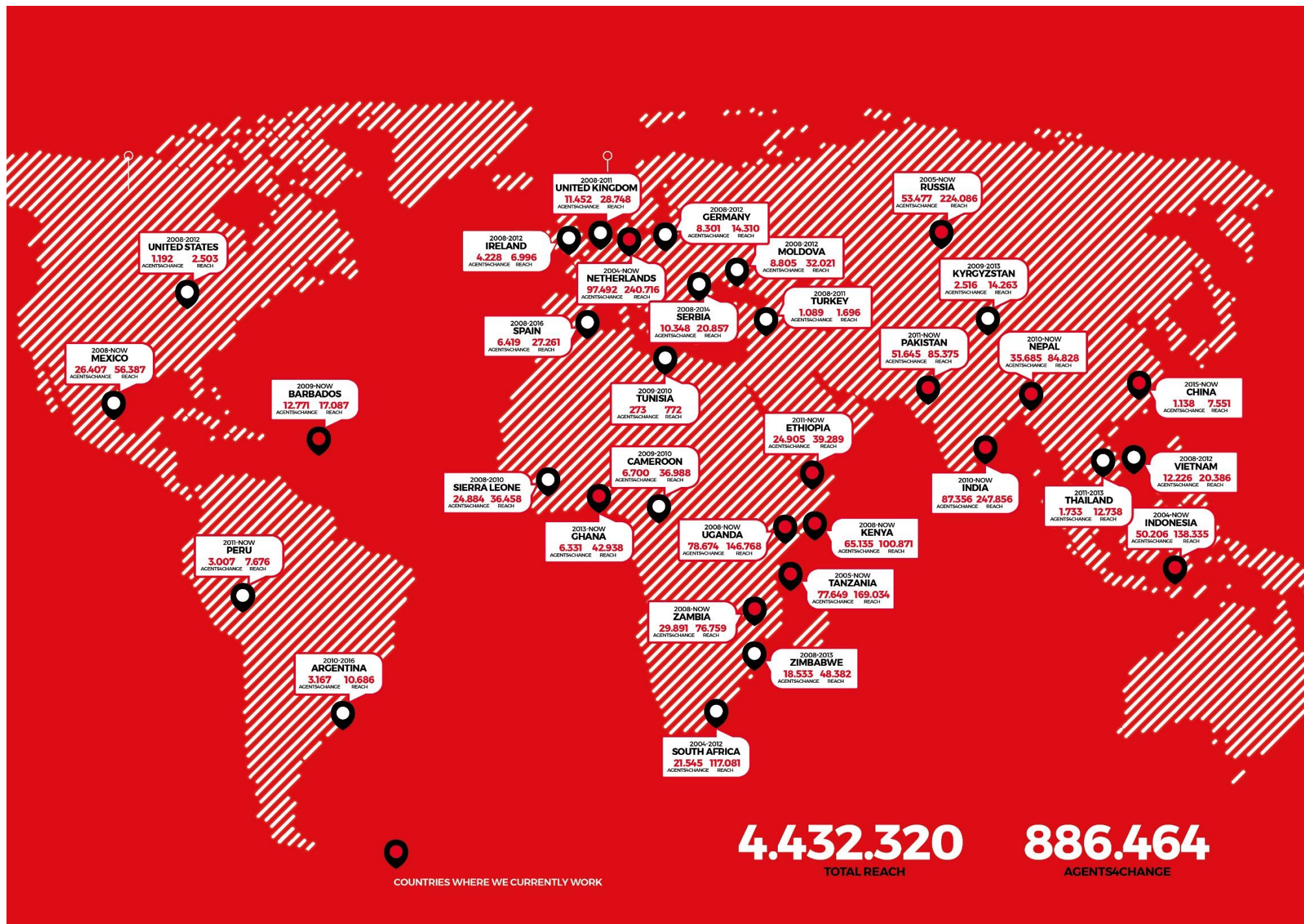
**Barbados – China - Ethiopia -
Ghana - Indonesia- Kenya -
Netherlands - Nepal - Pakistan -
Russia - Uganda - Tanzania -
Zambia**

Together with our partners we reached 87.813 young people in 2017. In total 41.284 of the young people became active as Agents4Change. As on average each Agent4Change shares what they have learned with 5 other people, we indirectly reached around 206.420 individuals in 2017. Next to that 2.501 participated in our pilot of the Journey4Life and 4.740 were reached by our Schools4Life programme in The Netherlands.

Since 2004 more than 2.1 million young people have participated in the Dance4Life programme, and 886.464 became Agents4Change, leading to an indirect reach of 4.432.320 million young people in total.

Our reach





RESEARCH & DEVELOPMENT

Research and Development is a crucial part of the Dance4Life strategy to achieve long term impact. Over the past year we developed an effective model and started doing rigorous research to improve the model and proof that it works: the Youth Empowerment Model creates behavior change and contributes to positive sexual health of young people.

In 2017 we mainly focused on development. With our team of trainers (Trainers4Life) we created the Journey4Life curriculum. We also designed the Champions4Life training. Those champions are the young people who facilitate the Journey4Life, so they need to be well trained and generally fabulous. But situations vary a lot: what works in Kathmandu may not work in Dar Es Salaam. So we developed a co-creation process to fit the Journey4Life and training to the local context.

We also worked with numerous experts to revise the theory of change for our youth empowerment model. We're using the insights we gained to guide our research; we want to learn about the effects of our new model on young people's learning competencies, and their determinants, intentions

and behaviours, and ultimately its contribution to improved sexual and reproductive health. We also want to compare the cost-effectiveness of our approach with other adolescent sexual and reproductive health interventions. In 2017 we began pilot research projects with our franchisees in Ghana, Kenya, Tanzania, Nepal and Russia. Indeed, I Choose Life in Kenya, a new franchisee, finished the start-up phase and, after partnering with Unicef, moved to implementation. We brought in renowned research institute RAND Europe to assist us: together we are exploring the experiences of our franchisees and their Champions4Life to learn what works well in our franchise strategy and what can be improved. We will share our findings during 2018.

EYES ON THE PRIZE: EMPOWERMENT!

Our new model focusses on individuals doing the inner work that is needed to develop personal leadership, because knowing oneself is an essential stepping stone on the path towards empowerment. We aim to enable young people to develop the competencies that are key to dealing with daily tasks and challenges ethically and effectively. By becoming aware of their own motives and feelings, young people get to understand how they have made and can make their own choices. So we define empowerment as a process through which adolescents develop personal leadership, and become confident with increased agency around their sexual health, and are aware of and willing to change harmful social norms around them. Our direct circle of influence is the young people who participate in the Journey4Life, but they in turn influence services by favouring those that are youth-friendly. also actively

influence and generate support from their communities through intergenerational dialogue, sensitising them to young people's realities, sexual and reproductive health (SRH) rights and needs.

TRAVELLING ON THE JOURNEY4LIFE

The core of our new model is the Journey4Life curriculum, designed for youth aged 10 to 24. It uses the holistic approach of positive youth development, and contains activities to build young people's competences so they become empowered to make healthy choices about their lives and feel confident about their future.

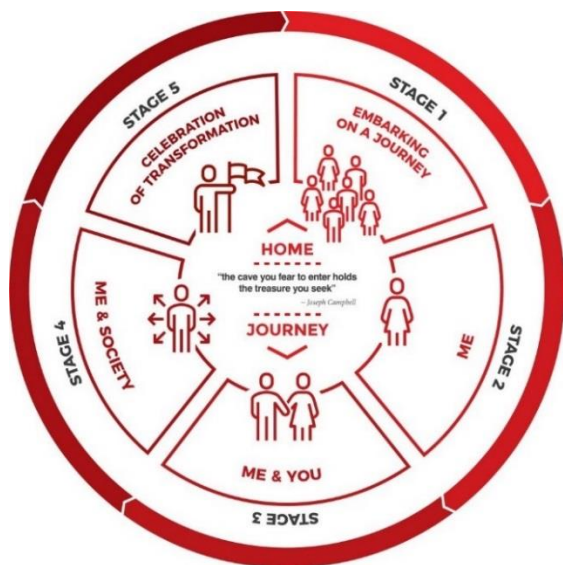
The Journey4Life consists of 10 to 12 Encounters of 60 to 90 minutes each. The journey begins with an inspirational invitation, followed by progression from ME (building confidence), to ME and YOU (creating gender equal attitudes), to ME and

critical thinking. Franchisees adapt activities to fit the local context and participants' needs, including making them age-appropriate. In 2017, we worked with franchisees to adapt the Journey4Life to their context. We learned a lot from challenges regarding efficiency and language barriers, and will use those valuable lessons in 2018 as we improve the process of contextualisation.

TRAINERS4LIFE

Our Trainers4Life are young proven leaders who are experts in creative facilitation and our youth empowerment model. We have contracted them to train the Champions4Life, the young people who deliver the Journey4Life in schools and communities. At the end of 2017 the Trainers4Life team consisted of 9 trainers from 5 countries, growing to around 25 end of 2018. During 2017 we enabled the Trainers4Life to build their capacity on creative facilitation, and to form a strong community between them. They contributed to the creation of the Journey4Life and the Champions4Life training. They then delivered the first Champions4Life trainings in Kenya, Russia and Nepal, leading to over 100 champions facilitating the Journey4Life in their own communities.

We also created a prototype of an online platform to support the Trainers4Life community, learning and professional growth.



SOCIETY (critically assessing and challenging social norms). It ends with a celebration of transformation. This journey of self-discovery uses journaling, mindfulness, storytelling and creative expression to enable young people's reflective and

THIS IS SHERIFA
TRAINER4LIFE
FROM GHANA



THIS IS VIJAYA
TRAINER4LIFE
FROM NEPAL



THIS IS TAWENI
TRAINER4LIFE
FROM ZAMBIA

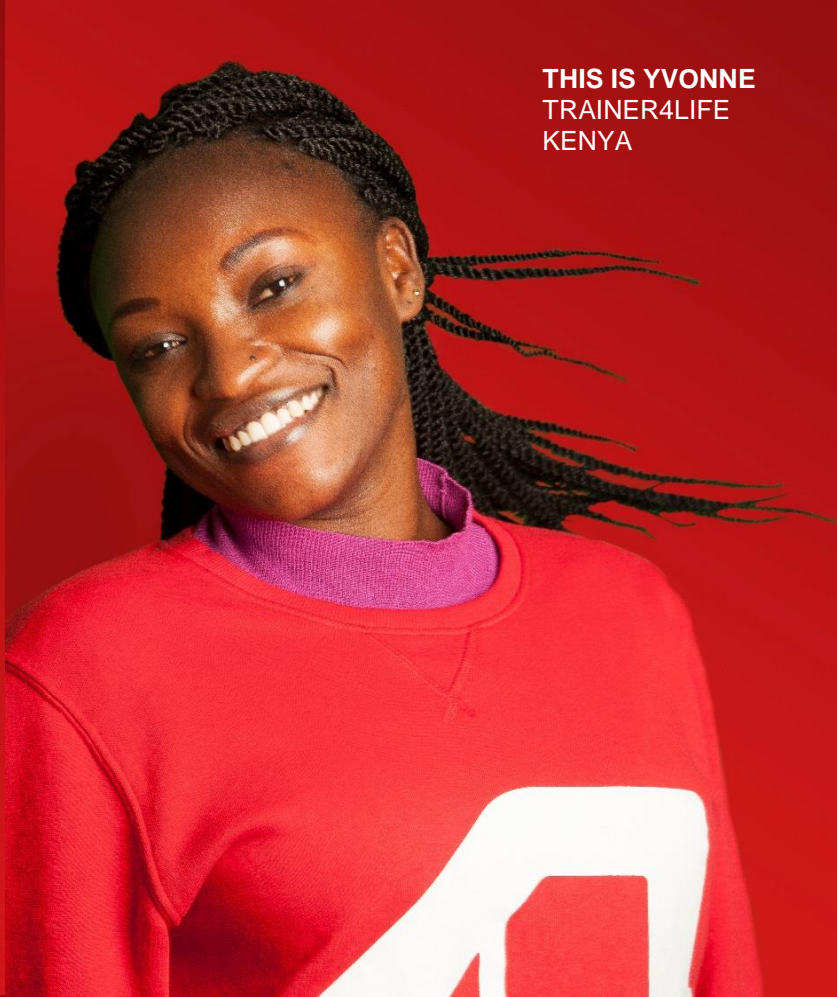


THIS IS POLINA
TRAINER4LIFE
FROM RUSSIA

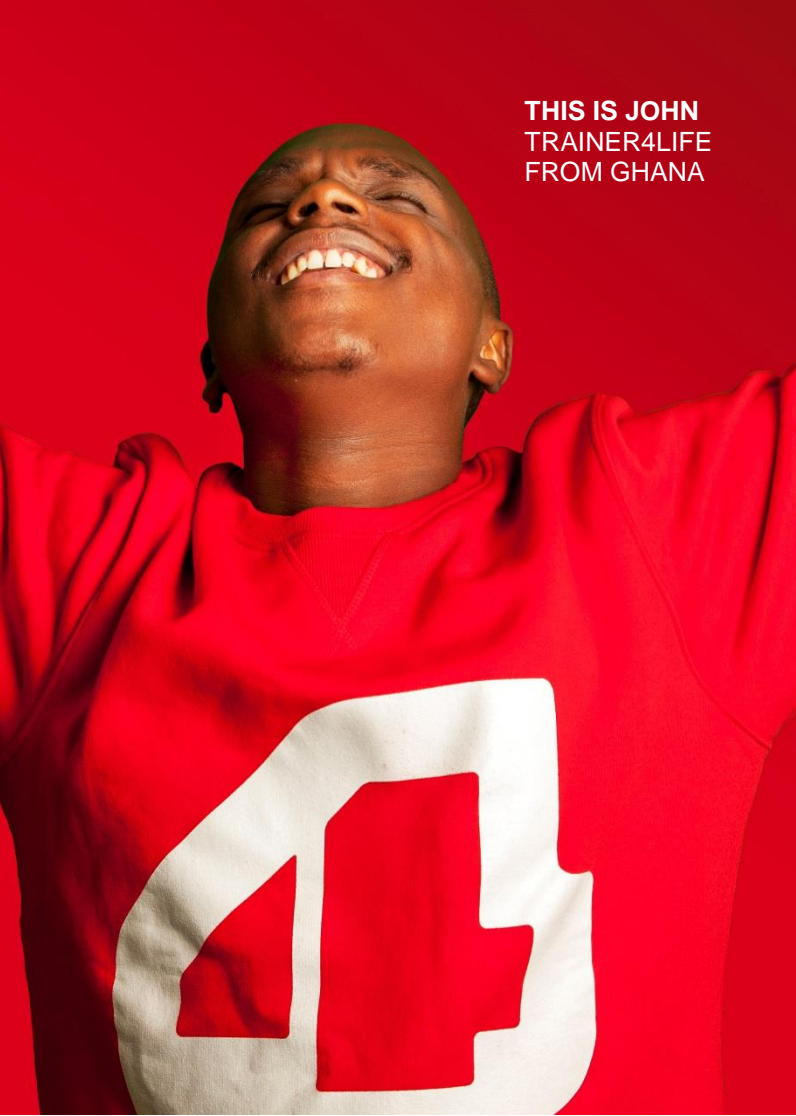




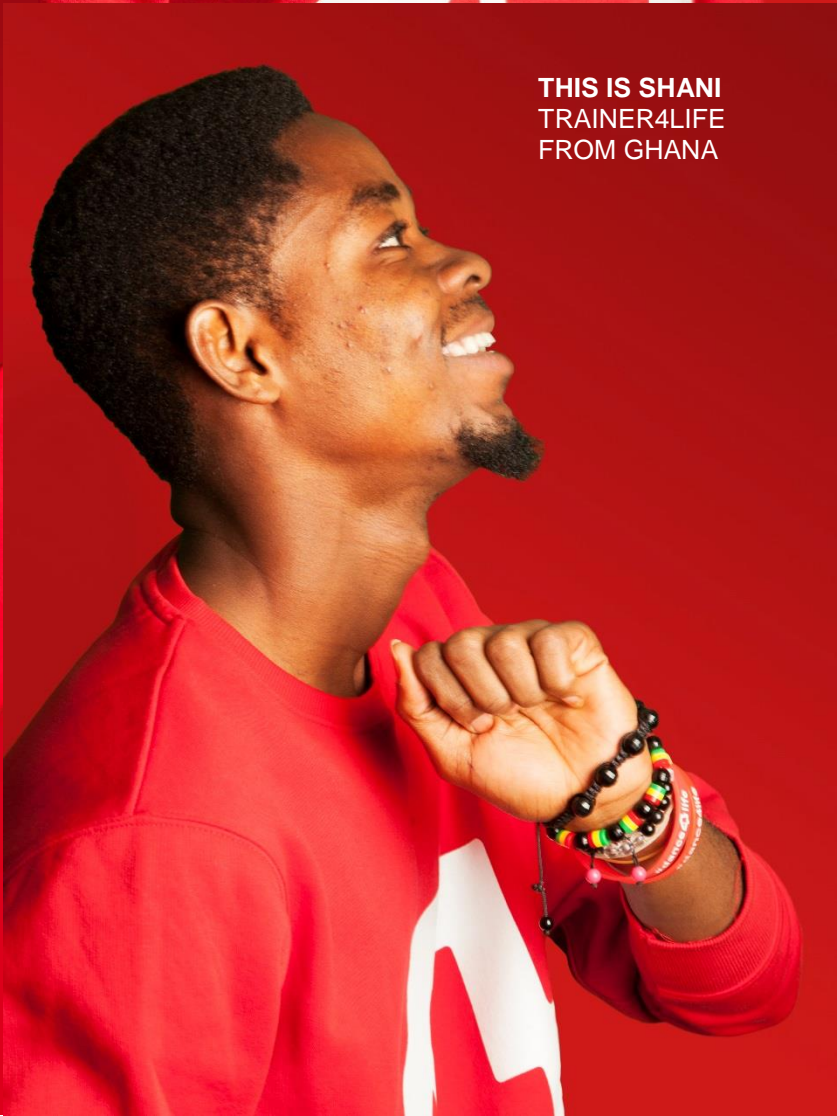
THIS IS ALIK
TRAINER4LIFE
FROM RUSSIA



THIS IS YVONNE
TRAINER4LIFE
KENYA



THIS IS JOHN
TRAINER4LIFE
FROM GHANA



THIS IS SHANI
TRAINER4LIFE
FROM GHANA

BECOME A SOCIAL FRANCHISE

Dance4Life has run transformational programmes for a long time; now we are transforming how we work. And there is a lot to do to transform into a flourishing social franchise.

In 2017 we addressed the fundamentals: what are we offering, and how do we provide it? What are we expecting from our franchisees? And, crucially, how can we support them to implement the Journey4Life in a high quality manner, to reach their goals? We focused on developing our start-up training package, operations manual, and monitoring and evaluation tools. We also established a Board of Franchisees so that our franchisees are involved in everything that we do and to stimulate linking and learning within our partner network.

It all starts with our core: The Journey4Life. How do we ensure that our partners fit the Journey4Life to their context and then use it well? We are guided by the strategy of *“recruit hard, train well, manage easy”*. So we put a lot of effort into and recruiting the right franchisees – organisations that are as passionate as we are about empowering young people, and who have something to add to our own network. Then we give them high quality training, so that they have the knowledge and skills to implement the Journey4Life in such a way it will create sustainable impact.

GETTING THE START-UP RIGHT

We need to make sure that every franchisee has the knowledge and skills needed for high quality implementation before they begin work. To help achieve this, in 2017 we devised our start-up training package of three workshops. The first kick-off workshop ensures that franchisees get a proper introduction to Dance4Life, the empowerment model and the Journey4Life. It is also when we develop the roadmap for implementation together. The second workshop is where we contextualise the Journey4Life, making sure it fits with local goals, issues and needs. Finally, in the third workshop, our Trainers4Life train the franchisee's Champions4Life, the young people who facilitate the Journey4Life encounters.

Having devised the start-up workshops we also tested them, observing what worked and what needed further refinement. We completed all 3 workshops in our pilots in Kenya, Russia and Nepal. Though the start-up package will be improved and adapted over time, we gained a lot of insights, so the foundation of these workshops has truly been set.

TOOLING UP

In 2017 we invested time in developing good tools to support our and our franchisees' work in the future. Our new Operations Manual sets out guidelines on everything related to Dance4Life's social franchise. It specifies our franchisees' and our minimum requirements and responsibilities, and outlines all the steps of setting up a Dance4Life programme through to implementation.

We also began renewing our Monitoring, Evaluation and Learning package, to bring it into line with the Journey4Life. This involves developing questionnaires for our franchisees to adapt and use, and reporting and work plan templates. We also established a new quality control system, so that we can check whether or not the Journey4Life is being implemented to the highest quality.

TO BE (A FRANCHISEE) OR NOT TO BE?

We held our annual partner event, the Dance4Life Experience, in Amsterdam in November. This year our focus was, of course, on the move to a social franchise and our new empowerment model. Our 14 partner organisations had to ask themselves *is this something we believe in and is this something we want to transition to?* Those that had already answered 'YES' and were taking part in the pilot programmes were able to share their experiences.

All in all our partners responded well to our new strategy. After the Dance4Life Experience more partners were eager to become franchisees and transition to using the Journey4Life. Partners who were reluctant in the beginning started the conversation of possibly transitioning. Of course, they asked critical questions, but that is what we need to further improve our offer.

NURTURING OUR NETWORK

An important element of our new structure is that franchisees share and learn through the Dance4Life network. In 2017 we appointed a Network Manager who set up the network and established a Board of Franchisees comprising two Directors, one Program Coordinator, and one Champion4Life. The members were selected by our partners and the Network Manager, and represent the different regions.

The board's role is to advise Dance4Life Amsterdam on topics such as research and innovation around the empowerment model, the franchise offer and support system provided by Dance4Life, and how to make the most of the expertise present in our partner network. It also controls the network's exchange agenda, including the annual exchange budget provided by Dance4Life, which we hope will foster true ownership by our franchisees of the shaping, linking and learning within the network.

In 2018 the Network Manager will continue to act as the link between the Board, the network and Dance4Life Amsterdam, ensuring that franchisees

have a voice within the franchise. The focus will be on setting up structures and systems that allow the Board to carry out its mandate and foster innovation and collaboration within the network.

COMPOSITION OF THE BOARD OF FRANCHISEES:

- / Zhenya Aleexeva – Executive Director – Focus Media Russia
- / Kaajal Pradhan – Country Director – Restless Development Nepal
- / Mariam Adam – Champion4Life / Program Officer – Theatre for Social Change Ghana
- / Indah Yusari – Program Officer – Rutgers Indonesia



ZHENYA ALEEXEVA
EXECUTIVE DIRECTOR
FOCUS MEDIA RUSSIA



KAAJAL PRADHAN
COUNTRY DIRECTOR
RESTLESS
DEVELOPMENT NEPAL



MARIAM ADAM –
CHAMPION4LIFE /
PROGRAM



INDAH YUSARI
PROGRAM OFFICER
RUTGERS INDONESIA

SCHOOLS 4LIFE

DE NEDERLANDSE SCHOLENACTIE

After comprehensive research and testing we started running our new global citizen programme, Schools4Life, in the Netherlands. It makes young participants aged 12-16 years not only aware of the huge impact of unsafe sex on the lives of their peers globally but also motivated to take action. An important additional effect is that it makes youngsters think about their own sexual behavior. To make it fresh and up to date we will focus on a different country and a different theme each year.

In 2017 we turned the spotlight on Rutgers Pakistan's programme. The focus was sexual intimidation and violence. This is one of the biggest health risks for young people in Pakistan, but also a topically prominent issue globally, as shown by the #MeToo campaign.

Over three months our tour team, including two Pakistani Champions4Life, visited 25 schools across The Netherlands and facilitated 223 guest lessons. In total they reached 4.740 youngsters.

The tour team used youth culture, personal stories and lots of energy to engage the students and build heart connections. Through rewards, such as workshops from Dance4Life ambassadors, the students were challenged to do their best and raise money for Rutgers Pakistan's Dance4Life programme.

Nearly 5.000 youngsters became actively involved who raised almost €34.000. With a top-up of 50c for every €1 from our partner Wilde Ganzen this became €51.000: enough to enable 10.000 Pakistani youngsters to join the Dance4Life programme and become empowered to fight sexual violence.

BASED ON QUESTIONNAIRES AND INTERVIEWS AFTER THE FIRST EDITION THE FOLLOWING RESULTS CAME OUT:

- / 87% of students and 100% of teachers recommend Schools4Life to others
- / Almost 95% score Schools4Life as 8 or higher on a scale of 1 to 10
- / 69% were motivated to take action for the sake of their peers in Pakistan, instead of for prizes



SCHOOLS4LIFE
PROGRAMME IN
THE NETHERLANDS



THIS IS NUZHAT,
PEER EDUCATOR
FROM PAKISTAN FOR
SCHOOLS4LIFE

FUND- RAISING & EVENTS

In 2017 our focus was on laying the foundations of our new strategy, with less emphasis on finding new fundraising partners or exceeding the amounts raised in earlier years.

However, we did develop a new concept – the FundRace – and we celebrated the renewal of our partnership with the Dutch Postcode Lottery for the next 5 years. We also cherished our existing, and growing, partnership with the Mac Aids fund and with our Friends4Life, and welcomed our new partner Wilde Ganzen.

FUNDRAISING PROJECTS

FRIENDS4LIFE

Our Friends4Life club is a business network 'with a twist'. Our friends do not only donate financially (€2.500 per year) but also help by sharing their knowledge and network. Our relationship with Friends4Life mirrors our approach with young people: we're in it together. We closed 2017 with just over 70 Friends4Life, who together donated almost €135.000.

FUNKY FUNDRAISER

On the 26th of June we held our fourth Funky Fundraiser. Our focus on child marriage and teenage pregnancies raised awareness and inspired our guests to bid on our auction and buy

lottery tickets – they raised a total of nearly €400.000.

SITUATION ROOM AND FUNDRACE

The Situation Room has become one of our most important fundraising projects. This award winning project (SponsorRing in 2016) flips fundraising on its head. Instead of asking companies for money we ask for support in the form of products, services and advice to lower our costs. We asked five entrepreneurs from the Friends4Life network to work on the Dance4Life wish list together for 24 hours. Their task was to use their networks to realise as many cost reductions as possible. BNR radio covered their progress in a live broadcast from the Situation Room.

- / The team nailed it with the highest number of wishes fulfilled so far: 126 of the 165 wishes came true, equal to more than €500.000 in cost reductions. They gathered items to be auctioned at the Funky Fundraiser, prizes for the best performing students and schools in Schools4Life fundraising, free training sessions, media space, external meeting rooms, IT expert advice... the list goes on and on....
- / As our sleep deprived friends in the Situation Room completed the last few hours of their challenge, another Friend4Life hosted our first FundRace. For four hours at Beursplein 5, the location where money talks, a team of friends, ambassadors, entrepreneurs and supporters of Dance4Life reached out to their networks to get as many donations as possible for our projects. Working against the clock they raised almost €90.000.

RUNNERS4LIFE

On the fifth of November 23 amazing people ran the New York City Marathon in support of us. Not only did our Runners4Life all finish the 42.2 km, but in total they raised more than €126.000 for Dance4Life.

GAY PRIDE

We were delighted to be part of Amsterdam Pride's canal parade. Four Friends4Life made a special donation to fund our vessel, with the theme "this is my pride". We promoted the right to be yourself through an invitation to "dance your own dance". Visitors danced together and celebrated life to the music played, free of charge, by Ambassador Barry Paf. We had a lot of fun and importantly were highly visible in this celebration of LGBT rights.

UNPLUGGED

Dance4Life Unplugged is a great example of literally giving young people the stage. It's an intimate event for and by young people, with inspirational young speakers and music; an inspiring showcase for the leadership role that young people have in society. Though the speakers and musicians come from different countries they have one thing in common: a commitment to using their talents and passion to create change. 2017's Unplugged was held at the Generator Hostel in Amsterdam, and hosted by two Trainers4Life, one from Nepal and one from the Netherlands. A Champion4Life from Kenya guided us through part of the Journey4Life which encouraged us to examine our own life ambitions.



FUNKY
FUNDRAISER
2017



RUNNING THE NEW
YORK MARATHON
2017



DANCE4LIFE AT
THE AMSTERDAM
PRIDE 2017



SITUATION ROOM
2017

ALLIANCES

RIGHT HERE RIGHT NOW!

In 2017 we continued working in the Right Here Right Now! (RHRN) partnership. RHRN is a 5-year strategic partnership with The Ministry of Foreign Affairs that aims to improve the sexual health and rights of young people in 11 countries worldwide.

The other partners are Rutgers (lead partner), CHOICE for Youth and Sexuality, HIVOS, LACWHN, ARROW, and IPPF-AR. The national platforms are composed of national organisations working on youth SRHR rights, women's rights, abortion and the rights of LGBT+. They form strong, inclusive, rights-based, but above all progressive voices in a world that is becoming more conservative about sexual rights.

In 2017 the focus was on advocacy and further strengthening the capacities of the platforms to implement their programmes. Dance4Life developed training sessions and provided workshops and skills building on topics including holding youth consultations, gathering and sharing stories for advocacy, use of social media, and strengthening youth-adult partnerships. For the first time we provided skills building sessions through webinars. This allowed us to reach more young people in more countries at a lower cost, and also enabled cross-country learning. We also developed manuals and toolkits about supporting youth advocates with young people from the national platforms, and distributed them in English, French and Spanish. In terms of high level advocacy, we supported (youth) advocates in their lobbying and advocacy work regarding the Commission on Population and Development process at the UN in New York. We facilitated strong linking and learning between the RHRN partners who were in New York and supported young advocates to share their

personal stories at the side event organised by RHRN. In 2016 we helped initiate the UPR (Universal Periodic Review) youth shadow report. In 2017, for the first time ever, this led to Pakistan receiving recommendations in its country statements on the elimination of all kinds of discrimination and abuse against, amongst others, the SRHR of women and girls.

GET UP SPEAK OUT

2017 was the first full year of implementation of the Get Up Speak Out programme (GUSO), which is operational in 7 countries (6 of which we work in). It's a consortium of organisations (Rutgers, IPPF, Choice for Youth and Sexuality, Aidsfonds, Simavi and us) partnering with the Ministry of Foreign Affairs as part of their SRHR Fund.

We are all working together towards improved SRHR for young people, especially girls and young women. It uses a multi-component approach: working simultaneously on ensuring sexuality education, youth-friendly services and building a supportive environment. The program works with national SRHR alliances. These platforms are important resources where different national organisations can cooperate and learn from each other, ultimately enabling peers, parents and policy makers to work positively towards young people's sexuality awareness. The Dance4Life partners specifically take a strong lead in empowering young people. The GUSO programme ensures that this work is always connected as part of the wider program. For instance, a young person going through the empowerment model of Dance4Life who is in need of healthcare can be referred to a clinic that is trained in youth friendly practices by one of the other partners in the alliance. This connection is hugely important, as seeking sexual health services for young, unmarried people is considered taboo in most countries.

CHALLENGES

SEEKING PROOF

Unfortunately, we did not manage to secure funding to invest in Proof of Concept research during 2017. We aim to run rigorous research of high scale implementation to explore and record how use of our model leads to behaviour change and improvement of health outcomes. However, with staff changes and our focus on priorities of developing our model, the Trainers4Life and the social franchise infrastructure, we were not successful. Securing investment for this is now a priority for 2018.

SHRINKING SPACE FOR CIVIL SOCIETY

In the last 10 years, human rights organisations, pro-democracy actors and wider civil society movements in many countries are facing increased restrictions when trying to carry out their work. This specifically accounts for work in the area that Dance4Life and its partners are active in; sexual and reproductive health and rights (SRHR). Governments are erecting legal and administrative barriers, making it more difficult for civil society organisations who receive foreign support and funding to operate. In January 2017, President Trump reinstated and expanded the Global Gag Rule, having a large hampering impact on funding of the work of our partners. Specific examples of this shrinking space are Uganda and Pakistan. Over the years, the environment for access to sexual reproductive health and rights has been shrinking in Uganda. In 2017, the political situation remained relatively stable but highly restricted and limited for SRHR oriented work. The continued “Ban on Comprehensive Sexuality Education” by the parliament affected timely implementation of in-school activities and resulted in a shift towards using more conservative materials at schools as requested by the government. Our partner has joined forces with partners in the Get Up Speak Out Alliance partners and other likeminded organisations to organise key policy level activities

targeted towards a supportive policy environment for the delivery of rights based sexuality education programmes and youth responsive SRHR services. This ongoing debate with the government will continue in 2018. During 2017 the Government of Pakistan ordered 27 international NGOs to shut their operations, accusing them of working against Pakistan’s national interests and cultural values. Among these was Dance4Life’s partner Rutgers Pakistan. In response, a delegation of foreign envoys including the Dutch Mission in Pakistan called on the interior minister. As a result, the interior ministry agreed to look further into each INGO’s case, allowing them to operate until a final decision is taken.

LETTING GO OF PARTNERS THAT DO NOT FIT OUR PARTNER PROFILE

Our transformation to becoming a Social Franchise also meant we had to take a critical look at what we expect from a franchisee. We developed a clear partner profile and tested this profile in a market research. We took a critical look at our current partner network. Fortunately, most of our partners fit the profile. A few do not yet fit the profile, but we will offer support to them in 2018 so that they can get there.

And unfortunately after having done an extensive external audit we had to conclude that one partner in Kenya had too weak financial management to fit the profile. As there was too little ground to be confident they could improve their financial management, we decided to part ways.

ORGANIZING OURSELVES

Of course, our first year of transition has involved changes in how we structure our organisation. We have created and tested a new structure, hired some new staff, and altered how tasks are divided between us. As always, we aim to recruit hard, train well, manage easy.

OUR TEAM IN AMSTERDAM

The team in our Amsterdam office is organized around the 3 main areas of work focusing on scale (franchising), buy in (engagement) and proof (research and development). These three areas continuously support and reinforce each other. Our partners' focus will be on a fourth area of work focusing on achieving impact by implementing the Journey4Life.

Mid 2017 Dance4Life designed a new organizational structure in line with these areas of work and that supports the realization of the new strategy. Furthermore it is rooted in Dance4Life's core value of empowerment. The 7 teams are self-steering, each reporting to one of the 2 directors and each with a focal point called the team facilitator. This structure was evaluated end of 2017 and with a few alterations improved further. The figure on page 24 contains a picture of our organisational structure.

The organisation per 31st of December 2017 consists of 25 employees. In total an average of 21,24 fte (19,63 fte in 2016) worked at our head office in 2017. We're also pleased to be able to count on the support of many volunteers and trainees, mainly during fundraising activities.

During 2017 Dance4Life operated with a leadership team of two members: an Executive Director and the Director Franchising & Development. The two directors together formed the daily management team of Dance4Life.

REGIONAL LIAISONS

We currently have 3 regional liaisons based in and overseeing Dance4Life's focus regions; Africa, Asia and Eastern Europe and Central Asia. Their role is to recruit new franchisees and built local partnerships between franchisees and investors

EXECUTIVE DIRECTOR / DAILY BOARD

Our executive director, Eveline Aendekerk, is 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. The executive director is accountable to the chairman of the Supervisory Board and reports to the board on a regular basis. Her earnings were € 81.120 (based on 0,8 fte) in 2017, which is below the maximum of € 143.200 (0,8 fte) as stipulated in the Code of Good Governance.

SUPERVISORY BOARD

The Supervisory Board is responsible for supervising the executive director and the planned activities and budget of Dance4Life. Its members are appointed for a period of (max. two terms of) four years. As in previous years, the board received no emoluments. According to the by-laws the supervisory board meets at least once a year. In 2017 there have been 5 supervisory board meetings on 7 February, 18 April, 18 July, 31 October and 12 December. In every meeting the executive director reported on the (financial) performance of the organisation as well as on the various areas of work and the progress towards realization of the Yearplan 2017 as part of the Business Plan 2017 – 2020. In case there were deviations from the original year plan and budget she reported these to the supervisory board.

Every year there are a number of recurring topics on the agenda of the supervisory board. Also for 2017 these were: approval of the annual report (incl. the financial statements) 2016, progress of the year plan 2017 and progress of the multiyear strategy (2017-2020). Also the yearly appraisal of the executive director is a recurring topic. In 2017 this conversation, in which the chair of the supervisory board and the human resource manager of the organisation participated, took place 12 June. In preparing the evaluation the chair consulted all individual supervisory board members.

The supervisory board has also been involved in the process to acquire the CBF erkenningsregeling. The Central Bureau on Fundraising (CBF) is an independent foundation which has been monitoring fundraising by charities since 1925. The CBF's task is to promote trustworthy fundraising and expenditure by reviewing fundraising organisations and giving information and advice to government institutions and the public. When a charity has been recognized as a charity by the CBF (CBF-erkend goed doel), you can trust that the organisation has been closely reviewed. Dance4Life got reviewed in 2016-2017 and the CBF in its evaluation report

issued a positive opinion. Dance4Life got the final approval 10 April 2017.

COMPOSITION OF THE SUPERVISORY BOARD AS PER 31-12-2017;

- / Thérèse van Schie (chairperson), independent consultant
- / Laura Lasance, executive director Humanity in Action
- / Wietse Tjoelker (treasurer), certified auditor, investor and consultant
- / Doortje Braeken, expert adolescent SRHR
- / Godert van Dedem, SVP marketing EMEA at Ebay

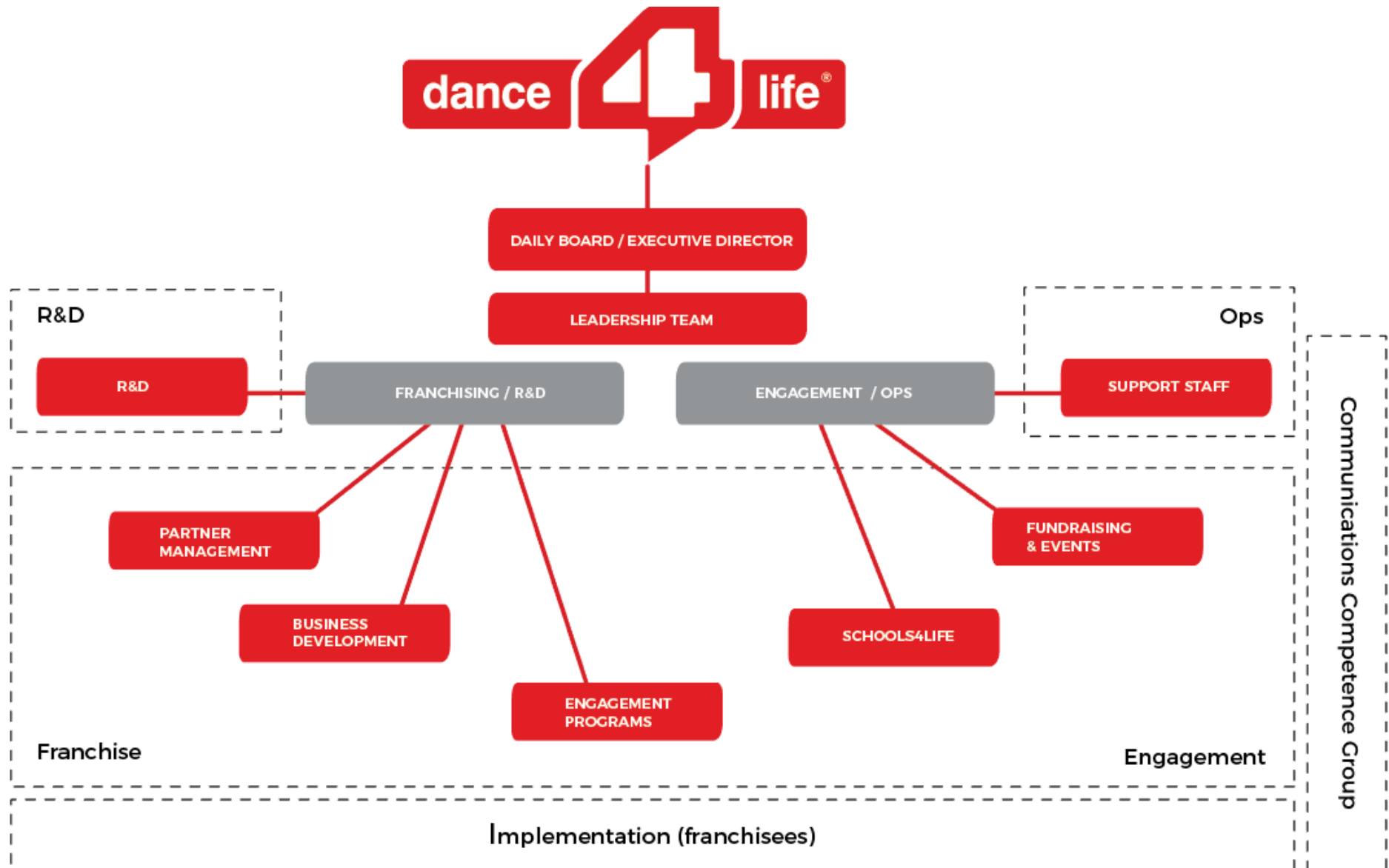
Joris Aperghis who left the board in December 2017 was replaced by Godert van Dedem, an experienced marketing professional currently at Ebay with a longstanding international trackrecord. Tex Gunning, CEO at Leaseplan, who left in 2016 was replaced by Doortje Braeken who joined the Board mid-June.

EXPERTS TO THE BOARD

In 2017 we started working with a group 'Experts to the Board'. These are renowned professionals in the field of Adolescent SRHR who have agreed to provide their experience and knowledge in aiding the progress of the development of dance4life and its impact.

INSPIRATIONAL BOARD

Given Dance4Life's new strategy and way of working we agreed with its members that the Inspirational Board will no longer be active as part of the Governance. Its members however will remain involved on a personal level.



FINANCIAL REPORT 2017

During this year of transition, the first of 4 years, Dance4Life maintained a healthy financial position as indicated by two ratios:

	2017	2016
Quick Ratio	2,38	2,03
<i>Internal benchmark: > 1</i>		
Leverage Ratio (D/E ratio)	0,70	0,93
<i>Internal benchmark: < 2</i>		

We did not experience any cash flow problems and met our payment obligations.

Our income of 2017 was € 2.665.357, this is 33% less than in 2016. This decline was forecasted as it is primarily caused by the timing of grants: in 2016 we recorded income from GUSO grants to be distributed during 2016 and 2017. The GUSO program will run until 2020, and we will receive more income and provide grants to our partners in 2018.

FINANCIAL RESULT

Dance4Life looks back on a year of development. We invested substantially in the development of our Youth Empowerment Model and in our transitioning to a social franchise. Because of this the financial result of 2017 was a loss of € 141.872. This is completely in line with what we budgeted for.

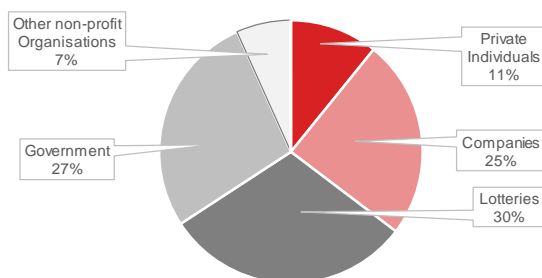
We had anticipated, in our budget, a deficit of €96.572. In 2016 we decided to form a reserve of €200.000 to finance pilots in 2017 and 2018. As the pilots progressed more quickly than planned some costs that were budgeted for in 2018 were incurred in 2017. The total expenditure on the pilots in 2017 was €127.937, €27.937 more than we had expected in 2017. A part of the income of our Schools4Life campaign was added to an appropriated fund. This income, € 22.679, will be spent on our program in Pakistan in 2018. The remaining €36.613 of our negative result was due to not entirely meeting our revenue targets; it is covered by our continuity reserve.

OUR SOURCES OF INCOME

As the figure on page 27 shows, our largest sources of income in 2017 were the Dutch National Postcode Lottery and our government via the Dutch Ministry of Foreign Affairs. A quarter of our income came from our Friends4Life and companies, including our Funky Fundraiser, FundRace, product collaborations, and donations from companies and corporates. The 10% of income that we received from private individuals includes the students in our Schools4Life programme, our Runners4Life, and donations from individuals and private major donors.

The income from not-for-profit organisations refers to grants we received from foundations and licensing fees from our social franchisees. In 2018 our focus will be on further diversification of our income.

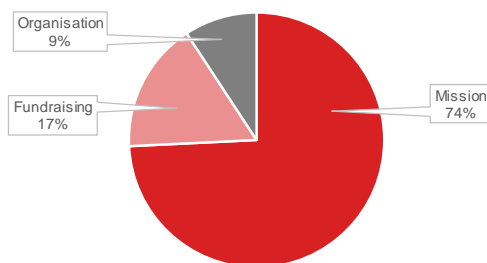
Sources of Income 2017



OUR EXPENDITURE

In 2017 we spent € 2.807.229 in total, with almost three quarters spent on our mission. Our benchmark for expenditure on our Mission is >67%. We spent 9% of our expenditure on organization. Our benchmark is that expenditure on organisation remains below 10%. The expenditure on fundraising was 17%, which is in line with sector benchmarks. The RJ650 guideline replaces the guideline of the “Erkenningsregeling”, the latter stated that the cost of fundraising should be below 25%. We refer to page 49 for the full overview of our performance ratios.

Expenditure 2017



BUILDING UP OUR CONTINUITY RESERVE

Our continuity reserve was €670.651 at the end of 2017. €36.613 of our negative result over 2017 is covered by our continuity reserve.

In line with sector benchmarks and guidelines the Supervisory Board decided to further increase this

reserve to € 800.000 as this would be the right amount to cover our continuity risk.

MANAGING RISKS

In 2017 we continued to monitor and update our risk assessment. The most important risks have been identified and evaluated through a series of interviews with all teams in the organization. We distinguish risks in the following areas:

Strategic risk

Both Dance4Life and its franchisees rely on the support of the public to be able to do the work. We risk that if the societal trust in NGOs declines further, it becomes harder to attract and keep the public's support. To mitigate this risk as much as we can, we focus on making a meaningful impact and communicate about this with the public. In addition, we are a (financial) transparent organization. Lastly, in the light of recent turmoil in the sector, we uphold the highest ethical standards in our operations.

Another strategic risk we face is that the world is becoming more conservative. As a result, the space for us and other NGOs to operate in it is shrinking, especially given our focus on matters of sexuality and rights. We continue to lobby actively, we build alliances and we work with different partners. Also, we take the global developments into account during our partner selection process.

Operational risk

Despite having a diversified source of income, we realize that we are depending on a small number of large donors. This makes our organization vulnerable. We mitigate this by making sure that our success is visible, by lobbying towards governments and alliance partners, and by further differentiating our sources of revenue.

One of our operational risks is related to becoming a social franchise; we are making our proprietary brand and model available to our partners. We risk the illegal use of our model and brand. To lessen this risk we provide valuable ongoing support, invest in our partner community and monitor the market for illegal usage of our brand and model.

As an organization funded with public funds, we are very aware of the risk of fraud and that we will be held responsible for poor financial management. Therefore, we regularly collect partner reports and checklist, we visit our partners in person and we report to our own donors on a regular basis. Because of the fact we will no longer be a grant maker towards our partners this risk will diminish significantly.

Compliance risk

Lastly, we focus on risk regarding compliance. We realize that we have to be compliant to a number of important regulations. Therefore, we regularly review our compliance standards and audit our organization multiple times per year.

Ongoing risk management

In 2017, we have made improvements in diversifying our income mix and in selecting the partners we work with. To make sure that our risks are actively monitored, we have appointed risk owners to each risk. In addition, we have installed a process of bi-annual evaluation of new and existing risks by all risk owners with the Supervisory Board.

Case: Suspicion of fraud in 2017

One of our risks came to reality in 2017 when signals of financial irregularities by our Kenyan partner in the Get Up Speak Out (GUSO) program reached us. These signals reached us during a project visit to our partner.

Dance4Life's response to this signal was to put the program of this partner on hold, and inform the GUSO alliance and the Ministry of Foreign Affairs, as per our fraud policy. With the help of a local auditor, we audited the Kenyan organization on their financial management and on a suspicion of fraud.

The result of the audit was that there had been no fraud, and that irregularities had been resolved. Dance4Life has shared the results of the audit with the Dutch Ministry of Foreign Affairs, which were approved in 2018.

Ethical behavior

Early in 2018, ethical behavior by NGO employees became a very urgent topic after the news of the scandal at Oxfam UK. Dance4Life of course has guidelines and protocols for employees (and partner organizations) in place to adhere to. The recent scandals have prompted us to review these guidelines once again, to tighten them where necessary and to focus on them.

We find transparency very important and regularly check whether everyone adheres to the Code of Conduct. We also take immediate measures if this is not the case, we have a zero tolerance policy. At the same time we realize that only rules of conduct are not always sufficient. Fortunately, there have been no violations or other cross-border behavior known to us since the establishment of Dance4Life in 2004.

In 2018 we will further improve our risk management by updating our Integrity Policy for our employees, partners and affiliated people. Furthermore we will develop and implement a 'Safeguarding Young People' policy.

PROGNOSIS 2018

2018 will be the second year of our 4 year transitioning period. During this period we need to transition our positioning, organisation and network to ensure we are able to realise our 2030 goal. Our main focus for 2018 is therefore to **be out there!**

WE HAVE SUMMARISED THE 5 MAIN GOALS FOR 2018 AS FOLLOWS:

1. Secure 3 Proof of Concepts in our priority regions (Africa, Asia, and Eastern Europe & Central Asia).
2. Gain evidence (through the pilots) that our empowerment model and social franchise works.
3. Have the successful transition to franchisees using the new model among 13 partners and recruit 4 new partners.
4. Be visible in relevant media and on relevant stages through stories about the issue of unsafe sex, the Journey4Life and/or our social franchise.
5. Secure sufficient unearmarked funds.

BUDGET 2018

	Budget 2018
	€
<u>A. Income</u>	
- Income from private individuals	355.000
- Income from companies	1.300.000
- Income from lottery organizations	500.000
- Income from government grants	1.265.792
- Income from other non-profit organisations	610.000
- Interest	5.000
<i>Total A. Income</i>	<u>4.035.792</u>
<u>B. Costs</u>	
<i><u>B1 Expenditure on objectives</u></i>	
- Engagement:	
• Engagement	474.213
• Costs internal organization	479.338
- Franchising:	
• Franchising	1.128.963
• Costs internal organization	539.321
- R&D:	
• R&D	380.000
• Costs internal organization	192.263
<i>Total B1 Expenditure on objectives</i>	<u>3.194.099</u>
<i><u>B2 Costs of fundraising</u></i>	
- Direct costs fundraising	356.000
- Costs internal organization	492.581
<i>Total B2 Costs of fundraising</i>	<u>848.581</u>
<i><u>B3 Organization and administration</u></i>	
- Costs internal organization	171.067
<i>Total B3 Organization and administration</i>	<u>171.067</u>
<i>Total B. Costs</i>	<u>4.213.747</u>
Result	<u><u>-177.955</u></u>