

ANNUAL REPORT



ABOUT OUR WORK IN 2018

COLOPHON

Want to know more about Dance4Life's approach to promote positive sexual health and relationships? Are you interested in becoming a franchisee? Or do you want to contribute, collaborate or partner with Dance4Life? Contact us:

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ABOUT DANCE4LIFE

Dance4Life is a social franchise based in Amsterdam, with a global scope. By 2030, together with our partners we aim to empower at least 5 million young people, aged 10-24, to make informed decisions around their sexual health and relationships.

Unsafe sex is one of the fastest growing and biggest risks for young people worldwide. For girls, it is the biggest risk: complications related to pregnancy and childbirth are the leading cause of death among girls between 15 and 19. Every 15 seconds, someone is infected with HIV and 1 in 5 girls is a victim of sexual harassment or rape. Dance4Life is determined to change this.

OUR APPROACH

At Dance4Life we take a different approach to sexual health awareness. Sex isn't like other subjects so we don't treat it like one. Based on insights from over a decade of implementation and the most recent evidence and scientific findings, Dance4Life co-created an Empowerment Model with and for young people. The core of our model is the Journey4Life, a curriculum that is delivered by trained peer leaders called Champions4Life who empower young people rather than educate them. Consisting of 10-12 weekly sessions, the journey takes place in structured settings such as schools or sports clubs. Champions use youth culture and dance to build reflective, critical thinking and informed decision-making. The Journey4Life is plugged into larger programmes providing access to youth-friendly health services and building enabling environments for young people and their Sexual and Reproductive Health and Rights (SRHR). Together we are ensuring that young people stay healthy, stay in school, and are able to shape their future the way they see it.



OUR BUSINESS MODEL

In 2017 we transitioned to an innovative social franchise model with the Journey4Life as our core product. Our franchisees co-own a contextualised Journey4Life and raise the funds needed – with support from Dance4Life – for implementation, thus creating a stronger ownership of the model. A Board of Franchisees ensures that franchisees are directly involved in the governance of our franchise structure, and the further development of the Journey4Life. This allows the Dance4Life Amsterdam office to focus on three areas: (1) research and development, (2) ensuring buy-in and creating awareness around young people's SRHR and (3) achieving scale and impact through a growing network of strong franchisees who are connected for learning, innovation, and exchange.

DANCE4LIFE TAKES AN INNOVATIVE APPROACH TO COMPREHENSIVE SEXUALITY EDUCATION, EMPOWERING YOUNG BOYS AND GIRLS TO TAKE PERSONAL LEADERSHIP OVER THEIR SEXUAL LIVES

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HIGHLIGHTS & LESSONS

For Dance4Life, 2018 was an exciting and important year. We joined forces against the biggest sexual health threats young people face: HIV, unwanted pregnancies and sexual & gender-based violence.



In 9 countries, our 10 partners started to scale our new empowerment model. We **finalised the pilots of our model** for young people in four countries, including substantial research: the results are positive and lessons learned have been integrated in an updated franchise offer, start-up package and Journey4Life 2.0. The core design of our youth empowerment model and social franchise still stands.



In 2018, we have transitioned our existing network of partners into franchisees, and recruited four new franchisees. With them we co-created 10 different versions of the Journey4Life.



First evaluations show our empowerment model is making real changes for young people. They have **more confidence regarding their sexual relationships**. For example, in Nepal, gender equal attitudes between boys and girls increased by 31%, in Tanzania, 32% more young people have been tested for HIV and in Ghana 11% more young people are willing to use condoms.



We finalised our three-year programme “Save the Date” in Nepal (funded by The Dutch Postcode Lottery) aimed at raising awareness and ultimately reducing the incidences of child marriages. Over three years we reached almost 87,000 people in Nepal. Key results include: a 35% increase in students’ knowledge about their sexual health rights and a **93% (!) decrease of school drop out related to child marriages**.



We currently have 21 Trainers4Life ready to train hundreds of other trainers around the world. We learned these trainers benefit from our online Academy that we are hoping to expand in 2019 and onwards.



We were out there: Our positioning as thought leader on empowerment and sexual health is getting stronger. We are increasingly **recognised as frontrunner** by funders, potential franchisees and important stakeholders like UN agencies.



We have **professionalised**: Dance4Life is now ISO and Partos 9001 certified, CBF-accredited, GDPR-proof and substantially improved on integrity with our Safeguarding Young People Policy and Toolkit.



We have reached over **11,500 Dutch students through our Schools4Life programme**. Schools, students and funders asked us to re-focus the program on sexual intimidation in the Netherlands to increase our relevance.



We had **a change in Leadership**. Eveline Aendeker handed over her role as Executive Director to Jael van der Heijden after eleven amazing years at Dance4Life making impact for youngsters around the world. With Anika de Groot (new Director Fundraising & Communications) joining in July 2018, the Leadership team is excited about the next phase of Dance4Life. We will start capitalising on our energising brand, build sustainable collaborations, ensure financial stability and ensure a happy team.



IN TOTAL 50,000 YOUNGSTERS WERE EMPOWERED BY DANCE4LIFE. THEY IN TURN, REACHED OUT TO ANOTHER 250,000 YOUNG PEOPLE.

This impact was made possible by many people's awesome efforts! Our ambassadors, reaching millions with our #Idecide4myself campaign. Our Friends4Life with their network, knowledge and donations. The Dutch students in Schools4Life, talking about sex and taking action. And of course our amazing young trainers, partners and funders. Together we empower young people to take ownership of their sexual lives.



WATCH A VIDEO ABOUT THIS TOPIC.
CLICK HERE!

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 who can bring the social and economic progress we so badly need.

However, far too many young people are unable to reach their full potential. Extreme poverty, inequality or lack of information holds them back. In the face of uncertainty and insecurity, 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 world today is home to the largest generation of young people in history, **1.8 billion** (UN Youth strategy 2018: [CLICK HERE](#))



15% of the population is between **15-24** year old (WORLD POPULATION DATA FOR 2018: [CLICK HERE](#))



Unsafe sex is ranked **second** among the **top ten risk factors** to health in terms of the burden of disease they cause (translated: it is the second burden of disease, overall). (WHO: [CLICK HERE](#))



Each year, **15 million** girls are married before the age of **18**. That is **28 girls every minute** (GIRLS NOT BRIDES: [CLICK HERE](#))



AIDS is the **#1** cause of death among young people in Africa, followed by maternal conditions (WHO, 2016: [CLICK HERE](#))



Overall (all world): among **10-14** year old girls, HIV/AIDS is the **#1** cause of death among **15-19** year old girls, maternal conditions is the **#1** cause of death (WHO, 2016: [CLICK HERE](#))



Complications related to pregnancy and childbirth are the leading cause of death among girls between **15 and 19** (WHO, 2018: [CLICK HERE](#))



Nearly **80 per cent** of all new HIV infections among adolescent girls aged **15-19** in 2015 are in sub-Saharan Africa. (UNFPA, 2016 ENDING THE AIDS EPIDEMIC FOR ADOLESCENTS, WITH ADOLESCENTS. A PRACTICAL GUIDE TO MEANINGFULLY ENGAGE ADOLESCENTS IN THE AIDS RESPONSE: [CLICK HERE](#))



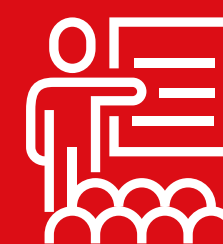
In least developed countries **41%** of women married before age **18** and **15%** before age **15** (UNICEF, 2014b. The State of the World's Children 2015: Reimagine the Future: Innovation for Every Child, New York)



90% of adolescents birth among **15-19** year olds are within child marriages (UNFPA, 2012 MARRYING TOO YOUNG. END CHILD MARRIAGE: [CLICK HERE](#))



The Copenhagen Consensus paper on population and demography estimated a **120 dollar benefit** for every **dollar** spent on universal access to SRH services and eliminating the unmet need for contraception. [CLICK HERE](#)



The loss in wealth of not keeping girls in schools is almost incomprehensible: **15 trillion dollars** [CLICK HERE](#)



1 in 10 girls under the age of **20** has experienced sexual violence, worldwide (UNESCO, 2015. GLOBAL GUIDANCE ON ADDRESSING SCHOOLRELATED GENDERBASED VIOLENCE: [CLICK HERE](#))



In 2017 alone, **590,000 young people** between the ages of **15 to 24** were newly infected with HIV, of whom **250,000** were adolescents between the ages of **15 and 19**. Only **23 per cent** of adolescent girls and **17 per cent** of adolescent boys aged **15-19** in Eastern and Southern Africa – the region most affected by HIV – have been tested for HIV in the past 12 months and received the result of the last test. The testing rates in West and Central Africa and South Asia are even lower. (UNICEF, 2018: [CLICK HERE](#))



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: [CLICK HERE](#))

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.

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 embrace youth culture such as music and dance to create awareness. And we offer young people skills to build self-esteem and autonomy to make them courageous.

OUR INNOVATIVE APPROACH TO COMPREHENSIVE SEXUALITY EDUCATION EMPOWERS YOUNG BOYS AND GIRLS TO TAKE PERSONAL LEADERSHIP OVER THEIR SEXUAL LIVES.

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



IMPACT

Dance4Life continuously builds evidence on how our approach empowers young people and contributes to decreasing three of the biggest sexual health threats that young people face: HIV, unwanted pregnancies and sexual and gender based violence.

FIRST RESULTS OF OUR NEW APPROACH

In 2018, we decided to conduct extensive pilot research into the Empowerment Model (started in 2017) to fully understand its success and effects among young people. We evaluated our empowerment model with our franchisees in four pilot countries: Ghana, Tanzania, Nepal and Russia. The research showed that the Journey4Life had a range of positive impacts on the sexuality of young people. The research focused on assessing changes in behaviours and intentions (strong predictor for future behaviours), confidence in acting in a positive way in relation to sexuality, gender equal attitudes, awareness of social norms and willingness to change harmful ones. Data were collected among 300 young people in Ghana, 280 in Nepal, 115 in Russia, and 103 in Tanzania. Research tools were adapted in line with the contextualisation of the Journey4Life. Findings from the outcome evaluation are positive and encouraging, especially in the area of behaviour change, confidence and gender equal attitudes.

Behaviour change

Across all countries young people developed greater intention and/or behaviour to get tested for HIV and STIs. More specifically, the percentage increase in intention and/or behaviour to get tested for HIV was 32% in Tanzania, 23% in Russia, and 5% in Ghana; for STIs the respective increases were 21%, 13%, and 5%.

	Tanzania	Russia	Ghana
Gender equal attitude	32% increased	23% increased	5% increased
Tested for STIs	21% increased	13% increased	5% increased

In Nepal positive changes in intentions to perform healthy sexual behaviours were noticeable. Behaviours investigated were use of contraceptives, refusal of unwanted sex, STIs and HIV testing, and action against violence, bullying and discrimination.



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Confidence

Confidence increased among participants in Ghana, Nepal and Tanzania, especially when looking at positive sexuality, such as discussing contraception use and STI status with their partner, asking their partner to have sex, and carrying condoms. Confidence in their sexual reproductive health and rights (SRHR) increased in Nepal (by 25%) and Ghana (by 24%), especially in terms of agency in leading a healthy lifestyle.

	Nepal	Ghana
Confidence in SRHR	25% increased	24% increased

We assessed young people’s confidence in using services in Ghana and Tanzania and found it was undermined by difficulties with referrals and lack of accessibility to health services.

Gender equal attitudes

Gender equal attitudes increased across all countries. In Tanzania (49%), Nepal (31%) and Ghana (24%), more young people were able to critically reflect on social norms related to sexual and reproductive health and rights and about their role in changing harmful ones. In Russia and Nepal more young people also felt able to positively influence norms within their family/ household or in the community, while in Ghana they felt less able to do it, highlighting the need to address community support more there.

OUR IMPACT IN NEPAL

In 2018 we finalised our three-year programme “Save the Date” in Nepal (funded by The Dutch Postcode Lottery) aimed at raising awareness and ultimately reducing the incidences of child marriages. This programme was a partnership between three international organisations (Dance4Life, Free Press Unlimited, Child Helpline International) and three local partners (Restless Development Nepal, Community Radio Support Centre, Child Workers Nepal).

 [WATCH A VIDEO ABOUT THIS TOPIC](#)
[CLICK HERE!](#)

We introduced the Dance4Life empowerment model in Nepalese communities. Designed by and for young people, this education programme helped discuss issues related to sexual and reproductive health and rights (SRHR) and life skills, with a focus on the issue of child marriage. It included music, dance and exercises and was contextualised to Nepal and translated. Our partners also developed a radio soap titled Mitini, with stories of child marriage and its consequences, which was broadcast across Nepal. And finally, our partners established a free helpline for young people to report cases of child marriage, or get support if involved in one. This helpline was promoted through the educational programme and the radio soap.

Save the Date took place between April 2015 and June 2018 and was evaluated by an external organisation. We reached almost 87,000 people in Nepal. Key results include: a 35% increase in students’ knowledge about their sexual health rights, 20% increase in students stating they won’t get married before they turn twenty and a **93% (!) decrease in school drop out** related to child marriages.



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93% (!) DECREASE
IN SCHOOL DROP
OUT RELATED TO
CHILD MARRIAGES



© Dance4Life

REACH

In 2018, Dance4Life worked in 14 countries across Africa, Asia, Europe and North America.

BARBADOS / CHINA / ETIOPIA / GHANA / INDONESIA / KENYA / MALAWI / NETHERLANDS / NEPAL / PAKISTAN / RUSSIA / UGANDA / TANZANIA / ZAMBIA

Together with our partners we reached 60.602 young people in 2018. In total 51.344 of the young people became active as Agents4Change. 25.927 went through our 4-step model, 13.928 participated in our Journey4Life program and 11.489 were reached by the Dutch schools program. As on average each Agent4Change shares what they have learned with 5 other people, we indirectly reached around 256.720 individuals in 2018.

Since 2004 more than 2.2 million young people have participated in the Dance4Life programme, and 965.986 became Agents4Change, leading to an indirect reach of 4.829.930 million young people in total.



COUNTRIES WHERE WE CURRENTLY WORK

2.235.135 TOTAL REACH 965.986 AGENTS4CHANGE

RESEARCH & DEVELOPMENT

Research and Development are a crucial part of our strategy to achieve long term impact. During 2018 we expanded our pool of trainers and harnessed the results of our pilot research.

Our 2018 was a year of learning and adaptation. We rolled out our new Dance4Life empowerment model in 9 countries, and in four countries we conducted research into the implementation and effectiveness of the programme.

21 trainers



462 youth facilitators

To enable this expansion we added 12 newly trained members to our Trainers4Life team, expanding it from 9 to 21 trainers from 9 countries. The Trainers4Life delivered 18 Champions4Life trainings in 2018, enabling 462 youth facilitators – which we call Champions4Life after these trainings – to empower thousands of young people around the world.

In 2018 we initiated a 5 year PhD trajectory with the University of Maastricht to deepen our understanding about the interconnection between Social Emotional Learning competences and Comprehensive Sexuality Education. We hope to learn about the effects of our new model, which focuses on building competencies, on young people's self-confidence, gender equal attitudes, behaviours and sexual and reproductive health and educational outcomes.

In 2018, together with the renowned research institute RAND Europe, we completed the pilot research projects with our franchisees in Ghana, Tanzania, Nepal and Russia. The research found that in general young people who have gone through the Journey4Life:

- / have more gender equal attitudes
- / are more confident about their own sexual life
- / demonstrate positive intentions for behaviour change such as use of contraceptives and accessing health services

We incorporated the lessons learned from the pilots into a new version of the Journey4Life, making it smarter and more relevant. For example, improving it with more SRHR content that is explicitly linked to the activities. We also adjusted the Champions4Life (young people facilitating the Journey4Life sessions) training and strengthened referral to services. The Journey4Life is built in a way that allows adaptation to the local context and needs of the young people in different countries and communities. For that reason we developed a digital platform which enables our franchisees to access, contextualise and translate the content of the curriculum to fit the culture, language and needs of the young people where they are working.

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 comprises 12 Encounters (sessions) of 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 SOCIETY (critically assessing and challenging social norms), and ends with a celebration of transformation. This journey of self-discovery uses journaling, mindfulness, storytelling and creative expression such as music and dance to enable young people's reflective and critical thinking. Franchisees adapt activities to fit the local context and the needs of the participants, including making them age-appropriate.

In 2018, we co-created 10 different versions of the Journey4Life with franchisees. Learning from the challenges regarding efficiency and language barriers, we have made the contextualisation process more lean and mean using our new digital platform, the Dance4Life dashboard.

TRAINERS4LIFE GROWING AND GOING DIGITAL

Our Trainers4Life are proven young leaders who are experts in creative facilitation and our youth empowerment model. They train the Champions4Life, the young people who deliver the Journey4Life in schools and communities. In addition to training 462 new Champions4Life during 2018, our Trainers4Life represented Dance4Life and the voice of youth at four international conferences.

To track and manage the professional growth of the Trainers4Life, we designed an online space on the Dance4Life dashboard for them. We plan to explore digital tools further in 2019, and to establish a Trainers4Life Academy which will offer both offline and online learning and development. This is an exciting new challenge to co-create together with young people around the world!





SOCIAL FRANCHISING

In 2018 we tested our new social franchise model, established a Board of Franchisees and created demand for our model by building relations with potential new partners and donors.

TESTING AND TRAINING OF OUR NETWORK

2018 was all about testing our new approach. We set up pilots with four partners in four countries where we looked into the immediate impact of The Journey4Life, and into the support package that we offer to our franchisees. These four partners co-invested with us in running The Journey4Life and experiencing our start-up package and support offer. As the pilots were implemented back to back it gave us the opportunity to refine our franchise offer and to improve the trainings and tools. The pilot partners indicated that they considered the trainings and support value for money, a perception that increased over time as they saw the programme in action. Next to that the joint contextualisation and training of the Champions4Life helped to create ownership over the programme. However the pilot partners also identified the need for more support on fundraising.

In addition to working with the pilot countries we trained three more organisations and added two new franchisees, bringing the total number of organisations trained in The Journey4Life to 10. Meaning that for 2019 we are ready to create more impact with a higher reach.



BOARD OF FRANCHISEES

An important element of our new structure is that we place co-ownership and learning at the core of our partnership framework. Franchisees share and learn through the Dance4Life network, supported by our Network Manager. In 2018 our Board of Franchisees comprised four people from among the franchisees: two Directors, one programme Coordinator, and one Champion4Life. They 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

franchisee network. It also controls the network's exchange agenda, including the annual exchange budget provided by Dance4Life, which this year was used for exchange visits between franchisees. The Board of Franchisees also plays a vital part in setting the agenda for the annual learning meeting between our franchisees, The Dance4Life Experience, which we hold in Amsterdam each year.

At the end of 2018 the Board presented their advice to Dance4Life's leadership team on what went well and what could be improved. This advice was based on a franchisee satisfaction survey and their own experiences implementing the Journey4Life and working in a franchise partnership with Dance4Life. They advised that Dance4Life was on the right track, and that franchisees experienced value for money, however they need more tools and guidance on fundraising and on introducing The Journey4Life to local stakeholders.

In 2019 the Network Manager will continue to act as the link between the Board, the franchisee network and Dance4Life Amsterdam, ensuring that franchisees truly co-own the model and that we use the full learning potential of the network. The focus will be on creating a learning agenda to foster innovation and collaboration within the network.

At the end of 2018 two board members said goodbye and two new ones came on board, bringing the number of board members to four.

Composition of the 2019 Board of Franchisees:

- / **AMALA RAHMAH** – Country Representative of RutgersWPF Indonesia
- / **KAAJAL PRADHAN** – Country Director – Restless Development Nepal
- / **CORAZON AYOMA** – Program Coordinator Family Health Options Kenya
- / **AI MIN** – Program Assistant and peer leader – China Family Planning Association

Leaving the Board of Franchisees:

- / **INDAH YUSARI** – Program Officer of RutgersWPF Indonesia
- / **ZHENYA ALEXEEVA** – Director of Focus Media Russia
- / **MARIAM ADAM** – Champion4Life / Program Officer – Theatre for Social Change Ghana

CREATING DEMAND FOR OUR MODEL

As a social franchise we achieve impact through our partners. Recruiting new franchisees and engaging donors to invest in this innovative model is an important task for us. In 2018 our Regional Liaisons, based in Russia, Kenya and India, helped



increase our visibility and attracted attention from donors, franchisees and other stakeholders. They presented the Journey4Life – often together with Trainers4Life – at conferences including the Eastern Europe and Central Asia AIDS Conference, the 8th African Conference on Sexual and Reproductive Health, the AIDS 2018 conference in Amsterdam, the International Family Planning Conference in Rwanda, and the European Development Days in Brussels. We found that our empowerment model and social franchise structure generates interest and is perceived as innovative and impactful.

2018 also had some important lessons for us: we learned that recruiting franchisees that are able to deliver the Journey4Life at scale takes time. In addition, we found that we often need to fundraise jointly with new franchisees so that they can implement the model. This was difficult because the results of the Journey4Life pilot projects showing the impact of our model only became available at the end of 2018, while donors often – understandably – requested to see proof of the model. Now that we have positive results of the model from our pilot research, we expect fundraising together with our franchisees will be easier.

Nonetheless, one new franchisee, Amref Malawi started implementing the Journey4Life in 2018, and we are jointly looking for funding with another four franchisees in South and Central Asia for programmes to start in 2019. At the end of the year, we signed a 2-year grant contract with Comic Relief to strengthen our franchise structure, scale our approach and increase our impact by 2020. In 2019, we will focus on communicating our results to generate buy-in from donors and franchisees that will allow our network to grow and set the fly-wheel of our franchise in motion.

SCHOOLS4LIFE

More than a year after #metoo, there is a clear need to keep topics such as sexual intimidation, sexting and unsafe sex high on the agenda, including amongst Dutch youth. Schools4Life, the Dutch Schools Programme, focuses on these topics. It enables the participants, aged 12-16 years old, to become aware of the huge impact of unsafe sex of the lives of their peers globally, and also on their own lives.



GUEST LESSONS & ACTIVATION

In 2018 the Dance4Life tour team started this important conversation at more than 50 high schools throughout the Netherlands. We gave guest lessons to 11,500 youngsters. After the guest lessons, the youngsters were encouraged to share their new knowledge with as many people as possible, in and outside their school environment. They gathered knowledge and skills in real life situations by taking action and organised fundraising activities. In total, they raised almost €66,000. This money will be spent on Dance4Life's programme in Pakistan and Indonesia, to address sexual health problems such as gender inequality and sexual violence.



**WATCH A VIDEO
ABOUT THIS TOPIC
CLICK HERE! ▶**

We are proud of the many young people who took action by organising dance marathons, selling cupcakes, even stopping using the internet to raise funds! One participant managed not to use a mobile phone for one and a half weeks: a huge achievement for the 'online generation' who are often 24/7 on Youtube and Snapchat. Many youngsters who took action were rewarded with a surprise visit or video-message from our peers and ambassadors. By giving positive attention, awards and prizes, the youngsters were rewarded and encouraged for being part of Schools4Life.

MARIJE ZUURVELD NEW AMBASSADOR



This year we were very pleased to establish a partnership with influencer Marije Zuurveld as our new ambassador. With more than 270,000 followers, Marije Zuurveld is extremely popular among young people in the Netherlands, and was voted Best Dutch Female YouTuber of 2018. Her mission at Dance4Life: "I want to show in my videos that you can talk about sex with your friends. Also about sending or receiving dickpics and titpics. I hope that I can be an example for them." During the Schools4Life campaign, Marije posted videos including tips on how young people can easily set up their own money collection campaign. In 2019 Marije remains involved with Schools4Life as a role model for young people.

EVALUATION

The Dutch Schools Programme has been running for the last 14 years and every year Schools4Life has been evaluated and assessed by participating teachers and youngsters against a number of criteria. We are pleased to report that they rate it very highly. More than 80% of the teachers would recommend Schools4Life to their colleagues and 9 out of 10 youngsters indicated that they were very impressed and moved by the personal story of the guest speaker. Schools4Life is a very powerful approach to connect with youngsters, to help break barriers, and make difficult topics accessible and personal. Demand among Schools for our programme is high, but we learned we could be more effective if we make some changes to the programme. Schools, students and funders asked us to re-focus the programme on sexual intimidation in the Netherlands in order to make more impact and increase our relevance. In 2019, we will take this into account and develop an upgraded version of Schools4Life.



FUNDRAISING

2018 was a year of transition: changes in staff, combined with a high workload impacted on meeting our ambitious fundraising targets. Still we delivered innovative events, raised large amounts with the help of our Friends4Life network, developed strong relationships with corporate partners, and started securing funds from Dutch and International foundations: an area with high potential for 2019 and onwards.

FRIENDS & SPORTS

Friends4Life

Dance4Life's amazing Friends4life network was founded in 2009 and been an invaluable source of income and support. The members not only contribute financially (€2.500 each per year), but also open up their networks and shared knowledge with Dance4Life. We cherish this relationship as many of our projects involve both the friends and their network. More importantly they help us raise a substantial part of our fundraising goal; in memberships alone in 2018 they donated almost €142.000, and many made additional and substantial donations and sponsorships.

Runners4Life

In 2018 we had a record 34 runners pounding the streets in the New York City Marathon in support of Dance4Life. In total they raised more than €175,000. Closer to home, the Dam tot Damloop from Amsterdam to Zaandam featured 40 runners who supported Dance4Life and together raised €6,500.

EVENTS

Dance4Life's Funky Fundraiser



'Express yourself' was the theme for the fifth Funky Fundraiser at De Hallen Studios. Be who you are, make your own choices, and stand up for what you want; that is our message to youngsters when we train them towards responsible decision-making. With a modern version of the Cinderella fairytale this message was delivered to the audience in a fairylike ambiance. An auction of extravagant items, a lottery and table sales raised a total of €325,000.



**WATCH A VIDEO
ABOUT THIS TOPIC
CLICK HERE ▶**



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Situation Room

We again used our award winning concept of the Situation Room (SponsorRing 2016) to acquire a huge range of products and services for Dance4Life. For 24 hours, four entrepreneurs from our Friends4Life network were locked in the situation room, and reached out to their networks to ask for contributions – not in cash but in kind. For example, they managed to obtain office furniture for us, items to be auctioned at the next Fundraiser, and an online tool for our Trainers4Life Academy to support our programme work. In total they captured items with a value over €400,000. And in the adjoining Money Room our own Leadership Team and some Friends4Life called on their networks to raise almost €20,000 in cash for Dance4Life.



© Duy Vo

Unplugged – partner event

During our 'Unplugged' event it all comes together: what we do, the youngsters we reach, and our supporters and potential future partners. At our 2018 event Laras, a youngster from Papua, shared her Dance4Life story and how it impacted her life. But rather than just sending our own message, we invited other parties to shed their light on our work. For example, Mabel Nummerdor, the author of Holy Fuck, shared insights on sexuality trends and innovations. The Generator Hostel again generously hosted the event.

CORPORATE PARTNERSHIPS

For many years, Dance4Life has developed corporate partnerships. Our amazing Friends network has always provided us with great connections to business sponsors and donations. In 2018, we started rebuilding relationships with some of our partners from the past, as well as reaching out to new partners that have a great natural fit with Dance4Life. We received a total of €154,000 from our corporate partners, with MAC foundation as our biggest and long-standing contributor. Our total income was lower than our initial target, as we found that particularly developing new relationships takes longer than we had anticipated. We did establish good relations with a number of new partners that will contribute 'in kind' and cash donations in 2019.

FOUNDATIONS & INSTITUTIONAL GRANTS

Dutch foundations

An important goal for 2018 was to establish new relationships with foundations and trusts in the Netherlands, particularly to get support for our Dutch Schools Programme. Our goal of €350,000 proved to be far too ambitious, as in 2018 we secured €40,000. In the last quarter of 2018 we re-evaluated our approach, taking on board feedback from students, teachers and funders, leading to a re-design of our Dutch Schools Programme and therefore a new funding proposition. This was well received by several foundations which are interested in funding the programme in 2019.

Institutional donors & international foundations

With a brand new strategy, 2018 was a year of creating new partnerships with institutional donors and foundations around our new social franchise structure, as well as securing start-up fees from new franchisees adopting our model. Our long-standing partnership with the Dutch Foreign Ministry through the Right Here Right Now and Get Up Speak Out alliances gave us continuity and a 2018 budget of €1,265,792 (including re-grants to partners). We had the target of securing an additional €610,000 from institutional donors and start-up packages, but it was too ambitious as we were still rolling out and testing our new strategy. In total, we raised €272,537 (including regrants to partners). We also secured a 2-year grant worth €339,326 from Comic Relief; €186,733 is for Dance4Life and €152,593 is for re-granting to our Ghanaian franchisee Theatre for Social Change, with implementation to start in Ghana and at global level in January 2019.

THE DUTCH POSTCODE LOTTERY

Dance4Life is very thankful to the players of The Dutch Postcode Lottery for its annual contribution of €500,000. This unrestricted source of funding is invaluable to our work. In addition, we realised the final income of lottery funding for the "Save the Date" project in Nepal, which ended in 2018.



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COMMUNICATIONS

Following our organisation's transformation into a social franchise, and with the renewal of international programme, 2018 was the year of our marketing and communications 'being out there' again.

BEING OUT THERE

#IKBEPAAALZELF campaign in the Netherlands

The first two weeks of June were focused on our crossmedia Dutch awareness campaign #IKBEPAAALZELF (meaning I decide for myself). Our aim was to spread awareness around the fact that the level of sex education in the Netherlands is not as developed as we expect from this country. In co-creation with advertising agency Tosti Creative we gathered data from forum topics about sex and sexual violence from youngsters and highlighted the – sometimes shocking – questions in our online and offline materials. Ambassadors and influencers discussed the questions with their fanbase. We were happy with this completely sponsored campaign and it's media reach. Engagement with young people was less than anticipated, but we will focus on this in the years to come.

International Aids Conference 2018

Our goals at the conference, held in Amsterdam, were to increase visibility of Dance4Life and to engage with (potential) partners. We also wanted to highlight our social franchise structure and the importance of empowerment of young people.

At the Dance4Life booth, we handed out our new corporate folder "This Is Dance4Life" and a new flyer about our social franchise model. During the week we published a personal story from our Russian Trainer4Life Polina who attended the conference. Our Executive Director Jael van der Heijden wrote a blog about the panel she participated in that focused on the linkages between SRHR and HIV, which was the best read post in July on our LinkedIn page. Finally our colleague Susan van Esch, Programme Manager for Right Here Right Now, wrote an article about her presentation on co-creation and youth involvement during the session about successful campaigning.

12 dagen geleden
Anoniemple92

Mag ik nee zeggen tegen seks zonder condoom?

225 comments share

#ikbepaalzelf dance 4 life

12 minuten geleden
Tulp12

Mijn vriendje wil dat ik een foto van mijn borsten stuur. Moet ik dat doen?

36 comments share

#ikbepaalzelf dance 4 life

10 uur geleden
Esmay234

Mag ik zelf kiezen met wie ik seks heb?

236 comments share

#ikbepaalzelf dance 4 life

2 uur geleden
Flo879

Kan ik nee zeggen als ik geen zin heb in seks?

187 comments share

#ikbepaalzelf dance 4 life



To achieve these goals, we launched the social media campaign #footprint, in which participants shared their 'footprint' for a world without HIV and AIDS on Twitter and Facebook. Among those who took part were Nelson Mandela's grandson, Ndaba Mandela, and Boris Dittrich, Dutch human rights activist. The campaign resulted in 573 engagements on our tweets, 83 retweets, and 172 likes in one week. The total of 13,900 impressions of our tweets and an average of 1,740 impressions per day were over 1,000% times greater than our usual reach in one week.

Dance4Life December Action Month

Starting on the first of December, World Aids Day, Dance4Life opened the stock exchange to kickstart the month of action. Together with our partner MAC Aids Fund we did an activation about the VIVA GLAM Lipstick, full proceeds go to Orange Babies and Dance4Life. We also launched an online crowdfunding campaign promoted by our ambassadors towards an international audience of private donors. The campaign asked for donations to get more youngsters in our Journey4Life programme, to enable them to protect themselves against HIV, teenage pregnancies and sexual violence. The campaign incorporated a social media stunt with several ambassadors raising awareness for the campaign. The online engagement through our ambassadors was good.

AMBASSADOR ENGAGEMENT



After almost ten years ambassador Doutzen Kroes handed her role over to her friend and colleague model Cato van Ee as they launched our #IKBEPAAZELF campaign. This resulted in great PR with interviews in Telegraaf and Het Parool newspapers and RTL Boulevard and Shownieuws TV programmes. Together with online articles in Telegraaf, Vogue, Vrouw and L'officiel we reached a total circulation of 40,500,598 with a total value of €174,732.

In 2018 we also welcomed these new ambassadors:

- / **MARIJE ZUURVELD**, a YouTube talent that focuses on our schools programme target group
- / **JOSHUA WALTER**, a DJ who performs at our national events
- / **RAHIMA DIRKSE**, Miss Netherlands 2018 as part of the partnership whereby the Miss Netherlands organisation raises awareness about charities including Dance4Life

In 2018 3 of our 20 ambassadors visited projects in Nepal, Russia and Kenya with the goal of gathering content and enabling them to understand and communicate about our work more effectively.

STAKEHOLDER ENGAGEMENT

For Dance4Life, fostering relationships with stakeholders is an important, if not key aspect of our work.

We inform and actively engage our key stakeholders:

(1) youngsters, (2) franchisees, (3) friends and supporters, (4) institutional donors and foundations, (5) partners and peers within development aid, and (6) our ambassadors. Other stakeholders include the mass media, our staff and our supervisory board. We use a customer relationship system called OneCommunity to keep track of all incoming and outgoing communications with key stakeholders. Each Dance4Life team has one dedicated staff member who is trained in using OneCommunity and responsible for keeping all communications with our stakeholders up-to-date.

Youngsters



Young people are our primary stakeholders. Our programme is developed with and for them, and they are our target audience. We engage with them on a daily basis. Internationally, our local Champions4Life (who are themselves young) work with youngsters to implement the programme. Youngsters need communication that is tailored to their daily experience, speaks to them on a personal level, and is relevant and activating. Our franchisees learn from them before developing the programme and the Champions4Life constantly invite their feedback during the sessions at schools all over the world. In 2018, Dance4Life developed new training materials, videos, leaflets, flyers and much more.

In the Netherlands, we work with young people through the Dutch Schools Programme. They need communications that make the issue of safe sex relevant to them in their context. By inviting international peers whom they can relate to, we provide that but also bridge the distance that is often felt when it comes to development aid. The presence of international peers makes the events more unusual and inspiring, and also enables us to attract more media attention than if we used Dutch peers. In 2018 we worked with a communications agency and the Schools team was trained in youth language to design a special website, (action) materials and social media campaign specifically tailored to local youngsters' needs.

Franchisees



Our main stakeholder group is our local partners, our franchisees. Our interaction with them is vital to the quality of our work. Collaboration with them requires mutual accountability, solidarity and transparency. A whole support system has been set up to ensure our franchisees can implement The Journey4Life with the highest quality. This ranges from direct support from our team of partner managers, to more generic support that can be accessed by the entire network of franchisees.

One on one contact is ensured via the partner manager, who provides remote and direct support, via email and skype, and through workshops and visits. Next to that our franchisees have access to MyDance4Life, an online environment that offers access to all sorts of tools, such as our Operations Manual. The franchisees themselves are represented by our Board of Franchisees, who meet twice a year in Amsterdam to advise to Dance4Life on how to further strengthen our support system. The Board also plays a vital role in setting the agenda for the yearly Dance4Life Experience, an event where all our franchisees get together to exchange learning and insights.

Every year Dance4Life sends out a satisfaction survey to our network of franchisees to find out if our support is valued. So far our franchisees have indicated that the partnership is equal, that being part of the Dance4Life network is of added value for their organisation, and that the ongoing support offer is relevant and sufficient.

Friends & supporters



Dance4Life receives an important part of its fundraising income from a core group of Friends. These individuals donate a minimum of €2,500 a year to us, and many also raise funds or give extra donations at our charity events. They are vital to us and we truly consider them friends. In 2018, we hired a new Friends4Life Community Manager to keep our Friends up-to-date, deliver fun and informative events and be aware of their personal interests and (business) developments. In 2018 relationships building was very important, so our Friends Community Manager regularly spoke to the Friends over the phone, face-to-face, through a WhatsApp group, newsletters, at events, and so on. We are currently developing a Friends4Life strategy in order to best tailor what we offer to their needs.

Dance4Life also counts on the support of the general public, and in particular, our community of runners. In 2018 many of them ran the New York Marathon and the Dam tot Damloop, and we kept them updated with information, materials, engaging events and a party thrown in their honour.

Institutional donors, foundations and corporate partners



Dance4Life relies on funding from institutional donors and foundations. They expect full transparency and accountability, which we provide on our website, through key policy documents, newsletters, updates, reports and of course our annual report. When circumstances change, we update our donors, generally communicating with them by phone, e-mail and in face-to-face meetings. In 2018 important moments of engagement were the AIDS 2018 conference, our Unplugged event and personal communications from the new Leadership Team. In establishing new relationships, Dance4Life worked with one interim freelance partnership manager and one consultancy firm regarding the funding for our Schools4Life programme, each of them engaging with foundations and corporates and checking in with Leadership at least once a week.



Partners and peers within development aid

Dance4Life is part of two strategic alliances (Get Up Speak Out! and Right Here Right Now), consisting of other partners and peers. In 2018 we met regularly with our partners, sharing new information and developments, research results and views. Beyond our website we used social media and newsletters to keep them up to date and developed a 'capacity statement' document to inform them about our new approach and its impact. In 2018, both alliances finalised a mid-term review of the programmes, which involved participation in sense-making and validation workshops attended by our Executive Director and programme staff. Our senior staff engaged with ministries, civil servants, academics, knowledge institutes and peers who deal with issues that relate to our change agenda. We also engaged in workshops, seminars, round tables and conferences to ensure that our voice and the voices of our franchisees and crucially young people are heard, such as the Commission on Population and Development process at the UN in New York.

Ambassadors



Dance4Life has a strong public profile, in large part thanks to our ambassadors. In 2018 we had 16 existing ambassadors and four new ambassadors: Cato van Ee (International Topmodel), Marije Zuurveld (YouTuber of the year), Rahima Dirkse (Miss Netherlands 2018) and Joshua Walter (International DJ). All of them are committed and influential people with a big outreach to the stakeholders we would like to engage in our work, and many are from the worlds of music and dance, fashion and lifestyle, or sports. They talked about Dance4Life in their social media, to journalists, and at events, and enabled us to reach our target audiences in the Netherlands. We think it's very important to actively engage them in our work, whilst not overloading them with information; they voluntarily give their time and connections to Dance4Life, which we highly appreciate and cherish. In 2018, we updated our ambassadors' strategy, which was signed off by our leadership.

Media



Radio and TV as well as print journalists are important mediators between our organisation and the public, and between us and policy makers and politicians. Conversely, we are a trusted source of information for journalists because of our thematic expertise and our contacts with Southern constituencies and local activists. In 2018 we continued to build on our good relationships with journalists, connecting with them through personal contacts, network meetings and social media. We shared new perspectives and important developments with journalists, either by giving them a scoop, or through general press releases of reports.

Dance4Life staff and board members



Besides our external stakeholders, Dance4Life also has two key internal stakeholders: our staff and our Supervisory Board. Much like external clients, they expect to be kept informed, up-to-date and involved. In 2018 all staff members engaged in regular team meetings and our weekly connect / stand-up-session, where staff share important developments in their teams that others need to be aware of. We also held quarterly meetings for formal monitoring and evaluation of our yearly plan, as well as regular staff trainings and outings to inspire them and develop their skills. In 2018 we had company wide trainings on travel safety and on giving feedback. In 2019 we will focus more on developing individuals' competencies.

Our Supervisory Board oversees the strategic direction of the organisation and is accountable for financial management and sign-off of our annual plans. They require the utmost transparency. Our leadership team met with them five times in 2018, where they were provided with core documents, such as our quarterly reports and financials. In addition to these formal meetings, we engaged with them over phone, e-mail and at events.

ALLIANCES

The Dutch Ministry of Foreign Affairs supports the sexual and reproductive health and development of young people in lower and middle income countries. Dance4Life is part of two strategic alliances: 'Get up, Speak Out!'(GUSO) and 'Right Here Right Now' (RHRN) both funded from 2016-2020.

RIGHT HERE RIGHT NOW ALLIANCE

In 2018 we continued working in the Right Here Right Now (RHRN) partnership. In 2018 the focus of RHRN was on linking national, regional and international advocacy and strengthening the capacities of the platforms to strategically and effectively work on their long term advocacy goals.

Locations	AFRICA: Kenya, Senegal, Uganda and Zimbabwe ASIA: Bangladesh, Indonesia, Nepal and Pakistan LATIN AMERICA: Bolivia and Honduras, Caribbean sub region
Objective	To create a world where everyone is able to access quality and youth-friendly health services, and no one is afraid to openly express who they are and who they love
Target group	Young people
Length of programme	2016-2020
Partner organisations	Arrow Choice for Youth and Sexuality Dance4Life IPPF Hivos Latin American and Caribbean Women's Health Network



Strengthening and supporting

In the first half of 2018 Dance4Life worked on strengthening communications for advocacy and building the capacity of young people through a focus on coaching and co-creation. We developed and gave several training sessions and workshops on topics including youth consultations, gathering and sharing stories for advocacy and how to be more effective in messaging through well-designed communication strategies. During the first regional campaign lab RHRN Nepal, Indonesia, Pakistan and Bangladesh platforms developed campaign canvasses that laid out the foundations for succesful campaigns. For example, the "Who Decides" campaign in Nepal has a popular Facebook page with 3,700 likes and typically posts from 150 people per post discussing questions and issues around access to safe abortion. It's an example of a very successful public engagement campaign, opening up a lively discussion in a public space, attracting regional and national media attention.

We also continued to provide skills building through webinars and online technical support. This allowed us to reach more young people in more countries at a lower cost. As an addition to our Meaningful Youth Consultation toolkit, Dance4Life developed a guidebook on creating a communication strategy that we made available online in English, French and Spanish. We also co-created the Stories for Advocacy toolkit with youth advocates from 8 different countries, and developed an online writing and a social media toolkit available in English.

Youth voices in Advocacy

In 2018 we put our focus on promoting the use of personal stories and qualitative youth-led data in advocacy. In terms of high-level advocacy, we supported (youth) advocates in their lobbying and advocacy work at 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.

We supported youth advocates from RHRN platforms to run meaningful youth consultations through a webinar in January and follow up calls as they prepared prepared to attend the Commission for the Status on Women 62 (CSW) in New York in March. With further support we enabled them to turn the results into a Joint Position Paper and Stories for Advocacy which they delivered during the ‘Speak Up, Speak Out’ side event at CSW. RHRN Honduras said this positive experience of using young people’s voices in advocacy messages led to an important change in their advocacy strategy; they now conduct youth consultations before large national, regional and international advocacy events and this has strongly increased the legitimacy of their advocacy messages.



Ahead of Bangladesh’s Universal Periodic Review (UPR) pre-session at the Human Rights Council, we supported three youth advocates from their platform to run a MYC and turn the findings into life stories for advocacy and a recording to be played at the UPR pre-session. This was part of the Bangladesh RHRN strategy of giving recommendations to improve the situation of young people’s SRHR in the country. After the UPR, platform members engaged with relevant ministries in Dhaka to advocate that Bangladesh accepts maximum recommendations. Following the adoption of UPR report, platform members used the outcomes of the 3rd UPR in their national advocacy interventions and continued monitoring implementation of the State’s promises and commitments in intergovernmental processes such as UPR. The outcome was that Bangladesh supported 4 of the 5 recommendations that were given on SRHR. They committed to: take specific actions concerning combatting harassment and violence against women

and girls; take (minimal) action to prevent sexual discrimination on the basis of gender and gender identity/sexuality; and invest more in prevention of child abuse and trafficking. Unfortunately they only noted a recommendation on abolition of article 377 of the Penal Code which criminalises oral and anal sex, and this recommendation was not supported.

GET UP SPEAK OUT FOR YOUTH RIGHTS
In 2018, we also continued our ‘Get Up, Speak Out!’ (GUSO) partnership. The partners work simultaneously on ensuring sexuality education, youth-friendly services and building a supportive environment, with Dance4Life partners leading in empowering young people.

Locations	AFRICA: Ethiopia, Ghana, Kenya, Malawi, Uganda ASIA: Indonesia, Pakistan
Objective	To improve young people’s sexual health and rights
Target group	Young people
Length of programme	2016-2020
Partner organisations	Aidsfonds Choice for Youth and Sexuality Dance4Life IPPF Simavi

2018 was all about the midterm evaluation. Are we on track in the countries we are working in and are we creating impact? Or do we need to refocus our effort? All in all the results were promising; there is a positive impact on young people’s knowledge on sexual reproductive health and a positive change in their access to SRHR information and services. However the midterm also concluded the link between services and information needs further strengthening.

CHALLENGES



SCALING UP & DEVELOPING AT THE SAME TIME IS CHALLENGING
We are halfway through our Business Plan 2017-2020, and this is a good moment to reflect on where we are, look at our results and challenges so far, harvest insights and adjust where necessary. One major lesson is that our ambition to start scaling our model to new franchisees while still developing and testing the model and support structures proved to be too ambitious. But two years on, now we have fully developed, tested and adjusted the Journey4Life and our franchise support package, and integrating insights from the research and pilots in our model and franchise structure, we are ready to start scaling. We have adjusted our business plan goals for 2020, whilst still ensuring that by the end of this transition period we have put the fly wheel in motion that will propel us towards our 2030 goal. The updated business plan can be found on our website.

 **WATCH A VIDEO ABOUT THIS TOPIC**
[CLICK HERE! ▶](#)

TRANSITION TO LONG TERM PREDICTABLE FUNDING TAKES TIME
Our fundraising targets for 2018 proved to be too ambitious. We learned that fundraising for franchise support structures instead of for in-country implementation requires building a new network of funders and partners. Building these new relationships takes time, but funders are starting to show interest in this new way of working. We are very grateful that Comic Relief was the first funder to fund our new approach with a 2 year grant in November 2018. In addition we had wanted to secure long

term funding for our Dutch Schools Programme. We reached out to many Dutch foundations, but building these new relationships took longer than anticipated. This meant we funded the 2018 Dutch Schools Programme partly from our continuity reserves. We are very pleased though, to have secured quite a substantial amount for 2019 and after for Schools4Life from a range of foundations.

SHRINKING SPACE FOR CIVIL SOCIETY REMAINS A CHALLENGE
Unfortunately, space for civil society, and in particular for organisations working on sensitive topics such as youth and sexuality continued to shrink in 2018. In many countries, The Global Gag rule remains to have a large hampering impact on funding of the work of our partners. For example, announced in 2017 but becoming a reality in 2018 was the Government of Pakistan’s order to 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, which closed its office in November. We were pleased to find a way to continue implementing the Journey4Life with local partners in Pakistan, through GUSO partner Family Planning Options Pakistan. As another example, in 2018 the Tanzanian government became more conservative regarding SRHR and put more focus on the registration of international NGOs. In particular, the government is increasingly criticised family planning interventions and advertisements. We maintained close contact with our partner which monitors the situation, and continue to demand sexual and reproductive health and rights for young people through the Right Here, Right Now! programme.



BEHIND THE SCENES

In 2018 we continued to develop the organisational structure that we established in 2017. We distinguished three areas for work, each leading to a clear outcome, enabling us to set clear goals for each team at our office.

The organisation of our Amsterdam office is based on our three 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 fourth area of work is to ensure our partners focus on achieving impact by implementing the Journey4Life.

STAFF & REGIONAL LIASONS

In 2018 we fine-tuned the structure of our teams. There are 8 self-steering teams at our Amsterdam office, each is led by a team facilitator who reports to one of the two directors. This structure was evaluated at the end of 2017 and a few adjustments were made. The most important improvement of 2018 was to designate the communications team as a team rather than an expert group. The figure below illustrates our organisational structure.

On 31 December 2018, Dance4Life had 29 employees. The average number of staff at the Amsterdam office in 2018 was 24,15 fte (21,24 fte in 2017). We are also pleased to be able to count on the support of many volunteers and trainees, primarily during fundraising events.



During 2018 we employed three regional liaisons who are based in and oversee Dance4Life's focus regions; Africa, Asia, and Eastern Europe and Central Asia. Their role is to recruit new franchisees and to build local partnerships between franchisees and investors.

LEADERSHIP TEAM

At the beginning of 2018 our Leadership team comprised of two roles: an Executive Director and the Director of Franchising & Development. The two directors led the day-to-day management of Dance4Life.



In 2018 we said goodbye to Eveline Aendekerk, who had been our Executive Director for 11 years. Jael van der Heijden, who has been in the Leadership team for five years, took over her role. Given Jael's experience with the organisation and her positive track record she was the natural successor. We also hired Anika de Goot, in the new position as the Director of Fundraising and Communication to complete the Leadership team.



Our Executive Director, Jael van der Heijden, is responsible for designing, developing and implementing strategic plans for the organisation in a cost-effective and time-efficient manner. She is also responsible for the day-to-day operation of the organisation. She is accountable to the Chair of the Supervisory Board and reports to the board on a

regular basis. The Supervisory Board has approved the Executive Director's salary and pension. There are no other remuneration components. Her total earnings were €78.680 including pension (based on 0,85 fte) in 2018, which is below the maximum of €130.118 (0,85 fte) as stipulated in the Code of Good Governance. Additionally, our Executive Director's salary is checked against the 'Basis Score voor Directiefuncties' (BSD-points). Our organisation scores 387 BSD-points in 2018, bringing the maximum salary according to the BSD guidelines to € 102.470 on full time basis (€87.100 based on 0,85 FTE). Our Executive Director's salary is within the BSD benchmark.

SUPERVISORY BOARD

The Supervisory Board is responsible for supervising the Executive Director, the planned activities and budget of Dance4Life. Its members are appointed for a period of four years, with a maximum of two terms. As in previous years, board members did not receive any emoluments. According to the by-laws the supervisory board must meet at least once a year. In 2018 we held 5 supervisory board meetings, on 20 February, 25 April, 9 July, 30 October and 11 December. In each meeting the Executive Director reported on the (financial) performance of the organisation and the various areas of work, including progress towards realisation of the 2018 year plan as part of our Business Plan for 2017 to 2020. She also reported on any deviations from the year's plan and budget.

Every year there are some recurring topics for the agenda of the supervisory board: approval of the annual report (including the financial statements) for 2017; progress against the the 2018 year plan; and progress against our Business Plan 2017 to 2020. Another recurring task is the Executive Director's annual appraisal which normally takes place in June with the Chair of the Supervisory Board and our Human Resource Manager. In preparing for this the Chair consulted with all the supervisory board members. In 2018, the annual appraisal was held at the end of November due to the leadership change.

COMPOSITION OF THE SUPERVISORY BOARD

- There were no changes to the Supervisory Board during 2018. The members were:
- / **THÉRÈSE VAN SCHIE (CHAIR)**, independent consultant
 - / **LAURA LASANCE**, Executive Director of Humanity in Action
 - / **WIETSE TJOELKER (TREASURER)**, certified auditor, investor and consultant
 - / **DOORTJE BRAEKEN**, expert on adolescent SRHR
 - / **GODERT VAN DEDEM**, VP International Operations at Ebay

FINANCIAL REPORT 2018

In 2018 Dance4Life’s total income was €3.522.075. This was a significant increase from 2017, though mainly this was due to grants that we record as income and In-Kind Income. Taking those factors into account, our income was €2,518,768, which was an increase of 5% compared to our 2017 income.

FINANCIAL RESULT

As our organisation was in a period of transition and we were investing in new programmes, we had expected a negative result for 2018. We had an appropriate reserve in place in case of a negative result of €177,955 -/-. Our actual result for 2018 was €472,170 -/-, mainly due to delays in securing funding for our Schools4Life programme. In 2018 we channeled a large part of our reserves to invest in the Schools4Life programme, knowing that the financing would very likely come through in 2019 and that there is a well-founded funding plan for the long term. The financial loss of our decision to invest in the future of our Dutch Schools4Life programme (€311,196) was taken from our Continuity Reserve and Appropriated Reserve Nationale Postcode Loterij, which was sufficiently large to absorb the loss.

FINANCIAL HEALTH

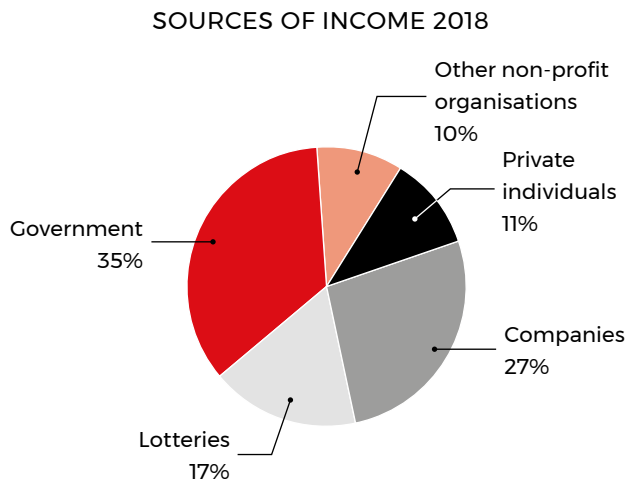
Despite the lower than expected financial result of 2018, Dance4Life remains in good financial health, as indicated by the following ratios:

	2018	2017
Quick Ratio	2.11	2.38
Internal benchmark: > 1		
Leverage Ratio (D/E ratio)	0.86	0.70
Internal benchmark: < 2		

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

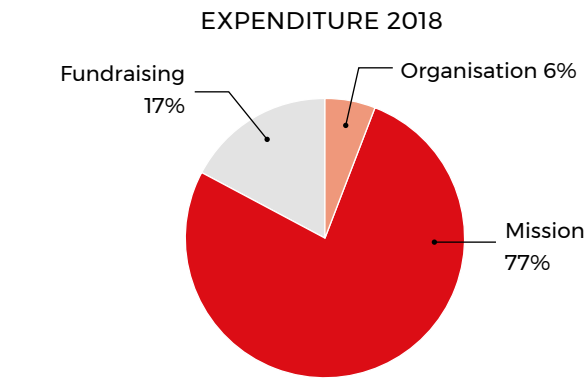
SOURCES OF INCOME

Our largest source of income in 2018 was the Dutch Government, 35% of our total, which we received for the Right Here Right Now and the Get Up Speak Out! alliances, and it includes funds that we re-grant to our partners. Just over a quarter of our income was from companies, via our Friends4Life, corporate partnerships and our Funky Fundraiser. Income from Lottery Organisations made up 17% of the total and consisted of our annual contribution from de Nationale Postcode Loterij as well as the last installment for the Save the Date project. Income from private individuals formed 11% of our income, including private major donors, Runners4Life and individual donors. Lastly, monies received from other non-profit organisations (10%) was income from foundations and institutional donors.



OUR EXPENDITURE

In 2018 we spent €3.994.244 in total. Almost 78% of this amount was spent on achieving our mission. We aim to increase this percentage to 80% in the next years. We spent 17% of our expenditure on raising funds, and 6% on organisational costs. These percentages are in line with sector benchmarks and our internal benchmarks.



OUR CONTINUITY RESERVE

Our continuity reserve was €670,651 at the end of 2017, and reduced to €609,456 at the end of 2018. We are in control of our performance, and the reserve is sufficient to offset the current risks of our organisation. In our budget for 2019 and our updated multi-year budget (2019 – 2021) we aim to replenish the continuity reserve.

ORGANISATION DEVELOPMENT

In 2018 we worked on stabilising and improving the fundamentals of our organisation. As a growing organisation, in the midst of becoming a social franchise, the need to further professionalise has become increasingly important. The following cornerstone projects helped strengthen the foundation of how we work:

Integrity & safeguarding

At the end of 2017 the NGO sector came under scrutiny by the public after misdemeanors by Oxfam UK employees came to light. The violation of ethical norms shocked the sector and eroded trust in charitable organisations.

We evaluated our past and present and found no reported cases of misconduct or unethical behaviour by our staff nor people related to Dance4Life.

Over the course of 2018 we had multiple conversations with our team and stakeholders about ethical behaviour, integrity and (sexual) misconduct. These open conversations have helped us to define and strengthen the norms through which we wish to operate. We also encourage our stakeholders to report any cases of unethical behaviour. The result was the creation of a Safeguarding Policy and a Safeguarding Young People toolkit. In addition, we updated our Code of Conduct.

The Dutch NGO sector has worked collectively on new guidelines for an Integrity framework, launched at the end of 2018. We shall implement the final elements of our Integrity tools in the first half of 2019, in accordance with the guidelines of the sector organisations Partos and CBF.

Compliance with the General Data Protection Regulation (GDPR)

In 2018 the GDPR ruling came into effect, with significant consequences for how organisations must treat their stakeholders’ personal data. We thoroughly assessed the implications of the GDPR legislation on our organisation. With the help of a GDPR consultant we implemented a privacy management system which helps to process personal data confidentially,

consciously and purposefully. In addition, we monitored shortcomings and improved the system. As a result we are compliant with the GDPR.

Quality Management

Quality management was a major topic in 2018. We had previously realised that we wanted to reinforce the predictability and reliability of our work, especially as we became a social franchise. In 2017 we started implementing a quality management system according the internationally renowned ISO:9001 norm (Partos:9001 certified). Over the course of 2018 every team within Dance4Life worked hard on implementing the quality management system and challenges each other to be compliant according to our norms of quality. This has resulted in a strongly embedded quality system in our organisation and a positive judgement of our certifying auditor: since November 2018 we are proudly Partos:9001 certified.

MANAGING RISKS

Risks create opportunities and challenges to our organisation, either by internal or external events. During 2018, and according to our systems, we evaluated, re-assessed and updated our Risk Management Framework twice and reported on this to the Supervisory Board. We are in control regarding the working of our Risk Management system and the risks that we face and choose to engage with. At the end of 2018 we distinguished risks in the following areas:

Strategic risks

A continuing source of risk is the shrinking space in society for NGOs. Conservatism on a global political level leads to a shrinking space for us and other NGOs to operate in, especially given our focus on matters of sexuality and rights. In response we continue to lobby actively, build alliances and work with different partners.

Another risk is how we rely on government-funded partnerships for funding and scale-up. Strategic partnerships help us finance part of our programme costs, but we prefer to focus on egalitarian partnerships rather than the role of grant maker to achieve scale. By working on our social franchise model we are developing a way of working where we can optimise scale-up without relying too heavily on the government.

Operational risks

Our organisation relies on unearmarked income to fund part of our operations. To mitigate the risk of not generating sufficient income, we seek to evaluate and renew our fundraising concepts and diversify

our fundraising mix. Furthermore we aim to nurture successful relationships, such as taking good care of our Friends4Life in addition to attracting new Friends.

In addition to unearmarked funding, we and our franchisees need donors to support specific Dance4Life programmes. We invest in serving donors well, incorporating their feedback into the development of our programmes, and developing relationships with new donors.

We depend on our recognisable brand for public support for our organisation and our cause. We risk diminishing brand value in a competitive landscape for NGOs, which could lead to reduced visibility and reduced income. To mitigate this risk we are in the process of renewing our marketing strategy. Additionally, we monitor our online impact and presence.

Compliance risks

As an NGO we need to comply to laws, industry standards and certifying institutions. We regularly review developments in the sector and update our compliance standards accordingly.

Ongoing risk management

Dealing with risks and opportunities is an ongoing practice within Dance4Life. Existing risks are monitored by a risk owner assigned to each risk. In addition, we evaluate and renew our risk management tool bi-annually.

LOOKING BACK ON OUR GOALS FOR 2018:

In our 2017 annual report we set ourselves the main focus to *be out there*, and we definitely were! The highlight of our engagement with the public was our media campaign in the summer of 2018. Our #IKBEPAAALZELF campaign was visible on billboards in railway stations, next to highways and on bus and metro stops in the major cities. In addition we we reached over 11,500 Dutch school children, raised awareness via our social media channels, and we reached over 40 million people across the world.

We also set five goals for 2018; some were achieved and some were adapted:

1. Secure three Proof of Concepts in our priority regions (Africa, Asia, and Eastern Europe & Central Asia).

We have a dream of deploying a full scale program in a semi-controllable environment to prove our impact and our Theory of Change. To run this setup is quite costly, but instrumental to further underpinning the impact of our model. We have

been unsuccessful in raising funds for such a large scale program over the last two years. Nevertheless, we did secure funding for smaller scale programs. We have concluded that these smaller scale programs have a better fit with the market conditions, and still provide us with data to prove our model. In addition we started an in-house PhD trajectory, with the aim of measuring the long term impact of our empowerment model.

2. Gain evidence (through the pilots) that our empowerment model and social franchise works.

In 2018, the first results of our new empowerment programme came in. The findings from our pilots and the first implementations of our programme are encouraging and show its potential. We are planning further and methodologically stronger research to allow us to investigate further the effects of the programme on young people's sexual well-being.

3. Have the successful transition to franchisees using the new model among 13 partners and recruit 4 new partners.

We did transition more partners to our franchise model. In 2018, we attracted two new partners and engaged into a memorandum of understanding with four more, bringing the total to 14. This is 3 fewer than we had planned, as our ambition to develop the programme and scale-up at the same time was challenging. But we are now ready to scale-up in 2019.

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.

Our visibility in media was great in 2018, and certainly greater than in 2017. We ran a country wide campaign on #Idecide4myself, timed together with the ambassador handover between Doutzen Kroes and Cato van Ee. This resulted in a peak in media attention for Dance4Life. In 2019 we will further developing our benchmark and tools to measure the impact of our campaigns.

5. Secure sufficient unearmarked funds.

2018 was a challenging year for Dance4Life in terms of fundraising. Our unearmarked fundraising target was €1,535,000 and we secured €1,339,914, which is 87% of the target.

OUTLOOK FOR 2019

Our five main goals for 2019 are:

1. Refresh our brand and get new buy in with ambassadors, Friends, and corporates in the Netherlands, to ensure sufficient and stable unearmarked funds and sponsorships.

2. Continue to build the evidence base around our model by starting a fully funded PhD trajectory in Kenya and Indonesia that brings in first pre- and post test data on our model by the end of 2019.
3. Build longer term and multi-country partnerships, by ensuring we are part of at least two strategic multi-country partnerships for after 2020 and securing sufficient funds for our School4Life programme, Network support and Trainers4Life Academy.
4. Our franchisees' network and Schools4Life programme empowers 70,000 young people as Agents4Change and we continue scale-up through gaining 5 new partners (bringing the total to 19 signed-up franchisees) and ensuring existing partners are on board for further scale-up after 2019.
5. Empower and build a strong and re-energised team, with clear goals and a joint focus on bringing Dance4Life back to the Champions League following its transition to becoming a franchise.

Dance4Life Budget 2019

A. INCOME

Income from private individuals
Income from companies
Income from lottery organisations
Income from government grants (excl Re-Grants)
Income from other non-profit organisations
Interest
Total A. Income (excl. Re-Grants)
Re-Grants
Total A. Income (incl. Re-Grants)

Budget 2019	Actuals 2018
€	€
390.000	403.969
593.500	947.067
550.000	580.505
607.700	648.116
828.000	352.311
250	167
2.969.450	2.932.135
738.092	589.940
3.707.542	3.522.075

B. COSTS

B1 Expenditure on objectives

Engagement:		
Engagement	285.097	795.301
Costs internal organisation	603.131	540.721
Franchising:		
Franchising (excl. Re-Grants)	230.195	418.588
Costs internal organisation	485.550	408.811
R&D:		
R&D	197.704	100.226
Costs internal organisation	239.370	197.307
Total B1 Expenditure on objectives	2.041.047	2.460.954

B2 Costs of fundraising

Direct costs fundraising	234.875	362.943
Costs internal organisation	400.559	330.073
Total B2 Costs of fundraising	635.434	693.016

B3 Organisation and administration

Costs internal organisation	238.693	250.334
Total B3 Organisation and administration	238.693	250.334

Total B. Costs (excl. Re-Grants)	2.915.175	3.404.304
Re-Grants	738.092	589.940
Total B. Costs (incl. Re-Grants)	3.653.267	3.994.244
Result	54.275	-472.169

FINANCIAL STATEMENTS



A. Balance sheet as at 31 December 2018

	31-12-2018	31-12-2017
	€	€
<u>ASSETS</u>		
1. Intangible fixed assets	0	0
2. Tangible fixed assets	5.749	880
3. Financial fixed assets	41.454	41.454
4. Receivables		
- Subsidies to be received	78.265	0
- Taxes and social securities	15.950	5.552
- Debtors	205.299	75.322
- Other receivables, prepayments and accrued income		
	590.383	542.073
Total receivables	889.897	622.947
5. Cash and cash equivalents	719.975	1.661.996
Total assets	1.657.074	2.327.276
<u>LIABILITIES</u>		
6. Reserves and funds		
- Continuity reserve	609.456	670.651
- Appropriated reserves	0	172.063
- Appropriated reserve Nationale Postcode Loterij	250.000	500.000
- Appropriated funds	33.767	22.679
Total reserves and funds	893.223	1.365.392
7. Long term liabilities	41.454	41.454
Current liabilities		
- Creditors	82.720	80.399
8. - Other liabilities, accruals and deferred income	639.678	840.031
Total current liabilities	722.398	920.430
Total liabilities	1.657.074	2.327.276

B. Income statement 2018

	Realisation 2018 €	Budget 2018 €	Realisation 2017 €
<u>A. INCOME</u>			
9. Income from private individuals	403.969	430.000	288.150
10. Income from companies	947.067	1.175.000	653.437
11. Income from lottery organisations	580.505	500.000	812.000
12. Income from government grants	1.238.056	1.265.790	732.875
13. Income from other non-profit organisations	352.311	735.000	178.726
14. Other Income	167	5.000	169
<i>Total A. Income</i>	3.522.075	4.110.790	2.665.357
<u>B. COSTS</u>			
B1 Expenditure on objectives			
15. Engagement:			
Engagement	795.301	549.213	188.265
Costs internal organisation	540.721	451.798	450.841
	1.336.022	1.001.011	639.106
16. Franchising:			
Franchising	1.008.528	1.181.667	635.875
Costs internal organisation	408.811	508.335	504.827
	1.417.339	1.690.002	1.140.702
17. R&D:			
R&D	100.226	380.000	129.162
Costs internal organisation	197.307	181.217	174.716
	297.533	561.217	303.878
<i>Total B1 Expenditure on objectives</i>	3.050.894	3.252.229	2.083.685
18. B2 Costs of fundraising			
Direct costs fundraising	362.943	356.000	226.178
Costs internal organisation	330.073	464.279	238.253
<i>Total B2 Costs of fundraising</i>	693.016	820.279	464.431
19. B3 Organisation and administration			
Costs internal organisation	250.334	216.239	259.113
<i>Total B3 Organisation and administration</i>			
<i>Total B. Costs</i>	3.994.244	4.288.747	2.807.229
Result	(472.169)	(177.957)	(141.872)
Specification allocation result			
Allocated Fund Schools	Addition	11.089	22.679
Allocated Reserve Pilots	Abstraction	(172.063)	(127.937)
Appropriated Reserve Nationale Postcode Loterij	Abstraction	(250.000)	
Continuity Reserve	Abstraction	(61.195)	(36.613)
Total		(472.169)	(141.872)

C. Cash flow statement

The cash flow statement analyses the changes in cash and cash equivalents between 31 December 2017 and 31 December 2018 and is prepared according to the indirect method.

	2018	2017
	€	€
<u>CASH FLOW FROM OPERATIONAL ACTIVITIES</u>		
Balance of income and costs	-472.169	-141.872
Unallocated result 2016	0	242
Depreciation	1.910	15.851
Gross cash flow from operational activities	-470.259	-125.779
Changes in working capital		
- Change in receivables	-266.951	626.273
- Change in provisions	0	0
- Change in short-term debt	-198.032	-439.544
Total changes in working capital	-464.983	186.729
<u>CASH FLOW FROM INVESTING ACTIVITIES</u>		
Movements in fixed assets	-6.779	0
Movements in financial assets	0	0
Cash flow from investing activities	-6.779	0
<u>CASH FLOW FROM FINANCING ACTIVITIES</u>		
Change in long-term debt	0	0
Total	-942.021	60.950
Cash and cash equivalents at year end	719.975	1.661.996
Cash and cash equivalents at beginning of year	1.661.996	1.601.046
Changes in cash and cash equivalents	-942.021	60.950

D. General notes to the balance sheet and income statement

1. INTRODUCTION

1.1 General

Dance4Life's reporting principles adhere to the RJ 650 guideline. The core activities of Dance4Life in 2018 have been split up in three different objectives:

- Engagement;
- Franchising;
- Research & Development.

The classification closely tracks our impact in accordance with our multiyear strategic plan.

1.2 Budget versus realisation 2018

The total income of 2018 (€3.522.075) is lower than in the budget (€4.110.790). The lower total income is mainly caused by lower realised 'Income from Companies' and 'Income from other non-profit organisations'. Income from Private Individuals is in line with the budget. Income from Lottery Organisations and Government Grants are higher than budgeted. For the Income from Lottery organisation, this is due to extension into 2018 for the Save the Date project. For the Income from Government grants the increase to budget is mainly due to a few additional subsidies granted. For specific differences between realisation and budget refer to the notes to the income statement.

Our result was less than budgeted. We had an appropriate reserve in place for a negative result of €177,955 -/-. Our actual result for 2018 was €472,170 -/-, mainly due to delay in securing funding for our Schools4Life programme. In 2018 we directed a large part of our reserves to invest in the Schools4Life programme, knowing that the financing would very likely come through in 2019 and that there is a well-founded funding plan for the long term. The financial loss of our decision to invest in the future of our Dutch Schools4Life programme (€311,196) was taken from our Continuity Reserve and appropriated reserve Nationale Postcode Loterij, which was sufficiently large to absorb the loss.

1.3 Funding strategy

To avoid dependance on one source of funding, Dance4Life aims to equally raise its funds from institutional organisations, corporates, foundations and the general public. We are continuously assessing our fundraising staff and costs to reach an optimal return on investment on our fundraising activities.

2. PRINCIPLES OF VALUATION OF ASSETS AND LIABILITIES

2.1 General

The financial statements have been prepared in accordance with accounting principles generally accepted in the Netherlands. The financial statements are denominated in Euros. In general, assets and liabilities are stated at the amount at which they were acquired or incurred, or fair value. If not specifically stated otherwise, they are recognised as the amount at which they were acquired or incurred.

The annual report has been set up according to the guidelines of the 'Richtlijn 650 Fondsenwervende instellingen'.

Dance4Life conducts no specific activities that are primarily aimed at creating awareness, rather than raising money. (RJ 650.323)

2.2 Going concern

The accounting policies within the financial statements are based on the assumption that Dance4Life will be able to continue as a going concern.

2.3 Foreign currencies

Transactions denominated in foreign currencies during the reporting period are recognised in the annual accounts at the exchange rate ruling at the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange prevailing at the balance sheet date. Exchange differences resulting from settlement and translation are charged or credited to the statement of revenue and expenditure.

2.4 Intangible and tangible fixed assets

Fixed assets are valued at purchase price, less straight-line depreciation over the estimated useful economic life.

2.5 Receivables

Receivables are recognised at nominal value, where necessary less provision for possible uncollectible accounts.

2.6 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and cash at bank. Current account liabilities at banks are recognised under bank overdrafts forming part of current liabilities.

3. PRINCIPLES FOR DETERMINATION OF THE RESULT

3.1 General

The result represents the difference between the value of the revenues generated and the costs and other charges for the year. The revenues are recognised in the year they are realised.

Revenues received in goods or services are valued at fair value, as far as these revenues can be specified

3.2 Subsidies

Project subsidies are recorded as income in the statement of revenue and expenditure in the period in which the related costs are recorded. Institutional subsidies are recorded in the period mentioned in the award letters of the subsidisers.

Subsidies are recognised as income when all the conditions can be satisfied and it is probable that the subsidies will be received.

3.3 Revenues from fundraising

Result from fundraising is recorded in the annual accounts of Dance4Life since the foundation is the beneficial entity of the fundraising.

The revenues from fundraising are recognised in the year they are realised.

3.4 Costs

Costs are recognised on the historical cost convention and are allocated to the reporting year to which they relate.

3.5 Granted subsidies

Granted subsidies are recorded as project costs in the statement of revenue and expenditure in the period in which the decision of the grant is taken, resulting in legally enforceable and actual obligations.

3.6 Personnel remuneration

Salaries, wages and social security costs are charged to the statement of revenue and expenditure when due, and in accordance with employment contracts and obligations. In 2015 we have started up a pension scheme for our staff.

E. Notes to the balance sheet

	31-12-2018	31-12-2017
	€	€
1. INTANGIBLE FIXED ASSETS		
Acquisition costs	41.400	41.400
Accumulated depreciation	-41.400	-29.667
Total intangible fixed assets January 1st	0	11.733
Mutations		
- Additions	0	0
- Disinvestments	0	0
- Depreciation	0	-11.733
Total mutations	0	-11.733
Acquisition costs	41.400	41.400
Accumulated depreciation	-41.400	-41.400
Total intangible fixed assets December 31st	0	0
Depreciation rates	33%	33%

The online tool which Dance4Life bought in 2014 has proved to be very useful in generating funds for the Dutch Schools Program and the New York Marathon. The asset has been depreciated completely but is still in use. There is no immediate need to renew this asset

2. TANGIBLE FIXED ASSETS		
Acquisition costs	35.390	35.390
Accumulated depreciation	-34.510	-30.393
Total intangible fixed assets January 1st	880	4.997
Mutations		
Additions	6.779	0
Disinvestments	0	0
Depreciation	-1.910	-4.117
Total mutations	4.869	-4.117
Acquisition costs	42.169	35.390
Accumulated depreciation	-36.420	-34.510
Total intangible fixed assets December 31st	5.749	880
Depreciation rates	33% or 20%	33%

In 2018 a new printer and laptop were acquired

	31-12-2018	31-12-2017
	€	€
3. FINANCIAL FIXED ASSETS		
Cash advanced to Dance4Life USA	146.176	146.176
Expenses advanced for Dance4Life USA	53.658	53.658
Reservation loan repayment	-51.455	-51.455
Cash received on behalf of Dance4Life USA	-106.925	-106.925
Total financial fixed assets	41.454	41.454

In 2012 a foundation "Dance4Life USA" was set up in New York. To finance the starting up of Dance4Life USA, a loan has been agreed of USD 233k. In 2019 the organisation will be dissolved and there is a possibility that the outstanding balance will not be refunded. Therefore a reservation has been created.

4. RECEIVABLES

Subsidies to be received	78.265	0
Taxes and social securities		
VAT to be received for reporting year	15.950	5.552
Debtors		
Outstanding debtors	205.299	75.322
Reservation debtors	0	0
Total debtors	205.299	75.322
Other receivables, prepayments and accrued income		
Nationale Postcode Loterij	500.000	500.000
Prepayments	90.091	41.663
Interest	0	167
Donations	0	0
Other	292	243
Total other receivables, prepayments and accrued income	590.383	542.073

All receivables including debtors as per 31 December 2018 are expected to be settled during 2019. No provision for uncollectible items is deemed necessary.

5. CASH AND CASH EQUIVALENTS

Banks - savings accounts	345.117	1.421.605
Banks - paying accounts	374.777	240.190
Cash	81	201
Total cash at banks and in hands	719.975	1.661.996

All amounts in the banks are directly and freely accessible, except for a rent deposit of €13.704.

6. RESERVES AND FUNDS

RESERVES

		31-12-2018	31-12-2017
		€	€
Continuity Reserve	January 1	670.651	707.264
	addition	0	0
	abstraction	-61.195	-36.613
	December 31	609.456	670.651
Appropriated Reserve developing new strategy (pilots)	January 1	72.063	200.000
	addition	0	0
	abstraction	-72.063	-127.937
	December 31	0	72.063
Appropriated Reserve developing new strategy (transition)	January 1	100.000	100.000
	addition	0	0
	abstraction	-100.000	0
	December 31	0	100.000
Appropriated Reserve Nationale Postcode Loterij	January 1	500.000	500.000
	addition		
	abstraction	-250.000	
	December 31	250.000	500.000
Appropriated Fund Schools4Life	January 1	22.679	0
	addition	33.767	22.679
	abstraction	-22.679	0
	December 31	33.767	22.679
TOTAL RESERVES		893.223	1.365.392

Appropriation of result 2018:

Dance4Life applies the 'Richtlijn Financieel Beheer' of Goede Doelen Nederland to decide the amount of the continuity reserve. The Supervisory Board approved the policy to aim to build a continuity reserve amounting to € 800.000 in the coming years. The financial result of 2018 was -€472.169. This is less than anticipated, mainly due to less interest from donors to support the current form of the Schools4Life program. In 2018 we directed a large part of our reserves to invest in the Schools4Life programme, knowing that the financing would very likely come through in 2019 and that there is a well-founded funding plan for the long term. The financial loss of our decision to invest in the future of our Dutch Schools4Life programme (€311,196) was taken from our Continuity Reserve and appropriated reserve Nationale Postcode Loterij. We aim to replete the Continuity Reserve in the following years. Furthermore, we have created an additional fund in 2016 to develop and implement our new strategy (pilots & transitioning). The total size of this reserve was €300.000. During 2017, four pilots were initiated with a total costs of €127.937. In 2018, these pilots were completed and an additional transitioning project was started. The supervisory board also approved that unspent funds from this reserve could be allocated to fund research. In 2018 the Schools4Life campaign raised a total of €78.575 for our program in Pakistan and Papua. In 2017, already €30.238 was raised. Contrary to the annual report of 2017, in 2018 it was decided that all funds raised in the Schools4Life program are transferred to our program. In 2018, €75.045 was transferred to our program in Pakistan. The funds in the Appropriated Fund Schools4Life were abstracted from the fund for this transfer. The remaining proceeds from 2018 are added to the Appropriated Fund Schools4Life.

	31-12-2018	31-12-2017
	€	€
7. LONG TERM LIABILITIES		
Loan from ID&T relating to Dance4Life USA	41.454	41.454

In 2012 a loan of €115.000 has been agreed upon with ID&T Partners BV for starting up the Dance4Life USA foundation. The terms state that Dance4Life will pay the money back only when sufficient funds have been raised in the USA. This debt refers to the objectives of Dance4Life. The Dance4Life USA foundation will be dissolved in 2019, after which this loan will be cancelled.

CURRENT LIABILITIES

Creditors	82.720	80.399
8. OTHER LIABILITIES, ACCRUALS AND DEFERRED INCOME		
Contracted obligations to NCO partners	105.541	254.661
Subsidy received in advance	367.727	423.969
Balance holiday fees and leave hours	76.831	66.736
Donations / Revenue received in advance	41.427	50.466
Invoices to be received	48.152	43.797
Other liabilities (a.o. VAT)		402
Total other liabilities, accruals and deferred income	639.678	840.031

All current liabilities have a remaining term of less than one year. Subsidies received for next year include the funding by the Dutch Ministry of Foreign Affairs for the Right Here Right Now (RHRN) and Get Up Speak Out (GUSO) project.

The contracted obligations to implementing partners have decreased because our partners are mostly on track with their project plans and subsidies have been disbursed accordingly. This divides into obligations to GUSO partners (55.245) and other partners (50.295).

Subsidies received in advance are the subsidy for a Franchisee (1.802), Right Here Right Now (5), and Get Up Speak Out (361.809) and a receival on pensions (4.112).

The donations received in advance relate to the contributions of the Friends4Life for the coming years. Invoices to be received include part of the auditor's expenses.

COMMITMENTS NOT INCLUDED IN THE BALANCE SHEET

Contingent liabilities

Rental agreement accommodation

Our rental agreement at the Keizersgracht 177 started the 1st of February 2015 until the 31st of January 2020. The yearly rent excluding services is €56.886 per year. Dance4Life has a deposit of €13.701 for this agreement.

F. Notes to the income statement

	Realisation 2018 €	Budget 2018 €	Realisation 2017 €
Income			
9. INCOME FROM PRIVATE INDIVIDUALS			
Sports events	^a 185.121 ^c	300.000	125.314
Schools4Life program	^b 77.919	100.000	30.238
Private (major) donors & other income	140.929	30.000	132.598
TOTAL INCOME FROM PRIVATE INDIVIDUALS	403.969	430.000	288.150

^a The income of sports events is higher than in 2017, but behind on budget. Fewer runners joined our New York Marathon team and fewer Dam to Dam runners started their fundraising campaign

^b In 2018 the new Schools4Life program was organized in two editions. Many students were reached, but the proceeds from their campaigns was less than budgeted due to challenges in activating students

^c Income from Sports events is a mix of income from private individuals and income from companies. The income has been accounted under Income From Private Individuals as the majority of this income comes from Private individuals

10. **INCOME FROM COMPANIES**

Funky Fundraiser	313.614 ^g	450.000	397.752
Friends4Life membership	^d 141.499 ^g	250.000	134.665
Friends Projects	^e 53.587 ^g	0	108.020
Business Development	^f 438.367	475.000	13.000
TOTAL INCOME FROM COMPANIES	947.067	1.175.000	653.437

^d The income from Friends4Life has increased compared to 2017 but not as much as we budgeted. We have evaluated our Friends strategy and planned new actions for 2019.

^e In 2018, the successor of the successful Fundrace in 2017 was postponed to 2019 due to organisatory challenges. Still, €19.950 was raised during a donations campaign.

^f Income from Business development is lower than budgeted because we were unable to secure enough funding for projects.

Subsequently, this item contains €413.367 in In-Kind Income, a full media campaign donated to Dance4Life. In addition, other items were donated to Dance4Life but their value could not be determined reliably, therefore these items are not recorded as In-Kind Income

^g Income from Funky Fundraiser, Friends4Life memberships and Friends projects is a mix of income from private individuals and income from companies. The income has been accounted under Income From Companies as the majority of this income comes from Companies

	Realisation 2018 €	Budget 2018 €	Realisation 2017 €
11. <i>INCOME FROM LOTTERY ORGANISATIONS</i>			
Dutch National Postcode Lottery	500.000	500.000	500.000
Dutch National Postcode Lottery - Nepal 'Save the date'	75.505	0	312.000
Dutch National Postcode Lottery - Other projects	5.000	0	
TOTAL INCOME FROM LOTTERY ORGANISATIONS	580.505	500.000	812.000

Since 2008, the Dutch National Postcode Lottery assigns subsidy on a yearly basis (€500.000 every year). In 2017, the Postcode Lottery has renewed our partnership for another 5 year to 2022 with a mid-term evaluation after 2,5 years.

In 2015 the Dutch National Postcode Lottery has granted an amount of €1.180.050 for our project 'Save the date' in Nepal. These funds were used between 2015 and 2018.

12. <i>INCOME FROM GOVERNMENT GRANTS</i>			
Dutch Ministry of Foreign Affairs GUSO	947.915	987.390	451.209
Dutch Ministry of Foreign Affairs RHRN	290.141	278.400	281.666
TOTAL INCOME FROM GOVERNMENT GRANTS	1.238.056	1.265.790	732.875

Regarding all subsidies

The amount received in subsidies cannot be considered definitely settled until all subsidisers have approved the evaluation and financial report of Dance4Life International. The Board does not expect to need to pay back any funds since the foundation has complied with the needs and demands of the subsidisers.

Dutch Ministry of Foreign Affairs 'Get up Speak Out (GUSO)'

In February 2016 the Ministry of Foreign Affairs granted a subsidy of €39.500.000 to the alliance for the period 2016-2020. As a member of this alliance, Dance4Life was granted an amount of €435.127 for 2018. Furthermore the alliance assigned an extra amount of €552.263 to Dance4Life for country budgets. Income is realised after grants are committed and effort is delivered by Dance4Life. The actual realisation of income is less than budget due to the ending of the program in Pakistan, €75.775 was decommitted. Additionally there was an overspend of €24.781 that was covered by an underspend in previous years.

Dutch Ministry of Foreign Affairs 'Right Here Right Now (RHRN)'

In 2016 the Ministry of Foreign Affairs granted a subsidy of €34.667.680 as part of the Strategic Partnerships Call to the alliance for the period 2016-2020. As a member of this alliance, Dance4Life was granted an amount of €278.400 for 2018. Income is realised after effort is delivered by Dance4Life. The actual realisation of income is more than budget due to an overspend of €11.741 that was covered by an underspend in previous years.

13. <i>INCOME FROM OTHER NON-PROFIT ORGANISATIONS</i>			
Income from Business Development	^h 352.311	735.000	178.726

^h Income from Business Development constitutes of MAC Cosmetics, foundations that invest in our Schools4Life program, and the licensing fees for our social franchise. Additionally, Dance4Life received project financing from a project with Triggerise.

14. <i>OTHER INCOME</i>	
Income from Interest & other income	167
TOTAL INCOME	3.522.075

COSTS OF THE ORGANISATION

15. <i>ENGAGEMENT</i>			
Costs Engagement			
Schools4Life	ⁱ 238.036	336.913	111.133
Right Here Right Now	55.619	58.500	49.785
Realities of Youth	0	0	3.407
In-Kind Expenditure Engagement	^j 413.367	0	
Communications	^k 88.279	153.800	^k 23.940
Total Costs Engagement	795.301	549.213	188.265
Costs internal organisation			
Salaries Engagement	434.617	360.343	347.052
Charged other overhead Engagement	106.104	91.455	103.788
Total costs internal organisation	^l 540.721	451.798	450.841
Total Engagement	1.336.022	1.001.011	639.106

ⁱ Costs for Schools4Life were less than budgeted because fewer donors were interested in supporting the program than anticipated. Cost reduction measures were put in place in the course of 2018

^j In-Kind Expenditure consist of a full fledge media campagne that was donated to Dance4Life

^k The actuals of 2018 are behind on the budget because of budget shifts to Franchising

^l Costs internal organisation are allocated based on how our staff spends its time according to their timesheets

16. <i>FRANCHISING</i>			
Grants projects			
Grants to Dance4Life projects Ministry of Foreign Affairs GUSO	^m 482.887	552.263	
Grants from NPL for Nepal 'Save the date'	ⁿ 21.735	0	269.424
Grants In Their Hands	^o 85.318	0	
Total grants projects	589.940	552.263	269.424

^m The grants for GUSO were assigned for the period of 2018. The actual realisation of grants was less than budget due to the ending of the program in Pakistan, €755.775 was decommitted

ⁿ The remaining grants of the Save the Date project were granted in 2018

^o Dance4Life was grantmaker to our partner in Kenya in the In Their Hands project, funded by Triggerise. This project was started, and prematurely terminated, in 2018

	Realisation 2018 €	Budget 2018 €	Realisation 2017 €
COSTS FRANCHISING			
Programs	^p 208.155	421.700	246.921
Creating demand	130.809	112.704	60.809
Get Up Speak Out - Franchising	79.624	95.000	58.721
Total Costs Franchising	418.588	629.404	366.451
Costs internal organisation			
Salaries Franchising	328.591	405.435	388.610
Charged other overhead Franchising	80.219	102.900	116.217
Total costs internal organisation	^q 408.811	508.335	504.827
TOTAL FRANCHISING	1.417.339	1.690.002	1.140.702

^p The Programs costs contains the costs for pilots and assisting our partners in transitioning to the Social Franchise that we started in 2017. These costs are covered by the Reserve fund developing new strategy internal (pilots). During 2018, it was decided by our board that remaining funds in this Reserve could also be allocated to Research

^q Costs internal organisation are allocated based on how our staff spends its time according to their timesheets

	Realisation 2018	Budget 2018	Realisation 2017
Prototyping of Franchising Programs+ Transitioning of Partners	64.624	200.000	127.937

17. **RESEARCH & DEVELOPMENT**

Costs Research & Development			
Regular R&D	^r 17.076	40.000	10.280
Research pilot	^s 0	270.000	388
Get Up Speak Out - Research & Development	83.150	70.000	118.494
Total Costs Research & Development	100.226	380.000	129.162
Costs internal organisation			
Salaris R&D	158.590	144.534	134.495
Charged other overhead R&D	38.717	36.683	40.221
Total costs internal organisation	^t 197.307	181.217	174.716
TOTAL RESEARCH & DEVELOPMENT	297.533	561.217	303.878
Total B1 Expenditure on objectives	3.050.894	3.252.229	2.083.685

^r The actual spend on regular R&D is behind on the budget because fewer trainings were organised as a result of slower scaling up

^s Our goal to conduct research has taken a different approach as our program will be subject to a full PhD study in the next 4 years.

^t Costs internal organisation are allocated based on how our staff spends its time according to their timesheets

18. **B2 COST OF FUNDRAISING**

Costs Fundraising			
Fundraising support, friends, corporates	343.878	346.000	201.277
Fundraising Business development	19.065	10.000	24.901
Total Costs of Fundraising	362.943	356.000	226.178
Costs internal organisation			
Salaries	265.304	370.298	183.405
Charged other overhead	64.769	93.982	54.848
Total costs internal organisation	^u 330.073	464.279	238.253
TOTAL FUNDRAISING	693.016	820.279	464.431
Total B2 Costs of fundraising	693.016	820.279	464.431

^u Costs internal organisation are allocated based on how our staff spends its time according to their timesheets

19. **B3 ORGANISATION AND ADMINISTRATION**

Costs internal organisation			
Salaries	^v 155.458	128.600	133.972
External personnel	^w 56.924	55.000	85.076
Charged other overhead	^v 37.952	32.639	40.065
Total costs internal organisation	250.334	216.239	259.113
Total B3 Organisation and administration	250.334	216.239	259.113
Total B. Costs	3.994.244	4.288.747	2.807.229

^v Due to a change in management, a slight increase in time spend on management has occurred

^w External personnel consists of contracting HR and Financial support

Total Net Result	-472.169	-177.957	-141.872
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	Realisation 2018 €	Budget 2018 €	Realisation 2017 €
Personnel Costs			
Gross wages (included holiday fee)	1.093.171	1.162.595	971.435
Social securities	198.549	190.090	167.799
Pension Costs	50.841	56.524	48.300
Total direct personnel cost	1.342.561	1.409.209	1.187.534
<i>Total Employees</i>	29		25
<i>Total FTE</i>	24,15		21,24
Salary Executive Director			
Executive director: gross salary	65.625		67.060
Executive director: 8% holiday	5.250		5.365
Total salary costs executive director	70.875		72.425
Executive director: pension	7.805		9.749
Total salary director	78.680		82.174
Taxes for employer	10.507		9.747
Total salary costs director	89.187		91.921

The Executive Director has a labor contract for an indefinite period and works 34 hours per week.

Our Supervisory Board has determined and ascertained the remuneration package, consisting of salary and pension scheme, of our Executive-Director. The remuneration package is reviewed periodically. The last evaluation was in June 2018.

In determining the remuneration package of our Executive-Director, the Supervisory Board follows the guidelines "Regeling beloning directeuren van goededoelenorganisaties" by Goede Doelen Nederland (www.goededoelennederland.nl). These guidelines set a maximum norm for the annual income, based on weighted features of the organisation. The assessment of the weighted features of Dance4Life was done by the Business Controller and approved by the Supervisory Board. This has led to a so-called BSD-score of 387 points and a maximal annual remuneration of €102.470 on a full time basis (€87.100 based on 0,85 FTE).

The to be reviewed relevant actual remuneration package of our Executive-Director is € 78.680 in 2018. This remuneration falls within the set maximum norm. The Executive-Director's total package of regular salary, taxed expenses and extras, employer's pension costs, pension compensation and other deferred compensations fall within the maximum amount of €87.100 per annum. In addition, the taxed expenses and extras, employer's pension costs, pension compensation and other deferred compensations are reasonable in relation to the total annual remuneration.

The level and composition of our Executive-Director's remuneration package are explained above.

Amsterdam, 25 April 2019

Representing the Supervisory Board,

Thérèse van Schie

Dance4Life foundation
Keizersgracht 177
1016 DR Amsterdam
The Netherlands

Representing the board,

Jael van der Heijden

H. Split of Costs

	Engagement	Franchising	R&D	Fundraising	Administration	Actuals 2018	Budget 2018	Actuals	Actuals 2017
<u>DIRECT COSTS</u>									
Grants to NCOs		€589.940				€589.940	€552.263	€-37.677	€269.424
Acquisition of assets	€-	€-	€-	€-	€-	€-	€-	€-	€-
Mission Travels	€35.354	€83.202	€32.624	€-	€-	€151.180	€203.500	€52.320	€151.406
Materials	€19.643	€20.085	€61.749	€16	€-	€101.493	€492.750	€391.257	€247.547
Communications	€246.954	€10.579	€-	€20.404	€-	€277.937	€247.800	€-30.137	€114.098
Other Project costs	€493.350	€193.129	€5.853	€271.422	€-	€963.754	€917.863	€-45.891	€253.947
External Personnel	€-	€111.593	€-	€71.101	€56.924	€239.618	€107.704	€-131.914	€228.136
Total Direct Costs	€795.301	€1.008.528	€100.226	€362.943	€56.924	€2.323.922	€2.521.880	€197.958	€1.264.558
<u>INDIRECT COSTS</u>									
Split overhead *	32%	24%	12%	20%	12%	100%			
Salaries & Premiums	€434.617	€328.591	€158.590	€265.304	€155.458	€1.342.561	€1.409.209	€66.648	€1.187.534
Indirect Personnel Costs	€29.274	€22.132	€10.682	€17.870	€10.471	€90.429	€143.767	€53.338	€102.310
Housing costs	€20.803	€15.728	€7.591	€12.699	€7.441	€64.261	€60.068	€-4.193	€62.957
General & Office Costs	€55.409	€41.892	€20.218	€33.823	€19.819	€171.161	€137.660	€-33.501	€174.021
Depreciation	€618	€467	€226	€377	€221	€1.910	€16.163	€14.253	€15.851
Total Indirect Costs	€540.721	€408.811	€197.307	€330.073	€193.410	€1.670.322	€1.766.867	€96.545	€1.542.673
Total Costs	€1.336.022	€1.417.339	€297.533	€693.016	€250.334	€3.994.244	€4.288.747	€294.503	€2.807.231

* The split of overhead costs is determined by taking the hours each employee has spent on each 'Area of Work' (i.e. objectives, fundraising, administration) multiplied with their gross salary costs. This weighted allocation of time spent per 'Area of Work' is the basis for dividing indirect costs over the Areas of Work.

G. Ratios

	Realisation 2018	Budget 2018	Realisation 2017
1. Total expenditure on objectives divided to Total Income (excluding interest) <i>Internal benchmark: 75% - 85%</i>	87%	79%	78%
2. Costs of fundraising divided to Total Income <i>RJ 650 guideline</i>	20%	20%	17%
3. Costs organisation and administration divided to Total Costs <i>Benchmark internally - maximum 10%</i>	6%	5%	9%
4. Total expenditure on objectives divided to Total Costs <i>Internal benchmark: > 67%</i>	76%	76%	74%

I. Other information

APPROPRIATION

The balance of income and costs of €-472,169 is processed as presented on in the income statement 2018.

POST BALANCE SHEET EVENTS

There have been no significant events post balance date which would materially affect the annual accounts.

INDEPENDENT AUDITOR'S REPORT

The independent auditor's report is included at the next page of the annual accounts.



OUR INNOVATIVE APPROACH
TO COMPREHENSIVE SEXUALITY
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