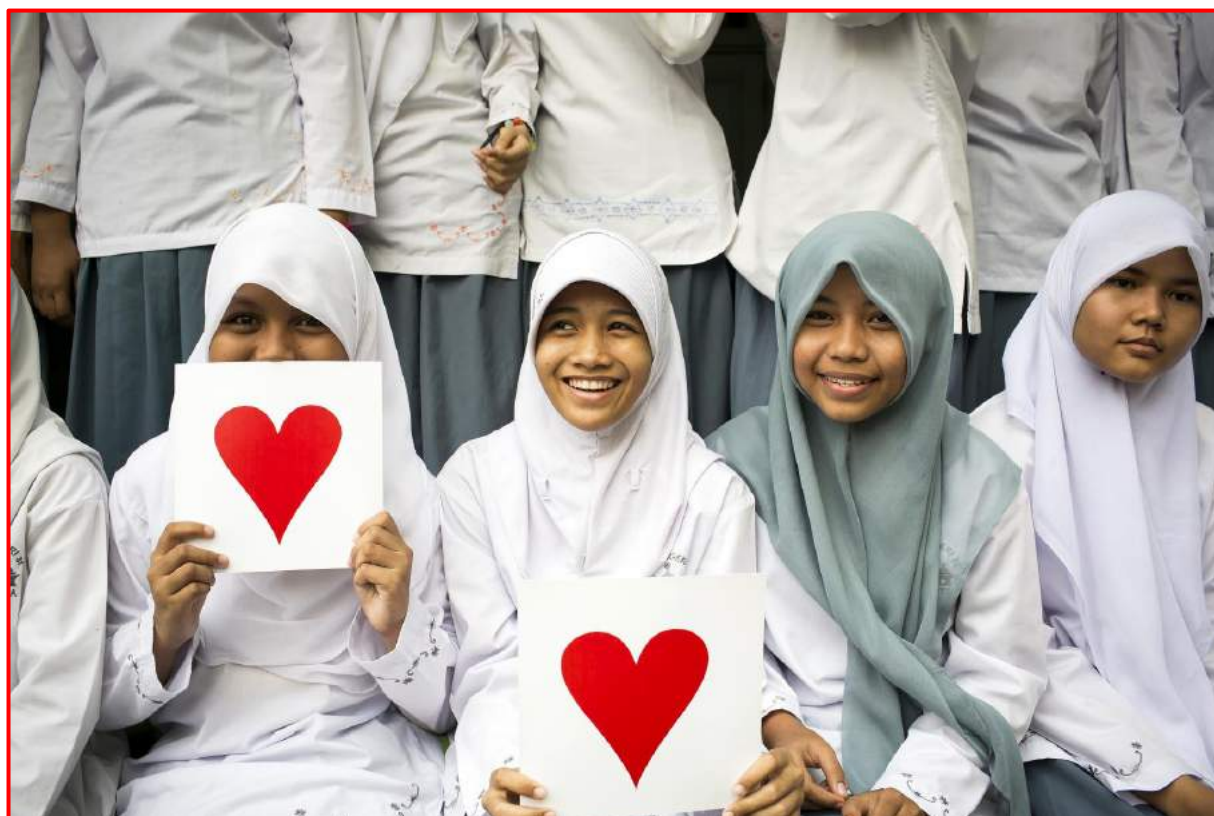




**FOR
YOUTH &
SEXUALITY**

ANNUAL REPORT 2015



March 2016

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Foreword

'zero HIV/aids, zero drug-use, and zero free sex'.

A statement I heard several times a day when visiting Indonesia, one of our partner countries, in November 2015. Of course, zero HIV/aids and zero drug-use was something I understood. But what did zero free sex mean?

When one of the teachers at a local middle-school we visited also used this 'slogan', I asked her what 'zero-free sex' meant. She revealed that it is a slogan, promoted by the government, that encourages the 'no sex before marriage' principle. This is of course a stigmatizing slogan on pre-marital sex. Do not get me wrong here; there is nothing wrong with talking about the possibility of abstinence with young people. Possibility being the operative word. As long as abstinence is discussed as part of an accurate, balanced and comprehensive sexuality education program. A program which discusses the sexuality of young people from a rights-based perspective. A program which also talks about sexuality, pleasure, love and relationships in all its forms. In addition to access to this kind of information, it is also important that young people have access to contraceptives, safe and legal abortion and youth-friendly health services in order to make their own well-informed CHOICES.

Unfortunately, programs and policies which regulate young peoples' sexual and reproductive health and rights (SRHR) too often do not reflect young peoples' needs and realities. My experience in Indonesia is only one example. This is why it is imperative that young people are participating in the development, implementation and evaluation of SRHR policies and programs.

In 2015, CHOICE therefore advocated for strong references to the SRHR of young people in the new United Nations development agenda 2030– the Sustainable Development Goals – and the United Nations Commission on Population and Development. CHOICE also started the project of the Youth SRHR Ambassador together with the Dutch Ministry of Foreign Affairs in order to give youth an official voice in Dutch foreign policies on SRHR.

To amplify the voice of youth at all levels, we supported youth-led organizations in Africa and Asia undertake lobby activities themselves, focusing on their communities and the national level. We also invested in connecting these organizations to UN processes. To learn more about some of these youth advocates and their stories, you can visit the CHOICE website and read their *stories of change*. Another highlight of 2015 was the continuation of our child marriage programs, which enabled us to build knowledge and expertise on this harmful practice (every minute 28 girls are married off too soon) and how it intersects with SRHR.

Finally, I am happy to report that CHOICE was able to secure funding to deepen and expand our programs from 2016 until 2020. With these programs we can continue to advocate for our vision: a world in which all SRHR of all young people are fulfilled and where all young people can make personal and informed decisions regarding their sexuality. A world in which the CHOICE is (y)ours!

Yours sincerely,

Elsemieke de Jong
Executive Director
CHOICE for Youth and Sexuality

1. Introduction CHOICE

1.1. THE BASICS

Statutory, CHOICE is a foundation registered in Utrecht, as 'Stichting' CHOICE for Youth and Sexuality' with Chamber of Commerce number 32108345.

In 2015 CHOICE rewrote its mission and vision. The purpose of it was two-fold: (1) sharpening the formulation of the mission and vision statements (2) reflecting the ambitious and bold character of CHOICE in the mission and vision statements.

Mission

CHOICE is an ambitious and bold youth-led organization (aged between 16 and 29). We advocate for the sexual and reproductive health and rights of young people world-wide and support them to meaningfully participate and to voice and claim their rights.

Vision

CHOICE wants to live in a world in which all young people:

... Openly and safely express their sexuality and who they love

... Freely enjoy the pleasures of sex if, with whom and when they choose

... Are sexually healthy and can make well-informed choices about their sexual actions

... Can openly and safely choose, if with whom, when and how to have children.

... Meaningfully participate in decision making that affects their lives and the lives of their peers.

1.2. SRHR FOR YOUNG PEOPLE

We cannot underestimate the importance of young peoples' Sexual Reproductive Health and Rights (SRHR). These days, the world is home to 1.8 billion¹ young people under the age of 24, the majority of which live in developing countries. SRHR for young people are crucial in the global fight against poverty; matters such as unwanted pregnancies and early and forced marriages limit young people from living up to their potential. They also prevent us from contributing optimally to society, which has negative implications for country's development.

Young people are naturally sexually active, but we often do not have the legal right to freely decide on our sexuality, neither do we have access to adequate information and health services. Many young people around the globe are unable to freely express their sexuality and/or sexual preferences. Young people all over the world are in dire need of an enabling environment, in which they can make their own choices, facilitated by comprehensive and correct information, access to contraceptives and safe abortion, and youth-friendly services that treat young people with respect and confidentiality.

¹ State of the World Report 2014 'the Power of 1.8 billion' by UNFPA.

1.3 MEANINGFUL YOUTH PARTICIPATION!

When decisions are to be made, or policies and programs are developed concerning young people, we have the fundamental right to co-decide on these matters. No one understands the issues and needs of young people better than we do ourselves. We are exploring and discovering our sexuality, but we are too seldom actively involved in policy and decision-making processes in this domain. To ensure *meaningful youth participation*, our involvement during the development, implementation and evaluation stages of policies, programs and laws are of great importance. CHOICE helps young people to advocate for their rights on all levels: from local projects to global politics. We are convinced that when the voice of young people is heard more loudly and clearly, programs and policies can be implemented more effectively, as they would more accurately and directly reflect the actual needs of young people. Our battle for more meaningful youth participation is therefore essential.

2. Our Approach

2.1. THEORY OF CHANGE

The CHOICE Theory of Change, developed in 2015, provides structure and guidance to strategic planning and decision-making regarding our two main programs: the Youth Leadership Program and International Advocacy Program. The Theory of Change (Annex I) is based on the core belief that the SRHR reality of young people can improve through meaningful youth participation in the development, implementation, and monitoring and evaluation of programs and SRHR policies at the local, national, regional and global level.

2.2. INTERNATIONAL ADVOCACY AND YOUTH LEADERSHIP

International agreements have important implications for the day-to-day reality of young people worldwide. Within the *International Advocacy Program*, CHOICE contributes to the establishment and strengthening of SRHR policies on the international level. The main goal of this program is the inclusion of progressive language on the SRHR of young people in outcome documents of relevant international decision-making processes and key events through the meaningful participation of CHOICE advocates.

In 2015 CHOICE's advocacy priorities focused on the Commission on Population and Development (CPD) and the development of the new development agenda – 2030.

Through our *Youth Leadership Program*, we support and build the capacity of youth-led organizations and youth leaders to successfully engage in advocacy at the local, community and national level. CHOICE provides its partners with grants to implement activities and technical assistance, which focuses on i.e. advocacy skills, organizational and financial management, SRHR knowledge and Meaningful Youth Participation (MYP).

In 2015 CHOICE's Youth Leadership Program was mainly executed through the Unite for Body Rights (UfBR) and ASK alliance, financed by the Ministry of Foreign Affairs. Within the African continent, we worked with three partners: YECE (Malawi), TAYA (Ethiopia), NAYA (Kenya), and two partners in Asia: ARI (Indonesia) and the YP Foundation (India). CHOICE also financially supported You Act: a European SRHR network of young people who advocate for SRHR on a European level. Furthermore CHOICE implemented two projects from the Child Marriage Fund from the Ministry of Foreign Affairs: No... I don't together with Plan Nederland and Unite Against Child Marriage (UACM) together with the SRHR alliance and Edukans. Within the No... I don't project, CHOICE trains local peer educators who support young girls to become more aware of and empowered in their SRHR. Furthermore, CHOICE consults Plan offices in Mozambique and Zambia on how to meaningfully work with young people within their programs. The UACM is an extension of the work of our Malawian partner YECE within UfBR.

2.3. CONNECTOR

CHOICE tries to create a global youth movement, which is stronger, bigger and better integrated. CHOICE has the unique ability and position to connect different actors, stakeholders and different levels of policy making. Being a connector entails elements such as participating and engaging with diverse networks, and connecting youth and adult organizations with each other.

2.4 CHOICE... AS AN ADVOCATE FOR YOUNG PEOPLE'S RIGHTS

Introduction

On the international level, CHOICE advocates for the inclusion of progressive language on the SRHR of young people in outcome documents of relevant United Nations (UN) processes - Commission on the Status of Women (CSW) and Commission on Population and Development (CPD), and the post-2015 development agenda (the Sustainable Development Goals). So why is this important? First of all, it is important that international agreements reflect the needs of young people. Young peoples' voices therefore need to be heard loudly and clearly by diplomats and international policy-makers. Secondly, international outcome documents are accepted by all UN member states. This means that all national governments can be held accountable by their citizens to implement the outcomes of these processes. The outcome documents are therefore an important lobby tool for civil society.

'A mechanism for accountability is important. Civil Society has to make sure there is a link between what is happening in our countries and what has been stated in international agreements'.

Ephrem (from TaYA, CHOICE partner in Ethiopia).

The international political arena is an adult-led and often complicated and daunting field for young people to participate in. CHOICE is a youth-led organization with many years of experience operating in different UN processes. CHOICE has knowledge on UN dynamics, UN language and has built a solid network with other important stakeholders, including the Dutch Ministry of Foreign Affairs, UN agencies and civil society.

CHOICE therefore has a unique position and ability to voice the rights and needs of young people within different UN processes. In order to amplify the voice of young people, CHOICE supports the participation of young people from its programs in Africa and Asia via financial and technical support, including capacity building. Furthermore, CHOICE contributes via the organization of youth *caucuses* and other pre-youth conferences where young people come together to strategize before a UN process starts. In order to facilitate access for CHOICE and other youth advocates to the UN, CHOICE will apply for ECOSOC (access card to the UN for civil society) status in 2016.

In 2015 CHOICE's advocacy priorities focused on the new post-2015 development agenda, the Commission on Population and Development,

The adoption of the Sustainable Development Goals (SDG's)

In September 2015, the new international development agenda was adopted by all member states of the UN. As the new agenda will determine the focus of (inter)national policies and programs for the years 2016-2030, the development of the agenda was a highly politicized process, driven by different UN member-state interests.

In the development of the agenda CHOICE actively advocated for the inclusion of SRHR issues and the inclusion of youth – not only as beneficiaries of the agenda, but as important actors in the implementation. So what were CHOICE's efforts in 2015 to reach our goal?

- CHOICE participated in both Intergovernmental Negotiations that took place in the summer of 2015. These two meetings were the last opportunities for civil society to influence the outcome document. At both meetings, CHOICE cooperated with the SRHR alliance, UNFPA's Youth Leadership Working Group, the Women's Major Group, the Major Group on Children and Youth, and the Major Group on Sexual Orientation and Gender Identity (SOGI). During the negotiations, CHOICE, together with the aforementioned groups, provided input on the language of the different outcome document drafts. CHOICE provided several textual recommendations to member states how youth could become better positioned in the document.
- CHOICE attended the UN Sustainable Development Summit in September 2015, during which the new development agenda was officially adopted by all UN member states. There was no room left for influencing the agenda and CHOICE therefore advocated for the importance of youth participation in the implementation of the agenda. As part of this strategy, we co-sponsored a youth statement on MYP and youth SRHR. CHOICE presented - on behalf of the Youth Leadership working group to UNFPA's Director - the working group's wish to continue working with UNFPA and broader civil society; and CHOICE presented a letter to the Dutch Minister for Development Cooperation.
- On the 18th of September 2015 CHOICE, together with the Dutch Youth SRHR Ambassador and dance4life, sent a letter to Lilliane Ploumen, the Dutch Minister for Development Cooperation, about the continued need to advocate for meaningful youth participation, access to sexuality education and youth-friendly services, in the implementation of the new development agenda. At the Summit, CHOICE presented this letter to the minister during the Dutch Civil Society meeting. Ploumen full-heartedly agreed with our letter, which is also reflected in a piece in the *Algemeen Dagblad* (22nd of September) in which she echoes our letter to keep advocating for the sexual rights of young people, including sexuality education.



Picture left: Board member Stefan Hennis presents letter to Minister Ploumen at the UN Sustainable Development Summit.

Picture right: Youth Advocate Quirine Lengkeek collaborating with UN Major Groups during Intergovernmental Negotiations.

In the end, what are the wins and losses according to CHOICE in the new development agenda? The outcome document, the declaration and the 17 goals and 169 targets represent an ambitious agenda for sustainable development. For CHOICE, the major gains are reflected in the inclusion of sexual and reproductive health and reproductive rights, the human rights based approach of the agenda, commitment to end gender based violence, eliminating child marriage, FGM and the focus on non-discrimination and gender equality. Yet, there are also gaps. Strong accountability, meaningful youth participation and sexual rights are issues for which CHOICE will continue to advocate for!

The Commission on Population and Development (CPD)

In April 2015, CHOICE attended the CPD with a strong delegation in order to ensure a clear youth voice. This year's CPD was a strategic advocacy moment for CHOICE: it provided civil society an opportunity to link the new Program of Action, which was adopted by the CPD in 2014, to the Post-2015 agenda. It was therefore important that there were strong references to young people's SRHR and youth participation in this year's CPD outcome document. So how did we ensure a strong youth voice during the 48th session of the CPD?

- CHOICE attended with a strong delegation, which included two youth advocates (Tess Pairon and Timo Bravo Rebolledo), partnership manager Stephanie van der Wijk and General Board Member Zoë Nussy.
- The Dutch Youth Ambassador SRHR, Lotte Dijkstra was part of the Dutch Delegation and she delivered the [official statement](#) to the Commission of behalf of The Netherlands. CHOICE helped to prepare the Youth Ambassador with writing the statement, which was also a good opportunity for CHOICE to positively influence the Dutch position on SRHR for young people.

- CHOICE stimulated the participation of our African youth partners through financial and technical support. Prior to the start of the CPD, CHOICE organized a [connector meeting](#) together with youth advocates from YECE (Malawi), TAYA (Ethiopia) and NAYA (Kenya). For more information, see chapter 2.5.

'The theme of this conference, is a theme that very much concerns young people. The post-2015 development agenda offers an opportunity for a better future, a future in which today's young people will live. Young people have a fundamental right to meaningfully participate in all stages of decision-making and programming, particularly when the decisions that are being made affect their lives. This leads to increased accountability and policy that better meets young people's actual needs. I therefore think it is of great value that my government allows me to participate in this discussion, not despite my age, but because of my age.' Lotte Dijkstra (Dutch Youth SRHR Ambassador).

- CHOICE, together with dance4life and the Dutch Ministry of Foreign Affairs, organized a [side-event](#) called "Young people in Post-2015 – making 1.8 billion voices heard in the new development agenda". The side-event, facilitated by Secretary General's Envoy on Youth Ahmad Alhendawi, was attended by delegates, civil society organizations, ministers, UN representatives and many young people. The side-event was therefore a good opportunity to highlight the importance of youth participation in the new development agenda to various stakeholders.



Picture Left: NAYA youth advocate Robert Aseda, Dr. Josephine Kibaru (head of the Kenyan delegation) and Secretary General's Envoy on Youth Ahmad Alhendawi speaking at the side-event.

Picture Right: A room full of delegates, civil society and UN representatives at the side-event.

- CHOICE organized a youth caucus before the start of the CPD. During the caucus, young activists were briefed on the CPD and recent developments. The caucus is important because it facilitates the meaningful participation to a complicated process like the CPD and prepares young people to advocate for SRHR. The caucus was attended by roughly 75 young people.

Youth & ICPD Partnership (YIP)

In order to support young people to collaborate as equal partners with their government and other key stakeholders in the implementation of CPD's program of action (see above), the Youth & ICPD partnership – a collaboration between CHOICE, dance4life and the Dutch Ministry of Foreign Affairs - has been implemented in four different countries. In Kenya, Ghana, Argentina and Ethiopia consortia of youth organizations have been established which have invested in capacity building of their peers to join in the CPD process at national level; organized consultations amongst youth to learn about young people's SRHR issues on the ground; and have reached out and built relationships with key stakeholders and decision-makers in their country.

Networks

Networks are important for CHOICE, as they strengthen our own advocacy network and are valuable to link young people with the broader SRHR network. Via networks, we can ensure that young people keep collaborating with the adults and align strategies. In 2015 CHOICE attended 3 annual networking meetings, which were valuable moments for CHOICE to make the broader network membership aware of the importance of youth participation.

- In May 2015, CHOICE's Director, Elsemieke de Jong, attended the first Global Meeting of **Girls not Brides** – a partnership committed to end child marriage. The meeting resulted in a stronger relationship with the Girls not Brides secretariat. Furthermore, CHOICE participated in the most visited side-event of the Global Meeting: 'Young but capable: how working with youth generates results.' The event helped to demonstrate CHOICE's expertise on youth participation to a large audience. This led to an invitation by the Girls not Brides secretariat, to participate in a two-day workshop which discussed

the development of a youth & adolescents constituency within the Partnership on **Maternal, Newborn, and Child Health (PMNCH)**.



Picture Left: Director of CHOICE, Elsemieke de Jong, together with Dutch civil society colleagues and Chair of Girls not Brides Mabel van Oranje.



Picture Right: The title of the side-event was changed to Young AND capable, following CHOICE's intervention.

- In July 2015, CHOICE's project officer Abby Buwalda, together with 40 other young leaders, participated in a workshop to discuss development of a youth & adolescent constituency to ensure the adequate representation of youth and adolescent issues and voices within PMNCH. The group made concrete recommendations on how youth could be involved in a meaningful way, which the board of PMNCH accepted. In 2016 CHOICE, will evaluate if CHOICE will join PMNCH youth constituency as a member.
- **EuroNGO's**, a European network of SRHR organizations, held their annual conference in Oslo on 3 and 4 November 2015. The conference was attended by CHOICE's partnership manager Stephanie van der Wijk and Board Member Timo Bravo Rebelledo. The EuroNGOs conference was the first major civil society-led event following the adoption of the post-2015 development agenda and discussed how to take the new development agenda forward. For CHOICE, it is crucial that young people participate meaningfully in the implementation of the Agenda 2030. Together with our partner YouAct and with SAIH, CHOICE prepared a creative intervention to draw the attention on the role young people in the 2030 agenda. A photo booth space was created with frames stating '*Framing Meaningful Youth Participation in the SDGs*'. Accompanied by specific statements many participants, young and old, took the time to support this initiative, like the Post-2015 co-facilitator David Donoghue, Executive Director of UNFPA Babatunde Osotimehin and Special Ambassador for SRHR and HIV/AIDS from the Netherlands Lambert Grijns.



Picture Left: YouAct advocate Anna Dahl framing MYP within the SDGs together with UNFPA's Executive Director Babatunde Osotimehin.

Picture Right: YouAct coordinator Ana Rizescu, CHOICE Board Member Timo and CHOICE Partnerships Manager Stephanie.

Youth Ambassador SRHR

Together with the Ministry of Foreign Affairs, CHOICE created the position of Youth Ambassador SRHR. Following a selection procedure in the end of 2014, Lotte Dijkstra, a 21-year old medical student, was chosen as the first Dutch Youth SRHR Ambassador. The goal of the ambassador is to represent the voice of the youth within international decision-making processes, increase awareness of youth SRHR issues and developments, and via cooperation with the Dutch Ministry of Foreign Affairs, try to keep youth issues firmly on the Dutch agenda.

The project of Youth Ambassador SRHR has fostered great results in a period of only one year:

- The Youth SRHR Ambassador has become a household name in the SRHR community, both in the Netherlands and abroad. Civil society, UN agencies and the Dutch Ministry of Foreign Affairs all actively cooperate with her. The Director General for Development Cooperation nominated Lotte Dijkstra as his candidate for 2015's [dream team](#) of the Dutch development sector.
- The Youth Ambassador gave two statements on behalf of the Netherlands: at the CPD and at the governing body of UNAIDS. She highlighted the importance of SRHR, focusing on the importance of sex education, and youth participation. Both statements were received with great enthusiasm. UNAIDS director Michel Sidibé even mentioned the option of creating of permanent youth seat, following Youth Ambassador's statement.
- The Youth Ambassador has been invited to participate in 3 different side-events (UN Summit, CPD and at the UN during World Aids Day) where she was able to speak about the importance of SRHR for young people, especially the right to sexuality education and MYP to a large audience.
- The Youth Ambassador is an example of a strong youth-adult partnership between CHOICE and the Ministry of Foreign Affairs. The Director General for Development Cooperation from the Ministry calls the partnership between CHOICE and the Ministry an example of [modern partnership](#), which is innovative.

- The Youth Ambassador SRHR has also gained attention from the mainstream media. She has given an interview to Cosmo Girl, which will be published in February 2016. Furthermore, she was nominated for the top 100 'most potential young people below 25' by the online youth platform ondertussen.nl



Picture: The Youth SRHR Ambassador receiving applause from other UN member states following her statement of behalf of the Netherlands on the importance of SRHR for young people.

Evaluation our International Advocacy Program

The International Research by Student Programme (IRSP) evaluated CHOICE's International Advocacy Programme. The research evaluated how CHOICE's presence at international UN conferences contribute to concrete and progressive language in outcome documents. Another research question focused on the effect of the different levels of interventions (e.g. side-events, youth caucuses, networking, part of delegation).

The research, using the '[composite logic model](#)', concluded that it is almost impossible to pinpoint the presence of certain terminology in the outcome documents to one organization's individual effort, including CHOICE's. As CHOICE works within and with alliances and networks, it is difficult to separate the efforts of each organization and establish who did what exactly. While the existence of networks and alliances make it harder to pinpoint an organization's influence, the message is sent more strongly. So whereas the research concludes that CHOICE's presence at international conferences does contribute to a stronger youth voice on SRHR and MYP, it is the collective effort of larger networks and alliances advocating for SRHR that together can influence outcome documents. Another outcome of the document is that when CHOICE is part of the Dutch Delegation CHOICE has the most direct influence and insight into the negotiations process leading to an outcome document.

These outcomes demonstrate the need to continuously monitor and evaluate our advocacy activities and interventions.

2.5 CHOICE ... AS A CAPACITY BUILDER OF YOUTH LEADERSHIP

Introduction

CHOICE supports youth-led organizations in Africa and Asia to engage successfully in advocacy at community, local and national level. In order to ensure young people can participate in decision-making processes, CHOICE also builds the capacities of adult-led organizations to work with young people in a meaningful way. CHOICE supports youth-led organizations, initiatives and leader with grants, technical support and capacity strengthening. In 2015 CHOICE supported youth in Africa (Malawi, Kenya, Ethiopia, Zambia and Mozambique) and Asia (Indonesia, India).

Unite for Body Rights and ASK

In 2015, CHOICE worked with and supported 5 youth-led partners as part of UfBR and ASK in Africa and Asia. Within the programs, CHOICE's partners are active in advocating and awareness-raising for the SRHR of young people from local to the international level, as well as promoting MYP, equal cooperation between adults and youth (youth-adult partnerships) and stimulating youth leadership.

As part of the ASK and UfBR programs CHOICE provided 3 different trainings in cooperation with our partners in 2015:

- 31 youth advocates and staff from our partner NAYA in Kenya were trained on MYP, international and national advocacy.
- 20 youth advocates and staff from our partners ARI in Indonesia were trained on MYP and international advocacy.
- In Ethiopia, CHOICE, together with our partner TaYA, provided a trainers of trainers (ToT) workshop to 19 staff members of the Ethiopian ASK alliance on MYP and youth-adult partnerships.

CHOICE also organized three different partner/project visits to Kenya, Ethiopia and Indonesia to monitor the implementation of the programs and to discuss partnerships. This was especially important in 2015, as ASK and UfBR were coming to an end. CHOICE's Executive Director and Chair of the Board also discussed future cooperation with our partners from Kenya, Ethiopia and Malawi during the connector meeting in New York (see chapter 2.5).

CHOICE partners received grants to contribute to the implementation of the ASK and UfBR programs. With CHOICE's technical and financial support our partners were able to lobby and raise awareness for young people's SRHR and to build capacities of young people to raise their voice. Results of our partners in 2015 included:



NAYA - Kenya

- met with a total of **79** policy-makers at local and national level to discuss and influence young people's SRHR (ASK). Being part of the ASK and UfBR alliances enabled NAYA to develop expertise on budget-tracking and advocacy.
- trained **31** staff members of youth-led organizations on SRHR programming and advocacy (ASK).
- reached an estimated number of **11.344.866** people with their outreach and awareness activities via traditional media (ASK). Articles included topics on the post-2015 agenda, sexual orientation and gender identity, and gender based violence.



ARI -Indonesia

- Trained **97** staff members of youth-led organizations on SRHR programming and advocacy (ASK).
- Met with a total of **6** policy-makers at local and national level to discuss and influence young people's SRHR (ASK).
- Has been invited **8** times by policy-makers to participate in policy processes to advocate for young people's SRHR (ASK).
- A total of **44.987** of people were reached by ARI via campaigns and other awareness-raising activities to promote young people's SRHR (ASK). A successful event was the Youth Health Celebration Day which ARI organized on the 12th of December.



TaYA -Ethiopia

- Trained a total of **138** staff members of youth-led organizations on HIV/Aids and SRHR integration, advocacy including on social-media advocacy and the SDGs (ASK).
- Trained a total of **150** staff members from partner organizations on how young people can meaningfully participate in program design, planning, implementation and evaluation (ASK). One of the trainings which was organized together with CHOICE showed that many 'adult' organizations still have difficulties to make MYP concrete (action plans, policies, etc.).
- Organized a radio campaign on the importance of sex education and youth-friendly services, which was aired in three popular radio programs over the course of a week. In Ethiopia radio is an important lobby tool, as many young people have access to radio (internet penetration is low in Ethiopia) and it is accessible both to literate and illiterate audiences. An estimated **24.000** young people were reached by the campaign (ASK).

The YP Foundation - India



- In India the YP Foundation trained a total of **36** staff members of youth-led organizations on fundraising and advocacy (UfBR).
- The YPF participated in **2** local advocacy meetings to lobby for young people's SRHR. Both meetings created a platform for young people's voices to be heard in policy development (UfBR).

YECE - Malawi



- In Malawi, YECE organized **2** awareness-raising activities in their community in which a total of **2074** community members participated. With the activities YECE wanted to create acceptance of SRHR within the community and increase the communities buy-in in the fight against child marriages (UfBR).

In the spotlight - NAYA and media awareness-raising

Media play a very important role in bringing sexual health and rights issues to the fore front, both for awareness raising and advocacy purposes. Our Kenyan partner NAYA is making use of both traditional and new media channels to advocate for Adolescent SRHR, via radio, television, social media and newspapers.

As part of the ASK and UfBR program, NAYA trained youth advocates in writing articles to address different areas of interest: health financing, sexual violence, sexual orientation and gender identity, public participation, cancer, comprehensive sexuality education, etc.

In 2015, NAYA youth advocates have documented and published 38 articles in local dailies. Furthermore, in 2015 NAYA advocates were able to publish 53 blogs on NAYA blog post page which also were shared on other new media platforms, such as Facebook, Twitter, Google Plus and Rural Reporters. The number of people which can be reached via the 38 articles in the different newspapers is a estimated number of 11.344.866 people.²

Here are some examples:

- <http://www.nation.co.ke/.../440.../2708416/-/cj9xg4/-/index.html>
- <http://www.the-star.co.ke/.../why-youth-need-access-sex-educa...>
- <http://ruralreporters.com/why-sexual-and-reproductive-heal.../>

² This number is based on the estimated number of readers of the different newspapers combined.

In the spotlight - ARI's Youth Celebration Health Day



On the 12th of December 2015, ARI organized a Youth Health Celebration Day in Jakarta. The main goal of the event was to increase public awareness and support for governmental programs which would provide access to youth-friendly health services. During the event, which also included entertainment, there were also booths that included health service providers. The event was visited by roughly 900 people, including 2 officials from the Ministry of Health and from the Provincial Government Jakarta. During the day ARI also launched their [video](#) with their 7 criteria necessary for youth friendly health services.

Rounding up UfBR and ASK

The year 2015 was, for both programs, the final year of implementation. The UfBR and ASK program have been key for CHOICE's development over the last five years. The programs enabled CHOICE to deepen and expand our Youth Leadership Program and professionalize our grant management expertise. In the first half of 2016 both programs will be finalized. CHOICE will use of the momentum: an external consultant will evaluate our Youth Leadership Program, including our partnerships with our partners. The lessons learned and recommendations will be integrated into the new 'Get up, Speak Out' (GUSO) program 2016-2020, which builds on UfBR and ASK. The GUSO alliance consist of Rutgers (lead), dance4life, IPPF, Stop Aids Now! and Simavi.

No... I don't

The No... I don't program is part of the Dutch Ministry of Foreign Affairs Child Marriage Call and was extended by the Ministry until October 2015. The program was a great opportunity for CHOICE to learn more about the harmful practice of child marriage and how it intersects with the SRHR of young girls in particular. We also learned how to translate CHOICE's advocacy on SRHR expertise to a grass-roots level and how to work with a large INGO like Plan.

Within the program, which builds on existing programs of Plan Zambia and Plan Mozambique, CHOICE strengthens the capacities of peer educators on SRHR, MYP and grass-roots advocacy. The peer educators themselves work with girls who are at risk of forced and early marriages. Next to working with peer educators, CHOICE trained Plan staff from Mozambique and Zambia and their local partners on how to work meaningfully with young people in their child marriage programs.

In 2015 CHOICE provided 5 different trainings to staff and local partners from Plan Mozambique and Zambia and to peer educators.

- 56 peer educators in Mozambique were trained on gender and SRHR.
- 7 staff members Plan Mozambique on SRHR for young people and MYP.
- 17 peer educators Zambia on SRHR, communication and assertiveness skills.
- 15 local staff members Plan Zambia/ local partners on MYP and SRHR for young people.


Furthermore CHOICE created 4 chapters for Plan's *International Champions of Change Girls Curriculum*. The curriculum will be published in the beginning of 2016. The 4 chapters are:

- Being Assertive
- Being Body Confident
- Enjoying your Sexual and Reproductive Rights
- Being Informed about your Sexual and Reproductive Health

Unite Against Child Marriage

The Unite Against Child Marriage Alliance (UACM) is also part of the Dutch Ministry of Foreign Affairs Child Marriage Call and was also extended by the Ministry until October 2015. UACM builds on the UfBR program in Malawi, where CHOICE works with its partner YECE. Within UACM, YECE challenges community harmful practices which fuel child marriage, strengthens the knowledge of girls on their SRHR and advocates for the development and implementation of policies that counter child marriage. YECE executes the program in the Dedza District, where there is a high prevalence of child marriage. YECE is part of the Girls not Brides network in Malawi.

Results of UACM include:



YECE - Malawi

- A total of **1300** community members in the Dedza district where reached via awareness raising activities with support from YECE.
- **304** young people were mobilized to raise awareness for the SRHR of young people. For example, a Youth Open Day was organized, where young people raised awareness on local by-laws against child marriage, via plays, dance, songs and local dances.
- **9** youth clubs have been established with support from YECE who are involved in the prevention of child marriage. Activities of these clubs include dialogue with parents and local leaders on the harmful effects of child marriage and the organizations of small-scale income generating activities for girls.

As part of the UACM project our Malawian partner YECE developed a booklet called 'community voices and success stories from the Dedza District'. Below you can read one of these stories:

The Story of Edina Josofati

"I got pregnant when I was 16 years old and was forced to marry the boy who got me pregnant and our child is now 5 years old. Because we were using natural methods of birth control we soon had another child who is now 4 years old. I expressed concern to my husband over how I did not want to have another child yet but instead he told me that children are a gift from God and we should not control that. In 2014 I joined one of the girls only youth clubs formed by the project and after attending several girls' discussion forums and life skills education sessions, I have been empowered to make my own decisions and am now on a long term family planning method. I even got enough confidence to convince my husband to start using modern methods of birth control"

Rounding up No... I don't and UACM

Both programs allowed CHOICE and its partners to build expertise on child marriage and to invest in new networks, for example Girls not Brides, and partnerships, for example Plan. The No... I don't program also provided CHOICE insight in working with peer – peer education. Based on our project evaluation with Plan Netherlands, CHOICE formulated several lessons learned. These lessons learned will be integrated into the new Yes... I do program, a follow-up of the No... I don't and Unite Against Child Marriage projects. Yes... I do will run from 2016 until 2020. Lessons learned include the need to develop quality standards for working with peer educators and standards on how we can deal with a high-turnover rate of peer educators. The Yes I Do alliance consist of Plan(lead), Amref, KIT and Rutgers.

CHOICE will professionalize its training materials

CHOICE received funding from the Dura Foundation in 2014 to professionalize its training materials. Due to staff changes in the end of 2014, this project had been delayed and was

only implemented in 2015. Over the years, CHOICE has developed and given many trainings to our Southern and national partners. CHOICE's project officer was given additional FTE to structure and categorize these different materials into different training modules for CHOICE.

2.6 ... AS A CONNECTOR

In 2015 CHOICE organized a [connector meeting](#) before the start of the CPD. The goal of the connector meeting was to contribute to a strong and united youth voice at the CPD (see chapter 2.4). As international processes are often too complicated and expensive for youth from Africa to attend, we provided both technical and financial support to two representatives of our partners NAYA (Kenya), YECE (Malawi) and TaYA (Ethiopia) to attend.

We met three days before the start of the CPD in order to learn more about the CPD dynamics, to evaluate the UN language in the draft outcome document, and we jointly strategized and formulated a strategy how to incorporate SRHR and youth in the outcome document of the CPD. During the CPD itself CHOICE's Board Member Zoe Nussy coordinated daily briefings and strategy meeting with our partners in order to expand our impact.

The evaluation of the connector meeting together with our partners showed that CHOICE should start the preparation trajectory for our partners towards an UN process earlier and intensify our efforts to our partner in the follow-up of a conference.

Here is what our partners said about the connector meeting:

'The presence of young people and their push at the CPD made it impossible for countries to ignore their desires.' **Representative of NAYA (Kenya)**

'Well the connector meeting is helpful in trying to understanding the language issues, which is somehow new for us and also helped us to learn on how to meaningfully engage in advocacy during the CPD.' **Representative of TaYA (Ethiopia)**

'The connector meeting was very valuable and important process [...] In other words, it formed center stage in preparing all of us on how best to understand the process and plan well on how to engage with our governments and how to approach the opposition during the CPD meeting. [...] We learnt more about the CPD language especially the agreed language and how to engage at all levels. The meeting also helped us to push the SRHR agenda with our respective country delegations.' **Representative of YECE (Malawi)**



Back from left to right: Victor Rasugu (NAYA), Stephanie van der Wijk (CHOICE), Lucky Mbewe (YECE), Brenda (NAYA), Aisha (YECE), Ephrem (TaYA).
Front from left to right: Zoe Nussy (CHOICE), Yoadan (TaYA), Elsemieke de Jong (CHOICE)

3. OUR ORGANIZATION

3.1. ORGANIZATIONAL DEVELOPMENTS

Following our quest for a new office in 2014, CHOICE moved to the Amnesty International Building in March 2015. The move was an exciting adventure for CHOICE as it entailed that we, for the first time, were completely independent from other organizations. We set-up our own financial administration and insurances, IT services, and arranged our own office supplies.

Another development in 2015 was the adoption of a new Administrative Organization/ Internal Control (AO/IC) in September 2015. Two main developments led to this adoption:

- In 2014 CHOICE started an internal organizational discussion with as main goals to clarify and document the different mandates and responsibilities between staff, board and advocates. In 2015 we finalized this discussion which led to the development of new procedures.
- Due to CHOICE's move from Utrecht, where we were housed with Rutgers, to Amsterdam, CHOICE needed to develop our own independent financial administration: we hired Joost Verduijn, an independent contractor and financial controller at dance4life, to be our financial controller. Additionally, we set up our own bookkeeping (Exact) and payment (Mees Pierson ABN AMRO) account.

3.2 THE TEAM

CHOICE is operated by an enthusiastic and ambitious team of young professionals, all aged between 16 and 29 years old. CHOICE has an Executive/General Board, a Supervisory Board, a growing number of staff, and numerous youth advocates that dedicate their time, energy and expertise to CHOICE.

General board

CHOICE's General Board is the governing body of the organization and determines the organization's policies and strategies and is responsible for the realization of those. The General Board oversees if CHOICE's daily work is in line with our policies, (multiannual) year plan, monitors fundraising opportunities, and coordinates the volunteers. In 2015, 9 General Meetings (GMs) were held. Internal strategic decisions for the upcoming year were made during the Annual General Meeting (AGM) in September 2015.

Following a competitive application procedure, the selection committee recommends new Board members to the GM who appoint the new Board. Board members are appointed for a period of a minimum of 2 years. In 2015, the Board and Executive Director gathered at least 15 times for a Board Meeting (BM), and once in preparation of the AGM during the annual board weekend. Next to this, 3 strategy Board days were organized.

As in previous years, the General Board received no emoluments.

BOARD up to September, 2015

Name	Position	Appointed	Official Resignation
Fleur Godrie	Chair	25-08-2014	12-09-2014
Milagro Elstak	Treasurer	27-09-2013	14-10-2015
Zoë Nussy	General board member	25-08-2013	Not applicable
Stefan Hennis	General board member	27-09-2013	12-09-2015
Marelle 't Hart	Secretary	01-01-2014	12-09-2015

NEWLY APPOINTED BOARD & changes from September 2015 onwards

Name	Position	Appointed	Expected Resignation
Zoë Nussy <i>Store Controller at WEEKDAY</i>	Chair	12-09-2015	10-09-2016
Robin Toorneman <i>MSc student Drug Discovery and Safety at Vrije Universiteit Amsterdam Intern at Amsterdam Institute for Molecules and Medicines Project manager at CareerPeer</i>	Treasurer	14-10-2015	09-09-2017
Quirine Lengkeek <i>Rainbowambassador Municipality of Capelle a/d IJssel Student sociology at VU University Reporter Radio Capelle 'Out of the closet' General Staff member at Zorgbreed Rozenburcht elderly Home</i>	Secretary	11-09-2015	09-09-2016
Timo Bravo Rebolledo <i>Senior Staff officer Quality at Gelre Hospitals</i>	General Board Member	11-09-2015	09-09-2017
Renske Poelma <i>Junior teacher at Comenius College Hilversum Junior Lecturer at the Department of Anthropology at the University of Utrecht Onboarding Specialist at Laereate Online Education</i>	General Board Member	11-09-2015	09-09-2016

Staff

The Executive Director of CHOICE, Elsemieke de Jong, is mandated by the General Board with the day-to-day management of the foundation in line with CHOICE's multiannual strategy, year plan and budget. The salary of the Director falls within the norm of the VFI-guidelines 'Beloning van Directeuren' (see our financial statement 2015). Furthermore the In 2015, the Director was supported by a Partnerships Manager, Program Manager Youth Leadership, Project Officer, and Communication & Administrative Officer.

The partnership manager coordinates CHOICE's International Advocacy Program and is responsible for identifying fundraising opportunities. The Program Manager Youth Leadership coordinates CHOICE's the ASK, UfBR and UACM programs, including its partners. The Project Officer is responsible for the implementation of the No... I don't project. The Communication & Administration Officer coordinates the development of CHOICE's internal communication strategy and supports CHOICE's financial administration.

Name	Role	FTE	Start contract	Ending contract
E. de Jong	Executive Director	1,11	May 19, 2014	May 19, 2016
A. Medik	Program Manager	1	November 1, 2014	November 1, 2016
S. van der Wijk	Partnerships Manager	1	March 18, 2014	September 18, 2016
E. Both	Administrative Officer	0,77	April 17, 2013	Fixed contract
A. Buwalda	Project Officer	0,77	August 13, 2014	Fixed Contract
C. van Son	Intern	0,89	September 9, 2014	February 13, 2015

CHOICE follows CAO GGZ, voluntarily, for our remuneration policy. In 2015, CHOICE shifted to a new payroll administration called Merwede, following an evaluation of our previous administrator.

Youth Advocates

Together with staff and board, CHOICE youth advocates design, plan, implement, monitor and evaluate CHOICE policies and programs (on a voluntary basis). They function as both trainers and advocates in the programs and projects of the organization. On a day-to-day basis, advocates gather in clusters. Each of these clusters is led by one advocate who functions as a focal point for the rest of our organization: the cluster lead. In their capacity as cluster members, youth advocates are charged with a substantial role in achieving the organization's objectives. In 2015 12 new advocates were selected following an open application procedure. In 2015, 11 youth advocates discontinued their work for CHOICE. As a youth-led organization we have to deal with a high turn-over of our youth advocates, due to their study, work and travel plans. We therefore have 2 to 3 recruitment rounds for new advocates per year.

CHOICE youth advocates are volunteers and are entitled to the full reimbursement of costs made in relation to their CHOICE activities in order for them to meaningfully participate in the organization and programs. They themselves are responsible for the correct and timely handing in of reimbursement requests. In order to control these expenditures advocates, have to adhere to our started to the reimbursement guidelines

Supervisory board

The Supervisory Board of CHOICE advises the General Board and monitors the implementation of the CHOICE policies and the (multiannual) year plan. In 2015, the General Board and Supervisory Board have met four times. Via email correspondence, general updates were shared throughout the year. Resigning members are immediately eligible for another period of two years. Supervisory board members are appointed for a maximum period of four years.

The current Supervisory Board consist of Mr. Ronald Schurer (*Chair: Lecturer and researcher, Social Sciences, Hanze Universiteit Groningen*), Mr. Daan Rijk (*Treasurer: Project Controller, War Child*), Ms. Frouke Karel (*Secretary: Clinical Research Associate, VUmc Amsterdam*), Ms. Anneke Wensing (*General Supervisory Board member: Independent project management and fundraising consultant, independent coach and therapist for adolescents*), Ms. Ellen Eiling (*General Supervisory Board member: policy officer evaluation and knowledge management, Aids Fonds*).

The term of Klaas Jansen (treasurer) ended in 2015 and he was replaced by Daan Rijk. Thyla Fontein decided to not have her term elongated. The search for a new general Supervisory Board member started in the beginning of 2015 and resulted in three new general Supervisory Board members: Anneke Wensing, Ellen Eiling and Frouke Karel. As in previous years, the supervisory board received no emoluments.

From Advisory board to Alumni network

In 2015, CHOICE decided to stop working with an Advisory Board and instead we established an alumni network. Over the years, CHOICE has worked with many different youth advocates (volunteers) who, after leaving CHOICE, started in careers in various sectors in the Netherlands and abroad. Alumni who become part of the network agree to share their knowledge, specific expertise and network with CHOICE. In exchange CHOICE organizes alumni network drinks twice a year.

3.3 PME

Planning, Monitoring and Evaluation (PME) is a crucial element in being an accountable NGO and to have a successful fundraising and communication strategy in place. In 2015, CHOICE invested in the development of our organization's Theory of Change. This theory supports us in our strategic decision-making and in monitoring and evaluating our programs. Based on our Theory of Change we commissioned the International Research by Student Programme (IRSP) to evaluate the effectiveness of CHOICE's International Advocacy Program and its interventions. IRSP also supported us in developing a PME framework to for our advocacy activities. As advocacy strategies are becoming increasingly important for (inter)national donors, a solid PME framework to evaluate advocacy interventions is crucial. Based on IRSP's research, CHOICE developed a new reporting system for our International Advocacy Program.

In 2016, following the end of the UfBR and ASK programs, we will commission an external consultant to evaluate our Youth Leadership Program, who can also advise us in professionalizing this program's PME framework.

3.4 FUNDRAISING

2015 was an important fundraising year for CHOICE. In March 2015, the Dutch Ministry of Foreign Affairs (DGIS) published the new SRHR partnerships. Its policy framework provided many opportunities for CHOICE as one of its focus areas was youth. Following different discussions with possible partners, the CHOICE board decided that CHOICE would apply with two different alliances. The choice to focus on two instead of one was strategic: the policy framework fitted well with CHOICE's mission, making the SRHR partnerships a great opportunity for CHOICE to expand.

Between March until 30th of June CHOICE developed two applications together with two different alliances:

1. **Get up, Speak Out** builds on ASK and UfBR: Rutgers (lead), dance4life, IPPF, Stop Aids Now! and Simavi.
2. **Yes I do** builds on No... I don't and UACM: Plan (lead), Amref, KIT and Rutgers.

CHOICE dedicated a lot of man power to develop both fundraising proposals: the Program Manager Youth Leadership coordinated the Get up, Speak Out proposal and the Project Officer coordinated the Yes I do proposal. The Partnership Manager evaluated both proposals several times during the application process. Furthermore the ED led the strategic discussions, including on governance, country selection and budget divisions.

On the 31st of August CHOICE received the news that both our alliances had been accepted as a strategic partner by the Ministry! The new programs will start January 2016. From September 2015 until the end of the year onwards CHOICE the Program Manager and Project Officer have been involved in the development of the new programs, which are also fundraising hours.

In 2016 CHOICE also invested many fundraising hours in the development of the 'Right here, Right now' program. In the beginning of 2015 CHOICE received the news that we have been selected for a strategic partnership with the Dutch Ministry of Foreign Affairs as part of the 'Dialogue and Dissent' policy framework. From 2016 onwards CHOICE together with Rutgers, dance4life, Hivos, LACWHN, ARROW and IPPF African Region will implement this program.

Next to the larger institutional funds which we successfully applied to CHOICE also secured follow-up funding for 2 smaller advocacy projects 'Youth & ICPD', which is executed together with dance4life and the Dutch Ministry of Foreign Affairs and 'Youth SRHR Ambassador' which is executed together with the Dutch Ministry of Foreign Affairs.

In the end of 2015 we started a new fundraising collaboration with Love Matters (RNW Media). Together we applied to the first round of Amplify Change's Strategic Grant. In the beginning of 2016 we received news that we are through to the second and final round. This is the first time that CHOICE has applied to the Amplify Change fund, which was founded in 2014. Amplify Change is a fund which provides different types of grants to civil society who advocate for SRHR.

Due to our capacity needed to successfully apply to institutional funds, CHOICE did not have the capacity in 2015 to invest in our own fundraising efforts.

Fundraising is an important element for the sustainability of CHOICE as this will enable us to grow as an organization in the following years. We also want to diversify our sources of funding. In order to do so it is necessary that certain pre-condition are in place: a strong organizational Theory of Change (ToC) and PME framework to show donors your approach and results. In 2015 CHOICE invested in the development of our own ToC and started with own PME for our International Advocacy Program. The fact that these elements were in place facilitated CHOICE's application to Amplify Change.

3.5 COMMUNICATION

In 2015 CHOICE made the strategic decision to invest in our external communication guidelines and strategy. Within our staff we made time available to start the development of our first strategy. Within our organization we have organized 3 different communication brainstorm in order to decide our focus, messages, and audiences. In the beginning of 2016 the strategy will be evaluated by an external consultant before being finalized.

As part of our communication strategy CHOICE also wants to invest in the branding of our organization in the Netherlands and abroad. Our designer Walewijn de Boer started with the redesign of the CHOICE logo and house brand. Another project CHOICE started in 2015 is the development of a new website. With the website we want to inform and activate young people in the Netherlands and abroad to become aware of their SRHR and take action. The website will be launched in the summer of 2016.

4. CHALLENGES

Internal

Being a youth-led organization means CHOICE faces internal challenges. We have to deal with a high turn-over of our staff and advocates due to either 'aging-out' – when

members and staff transition out of the organization when they reach a certain age – and high mobility of our advocates (work, travel, study). This means CHOICE has to constantly invest in training and re-training. We put effort into building the individual skills of CHOICE advocates. However, we also recognize that the skills of CHOICE advocates can always be improved. In order to continuously build internal capacity, CHOICE is developing an internal training trajectory. Furthermore, we need to make sure these skills and knowledge are kept within the organization as individuals leave, through proper documentation and knowledge sharing.

Being a small NGO it is challenging to make budget and capacity (FTE) available that is not program related: e.g. Human Resources (HR), financial expertise, communication. CHOICE will explore, with help from Partos - the Dutch association for NGOs working in International Development - opportunities to make use of more 'shared services' with other smaller NGO's.

External

Governments continue to decrease their budget for development cooperation and the general public supports is declining. SRHR is not always a primary issue when budgets need to be cut. This therefore requires CHOICE to focus strongly on the diversification of our funding in 2016-2020 and beyond. Moreover, diversification of funding is a requirement that CHOICE is striving to meet in the future. The percentage of own funding as compared to governmental funding must be at least 25%. CHOICE has begun identifying private funds that may fit well with the progressive, bold character of the organization.

We witness that many of our partners are working in a growing conservative environment. We therefore have to closely monitor and have open communication with our partners about safety, especially because we are working with young people. It also means that is becoming more difficult to operate in certain countries as space for civil society is declining.

5. OUR FUTURE

The year 2015 was an important year in the CHOICE history. It was the first year that CHOICE worked as a fully independent organization. In addition to that, our fundraising efforts did not only secure the continuation of the CHOICE programs for the upcoming 5 years, we were also able to expand. The new main programs (Right here, Right now, Yes

I do, and Get up, Speak out) are an opportunity for CHOICE to develop, improve and expand our Youth Leadership and International Advocacy Program, as well as our role as connector.

Within these programs, CHOICE will focus and strategically place itself as the expert on Meaningful Youth Participation (MYP) and youth-led advocacy. It is important for CHOICE to stay true to our youth-led identity, support other youth and youth-led initiatives. We should not try to overlap with or copy other (i.e. youth-serving) organizations. We will not cooperate in silos, but actively work together with adults in youth-adult partnerships. The year 2015 was also a highlight as we kick-started our communication strategy and made the strategic decision to invest more in our brand-awareness.

From 2016 onwards, CHOICE will continue its efforts to further professionalize and as an organization, both internally and externally. The CHOICE Long-Term Strategy 2014-2018 provides full details of our plans. Our ambitions for 2015-2018 are captured in the roles we take on as an organization: CHOICE as an advocate, CHOICE as a capacity builder and CHOICE as a connector. The allocation of the SRHR and Strategic Partnerships will make it financially achievable for CHOICE to plan and develop our ambitions for the different roles CHOICE plays: advocate, capacity builder, and connector.

CHOICE = advocate

As an advocate, CHOICE contributes to the establishment and strengthening of SRHR policies on the international level as a key youth player. Owing to the RHRN program, CHOICE was able to expand our FTE on international advocacy from 0.4 to 1.1 FTE. This means that CHOICE can expand and deepen our International Advocacy Program.

The upcoming years provide meaningful international advocacy opportunities for young people. First of all, the Sustainable Development Goals (Agenda 2030) that have been adopted in September 2015, represent an unprecedented agenda that covers a wide range of priorities that affect young people and their right to health, employment and education. Now that the new development agenda is adopted, there is a key role for CHOICE and other civil society stakeholders to hold governments accountable for their commitments to the Agenda 2030, including the Dutch government.

Secondly, CHOICE will continue to advocate for young peoples' SRHR at the Commission on Population and Development and the Commission on the Status of Women, as these processes are few opportunities to advocate for CHOICE's priorities at an international level.

Because of our involvement in the RHRN partnership, the upcoming years also provide us with an opportunity to get involved in Human Rights processes in Geneva. The Human Rights processes offer important entry points for CHOICE to advocate for CSE, LGBTI and child marriage. A pre-condition for advocating at the Human Rights Processes is capacity building, which will be facilitated through the RHRN partnership.

All over Europe, a rise of right-wing supporters is occurring. CHOICE will therefore also start exploring European advocacy to advocate progressive EU policies and resolutions

concerning SRHR as well as for a progressive position of Europe during relevant international processes and negotiations. Like the Human Rights Processes, capacity building is needed for CHOICE to effectively engage in European advocacy.

Finally, we will apply for [ECOSOC status](#) in order to be officially heard by the United Nations (UN). Through the UN we can draw international attention to the position of the SRHR for young people. During our application process we are anticipating support from the Dutch government. ECOSOC will be a tool for CHOICE to also provide a platform for young people from all over the world to make their voice heard at the UN.

CHOICE = capacity builder

International

With our Youth Leadership Program, the ambition of CHOICE is to stay true to our youth-led identity. CHOICE is in the unique position to be a sustainable and well-functioning youth-led organization, that is able to support international youth-led initiatives and youth leaders, both financially and with technical assistance. We will therefore continue and deepen our support to existing partners, but also to new youth-led initiatives.

In the upcoming 5 years, CHOICE will be supporting youth, youth-led initiatives and organizations from the Global South to advocate for SRHR and MYP in the framework of the Get up, Speak Out, Yes... I Do, and the Right Here, Right Now partnerships. Within these partnerships we will position ourselves as the expert on MYP and youth-led advocacy. The new programs to be implemented also provide CHOICE with an opportunity to expand our regional focus. In the upcoming years will also start new partnerships with youth-led organizations in a number of countries, including Zambia and Mozambique.

Finally, in the upcoming years CHOICE will look into the idea of establishing a small grant fund within CHOICE to which youth-led organizations who are still in their start-up face can apply. For many starting youth-organizations finding and applying for core funding is too difficult and therefore these initiatives often have a short lifespan. CHOICE's fund would focus on providing small seed grants to new(er) youth initiatives to e.g. support and build their internal capacity and/or support them to become a registered entity.

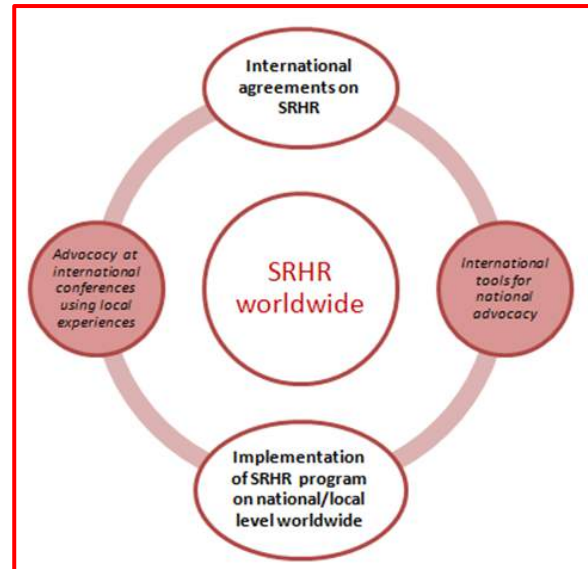
National

CHOICE also builds the capacity of its youth advocates in-house, to realize its programs and projects and support young people in the Netherlands to reach their full potential. In 2016 one of the Board priorities is increasing the internal capacity of our organization, so youth advocates are equipped with the best knowledge and skills to execute the new programs. As an outcome of this priority the Board developed an internal capacity trajectory. The goal of this trajectory is to build knowledge and skills amongst advocates to create a strong team of trainers and a strong team of advocates all with a strong basic understanding of CHOICE, our programs and our values.

CHOICE = connector

As a connector, CHOICE will continue to strengthen the global youth movement on SRHR, facilitating interregional and intergenerational exchange.

An intrinsic part of this connecting role is linking national advocacy in partner countries to international processes. National experience and advocacy is essential to create international agreements that reflect national needs, and international agreements can in turn be used to further national advocacy activities. This link is represented in the image to the right: international agreements are linked to implementation on country-level through providing international tools for national advocacy; the CHOICE International Advocacy program thus benefits the Youth Leadership program. The other way around, experiences from the Youth Leadership program offer resources and evidence for advocacy on an international level.



CHOICE = organization

- In 2016 CHOICE will further professionalize as an organization. Following the adoption of the AO/IC we will invest in strengthening our internal structures to secure all the checks and balances are adequately working.
- In order to increase our transparency to the Dutch public and donors we will start the application procedure for the newly established 'erkenning' for Dutch good causes.
- We will further professionalize our human resource policy and include a maternity leave procedure. Together with an external consultant we will set-up a 'job career framework' including a salary house.
- In 2016 and the following years CHOICE will further develop our PME framework. In 2015, we already developed our organizations Theory of Change and PME for our International Advocacy Program. In 2016 we will do the same for our Youth Leadership Program. Monitoring and evaluating our programs output and outcomes will contribute to our new communication and fundraising strategy.
- In 2015 CHOICE secured funding for three new programs, which will provide financial sustainability for the upcoming 5 years. In the beginning of 2016 the Board will develop a new fundraising strategy 2016-2020. This strategy will be guided by our ToC. Within the framework of our ToC we will expand our regional and thematic focus.
- CHOICE will finalize its external communication strategy. As part of our external communication we want to inform youth on international SRHR and activate them to take action. As part of our communication strategy CHOICE will also increase our

brand-awareness. Brand-awareness will lead to more exposure for CHOICE and our results which will contribute to fundraising, network and agenda-setting options.

For the budget 2016 see Annex II.

6. FINANCE

CHOICE is able to report that the year 2015 ended with a surplus of € 7.405.

6.1 RESULTS 2015

Organizational developments

In 2015, CHOICE established an independent financial administration. CHOICE attracted an independent contractor in the capacity of financial controller - Joost Verduin (also dance4life financial controller); set-up a bookkeeping system (Exact online) and payment system (ABN AMRO Mees Pierson). The Executive Director, financial controller and administration officer are charged with monitoring the daily financial administration.

Income

In 2015 CHOICE received government subsidies from the Dutch Ministry of Foreign Affairs for several programs: MFSII, ASK, and the Child Marriage programs (Simavi and Plan NL). CHOICE also started a new project, the Youth SRHR Ambassador, with the Ministry. Our income from third-party increased due to an extension of our project with the dance4life foundation. We furthermore secured income from own fundraising activities. These included the Utopa Foundation and another fund, which wished not to be mentioned by name. The income of this fund was lower than expected due to a delay in the implementation of the project. From the Nederlands Jeugd Instituut we received a final payment following the finalization of our project in 2014. Our income in 2015 totaled: 630.579 EUR.

Spending percentage to objectives

Below, the proportion of the total expenditure on the objective(s) to the total expenditures is presented as a percentage for the years 2012-2015. In 2015, the spending percentage totaled 81,5 %. In 2015 we had a total expenditure of 623.174 EUR, of which 507.938 EUR to our objectives.

Year	Actual	Budget
2015	81.5 %	83.3%
2014	84,1 %	85,9 %
2013	86,5 %	84,9 %
2012	88,1 %	87,9 %

In 2015 the spending percentage was lower than budgeted and also lower as in previous years. These differences between budget vs. actual and between 2012-2015 are due to an increase in fundraising efforts in 2015. This meant CHOICE had less capacity to allocate expenditure to our mission's objectives and increased our fundraising efforts for government subsidies, which cannot be allocated to our objectives. Secondly, because CHOICE is a growing youth-led organizations CHOICE also, over the years, had to invest more in our organizational growth and sustainability, including fundraising efforts.

Direct Fundraising Costs

The cost percentage fundraising, the proportion of the direct fundraising costs to the total own fundraising income, is presented below for the years 2012-2015. In 2015, the cost percentage fundraising totaled 5.7 %.

Year	Actual	Budget
2015	5,7 %	29.9 %
2014	16,8 %	11,7 %
2013	14,1 %	8,7 %
2012	15,3 %	22,7 %

The percentage in 2015 is lower than the budgeted percentage in 2015, and also lower than in previous years. The difference between the difference years is due to the fact that CHOICE in 2015 did not invest in our own fundraising efforts, but instead focused on fundraising for government subsidies. 2015 was the final year of implementation of CHOICE's main programs, MFSII and ASK, financed by the Dutch Ministry of Foreign Affairs. In order to invest in follow-up funding, CHOICE invested all of its manpower in applying for government subsidies (the Dutch Ministry of Foreign Affairs Strategic Partnerships and SRHR partnerships), which also becomes clear from the financial statement '*statement of income and expenditure 2015*' and decided not to invest in own fundraising. As CHOICE is a small organization direct fundraising efforts are only of added value if larger government subsidies can provide multi-annual financial sustainability. CHOICE is happy to report that we have been able to secure 3 major government subsidies from the Dutch government for 2016-2020.

The large difference between the budgeted and actual percentage of direct fundraising in 2015 can be explained by one the one hand the effectiveness of our own fundraising efforts. Most of our fundraising efforts come are a result of well-established relations/networks with donors. Secondly, because the direct fundraising costs and income are low, percentages can vary quickly

Management and Administration

Our management and administrative (M&A) costs amounted to 79.148 EUR in 2015. This is a total of 12.7 % of our total expenditure of 623.174 EUR. As CHOICE is a smaller organization, we have a limited number of FTE to divide our management & administration on. This leads to a relatively higher amount of M&A costs.

Operating Reserve

The operating reserve of CHOICE refers to the 'unrestricted' financial reserve that enables the foundation to continue meeting all (contractual) obligations that are fixed in the short run, in times of reduced income. These include - but are not limited to - paying staff and covering organizational costs, such as office rent. Secondly, the operating reserve can be utilized to bridge a financial gap between expiring programs and newly acquired grants or programs. Thirdly, the operating reserve can be employed to fund program activities when subsidy payments within an acquired grant are delayed.

The operating reserve is not part of the discretionary funds of the organization. As of December 31, 2015 the operating reserve of CHOICE amounts to EUR 93.958,00. CHOICE does not adhere to a (pre)defined Operating Reserve Ratio (e.g. percentage of annual income), but bases the level of the operating reserve on well-considered calculations, which require monitoring and adjustment as the organization develops. These calculations are based on the expenses in the most recent financial year, complemented by the estimated expenses in the budget for the upcoming year.

The operating reserve should at least cover – for a minimum period of three consecutive months – the financial administration costs, direct labor costs, indirect labor costs, insurances (business insurance, staff absence insurance, board liability insurance, travel insurance, accident insurance), banking costs, website maintenance, hosting costs, IT-costs, travel costs and other organizational costs. As the term of notice of the lease agreement of the office space is twelve months, twelve consecutive months of office rent must be included in the operating reserve. Twelve months of office rent amounts to approximately EUR 16.000,00. The deposit (receivable) of EUR 3200,00 must be deducted from this, resulting in the amount of EUR 12.800,00. The direct labor costs (based on the current number of six staff members), including taxes and premiums, for three months, amount to approximately EUR 55.000,00. Indirect labor costs amount to EUR 9000,00 for three months. Office costs amount to approximately EUR 2000,00. Financial administration, including Merwede payroll services, amount to EUR 4000,00. Travel costs for advocates and board members, complemented with representation costs and all other organizational costs (such as memberships), would amount to EUR 10.000,00, assuming continuation of volunteer activity at full capacity.

Summarizing all of the above, the sum of the operating reserve must at least equal the amount of EUR 92.800,00 in order for CHOICE to meet all of the aforementioned obligations for a period of at least three consecutive months. As of December 31, 2015 the operating reserve of CHOICE amounts to EUR 93.958,00. This means that EUR 1.158,00 is left to cover any unforeseen expenses. CHOICE concludes that its operating reserve meets the outlined criteria and therefore can be considered sufficient. It must be noted that the operating reserve does not allow for exit visits to partners in the global south.

CHOICE as an organization will continue to grow as CHOICE strives for upscaling and expansion of its activities. The number of staff as well as the number of volunteers committing to CHOICE are growing accordingly. In Q3 of 2016, a dedicated fundraising officer will be attracted to ensure a stable income for the continuation of CHOICE's mission. All of the aforementioned costs will rise, requiring the operating reserve to grow proportionally. CHOICE therefore strives to add a surplus to the operating reserve each year. CHOICE is aware that local law may require CHOICE to offer transition payments in case of termination of contracts of staff members that have been working for CHOICE for more than 24 months. The implications of this new legislation for the sum of the operating reserve will be investigated further by the treasurer.

Exit strategy

Important players in the exit strategy of CHOICE are the board members, who have committed to CHOICE for 10-15 hours a week, on a voluntary basis. When financial scarcity force CHOICE to down-scale its activities, board members can gradually take-over all tasks

of staff. The period of three months that is explained in the operating reserve section is a sufficient and realistic overlapping period, during which staff members can transfer all of their tasks to board members. CHOICE can then continue working with its partners in the Global South, however, on a much less intensive basis.

6.2 ANNUAL FINANCIAL STATEMENTS 2015

BALANCE AS OF DECEMBER 31, 2015

ASSETS		31-12-2015 €	31-12-2014 €
Fixed assets	A	3.168	-
Receivables	B	32.293	-
Prepayments and other current assets	B	8.244	326
Cash and cash equivalents	C	<u>164.782</u>	<u>213.870</u>
Total		<u>208.488</u>	<u>214.196</u>

LIABILITIES		31-12-2015 €	31-12-2014 €
Reserves			
* Continuity reserve	D	93.958	86.553
* Current and accrued liabilities	E	114.530	127.643
Total		<u>208.488</u>	<u>214.196</u>

STATEMENT OF INCOME AND EXPENDITURE FOR 2015

		Actual 2015 €	Budget 2015 €	Actual 2014 €
INCOME				
Own fundraising income	F	22.149	28.450	49.698
Income from third-party campaigns	G	10.744	2.211	6.131
Government subsidies	H	597.187	594.743	583.100
Income from interest and exchange rates	I	499	2.206	968
Total income		630.579	627.610	639.897
		Actual 2015 €	Budget 2015 €	Actual 2014 €
EXPENDITURE				
Directly allocated to objectives	J			
Projectcosts		267.548	258.847	238.941
Partner organizations		240.390	263.258	304.542
Total expenditure		507.938	522.105	543.483
Fundraising income	K			
Own fundraising costs	K1	1.269	8.500	8.343
Costs third-party campaigns	K2	615	3.000	2.920
Costs government subsidies	K3	34.204	8.500	8.343
		36.088	20.000	19.606
Management and administration	L			
Costs management and administration		79.148	85.000	83.041
Total expenditure		623.174	627.105	646.131
Result		7.405	505	-6.234

CASH FLOW STATEMENT 2015

	2015 €	2014 €
Cash flow from operational activities		
Income	630.579	639.897
Expenditure	<u>623.174</u>	<u>646.131</u>
Cash flow from investment activities	7.405	-6.234
Change in liabilities during the year	-13.114	-100.839
Change in assets during the year	<u>43.379</u>	<u>-7.079</u>
	-56.492	-93.760
Movement cash and cash equivalents	<u>-49.088</u>	<u>-99.994</u>
Liquid assets at the end of the financial year	164.782	213.870
Liquid assets at the start of the financial year	213.870	313.864
Movement cash and cash equivalents	<u>-49.088</u>	<u>-99.994</u>

EXPLANATORY NOTES RELATED TO THE FINANCIAL STATEMENTS FOR 2015

GENERAL

The financial statements of CHOICE for Youth and Sexuality have been drawn up in accordance with Guideline 650 of the Dutch Accounting Standards Board.

ACCOUNTING PERIOD

These financial statements have been drawn up on the basis of an accounting period of one year. The financial year is concurrent with the calendar year.

ACCOUNTING PRINCIPLES

General

The accounting principles are based on historical cost. Unless otherwise indicated, assets and liabilities are included at nominal value. Income and expenditure are allocated to the period to which they apply.

Transactions in foreign currencies

Transactions denominated by foreign currencies are converted at the exchange rate applying on the transaction date. Monetary assets and liabilities denominated by foreign currencies are converted at the exchange rate applying on the balance sheet date.

Use of estimates

In accordance with general principles, when drawing up the financial statements, CHOICE must make certain estimates and suppositions that partly determine the amounts included. Estimates have been applied to: A. accumulated depreciation; B. receivable donors; E. wage tax claim (other accrued liabilities);

(Government) Subsidies

Subsidy income is incorporated on the balance sheet in the same year as the subsidy grant/commitment with the donor becomes active. The amount can never exceed the amount as shown in the subsidy grant/commitment. Subsidy income is allocated based on the realised indirect and direct project costs, implying that this income is only reflected if and when the related costs have been made. Commitments for funding of future expenditures are not recorded as a receivable.

Continuity reserve

The continuity reserve has been created to warrant the continuity in the case of (temporary) drop in income.

Donations and contributions

Donations and contributions are recorded in the year in which they were generated.

In kind donations

In kind donations are recorded in the year in which they are granted and are valued at the fair value in The Netherlands.

Employee benefits/pensions

CHOICE is registered with the Zorg & Welzijn Pension Fund. The plan is based on an average salary arrangement. CHOICE has no other obligation than to pay the yearly pension premium to the pension fund. There is not other risk other than future increase in premiums.

(Government) Subsidies

Subsidy income is incorporated on the balance sheet in the same year as the subsidy grant/commitment with the donor becomes active.

Cost allocation

Costs are allocated to the objective, fundraising income and management and administration on the basis of the following criteria:

- * directly attributable cost is allocated directly;
- * indirectly attributable cost is apportioned according to a formula based on the number of staff working on the relevant activity.

In doing so, CHOICE follows guideline 650, as well as the recommendation regarding management and administration costs drawn up by the Fundraising Institutions Association (VFI).

6.3 EXPLANATORY NOTES TO THE BALANCE SHEET

A Fixed assets

	2015 €	2014 €
Acquisition costs	4.387	-
Accumulated depreciation	-1.219	
Divestments		
	<u>3.168</u>	<u>-</u>

Fixed assets represent the acquisition of six new PC's in february 2015.
These will be written of in three years, with an annual write-off percentage of 33%.

B Receivables, prepayments and other current assets

	2015 €	2014 €
Receivable donors	32.293	-
Rent deposit and securities	3.130	
Prepaid insurance, travel costs and interest	5.114	326
	<u>40.537</u>	<u>326</u>

Receivables have a duration period with a maximum of one year.
Receivable donors include funds for MFSII-ASK, dance4life, Child Marriage programs (Simavi and Plan).

C Cash and cash equivalents

	2015 €	2014 €
Bank current account and savings	162.951	213.065
Petty Cash	1.831	805
	<u>164.782</u>	<u>213.870</u>

The cash equivalents include a bank deposit of EUR 141.405 with an average interest of 0,36% basic and 0,49% top. All cash equivalents are immediately claimable.

D RESERVES

Continuity reserve

	2015 €	2014 €
Situation as of January 1	86.553	92.787
Profit or loss before appropriation	7.405	-6.234
Situation as of 31 December	<u>93.958</u>	<u>86.553</u>

A continuity reserve is created to cover risks in the near future and to ensure that the fundraising organisation can continue to meet it's obligations in the future.

E CURRENT AND ACCRUED LIABILITIES

	2015 €	2014 €
Subsidies received in advance	57.849	63.031
Contractobligations	-	44.372
Holiday provision	12.823	7.356
Contributions for national insurance, income tax and pensions	9.582	8.021
Creditors	20.994	3.331
Payable Stichting Rutgers		-3.364
Other accrued liabilities	13.280	4.894
	<u>114.530</u>	<u>127.643</u>

Within the other accrued liabilities is a reservation of EUR 2.010 for a possible wage tax claim

The two largest subsidies received in advance are:

Proceedings subsidies

	2015 ASK €	2014 ASK €
Situation as of 1 January	22.713	119.790
Interest	174	478
Received	<u>205.385</u>	<u>140.630</u>
Subsidies received in advance	228.273	260.898
Claimed/granted subsidy	<u>-250.405</u>	<u>-238.185</u>
Subsidies received in advance	<u>-22.133</u>	<u>22.713</u>

Proceedings subsidies

	2015 MFS II €	2014 MFS II €
Situation as of 1 January	17.553	-6.513
Interest	320	336
Received	<u>257.880</u>	<u>272.512</u>
Subsidies received in advance	275.753	266.335
Claimed/granted subsidy	<u>-240.413</u>	<u>-248.782</u>
Subsidies received in advance	<u>35.340</u>	<u>17.553</u>

6.4 EXPLANTORY NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE

F INCOME FROM OWN FUNDRAISING

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Donations and contributions	2.453	3.450	8.530
In-kind donations	155		4.519
Consultancy			-
Utopa Foundation	13.221	15.000	29.234
Nederlands Jeugd Instituut	1.500		7.415
Other institutions	4.820	10.000	-
	<u>22.149</u>	<u>28.450</u>	<u>49.698</u>

G INCOME FROM THIRD PARTY CAMPAIGNS

	Actual 2015 €	Budget 2015 €	Actual 2014 €
dance4life	10.744	2.211	6.131
	<u>10.744</u>	<u>2.211</u>	<u>6.131</u>

H GOVERNMENT SUBSIDIES

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Dutch Ministry of Foreign Affairs MFS II	240.413	261.064	248.782
Dutch Ministry of Foreign Affairs ASK	250.405	258.764	238.185
Dutch Ministry of Foreign Affairs - Child Marriage (Plan)	86.752	71.056	34.544
Dutch Ministry of Foreign Affairs Youth Ambassador	16.003		
Dutch Ministry of Foreign Affairs - Child Marriage (Simavi)	3.614	3.859	61.589
	<u>597.187</u>	<u>594.743</u>	<u>583.100</u>

Percentage own contribution

In addition to the MFSII subsidy the alliance needs to raise a minimum of 25% own contribution. CHOICE does not meet this percentage individually, the alliance is however well above the 25%. This also applies to the ASK alliance.

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Total own contribution	32.893	30.661	55.829
Total own contribution and MFSII subsidy	630.080	625.404	638.929
Percentage own contribution	5,2%	4,9%	8,7%

I INCOME FROM INTEREST AND EXCHANGE RESULT

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Interest	499	2.206	968
	<u>499</u>	<u>2.206</u>	<u>968</u>

J EXPENDITURE DIRECTLY ALLOCATED TO OBJECTIVES

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Total project costs	507.938	522.105	543.483

Spending percentage

Below, the proportion of the total expenditure on the objective(s) to the total income has been represented as a percent for the relevant years:

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Total direct expenditures for the objectives	507.938	522.105	543.483
Total income	630.579	627.610	639.897
Spending percentage	<u>80,6%</u>	<u>83,2%</u>	<u>84,9%</u>

Below, the proportion of the total expenditure on the objective(s) to the total expenditure has been represented as a percent for the relevant years:

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Total direct expenditures for the objectives	507.938	522.105	543.483
Total expenditure	623.174	627.105	646.131
Spending percentage	<u>81,5%</u>	<u>83,3%</u>	<u>84,1%</u>

K DIRECT FUNDRAISING COSTS

Direct fundraising costs

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Direct fundraising costs	<u>36.088</u>	<u>8.500</u>	<u>8.343</u>

Cost & percentage own fundraising

Below, the proportion of the direct fundraising costs to the total own fundraising income has been represented as a percent for the relevant years:

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Own fundraising income	22.149	28.450	49.770
Own fundraising costs	1.269	8.500	8.343
Cost percentage fundraising	<u>5,7%</u>	<u>29,9%</u>	<u>16,8%</u>

Costs third party campaigns

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Costs third party campaigns	<u>615</u>	<u>3.000</u>	<u>2.920</u>

Costs subsidies

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Costs government subsidies	<u>34.204</u>	<u>8.500</u>	<u>8.343</u>

L MANAGEMENT AND ADMINISTRATION

Management and administrative costs

	Actual 2015 €	Budget 2015 €	Actual 2014 €
Management and administrative costs	79.148	85.000	83.041
Total expenditure	623.174	627.105	646.131
Management and administration percentage	<u>12,7%</u>	<u>13,6%</u>	<u>12,9%</u>

6.5 EXPLANATORY NOTES TO ALLOCATION FO EXPENDITURE

SPECIFICATION AND COST ALLOCATION TO APPROPRIATION

Appropriation	Objective	Raising funds			Management and Administration	Total 2015	Budget 2015	Total 2014
Expenditure		Own-fundraising	Third party	Receivable subsidies				
	€	€	€	€	€	€	€	€
Subsidies and contributions	373.893					373.893	376.251	411.635
Publicity and communication						-		10.883
Staff costs	104.507	989	480	26.667	61.707	194.350	195.576	164.232
Accomodation costs	11.398	108	52	2.908	6.730	21.197	21.331	15.682
Office and general expenses	18.139	172	83	4.629	10.711	33.734	33.946	43.697
Total	507.938	1.269	615	34.204	79.148	623.174	627.105	646.129

Appropriation	Actual 2015 €	Budget 2015 €	Actual 2014 €
Salaries	141.978	125.650	134.134
Social security	22.716	20.104	20.291
Pension	18.779	15.929	9.807
Total Staff costs	183.473	161.683	164.232
Rent	13.794	13.978	15.424
Office costs	770	500	57
Write offs	1.219	2.200	0
Moving office expenses	1.640	1.700	0
IT	2.408	200	205
Total accomodation	19.831	18.578	15.685
Finance administration	12.134	15.421	6.728
Accountant	5.144	5.445	6.044
Advice	1.997	2.000	4.828
Volunteer expenses	3.290	1.250	3.705
Internship costs	134	3.710	3.243
Representation	1.109	1.000	3.039
Trainings for staff	36	1.600	2.813
Board expenses	4.981	1.000	2.764
Membership fees	2.228	1.600	2.192
Website hosting	939	1.875	2.101
Illness insurance	3.055	1.565	1.918
Foundation costs	2.247	2.300	1.786
Health services staff	17	750	993
Payroll services	1.869	900	741
Staff declarations	510	500	724
Interest and bankcharges	412	1.000	541
Other general costs	617	250	377
Travel staff to office	5.786	4.500	0
Other travel expenses	119	300	243
Received illness insurance	0		-1.085
Total office and general	46.625	46.966	43.697

Explanation for differences actual vs. budget:

- Both *volunteer and board expenses* are higher than budgeted. This is due to our move to Amsterdam which led to an increase in travel costs as not all Board Members and volunteers live in Amsterdam.
- The internship costs are lower because we decided not to recruit an intern due to our limited capacity to supervise an intern. Most of our capacity was used to apply to government subsidies.
- The costs for *training of staff* was lower than budgeted. Because the budgeted amount of 1600 was too low to follow an external training course, no budget was spent.
- The costs for our *illness insurance* increased due to our growth in staff in 2015.
- The *pay-roll service* was higher due to our switch to a new pay-roll service, following an evaluation of previous pay-roll service.
- *Interest* is lower due to lower interest rate in 2015.
- *Health service staff* is lower due to a low sickness absence rate in 2015.
- *Travel staff to office* is higher due to our move to Amsterdam and increase in staff.

6.6 PAYMENT (EXECUTIVE) BOARD

The boardmembers receive no remuneration for these activities.
No loans, advances and guarantees are given to the board and staff.

Name	E. de Jong
Position	Executive Director

Employment

Nature (temporary, fixed contract, ended)	Fixed
Hours (full time working week)	40
Parttime percentage	100%
Period	Month

Salary (in EUR)

Annual income		
Gross payment	€	35.412
Holiday allowance	€	2.833
Year-end bonus		
Variable annual income		
Total annual income		€ 38.245

Social insurance costs	€	6.157
Taxable (travel) allowance		
Pension contribution	€	5.871
Other allowances on term		
Employment termination benefits		
Total other allowances and fees		€ 12.029

Subtotal		€ 50.274
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Totaal salary 2015 (jan-dec)	€	50.274
Total salary 2014 (may-dec)	€	29.640

The salary of the executive director is below the € 163.000 maximum stipulated in the Dutch WNT Law ("Wet Normering Topinkomens").
No other staff members of CHOICE have earned a salary in 2015 higher than this WNT norm.
The members of the CHOICE Board of Directors and the CHOICE Supervisory Board do not draw a salary or any other kind of emoluments.

6.7 LIABILITIES NOT EVIDENT FROM THE BALANCE SHEET

Percentage own contribution

In addition to the MFSII subsidy the alliance needs to raise a minimum of 25% own contribution.
CHOICE does not meet this percentage individually, the alliance is however well above the 25%.
This also applies to the ASK alliance.

The ASK project was planned to end in december 2015. However, this project has been granted a 'no-cost extension' until 30 june 2016. The estimate is that CHOICE will spend an amount of EUR 15.500 for this project in 2016. This will be accounted for in the annual report of 2016.

Rent Contract

CHOICE has a rent contract with Amnesty International (Keizersgracht 177).
The total rent fee per year amounts €12.520.

Salaries board and directors

Directors

Name	Elsemeike de Jong
Function	Executive director
Active during 2015	January - december 2015
Parttime percentage	100%
Former top functionary	No
Contract of employment	Yes
WNT maximum	€ 163.000
Salary 2015	€ 50.274

General Board

Name	Zoë Nussy
Function	Chair General Board
Active during 2015	January - December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 26.700
Salary 2015	€ 0

Name	Timo Bravo Rebolledo
Function	Member General Board
Active during 2015	September - December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 17.800
Salary 2015	€ 0

Name	Quirine Lengkeek
Function	Secretary General Board
Active during 2015	September - December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 17.800
Salary 2015	€ 0

Name	Renske Poelma
Function	Member General Board
Active during 2015	September - December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 17.800
Salary 2015	€ 0

Name	Robin Toorneman
Function	Treasurer General Board
Active during 2015	September - December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 17.800
Salary 2015	€ 0

Supervisory Board

Name	Ronald Schurer
Function	Chair Supervisory Board
Active during 2015	January - December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 26.700
Salary 2015	€ 0

Name	Anneke Wensing
Function	Member Supervisory Board
Active during 2015	April - December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 17.800
Salary 2015	€ 0

Name	Frouke Karel
Function	Secretary Supervisory Board
Active during 2015	April - December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 17.800
Salary 2015	€ 0

Name	Ellen Eiling
Function	Member Supervisory Board
Active during 2015	April - December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 17.800
Salary 2015	€ 0

Name	Daan Rijk
Function	Treasurer Supervisory Board
Active during 2015	November- December 2015
Parttime percentage	not applicable
Former top functionary	No
Contract of employment	No
WNT maximum	€ 17.800
Salary 2015	€ 0

7. OTHER

Susequent events

No subsequent events occurred after balance sheet date which affect the annual report.

Amsterdam, March 23 2016

General board

Chair	Ms. Zoë Nussy
Secretary	Ms. Quirine Lengkeek
Treasurer	Mr. Robin Toorneman
General Board member	Mr. Timo Bravo Rebolledo
General Board member	Ms. Renske Poelma

Supervisory Board

Chair	Mr. Ronald Schurer
Secretary	Ms. Frouke Karel
Treasurer	Mr. Daan Rijk
General Board member	Ms. Anneke Wensing
General Board member	Ms. Ellen Eiling

CHOICE for Youth and Sexuality
Keizersgracht 177
1016 DR, Amsterdam
The Netherlands

Annex I – Letter of the Supervisory Board

Concerns: *Supervisory Board letter CHOICE for Youth and Sexuality*

Date: March, 8, 2016

Dear Sir/Madam,

Long term investments, a newfound sense of independence and further professionalization have marked the year 2015 for CHOICE. In the ever dynamic field of SRHR CHOICE solidified its position as an important player in its own right, and has its eyes set on the future. The Supervisory Board has great appreciation for all the efforts made by CHOICE's Board, staff and advocates in 2015 and believes CHOICE to be an organization in good shape.

In 2015, the Board and Supervisory Board met four times. The Supervisory Board held six internal meetings as well. The composition of the Supervisory Board changed during the year. Mr. Klaas Jansen left the Supervisory Board on 1 December 2015 after completing his second term. We are grateful for the contributions he has made to the organization. Ms. Anneke Wensing, Ms. Ellen Eiling and Ms. Frouke Karel joined the Supervisory Board in April 2015 for their first term. In November 2015 Mr. Daan Rijk filled the vacancy left by Mr. Klaas Jansen, also for a first term. At the end of the year, on 31 December 2015, the Supervisory Board consisted of: Mr. Ronald Schurer, Ms. Jessica Hendriks, Ms. Anneke Wensing, Ms. Ellen Eiling, Ms. Frouke Karel and Mr. Daan Rijk. Further information on the composition of the Supervisory Board is set out below.

The members of the Supervisory Board declare to adopt an independent position with respect to CHOICE for Youth and Sexuality, and to exercise their supervision without conflict of interest. The "notification of conflicts of interest" applies to none of the members of the Supervisory Board. As in previous years, the Supervisory Board received no emoluments. However, the members may receive reimbursement for incurred expenses in accordance with the *Code Goed Bestuur voor Goede Doelen* ('Code Wijffels').

In addition to the meetings with the Board and the Executive Director, the Supervisory Board has been informed about the activities of CHOICE by other means, such as various events and the social media. Furthermore, individual members of the Supervisory Board were in contact with CHOICE's Board and/or advocates on subjects such as organizational change and finances.

During the four meetings with the Board of CHOICE in 2015, the agendas included topics such as the annual narrative and financial report of 2014, the annual work plan and the budget for 2015. Other important subjects were ongoing organizational discussions, the youth leadership program and strategic partnerships, personnel changes in the board and staff of the organization and CHOICE's new office move from Utrecht to Amsterdam. The move also led to the setting up of an independent financial administration. Previously this was provided by Rutgers WPF. A financial controller from Dance4Life was hired to help set up an independent financial administration for CHOICE. The Supervisory Board carefully followed the steps CHOICE took to ensure a sound transition.

Furthermore, the Supervisory Board was kept up to date about the fundraising efforts of CHOICE. This was especially true for the two successful applications CHOICE made for new funding from the Dutch Ministry of Foreign Affairs with two different alliances. It is very important for CHOICE to have ensured

considerable institutional funding for the coming years and knows itself to be imbedded in new alliances with likeminded partners. The organization will be able to be an even more effective player in improving the sexual and reproductive health and rights of young people than it has been in the past. Overall, during the joint meetings and through other channels, the Supervisory Board was informed about the most important developments of the organization.

In 2015 the Supervisory Board made several improvements to its procedures. In collaboration with the Board of CHOICE it was agreed upon that the Supervisory Board would formally appoint its own members instead of the General Meeting. This decision was approved by the GM in November 2015. Furthermore, the Supervisory Board has divided up roles and focus areas between its members, and increased the number of internal meetings. Vacancies in the Supervisory Board have been used as an opportunity to attract people with specific expertise. Finally, a yearly evaluation has taken place with the Board as agreed upon in 2014. All this ensured/improved the quality of supervision.

In the second half of 2015, the Board initiated a new discussion about the position of the Supervisory Board of CHOICE, particularly in relationship to the role and responsibility of the Board. This was due to the evolving positions of the Board, staff and advocates as a result of organizational changes CHOICE made since 2014. The discussion about the position of the Supervisory Board broadened during the meetings with the Board. It was put into the context of CHOICE's desired governance structure for the future. This conversation will continue in the new year.

The Supervisory Board notices to its satisfaction that CHOICE can look back on 2015 as an important year during which CHOICE reaped the benefits of long term investments and solidified its position. We look forward to 2016.

Kind regards,

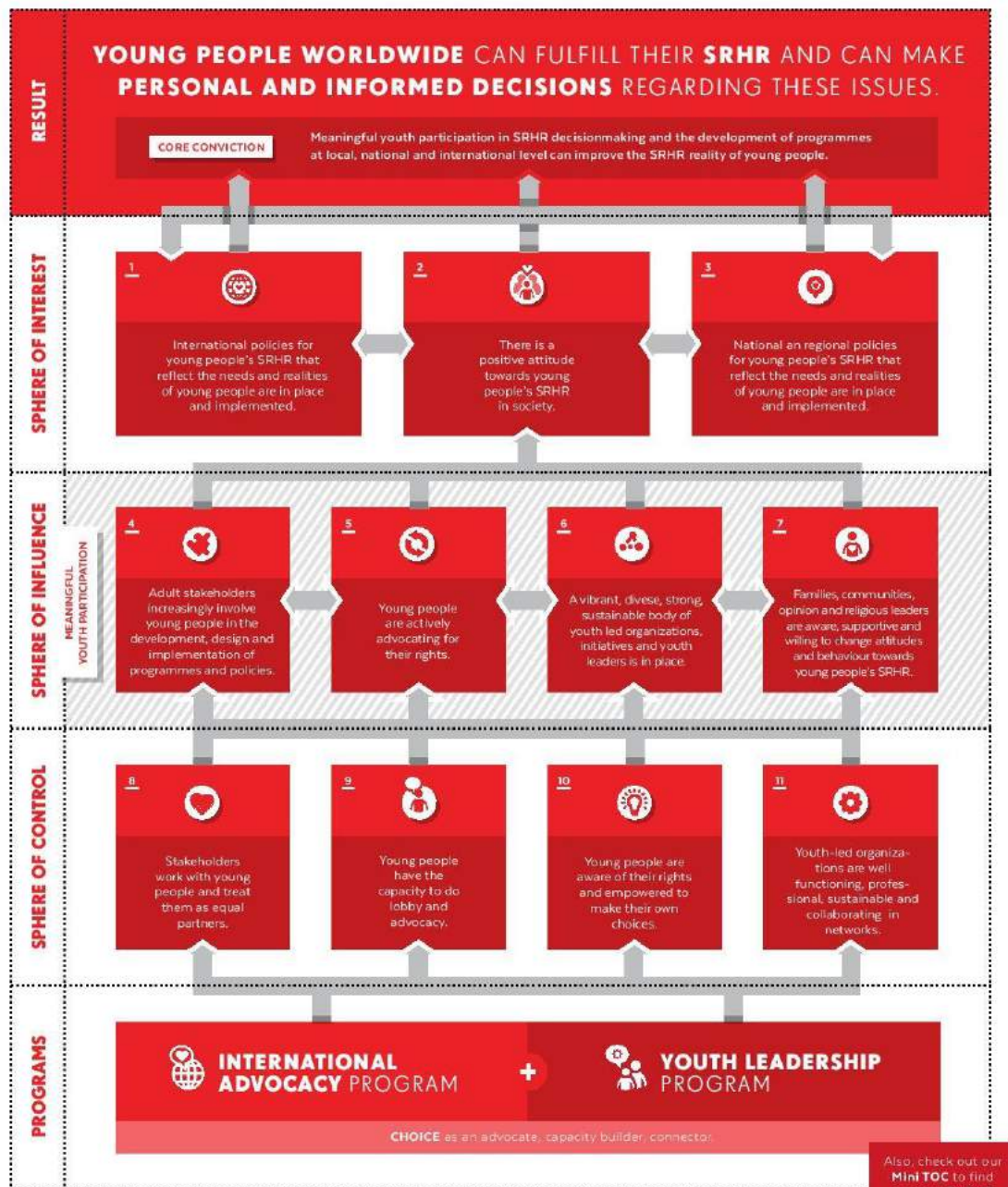
The Supervisory Board
CHOICE for Youth and Sexuality

* Annex: Composition Supervisory Board

Annex II – Budget 2016

Revenu		Budget 2016
Insitutional fundraising	MFA - Get Up Speak Out	€ 283.106
Insitutional fundraising	MFA - Yes I Do	€ 316.052
Insitutional fundraising	MFA - Right Here Right Now	€ 188.296
Insitutional fundraising	MFA - Youth ambassador	€ 17.758
Insitutional fundraising	MFA - UFBR	€ 47.144
Insitutional fundraising	MFA - ASK	€ 16.967
Fundraising with others	ICPD with dance4life	€ 21.625
Own fundraising		€ 1.800
		€ 892.748
Direct project costs		Budget 2016
Direct project costs	MFA - Get Up Speak Out	€ 180.500
Direct project costs	MFA - Yes I Do	€ 211.377
Direct project costs	MFA - Right Here Right Now	€ 67.000
Direct project costs	MFA - Youth ambassador	€ 6.050
Direct project costs	MFA - ASK	€ 500
Direct project costs	ICPD with dance4life	€ 2.500
		€ 467.927
Personnel and organization		Budget 2016
Personnel and organization	Salaries	€ 281.737
Personnel and organization	Other personnel expenses	€ 32.001
Personnel and organization	Office costs	€ 23.642
Personnel and organization	General organization costs	€ 46.878
Personnel and organization	Administration & accountant	€ 26.009
Personnel and organization	Interest and bankcharges	€ 750
		€ 411.017
Total revenu		€ 892.748
Total direct project costs		€ 467.927
Total personnel and organization		€ 411.017
Result		€ 13.804

Annex III – CHOICE Theory of Change



Also, check out our **Mini TOC** to find out how **CHOICE** works with its advocates!

THEORY OF CHANGE

