



**FOR
YOUTH &
SEXUALITY**

ANNUAL REPORT 2013



Young people everywhere should be able to make free and informed choices regarding their sexuality. Mutual respect and equality are key factors in this. The subjects of sex and sexuality must be freed from discrimination, stigmatism and prejudice.

Utrecht, CHOICE team, March 2014

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FOREWORD

'Strengthening our core, accelerating impact.'



We look back at a crucial strategic year in the development of CHOICE, during which we have laid a solid basis for the future. The year 2013 marked our 'Sweet 16' anniversary, allowing us to reflect upon what has been, and mold innovative and bold action plans for what will be. We are very proud of our programmatic accomplishments and our steep curve of professionalization over the years, and are eager to continue our growth in the near future.

I am proud we have managed to increase our financial flexibility against the backdrop of decreasing support for international development cooperation from governments and the general public. This enables CHOICE to continue to improve our work, in a world where human rights violations remain a day-to-day reality for young people around the globe. The year 2013 confronted the world with a series of poignant events showing how our Sexual and Reproductive Health and Rights (SRHR) are ruthlessly denied; in countries such as Russia and Uganda, national legislation criminalized and denounced our sexual diversity. In India and Pakistan young women continued to be victims of sexual violence. We should not let this happen. We should join forces to move away from stigma and discrimination, towards tolerance and acceptance. The commitment of youth to act globally is crucial. CHOICE youth advocates are more determined than ever to secure and foster youth leadership and improve young people's SRHR.

In 2013, our Youth Leadership Program enabled youth-led organizations in Kenya, Ethiopia, Malawi, Indonesia and Europe to increase their capacity to commit to improve young people's SRHR globally. Through the program, young Malawians were able to join forces with traditional and religious leaders to counter early and forced marriages and allow young girls to get an education instead. In Kenya, youth brought issues of sex and sexuality to the public domain, discussing them openly on national radio. Our International Advocacy program added to these local and national level achievements, supporting these same activists to voice out their realities in international decision-making processes, shaping the new international development framework.

In 2014, CHOICE and its partner organizations will accelerate efforts and impact to ensure young people around the globe can exercise their SRHR freely. In addition to strengthening our existing advocacy and capacity building initiatives, we will strengthen our connector role, bringing youth from around the globe together to foster youth-led initiatives. We will increase our efforts to work towards true equal partnerships wherein joint ambitions set the tone and joint resource mobilization follows as a result. Lastly, we will realize the trajectories of change initiated within CHOICE, increasing efficiency in the way we operate as an organization, to achieve our identified ambitions.

CHOICE has strengthened its core to accelerate impact in 2014. We are ready! Are you?

Yours sincerely,

Laura Lasance
Executive Director
CHOICE for Youth and Sexuality

1. THE BASICS

Statutory, CHOICE is a foundation registered in Utrecht, as 'Stichting CHOICE for Youth and Sexuality' with Chamber of Commerce number 32108345. CHOICE is a youth-led organization that advocates for the SRHR of young people worldwide and empowers them to make personal decisions concerning these issues.

CHOICE envisages a world in which there is:

- Freedom of choice
- Equality
- Respect for diversity and sexuality
- An enabling environment for the development of every individual
- The opportunity for individuals to make a change
- Positive sexual experience
- Meaningful youth participation in all phases and levels of decision-making.

SRHR for Young People

We cannot underestimate the importance of young people's SRHR: almost half of the 7 billion people in the world today are 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 seriously harmful effects on our countries' 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 we can make our own choices, supported by comprehensive and correct information, access to contraceptives and safe abortion, and youth-friendly services by which we are treated with respect and confidentiality.

1.1 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 young people. 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 is 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



Malawian Youth Advocate Chisomo, 22 years old

implemented more effectively, as they would then more accurately and directly reflect the actual needs of young people. Our battle for more and more meaningful youth participation is therefore essential.

1.2 INTERNATIONAL ADVOCACY AND YOUTH LEADERSHIP

CHOICE conducts two main programs, focusing on international advocacy and fostering youth leadership. Within the International Advocacy Program, CHOICE contributes to the establishment and strengthening of SRHR policies on the international level. International agreements have extremely important implications for the day-to-day reality of young people worldwide. Through our Youth Leadership Program we promote and actively support capacity and competence building of youth-led organizations that work towards realizing young people's SRHR. Each youth leadership trajectory includes trainings, technical assistance and grants for program implementation, catered to the specific needs of the separate organizations.

1.3 THE TEAM AND ORGANIZATIONAL STRUCTURE

CHOICE is run by an enthusiastic and ambitious team of young professionals, all aged between 16 and 29 years old. Our youth advocates dedicate their time, energy and expertise to CHOICE on a voluntary basis, supported by a growing team of office staff, general board, supervisory board and advisory board.

Youth Advocates

Supported by the staff and board, CHOICE youth advocates design, plan, implement, monitor and evaluate CHOICE policies and programs. They function as both trainers and advocates in the programs and projects of the organization. On a day-to-day basis, advocates gather in Task Forces (supporting the day-to-day work of the organization) and Working Groups (project based). Each of these groups is led by one advocate who functions as a focal point for the rest of our organization. Youth advocates are hence charged with a substantial role in achieving the organization's objectives.



CHOICE youth advocates are volunteers and are entitled to the full reimbursement of costs made in relation to their CHOICE activities. They themselves are responsible for the correct and timely handing in of reimbursement requests.

Staff

The Executive Director of CHOICE is charged with the day-to-day management of the foundation. In 2013, she was supported by a Partnerships Officer, Program Officer, Administrative Officer and one intern.

General board

The general board supervises, and is responsible for, the realization of the day-to-day management of the foundation by the Executive Director. The advocates, staff and general board decide together on the internal policies, strategies and programs of the foundation on the basis of consensus at the General Meeting (GM). In 2013, 11 GMs were held, including one partner identification meeting (India). Strategic decisions for the upcoming year were made during the Annual General Meeting (AGM) in September.

The board is charged with defining and executing strategies and policies of the foundation, of which main principles have been agreed upon during the AGM. The board is appointed by the GM. Board members are appointed for a period of 2 years minimum. In 2013, the board gathered at least 15 times for a Board Meeting (BM), and once in preparation of the AGM during the annual board weekend. In September, several new board members were appointed.

BOARD up to September 27, 2013

Name	Position	Appointed	Official Resignation
Karolien van Teijlingen	Chair	24-09-2011	27-09-2013
Margo Bakker	Treasurer	24-09-2011	27-09-2013
Michiel Andeweg	General board member	18-12-2011	27-09-2013
Merel May Heilmann	General board member	24-09-2011	27-09-2013
Anneloes Dijkman	Secretary	04-07-2012	n/a

NEWLY APPOINTED BOARD & changes from September 27, 2013 onwards

Name	Position	Appointed	Expected Resignation
Margo Bakker <i>Msc student International Development Studies, Wageningen University</i>	Chair	27-09-2013	12-09-2014
Milagro Elstak <i>Msc student Sustainable Development, Utrecht University</i>	Treasurer	27-09-2013	18-09-2015
Marelle 't Hart <i>Bsc student Language and Culture Studies, Utrecht University</i>	Secretary	01-01-2014	18-09-2015
Fleur Godrie <i>Bsc student Health Sciences, VU University Amsterdam</i>	General Board Member	27-09-2013	18-09-2015
Stefan Hennis <i>Msc student Philosophy, University of Amsterdam</i>	General Board Member	27-09-2013	18-09-2015
Anneloes Dijkman <i>MA student Communication and Information Studies, VU University Amsterdam</i>	Secretary	04-07-2012	31-12-2013

From January 2014 onwards, Anneloes Dijkman was hired as the CHOICE Program Officer Youth Leadership. The selection process took place in December 2013. Marelle 't Hart was selected as her successor and she officially started her board term on January 1, 2014.

Supervisory board

In addition to this team, CHOICE has a supervisory board, consisting of Mr. Klaas Jansen (*Financial analyst, Wolters Kluwer*), Ms. Jessica Hendriks (*Ambassador Stichting Jong Talent Ethiopië*), Ms. Thyla Fontein (*Research Assistant, Kalshoven-Gieskes Forum for International Humanitarian Law, Student Assistant Public International Law, Universiteit Leiden*) and Mr. Ronald Schurer (*Lecturer and researcher, Social Sciences, Hanze Universiteit Groningen*). The supervisory board determines the policy of the foundation.

During 2013, the board and supervisory board have met three 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 period of four years maximum. The term of Klaas Jansen has been prolonged for the period of two years at the GM of December 19th. As in previous years, the supervisory board received no emoluments.

Advisory board

The advisory board provides the foundation with requested and unrequested advice. It supports the foundation in reaching its goals and objectives. The Advisory Board is appointed by the GM. The Advisory Board gathered three times in 2013 and consisted of Mr. Martijn Seijsener, Ms. Anneke Wensing, Mr. Jelle Slenters and Mr. Bilal Aurang Zeb. In 2013, no change was realized in the statutes. Several smaller adjustments were made to the Charter and AO/IC.

Payroll administration

In 2013 CHOICE developed its own payroll administration. This means that CHOICE became the official employer of its employees instead of hiring them through contracts of secondment with partner organization Rutgers WPF. Our staff has been employed by CHOICE from April 1 onwards. The Program Officer was immediately registered as an employee of CHOICE on March 11.

Total staff costs 2013	112.768 EUR
Total intern costs 2013	1.122 EUR

The chair of the board has set up the payroll administration for CHOICE. The list below gives an overview of matters that have been arranged.

- 'Misja Heller, Administration and Advice' was hired as payroll administrator;
- CHOICE got registered as an employer at the tax authorities and takes care of the employer's tax every month;
- CHOICE transferred the existing contracts at RutgersWPF to CHOICE with the help of labor lawyer Oscar Siemelink, Van Hall Siemelink Lawyers;
- Absence registration: When employees are ill, we inform TRIAS Totaal Groep B.V. Through this service, CHOICE has access to a labor doctor and we fulfill all employer's duties in case of long term ill-leave;
- CHOICE got registered at Zorg en Welzijn/PGGM;
- CHOICE became a voluntary follower of the CAO GGZ;
- CHOICE set up the procedures regarding issues as hiring, registering, paying and firing staff and included these in our overall organizational procedures (AO/IC);
- CHOICE wrote its own employee's manual;
- All our employees fall under the following insurances: Collective accident insurance (ABN AMRO), Illness leave insurance (through ABN AMRO with Delta Lloyd).

Staff changes and costs

In 2013 CHOICE realized a growth in staff, which was possible and necessary due to the ASK program. In March a Program Officer joined the team and in April an Administrative

Officer was hired. At the end of 2013 CHOICE hired a Project Officer to run the new project European Dialogue for Youth Rights. The total of FTEs in December 2013 was 3,22.

In November 2013 CHOICE and Wouter Kruithof mutually decided to end his contract on December 31. A new Program Officer was selected in December 2013 and started working on January 1, 2014.

In the table below an overview is given of the staff members, FTEs and their contracts.

Name	Role	FTE	Start contract	Ending contract
L. Lasance	Executive Director	1,11	February 18, 2010	Undetermined
P. Boone	Partnerships Officer	0,5	May 17, 2011	May 17, 2014
W. Kruithof	Program Officer	0,89	March 11, 2013	December 31, 2013
E. Both	Administrative Officer	0,5	April 18, 2013	April 17, 2014
S. Coumans	Project Officer	0,22	December 19, 2013	March 30, 2014

Foreseen changes in 2014

- Because of CHOICE's age policy, Paulien Boone's contract will not be extended. We are now in the process of hiring a new Partnerships Officer who will start working for CHOICE in March.
- Laura Lasance will also reach the age limit of CHOICE in October, which means she will leave the organization in 2014. Since she has a contract with an undetermined ending date, an exact time of leaving is not known yet. However, an action plan is created with steps to follow in case Laura will change jobs.

2. OUR WORK

The CHOICE team is very proud of our programmatic achievements realized in 2013. We have truly built on equal partnerships, in which exchange takes a central role. Below you may find some of our personal highlights, to illustrate what we have done and what impact we have made together with our partner organizations, to change the lives of young people.

2.1 ... AS AN ADVOCATE FOR YOUNG PEOPLE'S RIGHTS

A crucial strategy to improve the recognition of SRHR for young people is to engage in advocacy activities and to attend events where decisions on SRHR issues are made. Throughout 2013, CHOICE's international advocacy activities have focused on monitoring of – and participating in – the ICPD Beyond 2014 and post-2015 processes, with the strategic aim of securing the SRHR of young people in the renegotiation of these agendas.

We have therefore especially focused on the Commission on the Status of Women (CSW), the Commission on Population and Development (CPD), on the High Level Meeting on the Millennium Development Goals; and on the EuroNGOs. Our International Advocacy Working Group has proven an asset to our continuity in advocacy efforts. This select group, consisting of board, staff and advocates, has constantly monitored and influenced international decision-making processes through their collaboration with civil society, UN agencies, and the Dutch government.

CSW on Violence against Women and Girls including HIV and AIDS

'One success I remember very clearly is the return of the team that attended the CSW. It had been a landmark event, resulting in a resolution on Violence against Women with progressive language on SRHR. Not only was CHOICE part of that success, it was a delight to see the pride of the CHOICE team returning to The Netherlands. They really felt they had made their mark and were inspired to continue their work. It goes to show that CHOICE not only has an impact on the issues we work on, but also on the young people within CHOICE.'

Paulien, Partnerships Officer

The Global Youth Forum, which took place in December 2012, provided us with an important outcome document: the Bali Global Youth Forum Declaration. This declaration is the result of young people's input and is highlighted by CHOICE and its partners as an important document within the Operational Review process, which took place in the course of 2013.

In 2013, CHOICE and its partners took part in their respective regional review meetings, thereby issuing young people's perspectives to these meetings and linking different

regional efforts with one another. We also continued our involvement in the Beijing and ICPD processes and expanded our engagement in the post-2015 process. By linking our efforts in all of these processes we can ensure that we have a presence in all key events, and that we are equipped with all the knowledge and skills we need to maximize our impact at the international level.

The Youth & ICPD Partnership (YIP)

YIP, intended as a means to bring together young people, UN agencies, governments and civil society organizations to collaborate within the ICPD process, proved challenging to implement. Because of this, we have adjusted the strategy on the basis of our lessons learned. For CHOICE this goes to show that it is important to develop projects like these, which allow us to try out new approaches, to learn from them and to adjust them where necessary.

2014 and beyond

The 20-year anniversary of the ICPD Program of Action is a great opportunity to advocate for the realization of young people's rights. 2014 will bring further opportunities to advocate for young people's position in the Sustainable Development Goals, which will be of vital importance to international cooperation after 2015. The lead-up to this year's UN General Assembly session will be crucial for both these processes. In the meantime, the international funding landscape is changing, with some new support for youth leadership and SRHR, and other funding opportunities decreasing. It will be a major focus this year to position ourselves in this landscape and ensure that we can realize our mission to stand up for young people's SRHR.

2.2 ... AS A CAPACITY BUILDER OF YOUTH LEADERSHIP

CHOICE has doubled its programmatic resources, through the Access, Services and Knowledge (ASK) program.

The ASK program allowed for a substantial increase in operational strike capability in our Youth Leadership country programs in Indonesia, Ethiopia and Kenya. In these countries, partner organizations applied lessons learned in UFBR trainings in the implementation for their programs. Particular attention goes out to securing meaningful youth participation in the programs and alliance, as well as integration of HIV/AIDS and SRHR approaches.

25 CHOICE advocates were trained to become confident, knowledgeable and inspiring SRHR youth experts

More than anything, the fact that 25 young people are committed to make the foundation work makes us a truly unique team. Driven by their common goals, they have worked hours and hours to support the growth of CHOICE and its partner organizations. In 2013, advocates facilitated 5 training weeks to partners, attended 9 international advocacy events, wrote 49 articles on SRHR and participated in 26 decision-making meetings at CHOICE.

'CHOICE has brought me so many possibilities to learn and to develop myself in just one year! I am proud of how I have developed myself so fast. I am now confident to voice out what I think, because CHOICE has shown me my ideas matter.'

Tess, CHOICE advocate



CHOICE has increased attention for – and understanding of – meaningful youth participation within the Alliances.

In 2013, first steps have been made within the Youth Empowerment Alliance and SRHR Alliance to increase investments in meaningful youth participation throughout the entire programs. CHOICE has taken a leading role in this process and will increase efforts in 2014. Partner organizations have secured attention for meaningful youth participation in their country alliances, securing trainings and discussions on the topic in 2014.

A new partnership was initiated with the YP Foundation in India.

The YP Foundation is a youth-run and -led organization that supports and enables young people to create programs and influence policies in the areas of gender, sexuality, health, education, the arts and governance. The organization promotes,

protects and advances young people's human rights by building feminist leadership, and strengthening youth-led initiatives and movements.

IMPACT OF LOCAL HEROES

Below you may find some highlights of the impact our partner organizations have. Curious for more local hero stories? Check out our [Facebook](#).

MALAWI - Using local structures to end child marriages

In 2013, CHOICE partner organization Youth Empowerment and Civic Education (YECE) in Malawi set up a successful community-driven intervention to end early and forced marriages. In Traditional Authority (T/A) Kamenyagwaza, YECE worked together with traditional and religious leaders to enforce by-laws against early and forced marriages. *"We the traditional leaders were forcing girls who happened to be pregnant to go into marriages even if they were less than eighteen years old. We had no idea of these girls' rights," Group Village Head Chinyamula.*

The by-laws established depict that any girl below 18 years of age should not be married. They were distributed to every member of the community. Sub-chiefs who fail to implement the by-laws get charged. Religious leaders also actively support the intervention. *"These by-laws have improved the status of the girl child as their rights are respected and promoted hence their education levels have improved,"* concluded priest Ndakubera. In 2013 8 girls in TA kamenyagwaza were referred back to school after dropping due to early marriages.



'We lacked forums where we could discuss SRHR issues affecting us as youths. Cases of early marriages were high resulting in high school dropout rates. The most painful thing is that I got pregnant. I wish the project had come earlier because I could have been empowered on SRHR and I couldn't have been like this.'

Yvonne Mpeketula, YECE member

And now? After joining a YECE youth club, Yvonne has gone back to school. She educates her peers and the community on the dangers of early and forced marriages.

INDONESIA - Young people and religious leaders for sexuality education

Aliansi Remaja Independen (ARI) was supported by CHOICE to undertake advocacy efforts on local, national and international levels in 2013. One of ARI's local branches is located in Pati, a district in Central Java. ARI Pati's advocacy activities focused on Nahdlatul Ulama, a traditional Sunni Islam group, which functions as an independent organization funding among others schools and hospitals in the area. ARI advocated with Nahdlatul Ulama to include comprehensive sexuality education in the curricula of the schools supported by the organization. As a result of ARI's advocacy efforts with Nahdlatul Ulama in Pati, the area's religious leaders now support HIV/AIDS prevention programs in the area, and encourage sexuality education in Islamic Madrasa schools in the district.

ETHIOPIA - Youth advocates standing up for youth-friendly services

Partner organization Talent Youth Association (TaYA) has been actively engaging with the Ethiopian government to improve young people's SRHR in the country. Advocacy is a

difficult topic in the Ethiopian context, as most civil-society organizations in the country are not allowed to speak up when it comes to human rights issues. However, TaYA manages to uphold a strong relationship with the Ethiopian government, through which they are able to raise young people's issues. In 2013, TaYA played a key role in meaningfully involving young people in the 3rd International Conference on Family Planning, taking place in Addis Abeba in November. TaYA, together with the Ministry of Health, was able to set up and lead a national youth sub-committee, and as such organized a pre-conference for Ethiopian young people. In the days preceding the conference, TaYA brought together 150 young people from the eleven regions in Ethiopia to shape a ten-point call to action voicing their concerns and proposals for improvement.

2.3 ... AS A CONNECTOR

In 2013 the connector role of CHOICE was laid out as a formal ambition for the first time. CHOICE has identified this role to expand more on what we are already doing: being an active contributor to an international network of change makers. In 2013 we did this by being part of the Youth Leadership Working Group in collaboration with the United Nations Population Fund (UNFPA), supporting the meaningful participation of youth in the ICPD review process. We also took on a connector role by working with our international networks during – and in the lead up to – international advocacy events, and by linking our advocacy and capacity building efforts. During 2013, we increased our efforts in this area through resource mobilization for two initial connector-projects that are being realized in 2014:

Youth Leadership FYI Week

From January 20 to 24 2014, CHOICE organized the *Youth Leadership FYI Week: Fostering Youth-led Initiatives* in Nairobi, Kenya. The project provides a wonderful example of CHOICE taking on a connector role, as it brought together representatives from all youth-led partner organizations involved in CHOICE's Youth Leadership Program from Ethiopia, Kenya, Indonesia, India, Malawi, and the Netherlands. The FYI Week served to strengthen the cooperation between all attending organizations beyond cooperation with CHOICE only, and to strategize on joint programs. It was an opportunity for all participants to learn more about each other's SRHR contexts, best practices, and challenges. The week resulted in concrete action plans to join forces in the field of international advocacy in the coming months, and with a proposal for long-term collaboration between all organizations present.



European Dialogue for Youth Rights

As part of the European Dialogue for Youth Rights project, the European Youth Meeting took place in The Hague from February 3 to 7. Jointly organized by CHOICE, Hope XXL, YouAct and Restless Development, the week brought together young people from all over Europe: from Cyprus to the United Kingdom, from The Netherlands to Romania. The European Youth Meeting facilitated exchange of knowledge and skills between the participants, specifically in the field of SRHR advocacy. By the end of the week, participants had drafted a plan for joint advocacy for Comprehensive Sexuality Education in the whole of Europe:

'We are individual adolescents and young people, and members of youth-led organizations in Europe. We come from diverse backgrounds and live in different European contexts, but like the EU, we are united in our diversity.'

Joint statement

3. OUR ORGANIZATION

'The most wonderful part of our work is the fact that WE decide where we go. WE set our ambitions, no one else. To stand still is not an option to achieve our goals. Change is necessary. We will do it together and take the time to ensure CHOICE stays true to its DNA. It is OURS.'

Laura Lasance, Executive Director

Over the last years, CHOICE has gone through a crucial development phase: we grew fast, implementing new programs and expanding our team, which sometimes caused us to look up in surprise at what CHOICE was growing into. In this changing environment we needed time to reflect on CHOICE's ambitions, values and

potential, and to look at what lies ahead. CHOICE has come a long way but is also well aware that we need to continue developing the organization further and prepare it for a great future! The year 2013 proved crucial strategically, as we reflected upon our challenges and opportunities, and organizational weaknesses and threats, in order to substantially improve the way we work. Looking at our accomplishments and steep curve of professionalization, the team identified the need to strengthen our organizational core in order to accelerate impact in our programs.

As a constantly growing organization, we are confronted with the need to set our ambitions clearly, and define the strategies to get there. We struggled with several questions, both programmatically and organizationally;



When do we define our programs as a success? To what extent should we frame our youth leadership trajectories as a blue print? Should we focus geographically or expand? How can we support advocates to develop their talents? What role can advocates take on in a professionalized organization with more external commitments than ever? What knowledge and expertise gaps do we observe in our team? How do we anticipate on fundraising opportunities? Where do we want to be in 2018?

Throughout 2013, we organized a series of strategic meetings to set a solid basis from which to accelerate impact in 2014 and beyond. Having clarified our ambitions, and after initiating two thorough trajectories of improvement (organizational efficiency, organizational structure) we will use 2014 to realize the plans we have rolled out.

ACTION PLAN ORGANIZATIONAL DEVELOPMENT 2013

January – August	Strategic meetings	A series of strategic meetings were organized to: <ul style="list-style-type: none"> - Identify current pressing organizational challenges, internal solutions and external support required. - Set joint ambitions, and identify necessary implications for our fundraising strategy and team development.
September	Partnership organizational efficiency	A sparring collaboration with PricewaterhouseCoopers on issues of efficiency, reporting and financial administration (to be continued in 2014).
October	Long term strategy	Finalization and approval of the long term strategy 2014-2018

November - December	Organizational structure – change trajectory	Assessing required change and improvement in our team (to be continued in 2014).
November - December	Fundraising strategy	A reflection upon fundraising efforts to date and required efforts to increase results in line with set ambitions

Investing in our organizational development has allowed us to identify many important lessons learned for the future. A key insight of the CHOICE team is the fact that we need to increasingly anticipate on what is to come. With thorough planning and clearly identified shared ambitions, we are able to think ahead of tomorrow, allowing us to take the necessary steps in a timely manner to achieve them.

4. OUR FUTURE

From 2014 onwards, CHOICE will continue its efforts to further professionalize as an organization. The CHOICE Long-Term Strategy 2014-2018 provides full detail of our plans. We need to tap into the knowledge, network and skills of other people and organizations. There are many areas of work that are new to CHOICE, or new to the people within CHOICE, simply because we are a youth-led and relatively young organization. To avoid reinventing the wheel we need to welcome more expertise from outside and acknowledge that being youth-led does not mean we have to do everything on our own.

Our ambitions for 2014-2018 are captured in the roles we take on as an organization: CHOICE as an advocate, a capacity builder and a connector. Furthermore, increasing our visibility and geographical spread are identified as important elements in our work from 2014 onwards.

CHOICE = advocate

As an advocate, CHOICE contributes to the establishment and strengthening of SRHR policies on the international level as a key youth player. CHOICE advocates for young people's SRHR and secure meaningful youth participation in international decision-making processes, particularly related to the ICPD Beyond 2014 process and the development of the post-2015 agenda.

We aim to strengthen our role as key youth player – an accountable and professional youth-led organization – in this particular niche, ensuring sustainability and high-level performance in our advocacy team. We aim for our advocates to increasingly be valuable players in international processes partnering with other civil society organizations. We will also strengthen our advocacy towards – and collaboration with – the Dutch Ministry of Foreign Affairs to support national foreign policy in relation to SRHR. In the first quarter of 2014, the advocacy strategies of CHOICE will be reflected upon and adjusted where needed.

CHOICE = capacity builder

As a capacity builder of youth leadership, CHOICE strengthens sustainable youth-led organizations around the world, as well as young people's individual advocacy and training skills and knowledge in different programs and projects.

International

CHOICE has identified the need to strengthen its training modules to improve our context- and partner-specific approach to capacity building. This will allow us to realize a more diverse set of projects and programs for a larger array of partners. A crucial element to our approach is linking the different advocacy levels.

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 the coming years, we will increasingly invest in providing our advocates with personal development trajectories, related to their personal needs and talents.

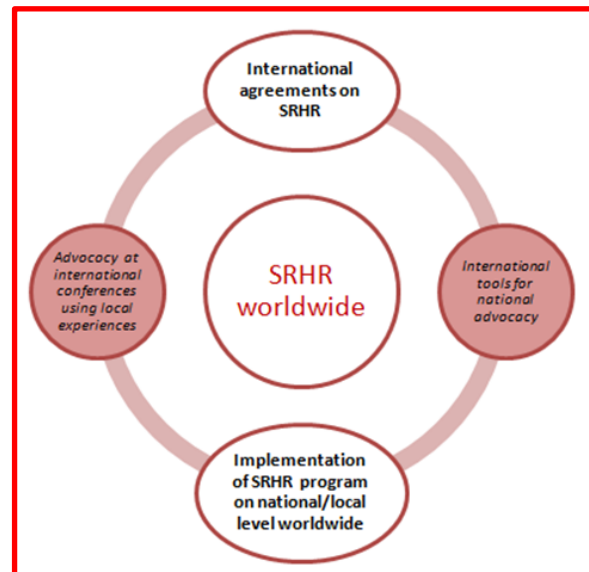
CHOICE = connector

As a connector, CHOICE strengthens the global youth movement on SRHR, facilitating interregional and intergenerational exchange, accelerating impact.

In our globalized world, the formation and implementation of SRHR legislation, policies and programs surpass levels and boundaries: decisions made on an international level

influence national and local realities and vice versa. In order to integrally improve the situation of young people's SRHR, our youth-led activism and advocacy has to cross levels as well. Therefore, CHOICE will increasingly promote the formation of partnerships and networks among youth-led organizations operating at different levels. In the coming years, we will expand the unique capacity that CHOICE has to *connect* different actors and different levels of policy making and implementation. We envision CHOICE now and in the future as a professional, constantly developing organization that enables youth actors from around the world to establish connections between the local, national and international level in order to improve the situation of SRHR and youth participation worldwide. We will actively seek collaboration with professionals from different backgrounds to form strategic alliances.

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.



Visibility

A final, crosscutting element of our ambitions is to increase our overall visibility in 2014-2018 and to present CHOICE as young, fresh, professional and bold. This will be a central ambition, intrinsically connected to fundraising opportunities, an increase of our network, and project opportunities. We will increase our visibility through expanding and diversifying our partnerships and communicating our successes and impact to the outside world. Our first target will be to increase our visibility with our strategic network; later we will also focus on secondary target groups such as individuals outside our direct field of work.

Please see our **photo album** and **introduction film**, as our main initiatives of 2013 regarding CHOICE's visibility.

Geographical spread

Concerning our project areas, the world will be our playground. We will proactively look for countries and regions where we want to start projects, rather than allowing ourselves to be led by funding opportunities primarily. In doing so, innovation and thinking outside of the box will be central concepts; being a small-scale youth-led organization gives us the opportunity to try out new, fresh ideas and to take some risks in our activities, piloting smaller-scale projects in addition to our two larger programs.

5. FINANCE

CHOICE is glad to be able to report that the year 2013 ended with a surplus, as was the case last year. This positive result amounted to EUR 32.225 against an expected break-even.

5.1 RESULTS 2013

In 2013, the financial administration was outsourced to Rutgers WPF. The Executive Director and treasurer are charged with monitoring the financial administration.

Income

In 2013, CHOICE received subsidies from the Dutch Ministry of Foreign Affairs (UFBR and ASK programs). In addition, the foundation was supported by the Utopa Foundation, the European Commission and the dance4life foundation. CHOICE was also increasingly able to work with a variety of professionals providing support and services to us, through in-kind donations, totaling EUR 8.144. Funds were used to realize our programs and projects, as well as our organizational development process.

Spending percentage

Below, the proportion of the total expenditure on the objective(s) to the total income is presented as a percentage for the years 2010-2013. In 2013, the spending percentage totaled 81,4 %.

Year	Actual	Budget
2013	81,4 %	86,1 %
2012	84,5 %	87,1 %
2011	79,4 %	90,7 %
2010	78,2 %	95,0 %

Fundraising

The cost percentage fundraising, the proportion of the fundraising costs to the total direct fundraising income, is presented below for the years 2010-2013. In 2013, the cost percentage fundraising totaled 14,1 %.

Year	Actual	Budget
2013	14,1 %	8,7 %
2012	15,3 %	22,7 %
2011	2,3 %	2,8 %
2010	1,8 %	0,9 %

In 2013, direct fundraising results were limited. Firstly, our advocates did not take on a substantial role in fundraising. Secondly, the team spent relatively many hours internally, rather than pro-actively approaching possible donors. As part of the substantial efforts put in our organizational development, the CHOICE team worked to strengthen its fundraising strategy, in support of its ambitions towards 2018. Based on our strategic plan 2014-2018, a multi-annual budget is being developed, consisting of several scenarios.

In 2014, further structural investments will be made in relation to fundraising by:

- Supporting the staff and board to build capacity on fundraising. CHOICE will seek external advice as to how to realize the financial ambitions set.
- The Partnership Officer position will be expanded to approximately 0,8 FTE from March 2014 onwards. Based on the lessons learned, the position will be increasingly focused externally: networking, fundraising, marketing, and communications. Also, the importance of a result-driven approach will be key.

Continuity reserve

The continuity reserve of CHOICE enables the foundation to continue meeting its obligations in times of reduced income, to employees and in relation to other organizational costs. The continuity reserve is not part of the discretionary funds of the organization. As of December 31, 2013 the continuity reserve of CHOICE totals EUR 92.787.

The value of the nondiscretionary portion of this continuity reserve is based upon the previous years' expenses and planned obligations in the upcoming year. Various obligations of the foundation have different periods of notice. All contractual obligations can be met with a continuity reserve totaling EUR 52.000. Ten percent of this amount, EUR 5.200, is added to cover additional unforeseen expenses. The total nondiscretionary portion of the current continuity reserve thus totals EUR 57.200.

The current continuity reserve amply covers the obligations as set out in the above. The surplus, EUR 35.587, hence forms part of the discretionary funds. In 2014, part of this surplus will be used to realize the programs and ambitions of CHOICE. These include, but are not limited to, an increase in staff hours and office space.

5.2 ANNUAL FINANCIAL STATEMENT 2013

BALANCE AS OF DECEMBER 31, 2013



Assets

		31-12-2013 €	31-12-2012 €
Receivables	A	5.058	5.378
Prepayments and other current assets	B	2.347	613
Cash and cash equivalents	C	313.864	271.641
Total		321.269	277.632

Liabilities

		31-12-2013 €	31-12-2012 €
Reserves			
Continuity reserve	D	92.787	60.562
Current and accrued liabilities	E	228.482	217.070
Total		321.269	277.632

STATEMENT OF INCOME AND EXPENDITURE FOR 2013

Income		Actual 2013	Budget 2013	Actual 2012
		€	€	€
Direct (own) fundraising income	F	39.363	67.798	33.825
Income from third-party (campaigns)	G	5.059	5.059	2.148
Government subsidies	H	504.818	507.534	234.679
Income from interest and exchange rates	I	<u>2.206</u>	<u>200</u>	<u>295</u>
Total income		551.445	580.591	270.947
Expenditure		Actual 2013	Budget 2013	Actual 2012
		€	€	€
Directly allocated to objectives	J			
Projectcosts		223.616	235.438	163.415
Partner organizations		225.502	<u>264.272</u>	<u>65.475</u>
Total expenditure		449.119	499.710	228.890
Fundraising income				
	K			
Direct fundraising costs	K1	5.555	5.881	5.174
Costs third-party campaigns	K2	1.944	5.059	2.148
Costs subsidies	K3	<u>5.555</u>	<u>5.106</u>	<u>4.732</u>
		13.054	16.046	12.054
Management and administration				
	L			
Costs management and administration		<u>57.047</u>	<u>64.835</u>	<u>18.933</u>
Total expenditure		519.220	580.591	259.876
Result		<u>32.225</u>	<u>-</u>	<u>11.071</u>
Profit or loss appropriation				
Continuity reserve		<u>32.225</u>	<u>-</u>	<u>11.071</u>

CASH FLOW STATEMENT 2013

Cash flow from operational activities

	2013	2012
	€	€
Income	551.445	270.947
Expenditure	<u>519.220</u>	<u>259.876</u>
	32.225	11.071

Cash flow from investment activities

<i>Investments in:</i>		
Receivables, prepayments and other current assets	1.414	14.279
Current and accrued liabilities	<u>8.584</u>	<u>56.723</u>
	9.998	71.002
Movement cash and cash equivalents	<u><u>42.223</u></u>	<u><u>82.073</u></u>
Liquid assets at the end of the financial year	313.864	271.641
Liquid assets at the start of the financial year	271.641	189.567
Movement cash and cash equivalents	<u><u>42.223</u></u>	<u><u>82.074</u></u>

EXPLANATORY NOTES TO THE FINANCIAL STATEMENTS FOR 2013

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, Rutgers WPF must make certain estimates and suppositions that partly determine the amounts included.

Continuity reserve

The continuity reserve of CHOICE enables the foundation to continue meeting its obligations in times of reduced income. The continuity reserve is not part of the discretionary funds of the organization.

(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 receivable.

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. In 2013 the in-kind donations were related to communication and consultancy.

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 no other risk other than future increases in premiums.

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).

5.3 EXPLANATORY NOTES TO THE BALANCE SHEET

A Receivables, repayments and other current assets

	2013 €	2012 €
Receivables donors	5.058	5.378
Prepaid insurance, travel costs and interest	2.347	613
	<u>7.405</u>	<u>5.992</u>

Receivables have a duration period with a maximum of one year.

B Cash and cash equivalents

	2013 €	2012 €
Bank current account and deposit	313.300	271.261
Petty Cash	564	380
	<u>313.864</u>	<u>271.641</u>

The cash equivalents include a bank deposit of EUR 307.146 with an average interest of 0.90% basic and 1.30% top. All cash equivalents are immediately claimable.

D RESERVES

Continuity reserve

	2013 €	2012 €
Situation as of January 1	60.562	49.491
Profit or loss before appropriation	32.225	11.071
Situation as of 31 December	<u>92.787</u>	<u>60.562</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

	2013 €	2012 €
Subsidies received in advance	122.872	183.272
Contractobligations	69.442	-
Holiday provision	4.771	
Contributions for national insurance, income tax and pensions	6.286	
Creditors	17.708	1.650
Payable Stichting Rutgers WPF	1.120	25.140
Nett wages	200	
Other accrued liabilities	6.083	7.007
	<u>228.482</u>	<u>217.070</u>

The amount payable to Rutgers WPF consist of rent and shared costs and in 2012 also costs for staff.

The two largest subsidies received in advance are:

Proceedings subsidies	2013 ASK €	2012 ASK €
Situation as of January 1	143.104	-
Interest	801	
Received	<u>241.506</u>	<u>143.104</u>
Subsidies received in advance	385.411	143.104
Claimed/granted subsidy	<u>-265.621</u>	<u>-</u>
Subsidies received in advance	<u>119.790</u>	<u>143.104</u>

The first advance for the ASK Program 2014 has been received at the end of December 2013.

Proceedings subsidies	2013 MFS II €	2012 MFS II €
Situation as of 1 January	36.206	62.099
Interest	428	2.644
Received	<u>196.050</u>	<u>206.142</u>
Subsidies received in advance	232.684	270.885
Claimed/granted subsidy	<u>-239.197</u>	<u>-234.679</u>
Subsidies received in advance	<u>-6.513</u>	<u>36.206</u>

5.4 EXPLANTORY NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE

F INCOME FROM OWN FUNDRAISING

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Donations and contributions	948	7.000	6.334
In-kind donations	8.144	10.000	6.986
Consultancy	-	1.500	-
Utopa Foundation	5.766	20.000	-
Ford Foundation	3.962	3.962	12.900
Nederlands Jeugd Instituut	20.543	25.336	-
UNFPA Global Youth Forum	-	-	7.605
	<u>39.363</u>	<u>67.798</u>	<u>33.825</u>

G INCOME FROM THIRD PARTY CAMPAIGNS

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Simavi (alliancepartner MFS II)	-	2.148	2.148
Dance4Life (alliancepartner MFS II)	5.059	5.059	-
	<u>5.059</u>	<u>7.207</u>	<u>2.148</u>

H GOVERNMENT SUBSIDIES

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Dutch Ministry of Foreign Affairs MFS II	237.452	237.958	234.679
Dutch Ministry of Foreign Affairs ASK	267.366	269.576	-
	<u>504.818</u>	<u>507.534</u>	<u>234.679</u>

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Total own contribution	41.569	75.005	34.120
Total own contribution and MFS subsidie	279.021	312.963	268.799
Percentage own contribution	14,9%	24,0%	12,7%

I INCOME FROM INTEREST AND EXCHANGE RESULT

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Interest	2.206	200	295
	<u>2.206</u>	<u>200</u>	<u>295</u>

J EXPENDITURE DIRECTLY ALLOCATED TO OBJECTIVES

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Total project costs	449.119	499.710	228.890

Spending percentage

Below, the proportion of the total expenditure on the objective(s) to the total income has been represented as a percentage.

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Total direct expenditures for the objectives	449.119	499.710	228.890
Total income	551.445	580.591	270.947
Spending percentage	<u>81,4%</u>	<u>86,1%</u>	<u>84,5%</u>

K DIRECT FUNDRAISING COSTS**K1 Direct fundraising costs**

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Direct fundraising costs	<u>5.555</u>	<u>5.881</u>	<u>5.174</u>

Cost percentage fundraising

Below, the proportion of the fundraising costs to the total direct fundraising income has been represented as a percentage.

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Direct fundraising income	39.363	67.798	33.825
Direct fundraising costs	5.555	5.881	5.174
Cost percentage fundraising	<u>14,1%</u>	<u>8,7%</u>	<u>15,3%</u>

K2 Costs third party campaigns

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Costs third party campaigns	<u>1.944</u>	<u>5.059</u>	<u>2.148</u>

K3 Costs subsidies

	Actual 2013 €	Budget 2013 €	Actual 2012 €
Costs subsidies	<u>5.555</u>	<u>5.106</u>	<u>4.732</u>

L MANAGEMENT AND ADMINISTRATION

Management and administrative costs

	Actual 2013	Budget 2013	Actual 2012
	€	€	€
Management and administrative costs	57.047	64.835	18.933
Total expenditure	519.220	580.591	259.876
Management and administration percentage	11,0%	11,2%	7,3%

5.5. EXPLANATORY NOTES TO ALLOCATION OF EXPENDITURE

SPECIFICATION AND COST ALLOCATION TO APPROPRIATION

Appropriation	Objective	Raising funds			Management and Administration	Total 2013	Budget 2013	Total 2012
Expenditure		Direct Fundraising	Third Party campaigns	Subsidies				
	€	€	€	€	€	€	€	€
Subsidies and contributions	341.521					341.521	352.585	146.873
Publicity and communication	9.557					9.557	6.000	8.964
Staff costs	65.279	4.119	1.442	4.119	39.541	114.499	119.337	74.043
Accommodation costs	10.000				3.719	13.719	14.500	10.639
Office and general expenses	22.762	1.436	503	1.436	13.787	39.924	64.835	19.358
Total	449.119	5.555	1.944	5.555	57.047	519.220	557.257	259.876

5.6. PAYMENT (EXECUTIVE) BOARD

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

Name	L. Lasance
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	€ 35.357
Holiday allowance	€ 2.486
Year-end bonus	€ 2.999
Variable annual income	
Total annual income	€ 40.842

Social insurance costs	€ 6.235
Taxable (travel) allowance	
Pension contribution	€ 3.461
Other allowances on term	
Employment termination benefits	
Total other allowances and fees	€ 9.696

Subtotal	€ 50.539
-----------------	-----------------

Totaal salary 2013	€ 50.539
Total salary 2012	€ 41.806

5.7 LIABILITIES NOT EVIDENT FROM THE BALANCE SHEET

Percentage own contribution

With regards to the MFSII subsidy a minimum of 25% own contribution is set for the SRHR Alliance. CHOICE does not meet this percentage individually. The SRHR Alliance as a whole contributes well above the 25%. This also applies to the Yout Empowerment Alliance.

6. OTHER

Subsequent events

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

Utrecht, March 28, 2014

General board

Chair	Ms. Margo Bakker
Secretary	Ms. Marelle 't Hart
Treasurer	Mr. Milagro Elstak
General Board member	Mr. Stefan Hennis
General Board member	Ms. Fleur Godrie