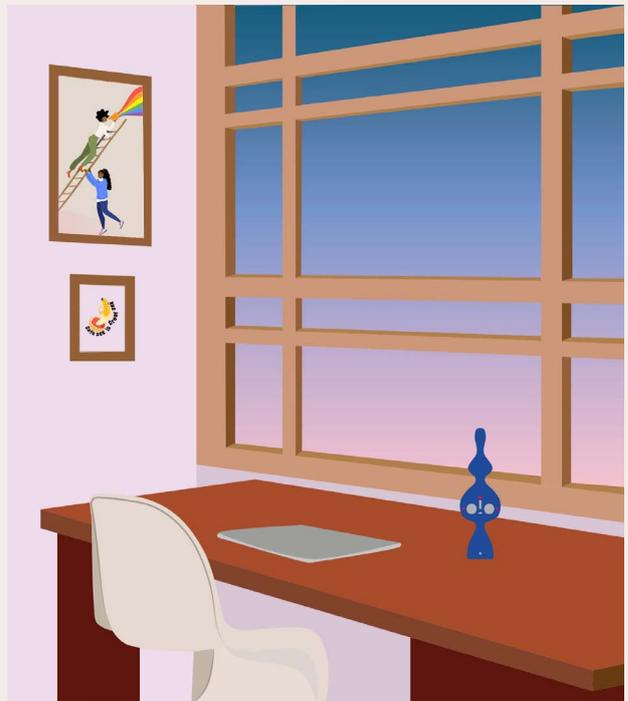
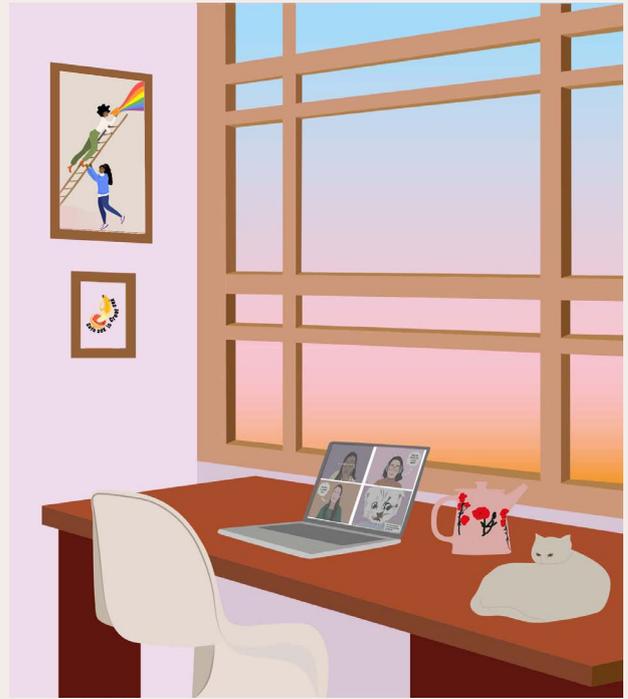


# Annual report 2021



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## LIST OF ABBREVIATIONS

<b>ACAT</b>	<b>Advocacy Capacity Assessment Tool</b>
<b>CoP</b>	<b>Community of Practice</b>
<b>CPD</b>	<b>Commission on Population and Development</b>
<b>CS</b>	<b>Capacity Strengthening</b>
<b>CSW</b>	<b>Commission on the Status of Women</b>
<b>CW</b>	<b>Connector Week</b>
<b>ED</b>	<b>Executive Director</b>
<b>GEF</b>	<b>Generation Equality Forum</b>
<b>iNGO</b>	<b>International Non-Governmental Organization</b>
<b>LGBTQI</b>	<b>Lesbian Gay Bi-sexual Transgender Queer Intersex</b>
<b>MAS</b>	<b>Multi-Annual Strategy</b>
<b>MoFA</b>	<b>Ministry of Foreign Affairs</b>
<b>MIYP</b>	<b>Meaningful &amp; Inclusive Youth Participation</b>
<b>MYP</b>	<b>Meaningful Youth Participation</b>
<b>NGO</b>	<b>Non-Governmental Organization</b>
<b>PMEL</b>	<b>Planning, Monitoring, Evaluation and Learning</b>
<b>PtY</b>	<b>Power to You(th)</b>
<b>RHRN2</b>	<b>Right Here Right Now 2</b>
<b>SDGs</b>	<b>Sustainable Development Goals</b>
<b>SRHR</b>	<b>Sexual and Reproductive Health &amp; Rights</b>
<b>UN</b>	<b>United Nations</b>
<b>UPR</b>	<b>Universal Periodic Review</b>
<b>YA</b>	<b>Youth Advocate</b>
<b>YAP</b>	<b>Youth-Adult Partnership</b>
<b>YASRHR</b>	<b>Youth Ambassador for Sexual and Reproductive Health and Rights, Gender Equality and Bodily Autonomy</b>
<b>YLO</b>	<b>Youth-Led organization</b>



## DEAR READERS!

*2021 – a rocky road but a year that we can look back at with pride nevertheless! We started the year full of excitement, knowing we would finally be kick starting long-awaited new programs. We built on our efforts of 2020, the year in which we learned to deal with working in times of a pandemic and shifting almost all of our work online. By doing so, we achieved more than we thought was possible!*

*2021 was a very exciting year for CHOICE, with a lot of new things. First of all, we started two big new alliance programs, Right Here Right Now 2 and Power to You(th). One year in, we cannot believe how much we have already done: together with our alliance partners, we started a community of practice on Meaningful Youth Participation, developed an online Global Advocacy Academy and hosted our Connector Week, bringing together young people from all our different programs. We also launched our own project Youth Champions for Feminist Futures, in which we work with two amazing youth champions from India and Nepal, breaking barriers and taboos around bodily autonomy and sexual pleasure. Together with other youth-led organizations, we gathered under the We Trust You(th) initiative, in which we challenge youth-focused NGOs and donors to fund young people more intentionally and equitably. Proudly, we launched our own podcast, Young & Powerful with CHOICE for Youth & Sexuality, in which we discuss all things CHOICE.*

*We did all of this together with our amazing team. 2021 was again a year in which we welcomed a lot of new team members, including a new ED. Despite the challenges of the pandemic, we focused a lot on team building, and we were happy to organize an in-person annual general meeting together with all CHOICERS. Internally, we also worked on our Resource Mobilization Strategy, and professionalizing and improving our HR efforts. Furthermore, we started a diversity & inclusion working group, with the aim of further integrating and institutionalizing one of CHOICE's core values.*

*All of the above, and so much more, we managed to do in an environment that keeps on being challenging. Not only because of the Covid-19 pandemic, which again influenced our work in many ways. But also because of the continuously growing conservative forces, and opposition we have to navigate on a daily basis. However, our successes, as well as developments around us, give us sparks of hope. A big thank you to all who have supported us and collaborated with us in 2021. We look forward to continuing our joint work in 2022, building on the new partnerships and achievements of the past year, to work on our dream of a world in which every young person has the power to fully enjoy all aspects of their SRHR.*

*Enjoy reading!*

**Jannemiek Evelo**  
**Executive Director**

**Leander van der Linden**  
**Chair of the Board**



# Get to know CHOICE for Youth and Sexuality

## WHO WE ARE

CHOICE for Youth & Sexuality (CHOICE) is a youth-led organization striving to fulfil universal access to Sexual and Reproductive Health and Rights (SRHR) of young people worldwide. When young people's SRHR cannot be guaranteed, this has an enormous impact not only on their lives, but also on society as a whole. It makes young people's SRHR a crucial issue to be advocating for – which is exactly what we do! We are young and we are here!

Young people are constantly forced to live with the consequences of decisions that directly affect their lives, and which were made without their input. For CHOICE, it has always been about young people. We believe in the unique and innovative power of young people to be drivers of change, and for this reason we advocate for the meaningful participation of young people in decision-making spaces. Although we celebrate the stories of increased involvement of young people in issues that concern them, we still too often experience that young people are not part of the processes that they should be involved in. With young people making up to 42% of the world's population, our voice should not be ignored<sup>1</sup>. Besides it is our right to participate! And it is not just for the benefit of young people: policies and interventions developed with the meaningful inclusion of young people are more relevant to the lived realities of young people, and have proven to be more effective.

**We are young and we are here! Work with us!**

1. Young people under the age of 25. See World Bank. 2018. Atlas of Sustainable Development Goals 2018: From World Development Indicators. World Bank Atlas; Washington DC: World Bank. <https://openknowledge.worldbank.org/handle/10986/29788>.

**“With young people making up to 42% of the world’s population, our voice should not be ignored”**

## WHAT WE DO

CHOICE advocates for the SRHR of young people in multiple ways:

1. We strengthen the capacity of young people to be equal partners in decision-making processes about SRHR
2. We strengthen the capacity of youth-led organizations working on SRHR to be sustainable and connected
3. We strengthen the capacity of organizations working on SRHR to meaningfully include young people and address their needs
4. We advocate for youth-friendly funding
5. We advocate for decision-makers to meaningfully include young people and their SRHR needs



# Vision and mission

## VISION

All young people have the power to make decisions about their sexual, reproductive & love lives.

## MISSION

CHOICE advocates for young people's sexual and reproductive health and rights and for their meaningful participation in the decisions made about their lives. We strengthen the capacity of young people and youth-led organizations, enabling them to become leaders and changemakers in their local communities. CHOICE stands behind equal partnerships – we work together with likeminded youth-led organizations around the world, and exchange knowledge and skills. We broker resources, opportunities and spaces for young people to stand up for their sexual and reproductive health and rights and to participate meaningfully. We stand behind our values and walk the talk – we are proudly youth-led!



# Where did we work in 2021

Just like the rest of the world we mainly worked from home due to the COVID pandemic. However, our work and the work of our partners continues! In 2021 we worked with young people and partners in the following countries under our different programs:

**BANGLADESH | BENIN | BURUNDI | ETHIOPIA  
GHANA | INDIA | INDONESIA | KENYA | NEPAL  
MALAWI | MOROCCO | SENEGAL | TUNISIA  
UGANDA**

We work in cooperation with local partners as we believe in working together creates the best possible outcomes. Therefore, in our partner countries, we work with local young activists or youth-led organizations, and we invest in strengthening our global youth SRHR network!



# Our work

## OUR WORK IN 2021

Our work is guided towards our vision: All young people have the power to make decisions about their sexual, reproductive and love lives! In order to achieve this vision, we have defined five strategic directions that we want to achieve in 2022. These long-term outcomes are:

1. Young people are equal partners in decision-making processes
2. Youth-led organizations are sustainable and connected
3. Organizations working on youth SRHR effectively address the needs of young people
4. Funders structurally provide accessible resources and opportunities to youth-led organizations working on SRHR.
5. Relevant decision-makers structurally integrate MYP and youth SRHR in law and policy-shaping processes.

2021 was the third year of implementation of our multi-annual strategy (MAS). We built on the work done in 2019 and 2020, and expanded the implementation of our strategies in our new programs in the past year.

## YOUNG PEOPLE ARE EQUAL PARTNERS IN SRHR DECISION-MAKING PROCESSES

### LEADING BY EXAMPLE, SHARING OUR KNOWLEDGE AND BROKERING SPACES FOR YOUNG PEOPLE.

As part of our goal to open up advocacy spaces for more young people, as well as to diversify these spaces and make them accessible for youth who are underrepresented in advocacy (particularly in UN spaces):

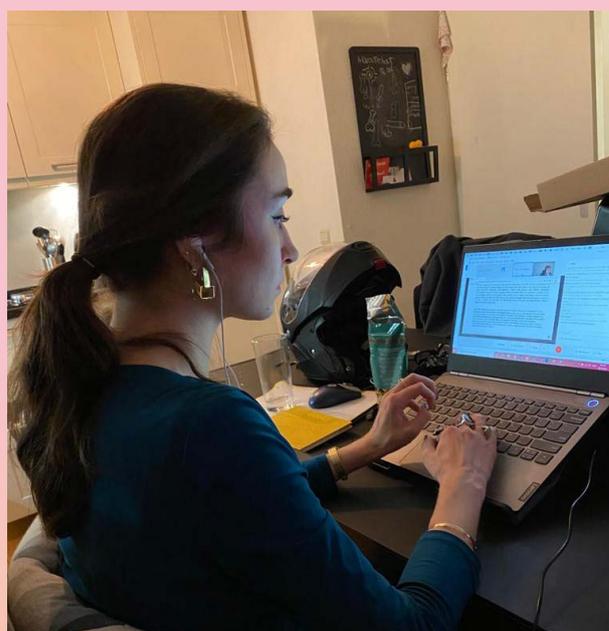
In 2021 CHOICE made some great progress towards achieving this goal, for example, CHOICE's advocacy coordinator Quirine Lengkeek was the NGO representative for the Netherlands to the Commission on the Status of Women (CSW) in March, which meant that there was a young person part of the Dutch delegation and ensuring that the negotiations and outcome document were inclusive and reflective of the issues young people face. We also managed to get the YASRHR on board in the delegation, and created a set place for the YASRHR in the Dutch delegation at either the CSW or CPD for years to come. Together they even proposed new language on young people, which was partially adopted into the Agreed Conclusions. The topic of this year's CSW was women's equal participation in decision-making, a topic very close to our hearts! Additionally, CHOICE was approached by UNFPA, and managed to secure spaces for statements for two youth-led organizations from Mozambique and the Solomon Islands for their countries' Universal Periodic Review at the Human Rights Council session in October. Moreover, CHOICE co-organized the Generation Equality Young Feminist (Un)Conference together with the GEF youth constituencies, as a collective effort to

**CHOICE's advocacy coordinator Quirine Lengkeek was the NGO representative for the Netherlands to the Commission on the Status of Women (CSW).**

address the tokenism, lack of youth-friendly spaces, and lack of meaningful youth engagement in all the stages of the GEF.

### ADVOCACY STRATEGY DEVELOPMENT & SKILLS

To help kick start the program of RHRN2, we offered several trajectories to co-develop advocacy strategies in order to come up with strategic plans in terms of advocacy efforts. This was especially interesting for implementation countries that are new to the program of RHRN2. That is why we offered tools and guidance to create an advocacy strategy for Benin, Burundi, Morocco and Tunisia. Some of the country coalitions are still working on their strategies and will further develop them in 2022.



The topic of this year's CSW was women's equal participation in decision-making, a topic very close to our hearts!

## YOUTH-LED ORGANIZATIONS (YLOS) ARE SUSTAINABLE AND CONNECTED

### CAPACITY STRENGTHENING FOR YOUTH-LED ORGANIZATIONS

Strengthening the organizational capacity of the YLOs working within our programs has been one of the main strategies of CHOICE to ensure they become sustainable and resilient when working for youth's SRHR. In 2021 with the start of CHOICE's new programs like Right Here Right Now 2 (RHRN2) and Power to Youth (PtY), Capacity Strengthening (CS) was made available to all YLOs joining the programs, particularly on topics relevant to them to get started with the implementation and CHOICE delivered as many CS trajectories as possible. Due to the COVID situation, we had to make considerable adjustments to the methodologies and shift from an in-person, offline methodology to an online, digital one.

In the second half of 2021 we started several CS trajectories, the first one being a CS trajectory to a YLO located in Ethiopia: TaYA. TaYA wanted to start the trajectory by making sure their volunteers and staff team working under different programs were familiar with that Planning, Monitoring, Evaluation and Learning (PMEL) is and how it is used within development programs as a management tool. The trajectory under RHRN2 was kicked off with an online training that took place in October 11-13. This trajectory will be continued in 2022 with a fundraising training and a strategic planning workshop.

Under Power to You(th), CHOICE conducted two digital Advocacy Capacity Assessments, the first one for Y-ACT from 22nd September- 15th October 2021 and another from 23rd November-17th of December, a joint ACAT process for our Youth Wave in Malawi and Uganda Youth and Adolescents Health Forum in Uganda. One major outcome of both processes was the development of an advocacy action plan, which will be utilized to plan and prioritize advocacy-related activities, including creating an organization-wide advocacy strategy.



### BUILDING A YOUTH-LED MOVEMENT: (DIGITAL) CONNECTOR WEEK

As a youth-led organization (YLO), CHOICE acknowledges the value of linking YLOs who face similar challenges in terms of strengthening organizational capacity, being meaningfully involved in advocacy spaces, and implementing programs to improve youth SRHR and Meaningful and Inclusive Youth Participation (MIYP) in SRHR programming and advocacy spaces. Strategizing together and sharing best practices is a great way to overcome those challenges.

This is why, as part of the first year of implementation of our current strategic partnerships, CHOICE organized a 4-day digital event, Connector Week (CW), with YLOs working under different programs (RHRN2, PtY and Feminist Futures), so that YLOs had the opportunity to learn from each other's contexts and best practices and strategize in order to sustain program's achievements.

With online events the norm for over a year, this year's Connector Week aimed to use creative methodologies and come up with a program that would inspire and motivate participants to engage actively, despite the remote way of working. We kicked off with a live TV show launch, streamed live to YouTube from our Amsterdam office, featuring young representatives from our partners and programs, before launching into a 4-day journey of digital activities.



Young people from across 15 countries participated in the digital event. According to the evaluation survey at the end of the event, the objectives for the week were met, with an overall score of 4.5 out of 5. More than 90% agreed that the event presented a good opportunity to link and learn from other young peers in their field and program. Similarly, about 94% of the participants also felt that the CW helped strengthen the participants' capacity on topics such as MIYP, youth leadership, fundraising, thematic issues such as child marriage, digital communities, and more. 94% of participants also agreed to have experienced team-building with the other participants in CW.

In terms of the program, the content of the sessions, structure of the agenda, timing and length of the sessions was overall perceived well. Safe space, interactive nature of CW, and learning from other organizations, quality of facilitation were rated very high. All in all, the CW was a very rich experience and a great learning process for the CHOICE team when it comes to organizing an online event in a more interactive way.

### MYP/YAPS SEED GRANTS

To strengthen the implementation of MYP and Youth-Adult Partnerships (YAPs) in RHRN2 and PtY, we offered a seed grant for one or more pilot interventions on MYP or YAPs. Youth-Led Organizations, but also youth groups and networks, could apply for this with a creative proposal, in which they specified their plans, activities and goals. Under RHRN2 there will be 2 YLOs implementing their seed grant activities for 2022. Both TaYA's (Ethiopia) and DAYO's (Kenya) proposals focus on reaching youth with disabilities, through a mobile application and through in and out of school youth champions, respectively. These plans seem to be sustainable, contributing to our advocacy efforts and addressing a gap in their organizational and programmatic work plans.

**More than 90% of Connector Week participants agreed that the event presented a good opportunity to link and learn from other young peers in their field and program.**

In addition to this, under PtY there will be 3 organizations – Youth Wave Malawi (YW), Youth Advocates Ghana (YAG) and 2030 Youth Force Indonesia (2030 YFI) –implementing the seed grants. 2030 YFI is working on developing an MYP checklist developed to build awareness and engagement on MYP as well as developing a training module for youth to strengthen young people's voices in official debates. On the other hand, YAG is leading an MYP project at the grassroots level, where they want to build knowledge, awareness and agency of young people on existing policy-making institutions and processes to promote SRHR in decision-making processes. Finally, YW seeks to strengthen MYP in the village and area development committees key districts in Malawi by promoting YAPs to ensure that youth voices are heard and respected, and that youth have access to equal opportunities and involvement in decision-making processes. This will be done by awareness-raising, targeted advocacy campaigns, and training both adults and youth on MYP using the CHOICE A-Z MYP manual.





**"CHOICE also co-authored two blog pieces ([read the first blog here](#) and the [second one here](#)) to highlight the outcomes, recommendations and learnings from the partnership with EngenderHealth."**

## ORGANIZATIONS WORKING ON YOUTH SRHR EFFECTIVELY ADDRESS THE NEEDS OF YOUNG PEOPLE

### CAPACITY STRENGTHENING ON MEANINGFUL YOUTH PARTICIPATION

When it comes to working for young people's SRHR knowing how to meaningfully involve them can pose a challenge for many youth serving organizations. That is why at CHOICE we made our resources available and offer Capacity Strengthening on Meaningful & Inclusive Youth Participation (MIYP). During 2021, an MIYP training was provided to the coalition implementing the RHRN2 program in Uganda. This training aimed to help the coalition understand the core elements and preconditions of MIYP and support them in increasing MIYP in their programming. The training included four organization members of the Ugandan coalition, all of whom felt that after the training they were very or extremely familiar with the concept and benefits of MYP.

### BUILDING ON YOUTH-ADULT PARTNERSHIPS

As part of the work CHOICE has done in previous years to understand and develop some expertise when it comes to Youth-Adult Partnerships (YAPs), in 2021 the YLT team made sure to include and merge this expertise within our MYP trainings and tools. Thus, the training provided to the Ugandan coalition of RHRN2 also included elements of what YAPs are and what are the best practices when it comes to implementing them within SRHR programs. We also added a chapter on YAPs to the MIYP e-module that was created together with Dance4Life. This way, organizations who go through this tool can learn more about YAPs as well.

In an effort to operationalize Mutual Capacity Strengthening within RHRN2, Communities of Practice (CoPs) are being set up to function as a learning space. As part of the first year of implementation of RHRN2, we set up the first pilot CoP, with a specific focus on MIYP and YAPs. Its members represent all 10 implementation countries of the program (Bangladesh, Benin, Burundi, Ethiopia, Indonesia, Kenya, Morocco, Nepal, Tunisia, Uganda). In this way, the representatives will be part of a space dedicated to learning from each other's contexts, strategizing and sharing best practices in the area of MIYP and YAPs

in order to strengthen the RHRN2 programming. Intermediary evaluation insights already showed us that the members feel it is a great way to learn from each other's country contexts with a very diverse group of members.

In addition to this, in line with the MAS objectives, CHOICE continued its MYP consultancy with EngenderHealth, to strengthen MYP and YAPs for adult-led organizations working on SRHR. To understand MYP in the organization, CHOICE conducted a baseline assessment on MYP, to assess the current status of MYP in EngenderHealth, which included a review of organizational policies, and focus group discussions to understand staff's perception of MYP. As a next step, CHOICE delivered a digital training trajectory on MYP for capacity building of the EngenderHealth staff on structurally integrating MYP into their work. A full training of 4 sessions spread out over four weeks was conducted with 15 staff members, including programmatic and operational staff based in the India, East Africa and West and Central Africa country teams. A short training session was also conducted with the Executive Team. The trainings included value clarification sessions, introduction to MYP, its benefits and importance, in-depth sessions on the Flower of Participation (the core elements, different form and the preconditions of YP) as well as co-creation sessions where participants worked in groups to create their own MYP Action Plans. In addition, CHOICE made key recommendations on integrating and scaling up MYP specifically for EngenderHealth as well as top 10 best practices for all CSOs to support the integration of MYP in organizations and programs. CHOICE also co-authored two blog pieces ([read the first blog here](#) and the [second one here](#)) to highlight the outcomes, recommendations and learnings from the partnership. To further ensure that all staff within EngenderHealth have developed basic knowledge on MYP, CHOICE also created a webinar-style introductory course on MYP. Lastly, to support EngenderHealth in better monitoring and evaluating MYP, CHOICE submitted a one-pager including key reflections and made recommendations on integrating youth-specific indicators both in its operational as well as programmatic work.

## FUNDERS STRUCTURALLY PROVIDE ACCESSIBLE RESOURCES AND OPPORTUNITIES TO YOUTH-LED ORGANIZATIONS WORKING ON SRHR

### WE TRUST YOU(TH) INITIATIVE

2021 marked the year when CHOICE, along with four other YLOs and the support of Family Planning 2030 (FP2030), launched the We Trust You(th) Initiative. The initiative is co-led by CHOICE, Copper Rose Zambia, Green Girls Platform, International Youth Alliance for Family Planning (IYAAP), and ¿Y Yo, Por Qué No?. We Trust You(th) was founded following a comprehensive partnership building process in 2021, with the aim of challenging and supporting youth-focused donors and iNGOs to partner and fund young people more intentionally and equitably. We are driven by the need to end systemic inequities that currently thrive within relationships between youth-led organizations and youth-focused donors and iNGOs.

**As the We Trust You(th) Initiative, we seek to challenge and support youth-focused donors and NGOs to get their relationships with young people right. We are doing this by:**

1. Issuing a public challenge to donors and NGOs to take specific concrete action to improve how they partner, fund, and support young people. We hope that this public challenge will facilitate action on issues that have remained internal conversations solely amongst donors and NGOs.
2. Creating a practical problem-solving community, where youth-led organizations, participatory grant making advisors, specialists in revising NGO practices, and youth-focused donors and iNGOs can work together to tackle specific challenges, building trust along the way. We hope that this collective problem-solving group will enable all those who accept the challenge to complete the actions they challenge themselves to, making the world that much more equitable for young people.

### CONTINUED ADVOCACY FOR YOUTH-FRIENDLY FUNDING

In 2021 we continued to advocate for funding to be made directly available to YLOs. Our advocacy efforts became stronger through the collaborative work we have done as

the We Trust You(th) Initiative, which is one of CHOICE's biggest endeavors so far under this strategic pathway.

In addition to this, CHOICE participated in online events to facilitate linking and learning with other youth-led or youth-focused organizations. In August 2021, we facilitated a discussion on accessing youth-friendly funding at the 'Reimagining the Future of Funding for Youth Action' webinar co-organized by Global Fund for Children, CIVICUS and Restless Development. Later in the year, we connected with the Global Youth Queer Network to co-organize practical capacity-building workshops on fundraising. CHOICE facilitated two separate sessions in October and November 2021 under the umbrella of Queer Youth Dialogues, and discussed with participants some practical pathways to develop fundraising strategies. These sessions allowed CHOICE to further explore the challenges faced by LGBTQI+ youth organizations when seeking funding.



## RELEVANT DECISION-MAKERS STRUCTURALLY INTEGRATE MYP AND YOUTH SRHR IN LAW AND POLICY SHAPING PROCESSES



### INCREASING ADVOCACY EFFORTS IN DUTCH CONTEXT

CHOICE took part in writing a joint shadow report for the Dutch CEDAW review together with the Dutch CEDAW Network. Because of our advocacy experience, CHOICE was asked specifically to also work on the statement that was held about the report, reflecting the main points. The State report is expected in the summer of '22.

In 2021, CHOICE also started exploring the Universal Periodic Review (UPR) process with advocates, for which the Netherlands is up for review in 2022. The National Advocacy Group (NAG) is writing an SRHR specific shadow report, and CHOICE has taken up a role in coordinating the process for broader civil society together with Amnesty International.

Because of our updated position paper on sex work, CHOICE started exploring funding and advocacy opportunities on this more, especially on young sex workers. To be continued!

Within the SRHR alliance, CHOICE remained active on informing and influencing parliament after the elections, such as through re-launching the SRHR MPI (multi-party initiative).

### POLICY INFLUENCING ON YOUTH SRHR AND MYP IN GENEVA AND NEW YORK UN PROCESSES

In 2021 the CHOICE International Advocacy Team has continued our dedicated work to achieve the progressive language in UN outcome documents and open up international advocacy spaces to more young people. We influenced at 8 UN outcome documents focused on SRHR and youth. Due to the continued remote nature of our advocacy work (and the rest of the world) due to the COVID-19 pandemic, we once again faced difficulties in making gains across the outcome documents we influenced. Unresponsive diplomats, gatekeeping from conservative states, and opposition making use of the digital advocacy spaces meant that progress was slow and difficultly won. However, despite some of these challenges, CHOICE still saw progression in outcome documents, such as resolutions on Preventable Maternal Mortality and Morbidity and Violence Against Women.

### THE YOUTH AMBASSADOR FOR SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS, GENDER EQUALITY AND BODILY AUTONOMY (YASRHR)

Due to the pandemic the Youth Ambassador's focus switched during Lisa's term to advocating and being involved within the Ministry and on participating in con-

## The Youth Ambassador was able to participate in several decision-making processes, attend internal meetings and host speaking engagements.

ferences and UN events. The Youth Ambassador was able to participate in several decision-making processes, attend internal meetings and host speaking engagements. Lisa was able to make big stride towards becoming more recognized within the Ministry and therefore was consulted on and invited to participate in different processes. Collaboration with different parties within the Ministry has never been so good, which has paved the way for the next Youth Ambassador, Laura Bas.

Even though in 2021 the effects of COVID were still restricting the Youth Ambassador, Lisa de Pagter, to hold many consultations with young people, she participated in several online speaking engagements and consultations to engage with youth on topics such as youth participation, SRHR and gender equality. Laura Bas, who succeeded Lisa on November 1st, has kept this up by using her social media to reach out to a diverse group of young people. She has currently conducted 2 online consultations; one with young people from Indonesia and one with adolescent women and young girls in Sudan. To enhance policy makers' knowledge on MYP, CHOICE gave input several times to the Meaningful Youth Participation Practical Toolkit and is currently creating an e-course on MYP for Ministry staff which will serve as an introduction to the toolkit. The e-course is expected to be launched in 2022.

In November of 2021 the MoFA's Youth Advisory Council, an advisory council for the Ministry of Foreign Affairs in which the YASRHR works together with other youth representatives, was launched as a pilot. CHOICE has worked together with the MoFA's team on Youth, Education and Work, the Dutch Youth Council (NJR), and

West Wing to create this advisory council. This ranged from discussions that had started in 2020 on the Terms of Reference to the selection of the Youth Advisory Council. The council will collaborate with different teams within the Ministry, ambassadors and embassies to give young people a voice in the Ministry's policy processes.

## COMMUNICATIONS

In 2021 we began developing a Communications Strategy which will outline our goals for our work under communications, as well as how we intend to align our communications with CHOICE's fundraising and advocacy efforts for maximum impact.



### LAUNCHING CHOICE PODCAST

2021 saw CHOICE launch our first ever Podcast, Young and Powerful with CHOICE for Youth and Sexuality. This podcast is an opportunity for CHOICE to lend our platform to issues surrounding SRHR and young people for experts on different topics, and to inform, advocate and learn on a variety of themes related to our work. Topics already covered by the podcast include; pleasure-based comprehensive sexuality education, the importance of meaningful youth participation, youth leadership, working as an abortion doula, and more. We have released 6 episodes and have over 500 listeners from around the world. In 2022 we will continue to release episodes and deliver interesting content to our followers!

### ALIGNING CHOICE ADVOCACY WITH COMMUNICATIONS

As part of the idea to integrate communications with other aspects of CHOICE's work, communications have been used more in 2021 to enhance our advocacy and to showcase the work that we do. This is important as it not only displays our track record of achieving our goals and making progress on youth SRHR to donors, but also informs youth and other key stakeholders about the trends, issues, and successes we are seeing in the SRHR world with regards to human rights.

**Topics already covered by the podcast include; pleasure-based comprehensive sexuality education, the importance of meaningful youth participation, youth leadership, working as an abortion doula, and more.**

## FUNDRAISING



In 2021, in addition to working on proposal development and partnership building for several opportunities, we also took time to do an internal reflection on how we approach fundraising. This process helped us to further align our fundraising strategy with our MAS and the core values of CHOICE. With the support of an external consultant, Hye Jin Zumkehr of Zumkehr Development Consultancy, we developed the CHOICE Resource Mobilization Strategy for 2021–2024 which is meant to guide us in our efforts to raise funding and resources for CHOICE's work. With the strategy, we aim to diversify and increase our funding to support long-term sustainability of our organization. Our new strategy also serves as a commitment to pursue and engage in more equal level partnerships with partners in the Global South, and continuously advocate and support efforts to make funding more accessible to YLOs.

2021 was also the year to celebrate new funding and projects:

### YOUTH CHAMPIONS FOR FEMINIST FUTURES

CHOICE would like to thank the Bill and Melinda Gates Foundation for the grant we received under the 'Generation Equality: Supporting a New Wave of Youth-Led Activism for Gender Equality' request for proposals that supports one-year projects on youth-led advocacy. With this grant, CHOICE started implementing the 'Youth Champions for Feminist Futures' project from March 2021 onwards where we work with feminist youth champions from India and Nepal to create a youth consultative advo-

cacy trajectory, and amplify meaningful youth participation and leadership around and beyond the Generation Equality Forum (GEF).

### WE TRUST YOU(TH) INITIATIVE

In 2021 we co-created the We Trust You(th) Initiative with four other YLOs (Copper Rose Zambia, Green Girls Platform, International Youth Alliance for Family Planning and ¿Y Yo Por Qué No?) to advocate for youth-focused donors and iNGOs to be accountable to young people. CHOICE would like to thank Family Planning 2030 (FP2030) who has supported the We Trust You(th) Initiative with start-up funds. All current funds are held by the International Youth Alliance for Family Planning (IYAFP).

### SHARE-NET INTERNATIONAL CAPACITY STRENGTHENING TRAJECTORY ON MYP

Following the implementation of our capacity strengthening (consultancy) trajectory on MYP in 2020 with EngenderHealth, we also developed an MYP capacity strengthening partnership with Share-Net International in collaboration with TaYA, our long-term YLO partner in Ethiopia. This partnership supported Share-Net International with assessing the current status of MYP within their country hubs, adopting and implementing MYP within the newly founded Share-Net International country hub secretariats in Ethiopia, Colombia and Burkina Faso in addition to the ones in the Netherlands, Bangladesh, Jordan and Burundi.

### PARTNERSHIP WITH PLAN INTERNATIONAL

2021 also marked the year when we started building a new capacity strengthening partnership on MYP with Plan International. The purpose of our partnership is to reflect on and enhance how Plan International engages youth and youth-led organizations, to ensure their meaningful participation and representation. CHOICE will work with seven Country Offices of Plan International to support the organization self-assess the current status of MYP in their work and identify pathways for change regarding partnerships with youth.

# Organization

## OUR ORGANIZATION

### The Team

#### THE GENERAL BOARD

The general board is the governing body of the organization and determines the policies and organizational strategy. They carry ultimate responsibility for the organization. Their task is to oversee if planned activities and budget are in line with the policies and strategy of the organization and they evaluate the functioning of the Executive Director. The board has the responsibility to supervise the organization, which is arranged by quarterly management reporting and periodic board meetings.

A board member is selected through an application procedure, where a selection committee consisting of a current board member, a youth advocate and an external advisor recommends a candidate to the organization. Youth advocates and the sitting board vote for the appointment of the new board members. A board member is appointed for two years with the possibility to extend for two additional two-year terms. Board members are engaged on a voluntary basis. Every board member receives a remuneration of EUR 200 per month for their work. In July 2021, it was decided to raise the remuneration for the chair to EUR 300 per month. Their remunerations are well below the maximums as stipulated in the 'Wet Normering Topinkomen'

#### Composition of the general board as per 31 December 2021

**Leander van der Linden (Chair)** Anthropology and Development studies. Project Officer Oxfam Novib

**Rawan Raad (Treasurer)** Student of Medicine

**Charlotte van Tuijl (Secretary)** MSc Public Health and Society. Junior SRHR Advisor at KIT Royal Tropical Institute

**Jona Claire Turalde (General Board Member)** BA Anthropology. Coordinator, Transform Education hosted by UNGEI

**Enow Awah Georges Stevens (General Board Member)** Doctor of Medicine Degree, MD. Sexual and Reproductive Health Clinician.

**Sucharita Iyer (General Board Member)**, MSc. Socio-cultural Anthropology, independent consultant

#### Youth Advocates

CHOICE started as an organization run by volunteers, or youth advocates (YAs). That is why our youth advocates still play a significant role in the CHOICE structure. Since 2018, the youth advocates organize themselves in multiple long-term working groups and short-term working groups for projects that come up. Youth advocates are responsible for our external communication, our national advocacy and they manage their own team in terms of selection, evaluation and personal development.

This year the responsibilities for guiding the Youth Advocates were, in line with our governance reform, transferred to the staff team in the role of the Youth Advocate Coordinator. The Youth Advocate Coordinator supports the Youth Advocates in their capacity strengthening, supports the different working groups in questions regarding capacity, group dynamics and learning, and supports the advocates in managing their own team.

Even though 2021 was another year overshadowed by the Covid-19 pandemic, the Youth Advocates have not been idle. The Advocates Guidance Group recruited seven new Youth Advocates, supported their capacity strengthening and strengthened the Youth Advocates internal cohesion. The External Communication group started their year with creating the Social Media Campaign "Get to know CHOICE" in which they informed the general public about the work CHOICE does. They also hosted a webinar on Disability and SRHR during

the International Day of People with Disability, which was attended by 50 people. Meanwhile, the long-term working group responsible for our national advocacy engaged with Rutgers, Soa Aids Nederland, Amref Flying Doctors to initiate the Politieke Sekswijzer (the political voter guide) for the national elections in March 2021. The Sekswijzer was filled out by 57.000 voters and helped them compare their views and perspectives on sex, relationships and intimacy with 11 political parties to help them inform their votes. The YAs have also supported CHOICE's preparation for the Universal Periodic Review. Our Advocates Guidance Group produced the Reflection Report, based on conversations with each Youth Advocate and the long-term working groups, with important findings and recommendations concerning meaningful participation of the advocates.

### Staff Team

The staff team is responsible for the daily management of the organization, the coordination and implementation of our programs, our advocacy work, the partner management, communication and fundraising, supporting the youth advocates, and the finances. The staff team implements the biggest part of our annual work plan and comes together in quarterly meetings to evaluate progress. In 2021, the staff team consisted of an Executive Director, an Office Manager & Youth Advocate Coordinator, a Resource Mobilization Coordinator, an Advocacy and Communications Coordinator, two Advocacy Coordinators and five Program Coordinators.

#### Our staff members in 2021 were:

##### Advocacy Coordinators

- Benjamin Nolan (until April 2021)
- Mori Plaschinski (from April 2021)
- Quirine Lengkeek

##### Advocacy & Communications Coordinator

- Poppy Stanbury

##### Program Coordinators

- Anne Souwman (until January 2021)
- Carys Stirling (from August 2021)
- Daphne Visser (from December 2021)
- Jannemiek Evelo (until March 2021)

- Juliana Jaramillo
- Lisette Hirschhauser (until September 2021)
- Pragya Singh
- Roos van Kreij
- Samy Verhaaren (from May 2021)

##### Office Manager

- Mik Nordkamp (until April 2021)

##### Office Manager & Youth Advocates Coordinator

- Daphne Visser (from April 2021)

##### Resource Mobilization Coordinator

- Hilal Tekmen

##### Executive Directors

- Jannemiek Evelo (from April 2021)
- Lindsay Vogelzang (until April 2021)

*Throughout 2021, the team has been supported by our financial controller Joost Verduin.*

### Executive Director

The Executive Director (ED) is responsible for the daily management of the organization. This includes the design, development, and implementation of organizational strategic plans in a cost-effective and time-efficient way. The Executive Director is accountable to the general board and reports to them on a regular basis. The current Executive Director is Jannemiek Evelo. Jannemiek had been working as Program Coordinator for CHOICE before she was appointed as our Executive Director. The earnings of Jannemiek were EUR 43.069 (based on 1 FTE/9 months, including vacation pay and year-end bonus). A total of EUR 18.789 was also paid out to the ex-Executive Director Lindsay Vogelzang, who was CHOICE's Executive Director until April 2021. The total earnings of both EDs do not exceed the maximum as stipulated in the 'Wet Normering Topinkomens', as the maximum for Jannemiek Evelo was EUR 143.250 and the maximum for Lindsay Vogelzang was EUR 63.667. In addition, the board of CHOICE follows the 'regeling beloning directeuren van goede doelen organisaties'. The treasurer of the board has calculated that CHOICE has a BSD score of 325 points in 2021. This score establishes the maximum salary of the executive director

for 2021 at EUR 66.464 for Jannemiek Evelo and EUR 29.540 for Lindsay Vogelzang. CHOICE remains well below this threshold. The actual salary of Jannemiek Evelo (excl. pension costs and taxable expenses) was EUR 39.833 and the actual salary of Lindsay Vogelzang was EUR 17.102. Further information regarding the salary of the Executive Director and the remuneration of the board members can be found in the financial section of this report.

### FTE

We started the year on 1 January 2021 with 10.67 FTE (excluding the Executive Director). For CHOICE, 1 FTE is 36 hours/week. Due to a new program, from March 1st, 2 contracts of Advocacy Coordinators were raised with 0.11 FTE. During the year the Executive Director Lindsay Vogelzang left and Jannemiek Evelo took over this position. In the months April and May, three new staff members joined the team in the positions of Office Manager, Advocacy Coordinator and Program Coordinator, due to people leaving and being promoted internally. Because a staff member fell sick for a longer time in March (who in the end left the organization in September), another staff member's contract was extended from April onwards to cover this Program Coordinator position. Another new Program Coordinator was hired in August, because a staff member got a new part-time job at another organization. Finally, in December, our Office Manager was promoted to Program Coordinator, and her contract was temporarily extended with 0.11 FTE for the handover period. All of this resulted in a total of 9.44 FTE on 31 December 2021 (excluding the ED) and a total average over 2021 of 11.07 FTE (including the ED). In 2020, our FTEs were secured for most of the capacity for the years from 2021-2026 due to acquiring long-term projects. In January 2022 we added 0.89 FTE to the staff team, since our new Office Manager has joined the team. Meanwhile, two Program Coordinators have left the team, whose positions have been filled already. This will bring the number of FTE to 8.67 at the end of January 2022 (excluding ED).

### Advisory Board

CHOICE strongly believes in the merit of youth-adult partnerships in complimenting youth-run endeavors. As such, we have solicited advice in the past from our

Advisory Board. This partnership was however put on hold in 2020 as we revised our governance structure and sought to redefine the support needed by the Board. In 2021, we moved further with brainstorming on how we can best structure our advisory board, and we're excited to relaunch this youth-adult partnership in 2022!

**The staff team implements the biggest part of our annual work plan and comes together in quarterly meetings to evaluate progress.**

# Multi-Annual Strategy

In 2019 we proudly launched our Multi-Annual Strategy (MAS) that guides our work between 2019 and 2022. The strategy was developed in co-creation with the board, staff and youth advocates. The process was supported by a consultant, and external partners of CHOICE also provided input on CHOICE strengths. Our MAS is guided by the CHOICE Theory of Change (ToC) that shows five pathways of change.

CHOICE's work in 2019-2022 is defined along the following five strategic directions:

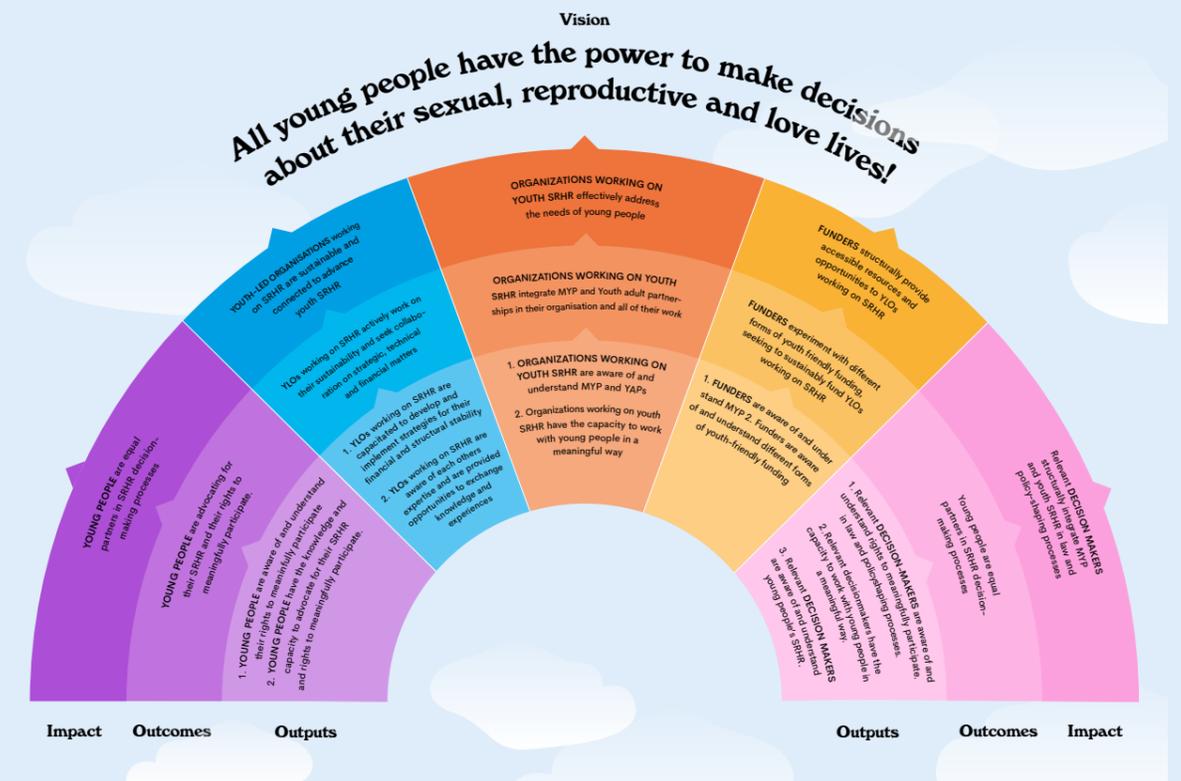
1. Young people are equal partners in SRHR decision-making processes
2. Youth-led organizations working on SRHR are sustainable and connected to advance youth SRHR
3. Organizations working on youth SRHR effectively address the needs of young people
4. Funders structurally provide accessible resources and opportunities to YLOs working on SRHR
5. Relevant decision-makers structurally integrate MYP and youth SRHR in law and policy-shaping processes.

This Multi Annual Strategy guides the work of CHOICE throughout multiple years. CHOICE has been a pioneer

in supporting youth-led organizations and movements to flourish and grow, being a youth-led organization itself. Informed and driven by the SDGs 3: Good health and well-being and 5: Gender equality, we support youth SRHR, recognizing the importance and potential of young people to contribute to sustainable development and progress in their societies. Guided by our strategy, we defined our proposition through the following areas of work:

We have developed broad experience in fostering meaningful youth participation (MYP) and youth-adult partnerships through capacity strengthening and training:

- We strengthen the capacity of young people and youth-led organizations to be equal partners in decision-making processes about SRHR, and to create strong, sustainable and connected youth movements.
- We strengthen the capacity of organizations working on youth SRHR to integrate MYP in their organizations and programming in order to generate more impact for young people's SRHR.
- We focus on youth-friendly funding and advocate for it. We want to make an effort to bring funders and YLOs closer together and bridge this gap by pro-



\*On the next page you can view the TOC image in detail.

moting best practices and alternative, youth-friendly ways of funding.

- We conduct youth-led advocacy for SRHR and bodily autonomy through advocacy capacity strengthening:
- We strengthen the capacity of youth advocates and youth-led organizations participating in UN decision- and policy-making spaces through advocacy skills building and training.
- We conduct advocacy targeted at relevant decision-makers to structurally integrate MYP, youth SRHR and inclusive language in law and policy-shaping processes.
- We ensure that youth voices are integrated into policy development regarding SRHR in the Netherlands (and globally) through the Dutch Youth Ambassador for SRHR, Gender Equality and Bodily Autonomy, a joint initiative of CHOICE and the Dutch Ministry of Foreign Affairs.

We host an online resource hub, You(TH) Do IT!, which is a youth-friendly platform for everyone to access knowledge resources on SRHR, MYP, youth-friendly services and more. With You(TH) Do IT!, we celebrate young people's right to information and agency.

In 2021, we did a belated midterm review of our 2019-2022 MAS. The review showed that the MAS 2019-2022 definitely helped us to structure our activities, and strategically plan our work. For each pathway, progress has been significant, which really shows how all of the team has been engaged in achieving our strategic goals. The review also presented gaps and goals still to be achieved. For each of the pathways, these have been integrated into the year plan for the last year of the MAS, 2022, to the extent feasible. We also plan to use the MAS midterm report as input for our next MAS, which we will develop in 2022.



## CODE OF CONDUCT AND INTEGRITY POLICY & SOCIAL REPORT

Furthermore, CHOICE follows the guidelines of CBF's erkenningsregeling, which was granted again in 2020. Since 2018 CHOICE is also part of Goede Doelen Nederland and therefore we meet the following codes, rules and guidelines:

- SBF-code voor Goed Bestuur
- Richtlijn 650 and Aanbeveling Toepassing Richtlijn 650 'kostentoerekening beheer en administratie'
- Erkenningsregeling Goede Doelen
- Regeling beloning directeuren van goede doelen
- Richtlijn Financieel Beheer goede doelen

In 2020 we revised our Code of Conduct and Integrity Policy, which is in effect as of February 2020. Our position of Confidential Advisor has been taken over by a new staff member in the beginning of 2021 because our previous Confidential Advisor left the organization. The new Confidential Advisor has received training and will be in position as of March 2021. In 2021, we started collaborating with an external integrity advisor from Q2 onwards through De Integriteitscoördinator. Together with our external integrity coordinator, we have revised our integrity policy in 2021, which will be approved by the board in January 2022. Our external integrity coordinator has set up a platform on which people working for and with CHOICE can report integrity breaches and complaints, and monitor incoming messages. In case of a serious issue, they will inform the ED and board and the appropriate process as outlined in our Integrity Policy will be followed. In Q4, the external integrity coordinator facilitated training for all CHOICERS on how to use the platform, and informed everyone on the process after a report or complaint is received.

### Inappropriate behavior and reporting/complaints

CHOICE considers it crucial to deal with inappropriate behavior. Inappropriate behavior is defined in our Integrity Policy. This includes:

- Sexual harassment
- Bullying

- Aggression and violence
- Discrimination
- Abuse of power
- Financial violations

When inappropriate behavior happens, this can be reported through our complaints procedure or reporting procedure. In 2021, no internal reporting cases or complaints were issued, and the Confidential Advisor was not consulted for cases relating to this.

### Social report

At CHOICE we find it important to strive for a healthy work environment. Since spring 2020, this has been more challenging because of the COVID-19 pandemic.

We started 2021 very optimistic, with the expectation that we would spend less time in lockdown and working from home than in 2020, and maybe would even be able to travel for work again. Looking back, we can say that the year has again been a rollercoaster, and we did our best to adapt to the situation. With 'working from home' still being the default for most of the time, we kept the work from home allowance in place, and our Office Manager made sure that all current and new team members had the necessary equipment. In 2021, the COVID team was revived as the 'new ways of working team'. However, it turned out planning for new ways of working was difficult, because of the unpredictable nature of the pandemic. Therefore, all new developments and government updates were monitored carefully by the ED. After each government press conference, the staff team was updated on what new measures meant for them, and a general update e-mail with all new measures was sent to the whole organization.

Social connection is very important at CHOICE, and we did aim to make the most of the situation by seeing each other and organizing joint activities when this was possible, for example by organizing coffee walks, in-person staff drinks, and we managed to do the annual general meeting in person in September, which provided

## SOCIAL REPORT & HUMAN RESOURCES MANAGEMENT

a much-needed opportunity for everyone in the organization to meet face-to-face and bond. Meanwhile, we kept on investing in digitally connecting with each other, by having online drinks, online general meetings, and digital 'we work we play' sessions for the staff team. For the staff team specifically, we realized that the pandemic as well as the insecurity around new programs and potential impact on FTE in 2020 had damaged the team dynamics. Therefore, a team building trajectory was set up together with Nina Pavlovska from Zeza Learning Experience Design as external facilitator. This trajectory took place from July till September 2021, and was held partly online and partly in-person. A smaller digital trajectory was organized for staff and board together, to foster connection and build trust between these different constituencies.

We observe that the workload for our staff and board members is high and are mitigating and monitoring this. For example, the teams within staff organize their capacity and programmatic responsibilities flexibly in that they can support each other when extra capacity is needed. Within the staff team we had an 8,09 % absence rate. This is a lot higher than in other years, due to two staff members being ill for a longer time. There were two staff members who consulted the health and safety officer in 2021 because of physical and mental health issues.

CHOICE strives to create an international and diverse staff team, because we believe this is beneficial for the understanding of our work, professional and social development of our team members and organization. Inclusivity is one of our core values. In continuation of integrating this value, with a strong focus on intersectionality, in our organizational and programmatic work we started in Q3 2021 a diversity and inclusion (D&I) working group. This working group recruited a D&I consultant and started working together at the end of the year. The consultant will, amongst other things, define what D&I means to CHOICE, review CHOICE's HR policy and recruitment process with a crosscutting D&I lens, write CHOICE's

D&I policy, work on a cross-cultural CHOICE's handbook and build the capacities of team members to continue implementing the D&I policy.

### Human resources management

In 2021, CHOICE invested in strengthening and professionalizing our Human Resource Management. An HR consultant was hired, Shana O'Brien from Humanitarian Resources Consulting. From May 2021 onwards, Shana supported CHOICE. She started with an HR assessment report, which provided clarity on the most urgent gaps in CHOICE's HR policies and practices. Following the assessment report, a total rewards revision process was started, in which in a participatory way CHOICE came up with a new system and policy for rewarding our staff based on our internal values and rewards philosophy. Before, CHOICE voluntary followed the CAO GGZ for the salary determination of staff, and after an intensive revision of the complete HR policy with the entire organization, it was decided and approved to switch to the CAO Sociaal Werk for the staff salary determination from September 2021 onwards. CHOICE's own HR policy became guiding on employer-employee relationships, which is based on CHOICE's values, the CAO GZZ and Sociaal Werk. Furthermore, Shana supported the CHOICE team in identifying all HR-related roles in the organization, so we can work on remaining capacity gaps. The consultancy assignment was rounded up with a handover report, which will ensure the sustainability of all HR efforts of 2021.



## PMEL

PMEL is an integral part of our work within the programs. In 2021 with the beginning of our partnerships (RHRN2, PtY) efforts needed to be made in order to set up a PMEL system that will enable the management of the programs throughout the program cycle. CHOICE contributed to these efforts within the programs from an MIYP perspective, ensuring that the programs will reflect on young people not only as beneficiaries but also as active agents of change. Each program will be reported bi-annually and the information will be made public in IATI for RHRN2 and PtY.

Furthermore, the Data Management System (DMS) was designed following our internal PMEL framework, as well as those of the programs. Currently in Promeva, we are now gathering all the information regarding our internal, activities and our programs. Additional efforts were made in 2021 to make sure the advocacy strategy is reflected in our PMEL framework and can be measured through our DMS. The concept outline for advocacy specific PMEL will be discussed with the software developer from Promeva.

Finally, since not all the staff/board team were familiar with PMEL and Promeva, trainings were provided in 2021 to all the staff and the board teams to ensure that everyone is aware of our PMEL framework and their own responsibilities when it comes to Promeva.

## CORPORATE SOCIAL RESPONSIBILITY

Starting in 2019 CHOICE has been focused on reducing our ecological footprint and we developed guidelines for decision making on international travelling, since that was a big contributor to our emissions. In 2021, similar to 2020, we turned out not to be travelling at all due to the COVID pandemic. In a way, this maintained our reduced ecological footprint. In 2020 we organized an additional session to see how we can continue reducing our ecological footprint, even when everything turns back to 'normal' again. Since 'back to normal' unfortunately has not become a reality in 2021, the outcomes of this 2020 session and the guidelines we developed in 2019 still form an important basis of limiting our ecological footprint, also after the pandemic. A more hybrid way of

working, which we foresee to last, will limit our footprint as well, since less CHOICERS will be commuting to the office, and we use fewer materials such as paper.

In selecting and monitoring our international partners, we make sure they share our values and views on what makes a better world for young people. This includes gender equality, LGBTIQ+ rights, diversity and inclusion, HIV and AIDS, co-operation among civil society organizations and financial management. In 2021, we started with developing a policy on how we select our donors as well, for example by looking at their human rights track record and diversity policy, to ensure that also their policy and practices match with CHOICE's core values.

## CHOICE POLICIES

In 2021 the board and administration officer worked on policy revisions. The policies that have been updated and approved by the board are:

- CHOICE Integrity Policy
- HR Policy
- Privacy Policy
- Procurement Policy

Next to policies we also developed an anti-racism position paper following the public discussions on Black Lives Matter, a movement which is true to the values of our organization. This position paper together with a draft of the gender inclusion paper will be developed in 2021 into a Diversity and Inclusion policy. In this policy we want to strongly integrate these important movements and values in our organizational approach.

## RISK ANALYSIS AND UNCERTAINTIES

Being a youth-led organization in a changing field of international development brings risks and uncertainties. We have identified several risks that we faced in 2020 and 2021 and which we will continue to face in 2022. In the matrix presented below we indicate the risk, impact and probability, and our mitigation actions.

CHOICE strives to create an international and diverse staff team, because we believe this is beneficial for the understanding of our work, professional and social development of our team members and organization

	<b>Risks</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigating actions</b>	<b>Status</b>
1	Turnover of CHOICE staff leading to drop in project implementation and institutional memory loss	M	H	<ol style="list-style-type: none"> <li>1. Plan for a 3-year term for the ED to ensure some stability.</li> <li>2. Ensure ongoing sharing of knowledge within the IAT and YLT.</li> <li>3. Develop standard handover manual for all new staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Done</li> <li>2. In progress</li> <li>3. Planned</li> </ol>
2	Dependency on one main donor	H	H	<ol style="list-style-type: none"> <li>1. Development of a new fundraising strategy.</li> <li>2. Increased networking with funders.</li> <li>3. Advocacy for more youth-friendly funding.</li> <li>4. Exploration of technical partnerships.</li> </ol>	<ol style="list-style-type: none"> <li>1. Done</li> <li>2. Planned</li> <li>3. In progress</li> <li>4. In progress</li> </ol>
3	Shrinking political space in partner countries as well as in the Netherlands limits our freedom of working	M	M	<ol style="list-style-type: none"> <li>1. Keep close contact with relevant countries and be flexible in program planning.</li> <li>2. Build good relationships with key MPs, MoFA and embassies.</li> <li>3. Show importance of protecting activists and space for civil society to decision-makers and public.</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. In progress</li> <li>3. In progress</li> </ol>
4	Decrease in internal capacity within CHOICE with staff, board, and advocates	M	M	<ol style="list-style-type: none"> <li>1. Training period for new advocates.</li> <li>2. More directed training strategy for staff members.</li> <li>3. Increased use of Board training budget.</li> <li>4. Revision of the Advisory Board structure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Done</li> <li>2. Planned</li> <li>3. Planned</li> <li>4. In progress</li> </ol>
5	Turnover of board members out of their term leading to loss of institutional management memory	M	H	<ol style="list-style-type: none"> <li>1. Work with a Board Coach to strengthen processes and ensure a smooth transition between Boards.</li> <li>2. Improvement of the handover process.</li> <li>3. Overlap between departing and incoming Board members.</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. Done</li> <li>3. Done</li> </ol>
6	COVID pandemic leading to impact the implementation of our work in terms of partner relations and international advocacy.	M	H	<ol style="list-style-type: none"> <li>1. Continue to invest in the development of online implementation of activities.</li> <li>2. Ensure accessibility of online international advocacy spaces for young people.</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. Planned</li> <li>3. In progress</li> </ol>
7	Fraud or financial mismanagement at implementing partners	M	S	<ol style="list-style-type: none"> <li>1. Biannual partner reports declaring expenses, checked by program coordinators</li> <li>2. Yearly audits of partner reports by accredited audit firms</li> <li>3. Incorporating lessons learned from fraud case 2019 in external fraud prevention policy</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. In progress</li> </ol>
8	Changing development landscape with less funding for Northern-based organizations like CHOICE	H	H	<ol style="list-style-type: none"> <li>1. Continuous critical reflection on our role and added value as organization</li> <li>2. New MAS to be developed as an important strategic basis</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. Planned</li> </ol>

# Financial results

## INCOME

Total income for CHOICE in 2021 was € 776.994, a decrease of 47% compared to 2020. 2020 was the closing year of three major programs funded by the Dutch Ministry of Foreign Affairs: Right Here Right Now, Yes I Do and Get Up Speak Out, as well as the Rights, Evidence, Action program funded by Amplify Change. In 2021, CHOICE started two new SRHR partners: Right Here Right Now 2, and Power to You(th). A big difference compared to the previous programs is that under the new programs, CHOICE doesn't act as a grant manager, and no budget is transferred directly to Southern partners from CHOICE. Instead, CHOICE solely receives income for our own programmatic activities.

## EXPENDITURE

In 2021 CHOICE spent a total of € 882.168 The percentage spent on objectives in 2021 was 71% - a decrease compared to the 85% in 2020. This was caused by different factors. First, and most importantly, as mentioned above, under the new programs started in 2021, CHOICE doesn't pay out grants to partners anymore. Second, the total income of CHOICE decreased significantly for the same reason, while the organization still had the same standard expenditures for overhead cost (e.g. overhead staff, office rent). Third, due to the start-up of the new programs and the covid-19 pandemic, we were unable to spend all of our activity budget under the programs as planned. Finally, 2021 was a year in which we invested in our organization and staff to further professionalize, which led to more overhead costs. It is the long-term objective of CHOICE that the percentage of overhead costs does not exceed a 10% threshold. It has been the long-term objective of CHOICE to lower the overhead costs, but in light of the change in income and objective expenditures, the targets have to be redefined.

## RESERVES

The negative financial result for 2021 was € 107.139. While the actuals are lower than the budget, CHOICE still has a loss due to costs for indirect staff and overhead that were made and budgeted for, but that the organization was unable to claim under RHRN2 due to an incorrect way of budgeting them. A considerable part of the loss - an amount of € 68.690 - might still be claimed under RHRN2, as the discussion regarding this claim is still ongoing at the time of writing. The amount of € 107.139 has been deducted from the CHOICE general reserve, which is now standing at € 135.784. Our reserve is needed to ensure that CHOICE can meet its contractual obligations regarding salary and organizational costs. These obligations are at a bare minimum estimated to be € 175.000, so the current reserve does not meet this anymore. However, CHOICE has commitments for the RHRN2 and Power to You(th) programs up till the of 2025, which are high enough to keep CHOICE financially solvent for the coming four years. Since the loss in 2021 can be regarded as an anomalous exception, we are confident that for the coming four years the continuity of CHOICE will not be endangered. CHOICE will prioritize to bring the financial reserve back up to the desired minimum.

## PROGNOSIS 2022

### ORGANIZATION

After two years with a strong internal focus, on our governance structure and our HR systems and practices, in 2022 we plan to have a more outside-looking perspective. First of all, in 2022, we will develop our new Multi-annual Strategy (MAS), which will be our strategic guide in the years to come. The new MAS is also the perfect opportunity to further reflect on CHOICE's role in the changing development landscape, and how we as organization can contribute even more to decolonization. 2022 will also mark the year that CHOICE will turn 25, and of course we cannot let that go unnoticed – we hope the covid-19 pandemic will permit us to celebrate it properly! Furthermore, building on the fundraising strategy we developed in 2021, we will also continue with our efforts to diversify our funding base, as we see our dependence on one donor as one of our biggest organizational risks.

Of course, we will also continue with strengthening our own organization. Following our governance reform process, we plan to revamp the advisory board. Also, we plan to continue our efforts started in 2021 on diversity, equity and inclusion, and make sure the DEI perspective is included in all CHOICE's policies and practices.

### YOUTH LEADERSHIP PROGRAM

In the coming year we will adapt our way of working to a needs-based approach in which partners need to be aware and informed of what we can offer as (technical) partner. It also asks from our team to organize a needs-based offer of our methodology and trainings which are tailored to the needs of our partners. To be able to provide the high quality of our assessments and trainings (e.g. OCA, ACATs, MYP/YAPs trainings) we will invest in internal capacity building and further virtualize our trajectories and keep on evaluating this approach. This means also investing in our French language skills to support our partners best during strategic meetings, trainings and other communications. Moreover, we will update our tools in terms of language and content. We are going to develop chapters and guidelines on inclusivity and online facilitation, as we feel these are crucial

topics to support our partners and own efforts with. Lastly, we will support several YLO's in their MIYP/YAPs seed grant activities this year.

### ADVOCACY

We have broadened our advocacy work in 2021 by co-developing the Global Advocacy Academy under RHRN2 in which youth advocates from all over the world are strengthened in their advocacy. The first module will be launched in 2022. We will also continue to implement the advocacy strategy which has been developed in 2020 and guides our advocacy work the coming years. In 2022 we will continue our work brokering spaces for young people in UN advocacy spaces in New York and Geneva, and sensitizing UN structures and stakeholders to meaningful youth participation and young people's SRHR. We will also aim to diversify our advocacy efforts to be more strategic; engage in advocacy spaces where our expertise is definitively missing, where it is most beneficial for our partners, or where we can have an impact on agenda-setting. We will continue to deliver capacity strengthening trajectories for our partners.

## 2. ANNUAL FINANCIAL STATEMENTS 2021

## 2.1. BALANCE AS OF DECEMBER 31, 2021

ASSETS		12/31/21	12/31/20
		€	€
Fixed assets	5.1	4.672	3.916
Receivables	5.2	23.536	23.629
Prepayments and other current assets	5.2	12.503	25.827
Cash and cash equivalents	5.3	383.659	471.524
<b>Total</b>		<b>424.370</b>	<b>524.895</b>
RESERVES AND LIABILITIES		12/31/21	12/31/20
		€	€
Reserves			
*Continuity reserve	5.4	135.784	242.923
*Current and accrued liabilities	5.5	288.585	281.972
<b>Total</b>		<b>424.370</b>	<b>524.895</b>

## 2.2. STATEMENT OF INCOME AND EXPENDITURE FOR 2021

INCOME		Actual 2021	Budget 2021	Actual 2020
		€	€	€
Private persons	6.1	359	1.000	2.382
Companies	6.2	-	-	-
Lottery organizations	6.3	-	-	-
Government subsidies	6.4	490.797	647.918	1.142.523
Related not-for-profit organizations	6.5	202.855	257.768	-
Unrelated not-for-profit organizations	6.6	82.982	96.691	323.133
<b>Total income from fundraising</b>		<b>776.994</b>	<b>1.003.377</b>	<b>1.468.038</b>
Sale of products and services	6.7	-	-	-
Other income	6.8	-	-	-
<b>Total income</b>		<b>776.994</b>	<b>1.003.377</b>	<b>1.468.038</b>
EXPENDITURE		Actual 2021	Budget 2021	Actual 2020
		€	€	€
Directly allocated to objectives				
Projectcosts – wages & organization		432.258	471.542	445.148
Projectcosts – travel & other direct		192.074	277.943	282.415
Projectcosts		624.332	749.485	727.564
Partner organizations		-	-	487.421
<b>Total expenditure</b>		<b>624.332</b>	<b>749.485</b>	<b>1.214.984</b>

## Fundraising and administration costs

Fundraising costs	59.769	65.201	69.463
Management and administration	198.066	216.066	149.165
	<b>257.835</b>	<b>281.267</b>	<b>218.628</b>
<b>Total expenses</b>	<b>882.168</b>	<b>1.030.753</b>	<b>1.433.613</b>
	<b>Actual 2021</b>	<b>Budget 2021</b>	<b>Actual 2020</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Result before financial income & costs	-105.174	-27.376	34.426
Financial results	-1.965	-1.200	341
<b>Total results</b>	<b>-107.139</b>	<b>-28.576</b>	<b>34.767</b>
<b>Appropriation of the result</b>			
Added to continuity reserve	-107.139	-28.576	34.767

### 2.3. CASH FLOW STATEMENT 2021

	2021	2020
	€	€
<b>Cash flow from operational activities</b>		
Surplus/deficit	-107.139	34.767
Adjustments for depreciation	2.420	4.437
	<b>-104.719</b>	<b>39.203</b>
<b>Changes in work capital</b>		
Changes in accounts receivable	13.418	119.065
Changes in accounts payable	6.614	-85.613
	<b>20.031</b>	<b>33.452</b>
<b>Cash flow from investing activities</b>		
Investments in tangible fixed assets	-3.176	-1.710
	<b>-3.176</b>	<b>-1.710</b>
<b>Net cash flow</b>		
Cash flow from operational activities	-104.719	39.203
Changes in work capital	20.031	33.452
Cash flow from investing activities	-3.176	-1.710
	<b>-87.864</b>	<b>70.945</b>
Cash on January 1	471.524	400.578
Cash on December 31	383.659	471.524
<b>Movement cash and cash equivalents</b>	<b>-87.864</b>	<b>70.945</b>

### 3. EXPLANATORY NOTES RELATED TO THE FINANCIAL STATEMENTS FOR 2020

#### 3.1. 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.

#### 3.2. 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.

### 4. 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.

#### Fixed assets

CHOICE does not foresee to end its activities any time soon. Depreciation is therefore calculated with the normal ongoing percentages.

#### 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.

#### (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.

#### 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. EXPLANATORY NOTES TO THE BALANCE SHEET

### 5.1. FIXED ASSETS

	2021 €	2020 €
Acquisition costs	7.280	16.481
Accumulated depreciation	-2.608	-12.565
	<b>4.672</b>	<b>3.916</b>
	2021 €	2020 €
Fixed assets previous year	3.916	6.643
Depreciation for the year	-2.420	-4.437
New investments	3.176	1.710
	<b>4.672</b>	<b>3.916</b>
	2021 €	2020 €
Accumulated depreciation start of the year	-12.565	-8.129
Depreciation for the year	-2.420	-4.437
Divestments during the year	12.378	0
Accumulated depreciation end of the year	<b>-2.608</b>	<b>-12.566</b>
<p><i>During 2021 CHOICE acquired new laptops. Depreciation percentage is 33%. All assets are used for the day-to-day management of the organisation.</i></p>		
	2021 €	2020 €
Receivables donors & subsidies	23.536	23.629
Other debtors	1.079	10.269
Deposits and securities	3.130	3.130
Prepayments and other advances	8.293	12.429
	<b>36.039</b>	<b>49.456</b>

Receivables have a duration period with a maximum of one year.  
The major receivable donors and subsidies are as follows:

	2021 YA 19-23 €	2020 YA 19-23 €
Situation as of 1 January	-72.721	-50.763
Interest	-	-
Received	-	-80.768
<hr/>		
Subsidies received in advance	-72.721	-131.531
Claimed/granted subsidy	96.257	58.810
<hr/>		
Subsidies receivable	<b>23.536</b>	<b>-72.721</b>
<hr/>		
	2021 Yes I Do! €	2020 Yes I Do! €
Situation as of 1 January	19.577	49.966
Interest	-	-
Received	33.054	330.240
<hr/>		
Subsidies received from lead agent	13.477	380.206
Claimed/granted subsidy	13.476	399.783
<hr/>		
Subsidies receivable	<b>-0</b>	<b>19.577</b>

### 5.3. CASH AND CASH EQUIVALENTS

	2021 €	2020 €
Bank current account and deposit	383.048	470.868
Petty Cash	611	656
<hr/>		
	<b>383.659</b>	<b>471.524</b>

The cash equivalents include a bank deposit of EUR 327.565 with an average interest of 0%.  
All cash equivalents are immediately claimable.

### 5.4 RESERVES

	2021 €	2020 €
Continuity reserve		
Situation as of January 1	242.923	208.157
Profit or loss before appropriation	-107.139	34.766
<hr/>		
Situation as of 31 December	<b>135.784</b>	<b>242.923</b>

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

### 5.5 CURRENT AND ACCRUED LIABILITIES

	2021 €	2020 €
Subsidies received in advance	188.582	153.640
Holiday provision	44.046	43.123
Contributions for national insurance, income tax and pensions	16.551	26.761
Creditors	28.927	27.977
Other accrued liabilities	10.480	30.470
<hr/>		
	<b>288.585</b>	<b>281.972</b>

The reservation of EUR 68.690 reflects costs made for RHRN2 that may possibly not be claimable.  
Within the other accrued liabilities is a reservation of EUR 10.000 for audit costs.

The three largest subsidies received in advance are:

	2021 RHRN2 €	2020 RHRN2 €
Proceedings subsidies		
Situation as of 1 January	-	-
Interest	-	-
Received	518.106	-
<hr/>		
Subsidies received in advance	518.106	-
Claimed/granted subsidy	435.687	-
Reservation possibly unclaimable amount	-68.690	-
<hr/>		
Subsidies received in advance	<b>151.109</b>	<b>-</b>

Proceedings subsidies	2021 PTY €	2020 PTY €
Situation as of 1 January	-	-
Interest	-	-
Received	222.414	-
<hr/>		
Subsidies received in advance	222.414	-
Claimed/granted subsidy	198.582	-
<hr/>		
<b>Subsidies received in advance</b>	<b>23.832</b>	<b>-</b>

Proceedings subsidies	2021 FemFut €	2020 FemFut €
Situation as of 1 January	-	-
Interest	-	-
Received	41.745	-
<hr/>		
Subsidies received in advance	41.745	-
Claimed/granted subsidy	28.104	-
<hr/>		
<b>Subsidies received in advance</b>	<b>13.641</b>	<b>-</b>

Proceedings subsidies	2021 GuSo €	2020 GuSo €
Situation as of 1 January	48.157	153.162
Paid back to lead agent	40.525	-
Received	-	255.982
<hr/>		
Subsidies received from lead agent	7.632	409.144
Claimed/granted subsidy	7.632	360.987
<hr/>		
<b>Subsidies received in advance</b>	<b>-0</b>	<b>48.157</b>

Proceedings subsidies	2021 RHRN €	2020 RHRN €
Situation as of 1 January	12.843	-5.243
Paid back to lead agent	6.408	-
Received	-	341.028
<hr/>		
Subsidies received from lead agent	6.435	335.785
Claimed/granted subsidy	6.435	322.942
<hr/>		
<b>Subsidies received in advance</b>	<b>-0</b>	<b>12.843</b>

Proceedings subsidies	2021 REA4 €	2020 REA4 €
Situation as of 1 January	19.919	-
Paid back to lead agent	4.726	-
Received	-	337.770
<hr/>		
Subsidies received in advance	15.193	337.770
Claimed/granted subsidy	15.193	317.851
<hr/>		
<b>Subsidies received in advance</b>	<b>-</b>	<b>19.919</b>

#### Liabilities not presented on the balance sheet

CHOICE has a rental contract with Amnesty International which is renewed that every year, and which can be cancelled with a 9 month notice. The rental contracts is worth € 13.500 per year.

## 6. EXPLANTORY NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE

## 6.1. INCOME FROM PRIVATE PERSONS

	Actual 2021	Budget 2021	Actual 2020
	€	€	€
Donations and contributions	359	1.000	2.382
In-kind donations	-	-	-
	<b>359</b>	<b>1.000</b>	<b>2.382</b>

## 6.2. INCOME FROM COMPANIES

	Actual 2021	Budget 2021	Actual 2020
	€	€	€
Donations and contributions	-	-	-
In-kind donations	-	-	-
	<b>-</b>	<b>-</b>	<b>0</b>

## 6.4. GOVERNMENT SUBSIDIES

	Actual 2021	Budget 2021	Actual 2020
	€	€	€
Dutch Ministry of Foreign Affairs RHRN	6.435	5.000	322.942
Dutch Ministry of Foreign Affairs GuSo	7.632	10.000	360.987
Dutch Ministry of Foreign Affairs Yes I Do!	13.476	15.000	399.783
Dutch Ministry of Foreign Affairs			
Youth Ambassador 19-23	96.257	99.811	58.810
Dutch Ministry of Foreign Affairs RHRN2	366.997	518.107	-
	<b>490.797</b>	<b>647.918</b>	<b>1.142.523</b>

The subsidies for the programmes of RHRN, GuSo and Yes I Do ran from 2016 till 2020.

The subsidy for Youth Ambassador 19-23 runs from January 2019 till December 2023.

The subsidy for RHRN2 runs from January 2021 till December 2025.

## 6.5. INCOME FROM RELATED NOT-FOR-PROFIT ORGANIZATIONS

	Actual 2021	Budget 2021	Actual 2020
	€	€	€
AMREF for Power To You(th)	198.582	252.164	-
KIT	3.420	5.604	-
Other institutions	853	-	-
	<b>202.855</b>	<b>257.768</b>	<b>-</b>

CHOICE is a technical partner in Power To You(th), which runs from January 2021 till December 2025.

## 6.6. INCOME FROM UNRELATED NOT-FOR-PROFIT ORGANIZATIONS

	Actual 2021	Budget 2021	Actual 2020
	€	€	€
Mannion Daniels Amplify Change (REA)	15.193	20.000	311.851
Engender Health	30.393	32.025	4.051
Gates Foundation Feminist Futures	28.104	37.833	-
Other institutions	9.292	6.833	7.231
	<b>82.982</b>	<b>96.691</b>	<b>323.133</b>

## FINANCIAL RESULTS

	Actual 2021	Budget 2021	Actual 2020
	€	€	€
Income from interest	-	-	4
Bank and other financial expenses	1.965	1.200	337
	<b>1.965</b>	<b>1.200</b>	<b>341</b>

**EXPENDITURE DIRECTLY ALLOCATED TO OBJECTIVES**

	<b>Actual 2021</b>	<b>Budget 2021</b>	<b>Actual 2020</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Total project costs	624.332	749.485	1.214.984

**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:

	<b>Actual 2021</b>	<b>Budget 2021</b>	<b>Actual 2020</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Total direct expenditures for the objectives	624.332	749.485	1.214.984
Total income	776.994	1.003.377	1.468.038
Spending percentage	80,4%	74,7%	82,8%

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:

	<b>Actual 2021</b>	<b>Budget 2021</b>	<b>Actual 2020</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Total direct expenditures for the objectives	624.332	749.485	1.214.984
Total expenditure	882.168	1.030.753	1.433.613
Spending percentage	70,8%	72,7%	84,7%

**FUNDRAISING COSTS****Fundraising costs**

	<b>Actual 2021</b>	<b>Budget 2021</b>	<b>Actual 2020</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Fundraising costs	59.769	65.201	69.463

**Cost percentage fundraising**

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

	<b>Actual 2021</b>	<b>Budget 2021</b>	<b>Actual 2020</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Fundraising income	776.994	1.003.377	1.468.038
Fundraising costs	59.769	65.201	69.463
Cost percentage fundraising	7,7%	6,5%	4,7%

**MANAGEMENT AND ADMINISTRATION****Management and administrative costs**

	<b>Actual 2021</b>	<b>Budget 2021</b>	<b>Actual 2020</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Management and administrative costs	198.066	216.066	149.165
Total expenditure	882.168	1.030.753	1.433.613
Management and administration percentage	22,5%	21,0%	10,4%

## 7. EXPLANATORY NOTES TO ALLOCATION OF EXPENDITURE

## SPECIFICATION AND COST ALLOCATION TO APPROPRIATION

Appropriation	Objective	Raising funds	Management and Administration	Total 2021	Budget 2021	Total 2020
Expenditure	€	€	€	€	€	€
Grants to partners	-	-	-	-	-	487.421
Direct project costs	192.074	-	-	192.074	277.943	282.415
Staff costs	379.132	52.424	173.723	605.279	653.229	558.394
Accommodation costs	14.765	2.042	6.765	23.572	28.310	27.279
Office and general expenses	38.361	5.304	17.577	61.243	71.270	78.104
<b>Total</b>	<b>624.332</b>	<b>59.769</b>	<b>198.066</b>	<b>882.168</b>	<b>1.030.752</b>	<b>1.433.613</b>

## 7.1 SPECIFICATION COSTS

	ACTUAL 2021	BUDGET 2021	ACTUAL 2020
	€	€	€
Salaries	405.080	413.259	386.739
Social security	81.755	66.121	61.878
Pension	32.311	66.662	62.384
<b>Total staff costs</b>	<b>519.146</b>	<b>546.043</b>	<b>511.002</b>
Illness insurance	14.644	8.000	8.079
Trainings for staff	14.780	20.866	15.797
Health services staff	4.207	1.000	1.514
Travel staff to office	1.545	10.000	3.027
HR consultant	22.360	18.000	-
Technical consultant	-	24.960	-
Team coach	4.243	3.000	-
Training board	-	1.500	-
Other personnel expenses	137	1.000	-
Team outings & celebrations	2.122	1.500	-
Board coach	2.996	3.000	-
Working from home allowance staff	5.255	-	4.257
Other travel expenses	-	-	613
Internship costs	-	-	632
Board - representation & allowance	13.842	14.360	11.330
Representation staff & advocates	-	-	2.145
<b>Total indirect staff costs</b>	<b>86.133</b>	<b>107.186</b>	<b>47.393</b>
Rent	12.231	15.810	14.233
Office costs	3.800	2.000	2.629
Write offs	2.420	5.000	4.437
IT	5.122	5.500	5.980
<b>Total accomodation</b>	<b>23.572</b>	<b>28.310</b>	<b>27.279</b>
Volunteer expenses	67	1.000	559
Board declarations	22	500	217
Membership fees	8.917	8.000	8.193
Website hosting	4.832	1.500	2.312
Foundation costs	6.405	7.500	6.130
Staff declarations	235	510	313
Fundraising	5.043	5.000	17.960
Communications	3.967	7.000	5.168
Consultant governance structure	2.125	2.500	6.375
D&I policy consultant	2.500	2.500	-
Integrity advisor	454	2.500	-
NL Advocacy	-	1.000	-
External representation	-	-	-
executives & board	-	500	-
PMEL system ProEMVa (also in programs)	-	2.750	-
Other general costs	320	510	-
<b>Total general organisation</b>	<b>34.886</b>	<b>43.270</b>	<b>47.226</b>

	<b>ACTUAL 2021</b>	<b>BUDGET 2021</b>	<b>ACTUAL 2020</b>
	<b>€</b>	<b>€</b>	<b>€</b>
Finance administration	15.103	18.000	21.213
Accountant	5.644	5.000	3.123
Payroll services	2.609	2.000	4.493
Advice	3.000	3.000	2.048
<b>Total accountant &amp; admin</b>	<b>26.357</b>	<b>28.000</b>	<b>30.877</b>
	<b>690.094</b>	<b>752.809</b>	<b>663.777</b>

**PAYMENT OF DIRECTORS**

During 2021 CHOICE has had two executive directors:

<b>Directors during 2021</b>	<b>Jannemiek Evelo</b>	<b>Lindsay Vogelzang</b>
Started	1/apr./2021	1/jan./2021
End	31/dec./2021	30/apr./2021
FTE	1,0	1,0
Former TOP employee	no	no
Employment by contract	yes	yes
Salary	€ 39.833	€ 17.102
Pension	€ 2.884	€ 1.470
Taxable expenses	€ 351	€ 217
Total salary costs	€ 43.069	€ 18.789
WNT maximum per year	€ 191.000	€ 191.000
WNT maximum in proportion	€ 143.250	€ 63.667
Goede Doelen maximum per year	€ 88.619	€ 88.619
Goede Doelen maximum in proportion	€ 66.464	€ 29.540
<b>Directors during 2020</b>	<b>Lindsay Vogelzang</b>	<b>Nathalie Metheuver</b>
Started	1/feb./2020	1/jan./2020
End	31/dec./2020	14/mei/2020
FTE	1,0	1,0
Former TOP employee	no	no
Employment by contract	yes	yes
Salary	€ 44.472	€ 20.063
Pension	€ 3.688	€ 1.782
Taxable expenses	€ 368	€ 0
Total salary costs	€ 48.528	€ 21.845
WNT maximum per year	€ 189.000	€ 189.000
WNT maximum in proportion	€ 173.250	€ 70.875
Goede Doelen maximum per year	€ 88.310	€ 88.310
Goede Doelen maximum in proportion	€ 80.951	€ 33.116

*In 2021 the pension costs reflect the contribution of CHOICE to the director's wage costs.*

*In 2020 and earlier years this figure reflected the payment to the pension funds.*

*The total amount of salary costs has not changed because of this different calculation.*

## BOARD CHOICE 2021

**Chair**

Active during 2021	<b>Leander v/d Linden</b>	<b>Lara Fizaine</b>
Former top functionary	no	no
Contract of employment	no	no
WNT maximum	€ 28.650	€ 28.650
Board stipend 2021	€ 900	€ 1.800

**Treasurer**

Active during 2021	<b>Rawan Raad</b>	
Former top functionary	no	no
Contract of employment	no	no
WNT maximum	€ 19.100	€ 19.100
Board stipend 2021	€ 2.200	

**Secretary**

Active during 2021	<b>Charlotte van Tuijl</b>	<b>Mats Stegeman</b>
Former top functionary	no	no
Contract of employment	no	no
WNT maximum	€ 19.100	€ 19.100
Board stipend 2021	€ 200	€ 1.200

**General member**

Active during 2021	<b>Jona Claire Turalde</b>	<b>Georges Enow Aweh</b>	<b>Sucharita Iyer</b>	<b>Giulia Giacometti</b>	<b>Leander v/d Linden</b>
Former top functionary	no	no	no	no	no
Contract of employment	no	no	no	no	no
WNT maximum	€ 19.100	€ 19.100	€ 19.100	€ 19.100	€ 19.100
Board stipend 2021	€ 2.400	€ 2.400	€ 1.000	€ 1.200	€ 542

**Board Choice 2020****Chair**

Active during 2020	<b>Max Bloem</b>
Former top functionary	jan-dec
Contract of employment	no
WNT maximum	no
Board stipend 2020	€ 28.350
	€ 2.400

**Treasurer**

Active during 2020	<b>Lara Fizaine</b>
Former top functionary	jan-dec
Contract of employment	no
WNT maximum	no
Board stipend 2020	€ 18.900
	€ 2.400

**Secretary**

Active during 2020	<b>Giulia Giacometti</b>	<b>Mats Stegeman</b>
Former top functionary	jan-sep	oct-dec
Contract of employment	no	no
WNT maximum	no	no
Board stipend 2020	€ 14.175	€ 4.725
	€ 1.800	€ 600

**General member**

Active during 2020	<b>Mayanka Vij</b>	<b>Georges Enow Awah</b>	<b>Jona Claire Turalde</b>	<b>Giulia Giacometti</b>
Former top functionary	jan-aug	oct-dec	oct-dec	oct-dec
Contract of employment	no	no	no	no
WNT maximum	no	no	no	no
Board stipend 2020	€ 12.600	€ 4.725	€ 4.725	€ 4.725
	€ 1.600	€ 600	€ 600	€ 600

**BUDGET 2021**

	Actual 2020	Budget 2021	Actual 2021	Budget 2022
<b>Income</b>				
BuZa - Right Here Right Now	€ 322.942	€ 5.000	€ 6.435	-
BuZA - Get up speak out	€ 360.987	€ 10.000	€ 7.632	-
BuZA - Yes I Do (Plan)	€ 399.783	€ 15.000	€ 13.476	-
Amplify Change - Rights Evidence Action	-€ 6.000	-	-	-
Youth Ambassador jun19 - dec23	€ 58.810	€ 99.811	€ 96.257	€ 118.111
Rights Evidence Action 2020	€ 317.851	€ 20.000	€ 15.193	-
Sprint with NJR	€ 1.960	-	-	-
Ariadne Fonds	€ 5.271	-	-	-
Engender Health	€ 4.051	€ 32.025	€ 30.393	-
Power to You(th)	€ 0	€ 252.164	€ 198.582	€ 174.914
BuZa - Right Here Right Now 2	€ 0	€ 518.107	€ 366.997	€ 491.545
Youth Champions Feminist Futures	€ 0	€ 37.833	€ 28.104	€ 2.854
Sharenet - Strenghtening MYP	€ 0	€ 5.604	€ 3.420	-
FP2030	-	-	€ 5.131	€ 3.000
ActionAid	-	-	€ 4.161	-
Nieuwe subsidies - stichtingen	€ 0	€ 6.833	€ 853	-
Indivuele donaties & consultancy (9110, NLBB)	€ 2.382	€ 1.000	€ 359	-
Interest	€ 4	-	-	-
<b>Total income</b>	<b>€ 1.468.042</b>	<b>€ 1.003.376</b>	<b>€ 776.994</b>	<b>€ 790.424</b>
<b>Projectcosts</b>				
BuZa - Right here right now	€ 67.481	-	-	-
BuZA - Get up speak out	€ 276.080	-	-	-
BuZA - Yes I Do (Plan)	€ 252.945	-	-	-
Amplify Change - Rights Evidence Action	€ 1.431	-	-	-
Sharenet - YouAct	€ 0	-	-	-
International AIDS Society	€ 0	-	-	-
Youth Ambassador jun19 - dec23	€ 20.005	€ 41.878	€ 44.306	€ 61.878
Rights Evidence Action 2020	€ 145.438	-	€ 520	-
Sprint with NJR	€ 691	-	-	-
Ariadne Fonds	€ 5.263	-	-	-
Engender Health	€ 0	€ 13.125	€ 2.160	-
Power to You(th)	€ 0	€ 91.500	€ 40.793	€ 14.250
BuZa - Right here right now 2	€ 0	€ 106.808	€ 87.825	€ 84.408
Youth Champions Feminist Futures	€ 0	€ 21.993	€ 12.676	-
FP2030	-	-	-	-
ActionAid	-	-	€ 3.794	-
Sharenet - Strenghtening MYP	€ 0	€ 2.640	-	-
<b>Total projectcosts</b>	<b>€ 769.335</b>	<b>€ 277.943</b>	<b>€ 192.074</b>	<b>€ 160.536</b>

**Personnel- and organization cost**

Salary costs	€ 511.002	€ 546.043	€ 519.146	€ 478.623
Other personnel costs	€ 47.393	€ 107.186	€ 86.133	€ 63.000
Office costs	€ 27.279	€ 28.310	€ 23.572	€ 27.200
General organization costs	€ 47.226	€ 43.270	€ 34.886	€ 53.500
Account and administration costs	€ 30.877	€ 28.000	€ 26.357	€ 24.500
Finance costs (Interest and bank costs)	€ 164	€ 1.200	€ 1.965	€ 1.200
<b>Total</b>	<b>€ 663.941</b>	<b>€ 754.009</b>	<b>€ 692.059</b>	<b>€ 648.023</b>
<b>Total result</b>	<b>€ 34.767</b>	<b>€ -28.577</b>	<b>€ -107.139</b>	<b>€ -18.135</b>

## 8. SUBSEQUENT EVENTS

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

Amsterdam, May 25 2022

### General board

Chair	Leander v/d Linden
Secretary	Charlotte van Tuijl
Treasurer	Rawan Raad
General Board members	Jona Claire Turalde
	Georges Enow Aweh
	Sucharita Iyer

**AUTHOR**

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