



ANNUAL REPORT 2019

DEAR READER,

Unsafe sex is still the fastest growing health risk for young people. Access to health is a human right and let's not forget that!

Dance4Life believes that sexual reproductive health and pleasure is a fundamental right for all young people to enable them to live out their full potential. In 2019 we collaborated with many other actors to tackle the major sexual health threats. However, we encountered many challenges in our joint movement for safe sex.

The pushback on sexual reproductive health and rights gained momentum in 2019, with a growing opposition internationally but also in the Netherlands, which was well-funded and well organized. This is an enormous threat to the progress that we have been making and a strong force against young people making their own choices around their bodies, sexuality and relationships. Even in the Netherlands it was a surprise that we would have such a vocal and influential anti-abortion movement in a country known for its freedom of choice.

We need to stand firm against this, together!

Luckily there is a growing movement that is doing exactly that: in 2019 we saw ongoing and increasing (media) attention to combat sexual harassment and the #MeToo movement continued. We hear from schools and youngsters that they want meaningful sex education focused on their desires and boundaries and we see more interest in topics of sexual pleasure and positive relationships instead of only addressing the risks.

Dance4Life is keen to be part of this positive movement. We consider sexual development as an integral part of a young person's journey into adulthood. This holistic view on sexual behavior and sexuality education forms the basis of the Dance4Life Empowerment Model. We empower young people with 21st century skills to make informed and personal decisions around their sexual lives and relationships. This directly contributes to the 2030 Sustainable Development Goals on health, education and gender equality.

Together we can create a world where all young people are able to shape their own future. A world in which young people are able to make healthy sexual choices and develop healthy relationships. That is what Dance4Life stands for.

JAEL VAN DER HEIJDEN
Executive Director Dance4Life

We will dance
until our work
is done!



ABOUT **DANCE4LIFE**

Unsafe sex is one of the fastest growing and biggest risks for young people worldwide. For girls, it is the biggest risk: complications related to pregnancy and childbirth are the leading cause of death among girls between 15 and 19.

Dance4Life is determined to change this by creating a movement for the sexual health and rights of young people worldwide.



Every 15 seconds, someone is infected with HIV

and 1 in 5 girls is a victim of sexual harassment or rape.



Dance4Life takes up the responsibility of supporting a worldwide movement for safe sex empowering boys and girls to take personal leadership over their sexual lives.



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

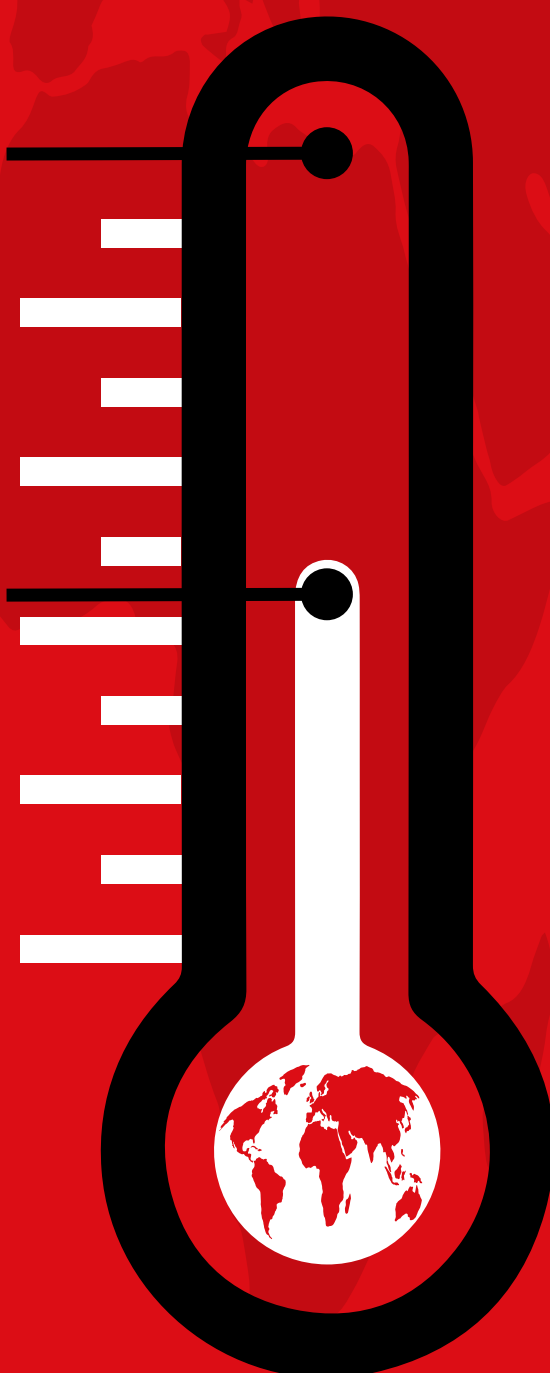


5 million
youngsters

2030

2.273.714
youngsters

2019



How do we reach these young people?

With our core product: the Journey4Life. This interactive programme is a unique mix of Dance4Life's ingredients of **dance, music and personal stories** combined with diverse personal development exercises and 21st century skills building. The Journey4Life programme creates safe spaces to discuss sensitive topics and personal experiences, led by **young Dance4Life certified trainers**, known as Champions4Life, around the world.

Who reaches these young people



Our **franchisees**, who are essential to our movement. With our support they create a contextualised Journey4Life to fit their setting, and raise the funds needed for them to implement the work with the Champions4Life.



A **Board of Franchisees** ensures that franchisees are directly involved in the governance of our franchise structure, and the further development of the Journey4Life.

This allows the Dance4Life Amsterdam office to focus on three areas:

- 1 research and development,
- 2 ensuring buy-in and creating awareness around young people's SRHR and
- 3 achieving scale and impact through a growing network of strong franchisees who are connected for learning, innovation, and exchange.



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HIGHLIGHTS & LESSONS

Nr. 1

Since 2004

2.273.714

**young people
participated
the Dance4Life
programme.**

Our goal is to get these numbers
up; by 2030 we want to reach
5 million young people.

HIGHLIGHTS & LESSONS

Nr. 2

New regional partnership in East Europe and Central Asia

The growing HIV epidemic in EECA is a serious threat to the health and well-being of young people, also because there are currently no good sexual health programmes in these regions. We are proud that we are scaling up across Kazakhstan, Kyrgyzstan and Ukraine. It's an exciting chance to find out how the Journey4Life can empower youngsters in key populations, by, for example, working with members of young LGBTIQ groups, and with young drug users. The programme is supported by UNAIDS and UNESCO.



Nr. 3

Updating our unearmarked fundraising concepts

We also realised less income on unearmarked fundraising activities: 2019 marked a transition year for Dance4Life's fundraising efforts.

In 2019 we shook out our current fundraising portfolio and created a new fundraising strategy. We now have a good plan in place to create sustainable income growth. Among other actions we will be expanding our Friends4Life network and creating long-term relationships with corporates and other donors. However, we raised €1,147,932 in unrestricted funds thanks to our incredible Friends4Life network, corporate partners and at our exclusive events.



Nr. 4

Redefining our Schools4Life Programme with Dutch youngsters

▲ We asked students and teachers to evaluate our Schools4Life programme, and heard a clear call to refocus it on sexual intimidation and sexual boundaries. So we worked with 366 students from 3 schools, and also involved teachers and sexuality education experts, to co-create a new guest lesson. The pilot results are very promising, and we had more requests for the guest lesson than we can deliver. We applied for accreditation from the Dutch Government. When approved, in the future we can ask schools to contribute to the cost of the programme, thereby increasing its sustainability.

Nr. 5

#IDECIDE4MYSELF Campaign

▼ In 2019 our #IDECIDE4MYSELF campaign made a splash. It was based on the findings of our research with almost 2500 young people in Indonesia, Russia, Kenya and The Netherlands. We held the 'Unpacking Empowerment' event in the Netherlands to launch the report and campaign, and our ambassador Barry Paf launched the report on Dutch television. We also ran an online Instagram campaign, sharing young people's stories about standing up for their rights in easy-to-eat bite-sized pieces.



Nr. 6

Putting ourselves to the test

The results from the first uses of the Journey4Life, in 2018, were very positive. But to boost our evidence in 2019 we embarked on running a randomised controlled trial, in partnership with Rutgers Indonesia and with the expertise of University of Maastricht. In 2019 they did baseline research with students in

two groups of schools. We then ran the Journey4Life in one group but not in the other, and did further research. In 2020 we will be exploring the findings – and getting the Journey4Life to the youngsters in the second group!



THE URGENCY

One in four people on our earth is between 10 to 24 years old. This is the world's biggest youth population ever: 1.8 billion! And almost 90% of them live in developing countries. We need to invest in young people and garner the active participation of the youngsters who can bring the social and economic progress we so badly need.

However, far too many young people are unable to reach their full potential. Shackles such as extreme poverty, inequality and lack of information hold them back. In the face of uncertainty and insecurity, young people are less likely to practice healthy and safe sex, have stable relationships or make informed decisions about if and when to have children.

THE FACTS DON'T LIE...



15% of the population is aged **15 to 24** years old.

World population data for 2018 [Click here](#)

AIDS is the #1 cause of death among young people aged 15 to 29 in Africa, followed by maternal conditions.

[Click here](#)

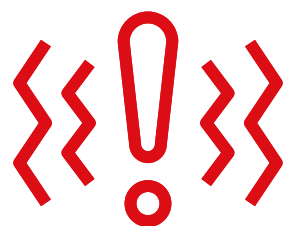


Only one in three young people globally has accurate knowledge about **HIV** prevention and transmission.

UNAIDS 2019, [Click here](#)

Nearly **80%** of all new HIV infections among adolescent girls aged 15-19 in 2015 were in sub-Saharan Africa.

UNFPA, 2016 Ending the AIDS epidemic for adolescents, with adolescents. A practical guide to meaningfully engage adolescents in the AIDS response. [Click here](#)



In 2017 alone, **590,000** young people between the ages of 15 to 24 were newly **infected** with **HIV**, of whom 250,000 were adolescents between the ages of 15 and 19.

[Click here](#)



Approximately 12 million girls aged 15-19 years and at least **777,000** girls under 15 years **give birth** each year in developing regions.

WHO 2020, [Click here](#)

At least

10 million

unintended pregnancies occur each year among adolescent girls aged **15-19 years** in the developing world.

WHO 2020, [Click here](#)

Globally, complications related to **pregnancy** and childbirth are the leading **cause of death** among girls aged 15 to 19.

WHO 2020, [Click here](#)



1 in 10 girls under the age of 20 has experienced **sexual violence**, worldwide.

UNESCO & UN Women, 2016. Global guidance on addressing school-related gender-based violence, [Click here](#)

For the majority of women who have experienced **sexual violence** the **first occasion** was when they were **15-19 years** old.

UNICEF 2014, [Click here](#)

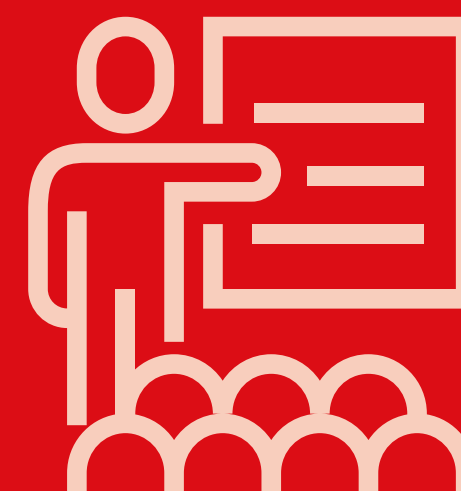


In the least developed countries **39%** of girls are married before they are 18 years old, and **12%** before they are 15.

UNICEF 2019, [Click here](#)

Each year, **12 million** girls are married before the age of 18. That is **28 girls** every minute.

GIRLS NOT BRIDES, [Click here](#)



The estimated **loss in wealth** of *not* keeping girls in schools is almost incomprehensible: 15 to 30 trillion dollars.

[Click here](#)

Dance4Life's ultimate goal is to decrease three of the biggest sexual health threats young people face today: HIV, unplanned pregnancies, and sexual and gender based violence.

OUR VISION

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

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

WE SEE self-confidence as the most crucial driver for change to make our vision a reality. Because confident young people are able to articulate what they need to others. To their peers, parents, teachers and mentors: their circle of influence. Unlock this and young people everywhere become role models. Shining examples inspiring others to follow. Our innovative approach to comprehensive sexuality education empowers young boys and girls to take personal leadership over their sexual lives. We embrace youth culture such as music and dance to create awareness. And we offer young people skills to build self-esteem and autonomy to make them courageous.

WE ENGAGE by using our core elements of **dance** and **music** that have been deeply rooted in **Dance4Life's DNA** right from the start in 2004. These elements are a universal language that create connection and a safe space to personally grow.





IMPACT ON AN INTERNATIONAL SCALE

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

SYSTEMATIC ANALYSIS OF OUR IMPACT

In 2018 we piloted our new approach in four countries: Tanzania, Ghana, Nepal and Russia. The results were positive: across all countries young people developed greater intention and/or behaviour to get tested for HIV and STIs, and more gender equitable attitudes. More specifically, the percentage increase in intention and/or behaviour to get tested for HIV was 32% in Tanzania, and 23% in Russia; for STIs the respective increases were 21% and 13%. In Tanzania (49%), Nepal (31%) and Ghana (24%), more young people were able to critically reflect on social norms related to sexual and reproductive health and rights and on their role in changing harmful ones. 2019 was about looking more closely and systematically into the impact of our Journey4Life programme, by setting up a *randomized controlled trial* in Indonesia, together with the University of Maastricht and Rutgers Indonesia. Within our randomized controlled trial we are comparing two groups of schools: one group (7 schools) receives the intervention, the other (7 schools) doesn't. By comparing the two groups we can discover what kind of impact the Dance4Life intervention has had. Once the comparison has happened, the control group receives the same intervention, so no one is left out! It's quite a complex process, so it takes time before the results come in. In 2019 a total of 770 participants in both groups completed



a questionnaire to find out what the young people were already aware of and to create a baseline of the situation before any intervention. Then the young people in the intervention group went through the Journey4Life programme and both groups completed the questionnaire again. Some further data collection through interviews will take place in 2020. Also in 2020 the 'before' and 'after' data will be analysed and the results will be published, and the second group of schools will go through the Journey4Life.

Impact through our programmes

In 2019 we reached 33,996 young people outside of the Netherlands. 2019 was the second full year of implementation of the Journey4Life, and we have heard more and more stories about its impact. For example, we have heard from both young people and teachers from schools that have pupils going through the Journey4Life that they experience fewer drop outs, and that young participants become more active and serious students. We also get reports of more gender equitable attitudes. For instance in Ghana schools have observed that boys who have been through the Journey4Life have been fetching water to support their families, a task that is usually seen as only for girls. Participants have also, for example, expressed their intention to have equal negotiations about safe sexual behaviour with future partners.

Our trainers – Champions4Life – are the true heroes of our programme. They facilitate the Journey4Life to their fellow peers. They give us insights into the impact of the Journey4Life on the students, but also on themselves. For example, one Champion4Life went to the police and reported her abusive partner, who was subsequently arrested, an assertive action that was previously unheard of in her community.

Champions4Life are trained by our Trainers4Life. The Trainers4Life are a global pool of young Master Trainers, who are experts in facilitation techniques that engage young people. In 2019 the Trainers4Life delivered 18 Champion4Life Trainings leading to 397 young brand new trainers and 10 Champion4Life

Refresher Trainings to 84 current trainers, reaching a total of 481 Champions4Life, including in 3 new countries; Malawi, Kyrgyzstan and Ukraine. They also ran 5 Contextualisation Workshops (where the franchisee works with young people to adapt the Journey4Life to their setting) and participated in six conferences on behalf of Dance4Life.

Impact on young people through the Right Here Right Now alliance

We may think we know the answers, but it is young people in their own countries who must advocate and agitate for the changes they need! Their voices, their issues, their power. To support them, Dance4Life is part of the Right Here Right Now alliance, which aims to build the capacity of organisations and young people.

We work with youth advocates¹ in the following focus areas:

- / Communication tools for advocacy
- / Digital storytelling
- / Meaningful and inclusive youth participation



In 2019 we held two regional campaign lab workshops in Africa and Latin America, bringing together youth advocates from national platforms advocating for young people's sexual and reproductive health and rights, to co-create campaigning strategies and activities. During these intensive trainings small groups would work on designing a campaign

strategy focused on their specific advocacy targets. Using a variety of participatory exercises the groups formulated communication goals, analysed stakeholders and worked towards identifying their allies and ambassadors. Getting into the skin of their target audience through interactive exercises they drafted targeted messages which were iterated and reformulated. As part of this we also supported them to develop strategies, realistic timelines and work plans around communication, such as the use of social media, (online) campaigns and using young people's stories to engage the public in advocacy.

Another focus in 2019 was enabling the national platforms to meaningfully include young people. We facilitated three regional workshops during which the platforms defined and made plans for strategies working towards ensuring young people's voices are respected, heard and valued at all levels of their decision making structures. For example in Bangladesh the governance structure of the steering committee advising the platform changed to having a quota including at least two young people.

¹ A **youth advocate** is a young adult who acts in the best interests of the youth that they are working with. The overall purpose of a youth advocate is to ensure that youth maintain their human rights, while aiding life skills development in all areas of life such as education, health, housing, employment, relationships.



IMPACT IN THE NETHERLANDS: SCHOOLS4LIFE





We have been running our Schools4Life programme with young people in the Netherlands to improve awareness around safe sex since 2004. Each year we visit the participating Dutch secondary schools and Dance4Life facilitators deliver a guest lesson on sexuality and sexual boundaries. These lessons have proven to remain a very relevant part of the development of Dutch youngsters.

The upside of being in close contact with schools and teachers is that we got the most positive feedback on the topics related to sexual intimidation between youngsters. Schools asked us for more in dept lessons on this topic because there was an urge for it. Teachers struggle with tackling the topic with their students. That is why at the end of 2018 we evaluated our current programme with teachers, youngsters, experts and funders. This resulted in a decision to re-focus the programme on the theme of sexual intimidation in the Netherlands, in order to make more impact and increase our relevance. We decided to run the existing programme in the first half year of 2019 and to pilot the new, upgraded version in the second half of the year.



DUTCH YOUNGSTERS IN ACTION FOR INDONESIA

In first half year of 2019 young Dance4Life facilitators from Indonesia delivered the lessons, addressing the differences and similarities around sexual violence between their home country and the Netherlands. During this period they reached 4.200 Dutch youngsters. One of the goals of this programme was to fundraise money for Indonesia by Dutch youngsters.

We surveyed those trained youngsters and their teachers and found:

- / The students were very enthusiastic about the guest lesson. More than 80% said they would recommend the guest lesson to their friends.
- / Over 70% of the teachers gave Dance4Life's visit to their class a score of 8 out of 10 or higher.



RE-FOCUS ON THEME OF SEXUAL BOUNDARIES

We involved 366 students from three schools in different parts of the Netherlands to develop the new guest lesson using co-creation methods. We also ran two co-creation sessions with teachers, students and experts from the field of sexuality education to develop two new concepts for engaging and motivating the students. The new lesson focuses on sexual boundaries in the Dutch context and includes relevant personal stories from Dutch youngsters.

The test results of our new guest lesson are very promising. The results of the pilots suggest a significant increase in participants' knowledge about sexual boundaries and more positive attitudes towards setting and committing to their boundaries. The new programme has also been positively received by teachers. In addition, when we invited schools to apply for the new guest lesson, we received more applications than we currently have capacity to deliver. This was before we had run any pilot sessions and demonstrated the impact of the new Schools4Life approach. It provides strong evidence of demand for the programme and the way in which the theme resonates with those who teach and guide our children.

To make the new programme more financially sustainable we started the application for accreditation from RIVM, the Dutch national institute for public health and the environment. Our old lesson was provided without any cost to the school, and therefore delivery was dependent on securing funding from foundations. By having the new lesson accredited – hopefully in the end of 2020 – we can ask schools to pay a contribution to the cost of the programme since schools can then apply for a government grant for this intervention.



© Koen van der Zanden

“We look back with enthusiasm on our participation in Schools4Life. It has brought us a lot. Personal stories from young people make it easier for the students to talk about (un) desired behavior. We also talked about what role you take within a group if you see sexual behavior among fellow students.”

- VMBO TEACHER

“What a refreshing lesson! You really know how to be cool to students and you clearly have a feeling for the target group. I am sure this project has a lot of impact on our students.”

- VMBO TEACHER

“We regularly experience incidents of unwanted sexual behavior (overstepping boundaries) at our school, which is why Schools4Life is very important to us. Young people dare to share their story and experience, and there are also good tools for teachers to get into conversation.”

- SCHOOL SOCIAL WORKER AT VMBO SCHOOL, ROTTERDAM

“I would like to thank you for a great lesson! You have given me and everyone else who participated something that we will never forget.”

- STUDENT VMBO SCHOOL

“I think it's super cool that the trainer shared her own story, I really respect that.”

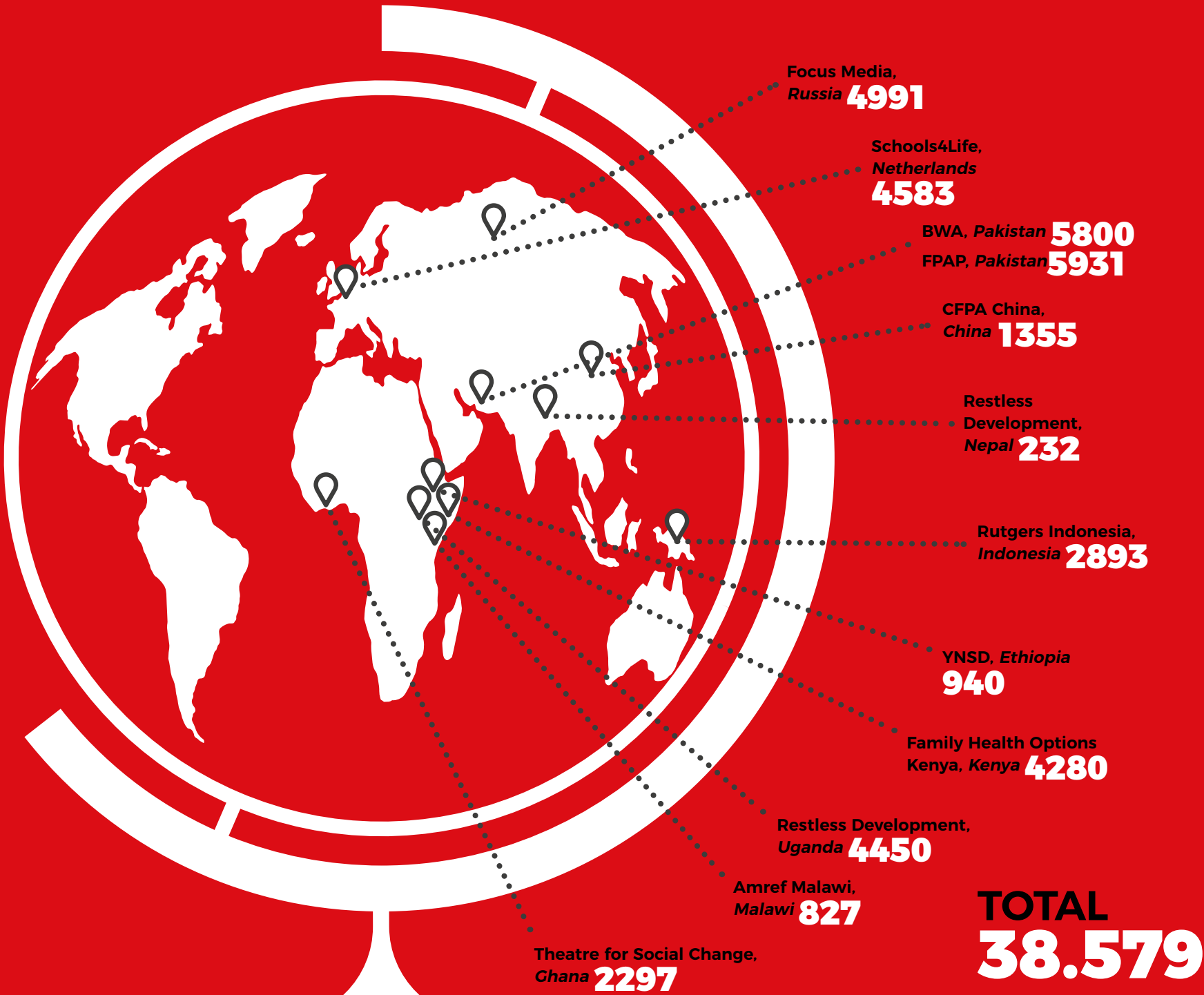
- STUDENT VMBO SCHOOL, VELP

REACH AND WHERE WE WORK

In 2019 Dance4Life’s local partners were active in 12 countries.

The Journey4Life is new to our partners, who are gradually shifting to using it from our old approach. We are proud that in 2019 we and they reached twice as many young people through the Journey4Life programme as in 2018. Our overall reach was lower than in 2018, however, because it takes time to make the shift, including adapt the Journey4Life to the local context, training local Champions4Life facilitators, and building experience in implementation. The programme in Pakistan also faced severe disruption. We had to recruit a new partner, due to the forced closure of our partner's office at the end of 2018 because of local government policies.

As on average each trained youngster shares what they have learned with **5** other people, by training **38.579** youngsters we indirectly reached around **192.895** individuals in 2019.



RESEARCH & DEVELOPMENT

In 2019 our Research & Development focused on two important developments: the randomised controlled trial in Indonesia and developing and launching the Academy4Life.

RESEARCH

During the year we and our partners of the University of Maastricht and Rutgers Indonesia invested in setting up and running our randomised controlled trial, as explained in the earlier section about Impact. In addition Dance4Life was present at the education UKFIET Conference where Dance4Life staff delivered a workshop on our curriculum; the Journey4Life, which is co-created together with end-users using the human centered design approach. Dance4Life also participated at the International Conference on AIDS and STIs in Africa (ICASA) where two Dance4Life trainers presented a poster on evaluations findings showing how the Empowerment Model increases both gender equal attitudes and positive sexual behaviours.

“Being a Trainer4Life can be a life changing experience for a young person. It gives you great opportunities and platforms for a young individual to grow professionally.”

– Trainer4Life, May 2019



BY INVESTING IN OUR TALENTS WE INVEST IN IMPACT WORLDWIDE

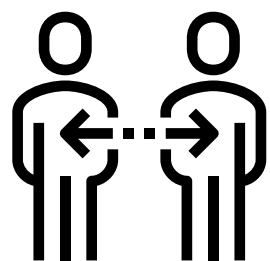
In 2017 we launched our pool of young trainers, the Trainers4Life Community. Since then we have trained 21 Trainers4Life in nine different countries. Between them they have trained over 1.000 youth facilitators, our Champions4Life! In 2019 the Trainers4Life delivered 18 Champion4Life Trainings and 10 Champion4Life Refresher Trainings, reaching a total of 481 Champions4Life, including in 3 new countries; Malawi, Kyrgyzstan and Ukraine.

Over the last two years we have witnessed the positive cascading impact of investing in our Trainers4Life as they go on to train hundreds of Champions4Life who in turn work with and empower thousands of young people worldwide. The Trainers4Life have told us about the profound transformations they have experienced in their personal lives, and consider being part of the T4L Community as a lifetime learning opportunity. The retention score from our 2019 Trainers4Life survey was 100%, with all trainers stating that they would like to remain contracted and would recommend their friends to join.



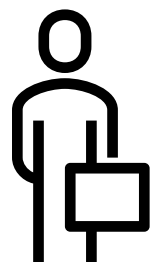
Academy4Life

A blended learning journey building 21st Century skills



FACE-TO-FACE TRAINING

of Trainers for young leaders and SRHR activists aged 18-30 from low or middle income countries by Dance4Life together with our strategic training partner RedZebra



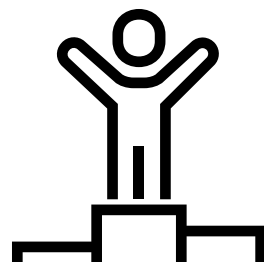
ON-THE-JOB AND PRACTICAL LEARNING EXPERIENCES

- the trainers design and deliver peer facilitator trainings and facilitate on behalf of Dance4Life at international conferences



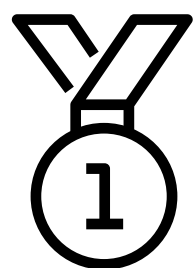
ONLINE INTERACTIVE LEARNING MODULES ON YOUTH EMPOWERMENT,

advocacy and SRHR through engaging gamified learning experiences designed based on the diverse realities of the participants



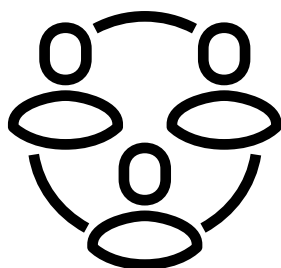
ONLINE PERSONAL AND PROFESSIONAL DEVELOPMENT

including expert coaching, 21st century skill development, personal mentoring and holistic leadership development



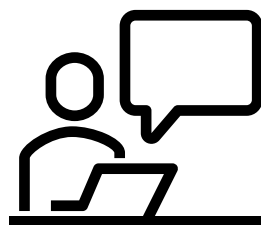
DEVELOPMENT

TRAJECTORY of trainers where they can develop skills, earn badges and progress through levels eventually graduating to alumni status



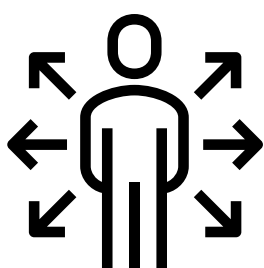
MYDANCE4LIFE PLATFORM FOR THE USERS

Project reports, training tools, webinars and many resources always accessible



PERSONAL AND DIGITAL JOURNALING

as a tool to reflect on self-development



SOCIAL LEARNING

through community building and exchange, practical assignments and experiments to apply the learned skills



THE ACADEMY4LIFE IS BORN

One challenge faced by Dance4Life relates to the scale of our ambition: in order to reach 5 million young people by 2030 we need a cost effective way of enabling many more young people to become Trainers4Life. To date we have mainly used face-to-face training methods, which are very effective but also quite expensive, so we looked into digital solutions. However, existing online courses concerning sexual and reproductive health rights tend to be very theoretical, and with a focus on knowledge and information. They also use traditional instructional methods, which may not always be relevant or motivating for young learners, who often use the internet for mostly social and playful engagement. The solution that we developed in 2019 is to create from scratch our own online digital platform, the Academy4Life. It offers leadership development and skills building for personal and professional growth through engaging gamified learning experiences. These experiences will be rooted in young people's diverse realities and youth culture, as well as offering practical assignments and experiments to try in work or home environments. Key modules will be delivered by expert coaches in their field, covering topics such as effective public speaking, personalised coaching, and human anatomy. In 2019 we successfully piloted some elements of the Academy4Life; during 2020 we will develop it further and launch the finished product.

Shani



“The Trainers4Life community will remain the best thing that has happened in my life journey and my career path. I am grateful to everyone in the community for being part of my life and granting me the opportunity to learn from you.”

– SHANI, GHANA, DECEMBER 2019

Taweni



“From when I left the village to the city and joined the Dance4Life, especially the Trainers4Life, I now begin to see my life clearly and where I am going, what I am going to do and everything is defined in my life and for me that is what empowerment is: when you are able to make people realise their potential, realise their assignment that they have here on earth.”

– TAWENI, ZAMBIA, OCTOBER 2018

Muneeb



“It’s a life changing experience, that is with respect to my life, my decisions, my family and where I am today. It’s not just these small tips and tricks of becoming a good trainer, it’s about becoming a human.”

– MUNEEB, PAKISTAN, APRIL 2018



CREATING DEMAND FOR OUR MODEL

As a social franchise we achieve impact through our international partners. Therefore recruiting new franchisees and engaging donors to invest in our innovative work is an important task for us.

During 2019 our Franchising, Engagement and Business Development teams worked to increase our visibility, and attracted attention from donors, franchisees and other stakeholders. They presented the Journey4Life programme – often together with Trainers4Life – at conferences including the Africa Health Agenda Conference, Women Deliver, the 20th

International Conference on AIDS and STIs (ICASA), the Inspire Conference, the European Foundation Centre, the UKFIET Education and Development Forum, and at the ANSER (Ghent University Academic Network for Sexual and Reproductive Health and Rights Policy) week. Overall our empowerment model and social franchise structure generated interest and was perceived as innovative and impactful, and we made many new connections for future learning and collaboration.



2019 also saw us beginning our two-year “This way up!” project which, with support from Comic Relief, aims to strengthen our franchise structure, scale our approach and increase our impact. In 2020, we will

focus on finalising the randomised controlled trial in Indonesia and sharing our learnings and results to generate more buy-in from donors and partners. By doing so we can enable our network to grow and set the fly-wheel of our franchise in motion.

During the year we found that recruiting franchisees that are able to deliver the Journey4Life well and at scale takes time. In addition, we found that while some franchisees successfully secured funding, we often need to fundraise jointly with new franchisees so that they can implement the model; the positive results from the 2018 pilots helped in doing so successfully. For example, we supported three new franchisees in Kazakhstan, Kyrgyzstan and Ukraine to secure funding from donors including UNAIDS, UNESCO, AFEW international and the Swiss Embassy to Kazakhstan to start implementing the Journey4Life.

REGIONAL PARTNERSHIPS

In 2019 we began to build regional partnerships to create more connected and sustainable programmes. At the end of the year we were proud to announce a new regional partnership with AFEW International across Kazakhstan, Kyrgyzstan and Ukraine. The programme with AFEW is focused on using the Journey4Life to empower youngsters in key populations – including members of LGBTIQ groups and drug users – to reduce HIV transmission. Through this programme, we welcomed three new franchisees to our network: AFEW Kazakhstan, AFEW Kyrgyzstan and AFEW Ukraine.



INTERACTING WITH OUR FRANCHISEES

Of course, while we look forward to create demand and scale up we must also ensure that our current franchisees have everything in place to implement our model well. We therefore have a Board of Franchisees that advises us on the support that we offer and the needs of our network. At the end of 2018 the board advised Dance4Life to pay more attention

to guidance and tools for resource mobilisation, by engaging with stakeholders and showcasing the value for money of the Journey4Life programme. With this in mind in 2019 we developed multiple tools, including a guidance note on ‘Pitching The Journey4Life’ and a brochure on the Journey4Life. These tools, and many more, are available to our franchisees on our online platform MyDance4Life.

In 2019 our Board of Franchisees composed of:

- AMALA RAHMAH – Country Representative – Rutgers WPF Indonesia
- KAAJAL PRADHAN – Country Director – Restless Development Nepal
- CORAZON AYOMA – Programme Coordinator – Family Health Options Kenya
- AI MIN – Programme Assistant and peer leader – China Family Planning Association

For 2020 we lose Kaajal from our Board of Franchisees but gain two new members:

- IRINA KOTLOVA – Champion4Life – Focus Media Russia
- DANISH SADDIQUI – Programme Manager – BWA Pakistan

Within our network we also pay a lot of attention to linking and learning. We therefore gather every year in Amsterdam with all our franchisees for The Dance4Life Experience. In 2019 our theme was ‘Scaling Up & Scaling Out’. For 4 days our franchisees sat together and discussed not only how to reach more young people, but to do so with high impact. We also organised a peer visit, where two franchisees visited each other in order to learn how they implement The Dance4Life Model. This year our franchisee in China, CFP, visited our franchisee in Russia, Focus Media.



ALLIANCES

We were active partners in 2 international alliances during 2019: Right Here Right Now, and Get Up, Speak Out for Youth Rights!

RIGHT HERE RIGHT NOW

In 2019 we continued working in the Right Here Right Now (RHRN) partnership with a focus on linking national, regional and international advocacy, generating public support on SRHR issues, and strengthening the capacities of the platforms to strategically and effectively work on their long term advocacy goals.

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



AMPLIFYING YOUTH VOICES

In 2019 we continued our focus on promotion of the use of personal stories and qualitative youth-led data in advocacy. For example, we built the capacity of RHRN partner organisations in Kenya, Uganda and Nepal to collect, design and use stories in their advocacy efforts, and co-designed a step-by-step guidebook offering hands-on tips and tricks. An outcome of these trainings – in addition to the all-important skills building – was 21 personal digital stories on SRHR topics. One of them, from a Ugandan human rights defender sharing the story of his public outing in a magazine in a very LGBTIQ hostile country, was shown during Women Deliver conference in Vancouver.

In terms of high-level advocacy, we supported (youth) advocates in their lobbying and advocacy work at the Commission on Population and Development (CPD) at the UN in New York. We facilitated strong linking and learning between the RHRN partners who were in New York and supported four young advocates to share their personal stories at an event organised by RHRN. We also supported youth advocates from RHRN platforms to run meaningful youth consultations through several webinars as they prepared to attend the 63rd Commission on the Status of Women (CSW) in New York in March.

In order to stimulate effective planning, outcome harvesting and self-care for all activists involved we developed a day planner for international advocacy spaces and events. We tested this day planner during the CPD, improved it and used it again during the Nairobi Summit later in the year. At that event we supported a very large group of (youth) advocates by organising daily preparation and debrief meetings, and supported the youth speakers in their preparations for an event. Dance4Life also facilitated a post-conference workshop on national follow-up.

MEANINGFUL AND INCLUSIVE YOUTH PARTICIPATION

Meaningful and inclusive youth participation (MIYP) is a key focus for Dance4Life in the programme. We share our experiences in meaningfully working with young people while developing advocacy trajectories, including the use of youth consultations. We facilitated a webinar on youth consultations and a workshop on the same topic in Nepal. The partners in Nepal have included the outcomes of those youth consultations to advocate for more progressive language and advocacy outcomes in the ICPD+25 process. We also strengthened the capacity of advocates in each national platform through regional workshops on Meaningful and Inclusive Youth Participation (MIYP), together with our partner CHOICE for Youth and Sexuality. In 2020 we will continue advising some platforms on strategies to increase young people's participation in their national platforms.

GENERATING PUBLIC SUPPORT

Within the RHRN programme the public support of young people's SRHR and progressive policies is recognised as a key element of the overall strategy. After all, advocacy for progressive policies will be stronger if the public pledges its support, whereas

conservative norms and restrictions in society hamper effective implementation of progressive SRHR policies. In 2019 one of Dance4Life's other focusses within RHRN was on strengthening communications for advocacy to generate public support for SRHR advocacy. We took an active role in building the capacity of youth advocates and member organisations in this specific area. We did this through training, coaching and co-creation trajectories, and thereby enabled them to become more effective in messaging through well-designed communication strategies and campaigns. We for example organized communication strategy trainings in Nepal, Kenya and Bangladesh and organised a webinar series on the same topic which was actively attended by members from six different countries. During the year we provided on-going support to communication working groups from Pakistan, Kenya, Bangladesh and Nepal as they turned their communication plans into reality.

During two regional campaign labs for participants from the platforms of Bolivia, Honduras, the Caribbean, Kenya, Uganda and Zimbabwe we developed campaign canvasses that laid out the foundations for successful campaigns focusing on generating public support for their advocacy



targets. We also continued supporting the Nepal and Pakistan platforms in running their campaigns in 2019 through ongoing coaching and technical support. One outcome of these trainings was the continuation of the "Who Decides" campaign on access to safe abortion in Nepal that designed a successful web-drama series involving celebrities and influencers. Another is the "CSE-can" campaign launched by a youth-led organisation in Nepal: it's an ongoing social media feed with engaging texts, images and quotes successfully triggering young people into the conversation on CSE. Another great example is the campaign from Dot Youth Zimbabwe on access to SRHR services. As part of their campaign they organised community dialogues and inclusive sports events in rural communities with mixed teams (male and female). These events included members from the LGBTIQ community which is very progressive in the context. One outcome from these events was a joint letter from community members and chiefs on the importance of local consultation when it comes to budgeting for SRHR services, which they sent to a relevant minister.

INTERNAL COLLABORATION

A highlight of this improved collaboration is that a €60.000 RHRN underspend will contribute, in close collaboration with the R&D team, to the development and prototyping of the Academy4Life, a new online personal leadership journey for youth advocates.



GET UP, SPEAK OUT
FOR YOUTH RIGHTS!

In 2019, we also continued our 'Get Up, Speak Out!' (GUSO) partnership. The partners work simultaneously on ensuring sexuality education, youth-friendly services and building a supportive environment, with Dance4Life partners leading on the aspect of empowering young people.

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

The GUSO programme is a cooperation in 7 countries, supported by organizations based in The Netherlands and the UK and funded by the Dutch Ministry of Foreign Affairs. In each of the 7 countries a local alliance has been set up, who has ownership over the implementation and has the specific aim to put young people in the driver's seat. This means that young people play a vital role in the implementation of the GUSO programme; they are not only end-beneficiaries, but also co-implementers and co-decision-makers. Within these local alliances each organisation plays a specific role, playing to their own strengths. Local Dance4Life franchisees work directly together with organisations who are experts in providing services or in lobbying towards the government. Dance4Life itself supports these organizations with trainings and capacity building.

Dance4Life's franchisees contributed to the goals of GUSO by empowering almost 20.000 young people, who, thanks to the work of the other organisations in GUSO, are connected to health services for seeking services and information about their sexual and reproductive health. The randomised controlled trial taking place in Indonesia is part of the wider GUSO programme.



FORGING NEW PARTNERSHIPS
POST 2020

Right Here Right Now and Get Up Speak Out are both funded by the Dutch Foreign Ministry, and will come to an end in 2020. At the end of 2019, the Ministry launched the policy framework for Strengthening Civil Society 2021-2026, including funding for strategic partnerships specifically focused on sexual and reproductive health and rights. In 2020, we will focus on forming alliances and partnerships to build on the work done under our current strategic partnerships, and securing support in doing so.

We strongly believe that we achieve most impact by joining forces with others. This is why we established a regional partnership with AFEW International in Eastern Europe and Central Asia (EECA) with the support from local stakeholders and with generous support and commitment from the UNAIDS EECA regional office.



During 2019 Dance4Life was an active member of Share-Net, our national knowledge platform for sexual and reproductive health and rights, while internationally we were part of the conference committee for the Inspire Annual Conference for European SRHR organisations and we became a member of the European Foundation Centre for

learning from like-minded foundations. We started a randomised controlled trial in Indonesia as part of our collaboration with the University of Maastricht, and joined the ANSER and GAGE networks to strengthen our connections with other researchers, practitioners and stakeholders that focus on investigating and learning what works and doesn't work regarding empowering young people for improved health and wellbeing.

Taken together, these partnerships and alliances provide Dance4Life with plenty of opportunities for learning and exchange, pushing us to constantly challenge our assumptions and improve our ways of working, as well as sharing our own learnings with others. In 2020, we look forward to establishing long-term formal partnerships while also remaining active in more informal spaces to contribute to learning within the wider sector.



FUNDRAISING

2019 marked a transition year for Dance4Life's fundraising efforts. Over the last couple of years we faced declines in our income, in the return on investment for many of our established events, and in supporter retention. So in 2019 we stepped in, reviewed our fundraising product portfolio, and developed our new course of action to create sustainable income growth for the years to come. Of course, while we were preparing our new fundraising strategy for 2020-2022, we did not stop fundraising! In 2019 we gained a total of €1.189.351 in unrestricted funds with the support of our incredible Friends4Life network, corporate partners and at our exclusive events.

CORPORATE SUPPORTERS

Friends4Life

Our Friends4Life network is made of influential business leaders and private donors in the Netherlands, and has been an invaluable source of income and support since 2009. These members not only contribute financially, but also open up their networks and share their expertise and knowledge with Dance4Life. We cherish these relationships as they are a huge driver in our innovative fundraising efforts. They also help us raise a substantial part of our fundraising goal; in memberships alone in 2019 they donated almost €120,000, and many made additional donations and sponsorships raising over €100,000. In 2019 we prepared the groundwork to develop and grow the Friends4Life network further by expanding its membership base. Two important strategies will be more frequent communication about the impact of our work and fostering increased connection among the Friends4Life members.



Corporate Partnerships & Sports

In 2019, Dance4Life's corporate partners donated €48,000 with valued support from Advidi, Vondel Hotels, Sonos, ABN AMRO, and Lucas Bols. Our incredible partnership with Lucas Bols saw a total of €35,000 being raised from their staff members' participation in the Tour du Paoa cycle ride and the New York Marathon, and their annual Bols Around the World event. We also developed our new corporate

strategy for 2020-2023, which will shift our focus from short-term income to long term sustainable income and multi-year partnerships.



Many of our corporate partners also contributed significantly in the form of 'in kind' donations. Postillion, Art of Automation, Schaap en Citroen, Sadal Jewelry, BloemBloem, Design Bridge, Dutch7, Monday, CASA, Lexence and Kaspersky all helped us reduce our expenditure significantly over 2019, enabling us to invest more in our work for young people.



In 2019 we had over 40 Runners4Life pounding the streets in the New York City Marathon and Dam tot Damloop, who used their determination to raise an incredible €78,000 for us.





EVENTS

Dance4Life's Funky Fundraiser

This year marked the 6th edition of the Funky Fundraiser, where we celebrated the 10th anniversary of our Friends4Life network at Westergas in Amsterdam. We did this with our Dance4Life vibe and plenty of glitter and glam, including a dancing dinner, music and dance performances, and an auction of extravagant items. The event raised a total of €265,000. Despite raising this incredible amount for our social mission, we have decided to take a break from the event for the next few years. We will instead invest the time in new areas of fundraising, in support of our new strategic focus on sustainable income growth.



Pride Amsterdam - Canal Parade

On August 3rd Dance4Life participated in the annual Canal Parade of the Pride Amsterdam with our very own boat. The theme of Pride Amsterdam this year was 'Remember the past, create the future', highlighting the unequal rights still being endured by many, based on who they love and which gender. Dance4Life raised awareness and also leading to donations of €16,000 for our #IDECIDE4MYSELF campaign, which aimed to educate and empower young people to make their own choices about who they decide to be and to love. Several of our amazing ambassadors such as Barry Paf, Sharon Doorson and Marije Zuurveld joined us on the boat and made it the party of the year.



**WATCH THE
VIDEO HERE**

End of year campaign "Eindejaarsactie"

This year we decided to skip our award-winning concept of the Situation Room to make way for planning the future of Dance4Life fundraising. Instead our own Dance4Life staff bravely took on the challenge of securing a huge range of products and services for us! For 48 hours, all Dance4Life staff reached out to their networks to ask for contributions – not in cash but in kind, and so reducing costs for the organisation. In total they captured items

with a combined value of over €51.123. We want to thank Pulitzer Amsterdam, Ergowerken, Auping, Meerkantoor, EPS Amsterdam, Rijser, Eyecatcher, Rein, BrandMore, Release Your Tension, StayOkay, Carlton president, YourSurprise and CIBT visas and many others for their generosity: and our staff for their amazing efforts!

FOUNDATIONS & INSTITUTIONAL INCOME

INSTITUTIONAL DONORS AND FOUNDATIONS

In 2019, we focused on re-designing our Dutch Schools4Life Programme with the generous support from donors including the MAC AIDS Foundation and KF Hein Foundation. Adessium Foundation awarded us a new grant of €300.000 for 2019-2021. In total, we secured €221.680 for implementation of our Schools Programme in 2019. This was below the target of €310.000, suggesting that sexuality education and empowering young people to make informed decisions remain sensitive topics to many foundations and donors despite overwhelming interest from schools in receiving the programme. We have applied for accreditation for our programme from the Dutch Government, as this allows for a more sustainable funding model where schools contribute to the costs for the implementation of the programme.



We began the year with €1.265.792 of support already secured from the Dutch Foreign Ministry through the ongoing Right Here Right Now and Get Up Speak Out alliances. In addition to this we had an ambitious target of securing €598.000 to support research, development and scaling of the Journey4Life internationally. We found this target challenging: while the Journey4Life and our social franchise model attracted plenty of interest, our social franchising model is still considered too new and innovative for many donors, while others were interested but wanted to see results from our randomised controlled trial in Indonesia before investing. We look forward to communicating the results from this research to donors in 2020.

Within the framework of the two-year 'This Way Up!' project, Comic Relief provided €149.966 to Dance4Life in 2019, including a re-grant to our Ghanaian franchisee Theatre for Social Change. Because we welcomed three new franchisees to our network, we secured €60.320 in startup fees during 2019, while existing franchisees also contributed annual fees (€6.547) for receiving technical assistance and learning and exchange opportunities from Dance4Life. In total, we raised €216.883 out of the total target of €598.000. In-kind contributions, sponsorships and cost reductions meant that we could nonetheless conduct most of our activities as planned, including starting the randomised control trial in Indonesia. 2020 will however need a renewed focus on creating long-term partnerships with foundations and institutional donors for sustainable income streams.

DUTCH POSTCODE LOTTERY

Dance4Life is very grateful to the participants of Dutch Postcode Lottery which, since 2009, has made a yearly un-earmarked contribution of €500,000 to our work. This support has been invaluable in helping us to empower hundreds of thousands of young people and to develop and scale the Journey4Life.



PUBLICITY AND CAMPAIGNS

In 2019 our communication efforts were focused on:

- / Our international #IDEcide4MYSELF campaign on empowerment
- / Creating free publicity
- / Making use of our ambassadors' talents

#IDEcide4MYSELF EVENT AND CAMPAIGN

Dance4Life has the goal of being an international thought leader on youth empowerment. As part of this, and in order to create awareness about Dance4Life's dream of unlocking the power in every young person to step up for their own rights, we undertook international research in 2019. This #IDEcide4MYSELF research consisted of online questionnaires and qualitative interviews with almost 2500 young people in Indonesia, Russia, Kenya and The Netherlands (read more about it below). We launched the report, presenting the research results

and giving space to young people's personal stories on March 28. More than 60 participants: youngsters, SRHR professionals, the Dutch Ambassador Gender Equality and Women's Rights from the Ministry of Foreign Affairs, the Youth Advisor from UNAIDS from the EECA region, current and potential partners and press relations joined our 'Unpacking Empowerment' event. On this day we also presented a pop-up exposition with photos and stories of 25 youngsters from the research countries.

Alongside the research we created the #IDEcide4MYSELF campaign. Our ambassador Barry Paf launched the report on Dutch television, sharing the results but also his personal experiences from visiting the Dance4Life programme in Russia. We also ran an online Instagram campaign sharing young people's stories. This campaign was extended in August during Amsterdam Pride; Dance4Life joined the annual Canal Parade with a boat full of energetic partners, ambassadors and young people, and received great visibility on Dutch television.

#IDEcide4MYSELF RESEARCH

In 2019, Dance4Life commissioned a quantitative study executed by Avance Impact. The goal was to explore the connection between empowerment,

NETHERLANDS	KENYA	RUSSIA	INDONESIA
COMPETENCIES <ol style="list-style-type: none"> 1 Confidence 2 Motivated 3 Having goals + plans 4 Optimistic 5 Knows strengths and limitations 	COMPETENCIES <ol style="list-style-type: none"> 1 Having goals + plans 2 Does well in school 3 Good relation parents 4 Confidence 5 Able to cooperate with others 	COMPETENCIES <ol style="list-style-type: none"> 1 Confidence 2 Having goals + plans 3 Motivated 4 Having problem solving skills 5 Feeling in control of own actions 	COMPETENCIES <ol style="list-style-type: none"> 1 Having good relationship with parents 2 Having goals + plans 3 Able to cooperate with others 4 Have respect for others 5 Confidence
EXTERNAL INFLUENCES <ul style="list-style-type: none"> • Education • Being Rich 	EXTERNAL INFLUENCES <ul style="list-style-type: none"> • Education • Being religious • Being rich 	EXTERNAL INFLUENCES <ul style="list-style-type: none"> • Being rich • Being educated • Gender (boys score higher on self-reported empowerment than girls) 	EXTERNAL INFLUENCES <ul style="list-style-type: none"> • Education • Being religious • Being rich

Figure 1: Young people's competencies and the external factors that can enhance their empowerment.

relationships and sexuality among over 2400 young people aged 15-21 years in the Netherlands, Indonesia, Kenya and Russia. The main conclusion is that young people who feel empowered are better able to make healthier sexual choices than young people who feel less empowered. The youngsters describe empowerment as having competencies and skills as self-confidence, deciding for yourself, and having plans and goals. The extent to which young people mention individually focused skills versus collective focused skills differ per country (see figure). Most of the young people (88%) find empowerment important, and most of them feel empowered, rating themselves 74 out of 100.

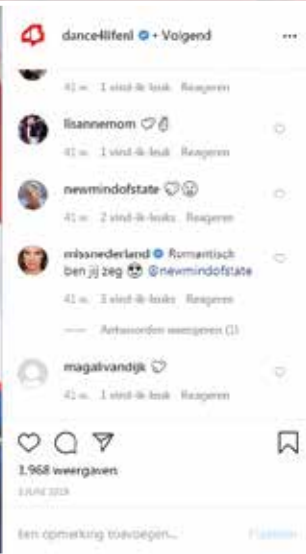
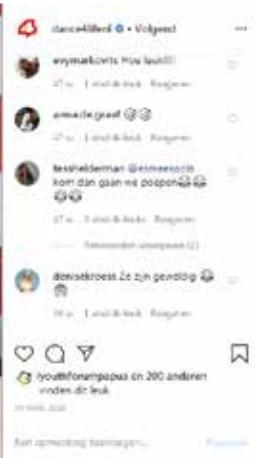
IN THE PRESS

- Interview with our director Jael on young people and empowerment in Telegraaf
- Interview with head of Fundraising & Communications Anika in Harpers Bazaar magazine
- Opinion article by two Dance4Life colleagues on abortion in Dutch newspaper Trouw

AMBASSADORS IN ACTION

During 2019 Dutch Youtube star and youngster herself Marije Zuurveld was busy breaking taboos on Instagram by talking about intimate topics in the campaign 'The first time'. Marije discussed subjects such as her first kiss and experiences with her first boyfriend; the reactions she got were tremendous and resulted in a quick uplift of Dance4Life's Dutch Instagram account focused on Dutch youngsters. As this piloting of such content was so positive we will use this strategy again on a wider scale in 2020.







▲ We welcomed Sharon Piekma, Miss Netherlands 2019, to our family, as part of the partnership whereby the Miss Netherlands organisation raises awareness for Dance4Life.

▲ We also welcomed Asmara Abigail, who is a young Indonesian actor, dancer and model, as our new international ambassador. As the first Dance4Life Ambassador in Indonesia, we hope that her involvement not only introduces and promotes the Dance4Life programme, but also raises awareness that sexuality education is not just about reproductive health but contributes to human development. Sexuality education can allow Indonesian adolescents to be responsible and confident regarding decision making that affects their health and life. Besides her involvement in the #IDECIDE4MYSELF online campaign, through Dance4Life Indonesia's Instagram account, Asmara also contributed to launching the campaign's research at first ever International Conference on Indonesia Family Planning and Reproductive Health (ICIFPRH) towards the end of 2019.

In 2020 we will continue our work with our ambassadors and enable them to use their amazing talents for our cause.



**MOVING
WITH OUR
STAKEHOLDERS
(STAKEHOLDER
ENGAGEMENT)**



For creating social impact, fostering relationships with a variety of stakeholders is key to our work.

YOUNGSTERS

Young people are our primary stakeholders: our programme is developed with and for them, and they are our target audience. We engage with them on a daily basis. Our young trainers worldwide work with youngsters to roll out the programme and make them part of our worldwide movement. Youngsters need communication that is tailored to their daily experience, speaks to them on a personal level, and is relevant and activating. In 2019 we piloted a tailor made Instagram content campaign for youngsters in the Netherlands with the goal of getting them engaged with sensitive sexual health and rights topics. This pilot was successful, so in 2020 we will develop a plan to engage with youngsters on social media in a similar way on an international level. In 2019, we launched our #IDEcide4MYSELF report, the outcome of our research engagement with almost 2500 youngsters from Indonesia, Russia, Kenya and the Netherlands. By learning how they perceive empowerment in relation to sex and relationships and sharing their stories through an empowering campaign we amplified the initial research engagement into a campaign with a much larger reach. We also worked with 366 students in the Netherlands to develop and test our new Schools4Life guest lesson.



INTERNATIONAL YOUNG TRAINERS

Dance4Life's work is built on the principle of peer education; we invest in young role models and influencers who actively engage with other youngsters. Our young trainers are critical to our work; they spread our programme and create more impact around the globe. In 2019 we surveyed our Trainers4Life and got a retention score of 100%, with all trainers stating that they would like to remain contracted and would recommend their friends to join.

In 2019 our Trainers4Life trained 481 new Champions4Life, the young people who take the Journey4Life programme into classrooms and public spaces. In this year we also reached the magic number of having trained 1000 Champions4Life since the start of our Journey4Life programme in 2017. We also began to develop and pilot test our online Academy4Life, to establish a cost-effective way of building the capacity of our pool of trainers, equipping them with skills for the 21st century.

FRANCHISEES

To expand our work we need local partners, our franchisees. Our interaction with them is vital to the quality of our work. Collaboration with them requires mutual accountability, solidarity and transparency. We have set up a system to support our franchisees to implement The Journey4Life well, which ranges from direct and tailored support from our team of partner managers, to generic support that can be accessed by the entire network of franchisees.



Each franchisee receives one-on-one contact via their partner manager, who provides direct support via email and skype, and through workshops and visits. In addition, all franchisees have access to MyDance4Life, an online portal that enables access to many practical tools, such as our Operations Manual. The franchisees themselves are represented by our Board of Franchisees, who meet twice a year in Amsterdam to advise to Dance4Life on how to further strengthen our support system. The Board also plays a vital role in setting the agenda for the yearly Dance4Life Experience, an event where all our franchisees get together to exchange learning and insights.

Every year Dance4Life sends out a satisfaction survey to our network of franchisees to find out if our support is valued. In 2019, the main insights of the franchisee satisfaction survey were:

- / The Journey4Life is a good entry-point for conservative settings, as it is easier for stakeholders to accept than Comprehensive Sexuality Education
- / The Journey4Life is very engaging and attractive to young people
- / Local contextualisation of the Journey4Life is very important and helpful
- / The learning network is highly appreciated
- / Franchisees are very positive about the support they get from Dance4Life

FRIENDS & SUPPORTERS

Dance4Life receives an important part of its fundraising income from a core group of Friends, who donate a minimum of €2,500 a year to us, and often also raise funds or give extra donations at our charity events. We very much appreciate not only the funds they bring, but the support they give us through their knowledge and in kind sponsorships. In 2019 we realised we needed to renew our fundraising portfolio to improve our return on investment and to keep our concepts relevant and exciting for our stakeholders. We recruited a new fundraising manager who spent a lot of time in the last quarter of 2019 engaging with our Friends4Life, learning about what is important for them as part of our new fundraising strategy.



Dance4Life also counts on the support of the general public, and in particular, our community of runners. In 2019 more than 40 of them ran the New York Marathon and the Dam tot Damloop, and we kept them updated with information, materials, engaging events and a party thrown in their honour.

INSTITUTIONAL DONORS, FOUNDATIONS AND CORPORATE PARTNERS

Dance4Life relies on funding from institutional donors and foundations. They expect full transparency and accountability, which we provide on our website, through key policy documents, newsletters, updates, reports and our annual report. When circumstances change, we update our donors, generally communicating with them by phone,

e-mail and in face-to-face meetings. A significant event in 2019 was our launch called 'Unpacking Empowerment' of the #IDEcide4MYSELF report. Dutch ambassador for Gender Equality and Women's Rights Mette Gonggrijp, Youth Advisor for UNAIDS EECA representative Elena Kiryushina and Rutgers' Senior Empowerment Researcher Judith Westeneng participated in an expert panel discussing 'What can we do together to empower young people'.



PARTNERS AND PEERS WITHIN DEVELOPMENT AID

Dance4Life is part of two strategic alliances (Get Up Speak Out for Youth Rights! and Right Here Right Now). In 2019 we met regularly with our alliance partners, sharing new information and developments, research results and views. Beyond our website we used social media and newsletters to keep them up to date and developed a 'capacity statement' document to inform them about our new approach and its impact. Our senior staff engaged with ministries, civil servants, academics, knowledge institutes, networks such as Share-Net Netherlands and peers who deal with issues that relate to our change agenda. We also engaged in workshops, seminars, round tables and conferences to ensure that our voices – Dance4Life's, its franchisees' and crucially young people's – were heard, such as the ICPD +25 conference in Nairobi.

AMBASSADORS

Dance4Life has a strong public profile, in large part thanks to our ambassadors. In 2019 we worked with seven ambassadors outside of the Netherlands, and welcomed one new ambassador in the form Indonesian YouTube star, actor and model Asmara Abigail. Besides her involvement in an online campaign through Dance4Life Indonesia's Instagram account, she has also contributed at the launch of the #IDEcide4MYSELF Research launch at the first International Conference on Indonesia Family Planning and Reproductive Health (ICIFPRH).



In The Netherlands we worked with 16 ambassadors for both raising awareness as fundraising activities. All of them are personally committed to our work and are influential people with a big outreach to the stakeholders we would like to engage in our work, and many are from the worlds of music and dance, fashion and lifestyle. They talked about Dance4Life in their social media, to journalists, and at events, and enabled us to reach our target audiences in the Netherlands.



MEDIA

Radio and TV as well as print journalists are important mediators between our organisation and the public, and between us and policy makers and politicians. Conversely, we are a trusted source of information

for journalists because of our thematic expertise and our contacts with Southern constituencies and local activists. In 2019 we continued to build on our good relationships with journalists, connecting with them through personal contacts, network meetings and social media.

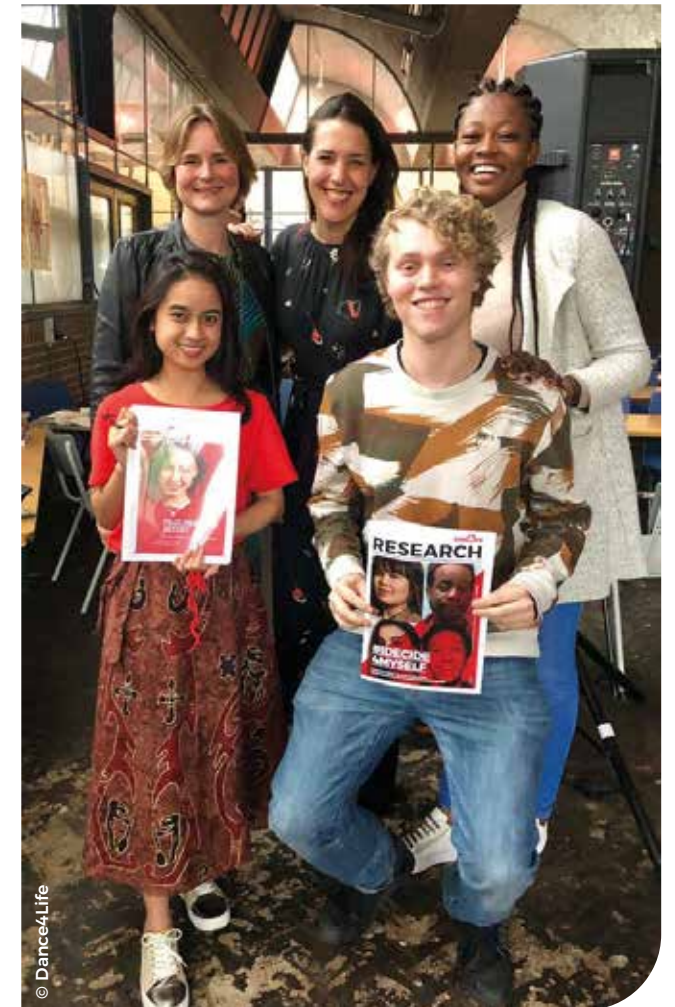
For 2019 we especially thank RTL 4 television shows 'Koffietijd' and '5 Uur Live' which on many occasions gave us and our ambassadors a platform to share in depth stories about our work in the EECA region, and in Dutch high schools concerning young people's wishes and boundaries in relation to sex and relationships.

DANCE4LIFE STAFF AND BOARD MEMBERS

Besides our external stakeholders, Dance4Life also has two key internal stakeholders: our staff and our Supervisory Board. Much like external clients, they expect to be kept informed, up-to-date and involved. In 2019 all staff members engaged in regular team meetings and our weekly connect / stand-up-session, where staff share important developments in their teams. We also held quarterly meetings for formal monitoring and evaluation of our yearly plan, as well as regular staff trainings and outings to inspire them and develop their skills. In 2019 we had a training for team leaders on sickness prevention, and another training on insights discovery.

In the last quarter of 2019 Dance4Life moved from having two directors to a structure with one executive director and a management team. This model fits our current organisation better and keeps communications lines shorter and with fewer layers. The management team started to engage the team leaders and other staff much more in organisational developments, to ensure transparency and a sense of ownership. In 2019 we also held an anonymous employee satisfaction survey. Some of this issues that arose have already been addressed, such as a new salary house and the changes in organisational structure; in 2020 we will dive deeper into the results in our team meetings.

Our Supervisory Board oversees the strategic direction of the organisation and is accountable for financial management and sign-off of our annual plans. It requires the utmost transparency. Our leadership team met with the Supervisory Board five times in 2019, providing core documents such as our quarterly reports and financials, in addition to less formal engagement over the phone, by e-mail and at our events.



CHALLENGES

REDUCED VISIBILITY IN THE NETHERLANDS

In recent years we have invested heavily in developing our empowerment model and transitioning to becoming a social franchise. One consequence of that investment is that we spent less time engaging with our stakeholders in the Netherlands about who we are and why we exist. This resulted in reduced visibility and has had an impact on our brand awareness and fundraising in the Netherlands. Therefore, at the end of 2019 we developed a new narrative and tagline for the Dutch market. We plan to be out there much more in 2020, to build a movement for safe sex and to connect the Dutch public to our cause.

FUNDRAISING CONCEPTS OUT OF DATE

2019 marked a transition year for Dance4Life's fundraising efforts. We realised that our portfolio of fundraising concepts had been very successful for many years, but now needed renewing. Most of them performed less well than planned, while the investment from our side was very high. Therefore we reviewed our whole fundraising product portfolio and developed a new fundraising strategy for 2020-2022. This also meant we had to make some changes to our fundraising team, as new skills were required for this new phase. Now that a new strategy and team are in place, we are confident that we can build sustainable growth and maximise our unrestricted funds to empower young people around the world.

NEED FOR FURTHER EVIDENCE OF OUR IMPACT

Our social franchise model is very different from the typical NGO business model of fundraising for programme implementation. We have learned that for more franchisees to take up our model, and for more funders to invest in it, we need better evidence for the impact of our work. Our initial pilot evaluations showed our model has positive results on young people, but the type of research was not very rigorous, unlike the randomised controlled trial that we began in 2019. We anticipate that the results of that trial in Indonesia will, in 2020, provide hard evidence for our model's impact. We are seeking funding to set up a second randomised controlled trial in 2020 to investigate the impact of one of our African franchisee's work. With harder evidence, we expect more impact funders and franchisees to come on board.

OUR ORGANISATION

Our organisation is developing constantly, building on the framework that we set out in our Business Plan 2017 - 2020. We are organised with a focus on Engagement, Franchising and Research & Development, and our impact model is based on those three principles. To enable us to implement the model and reach the required scale, we engage with our stakeholders to create buy-in, we *franchise* our model to ensure scale, and we focus on R&D to create proof of its impact.

STAFF

We firmly believe in the intrinsic potential in each individual, and in creating an enabling a work environment to help unlock that potential. Each of our teams is led by its own leader and is responsible for its own targets and budget.

Dance4Life is dedicated to encouraging a supportive and inclusive culture and we believe it is in our best interest to promote diversity and eliminate discrimination in our workplace. We are committed to providing equality and fairness to all in our employment and to not provide less favorable facilities or treatment on the basis of age, disability, gender or any other ground.

At 31 December 2019, Dance4Life had a staff of 29 on average, we employed 23,74 FTE in 2019 (24,15 FTE in 2018).

The median age of our staff is 32, the average age is 34. 86,21% is female and 13,79% is male. 24,14% of our employees works full time (40 hours). 27,59% is non-Dutch, and 6,9% of our employees comes from outside of the EU. In 2019, we hired 4 new employees and parted with 5 employees.

REMUNERATION

In 2018 we took part in an industry salary benchmark study. The result showed our remuneration policy is slightly below, but in line with, the industry norm. In 2019 we reviewed all individual remuneration packages and corrected them as needed. Additionally, we increased all salaries by 1,4% in line with the consumer price index for 2018.

EXECUTIVE DIRECTOR

Dance4Life is led by our Executive Director Jael van der Heijden. She had started 2019 as the head of a two-piece leadership team, alongside Anika de Groot. However, during 2019 Anika decided to leave Dance4Life, and Jael formed a management team with Marlies Tan (HR Manager) and Steven Hendriks (Finance & Operations Manager).

As Executive Director, Jael is responsible for managing all Dance4Life's teams. She is accountable to the Chair of the Supervisory Board and reports to the board on a regular basis. Her remuneration package is determined and approved by the Supervisory Board, and bench marked to the "Basis Score voor Directiefuncties" (BSD) and the Code of Good Governance. Jael's salary including pension is € 85.508, based on 0,85 FTE. There are no other remuneration components. Our organisation scores 385 BSD points, bringing our maximum salary for

a director to €92.788 (0,85 fte). Thus our Executive Director's salary is within the BSD norm.

SUPERVISORY BOARD

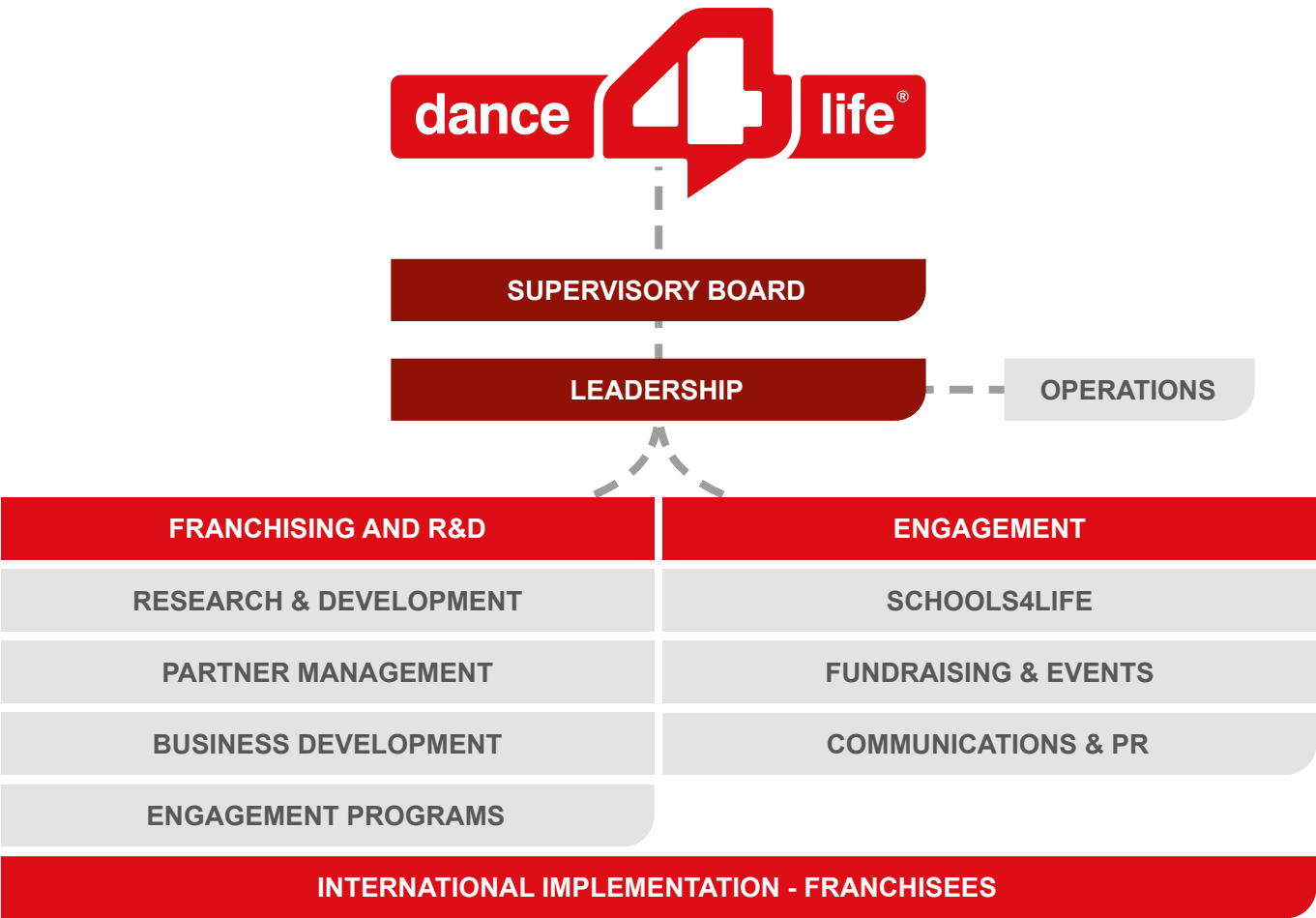
The Supervisory Board is responsible for supervising the Executive Director and the planned activities and budget of Dance4Life. Its members are appointed for a period of four years, with a maximum of two terms. Our supervisory board members do not receive any emoluments. According to the by-laws the supervisory board must meet at least once a year. In 2019 we held five supervisory board meetings, on 26 February, 23 April, 9 July, 15 October and 10 December. In each meeting the Executive Director reported on the (financial) performance of the organisation and the various areas of work, including progress towards realisation of the 2019 year plan as part of our Business Plan for 2017 to 2020. She also reported on any deviations from the year's plan and budget.

Every year there are some recurring topics for the supervisory board's agenda: approval of the annual report (including the financial statements) for 2018; progress against the 2019 year plan; and progress against our Business Plan 2017 to 2020. Another recurring task is the Executive Director's annual appraisal, which took place in June with the Chair of the Supervisory Board and our Human Resource Manager. In preparing for this the Chair consulted with all the supervisory board members. In 2019 our supervisory board held five official meetings.

COMPOSITION OF THE SUPERVISORY BOARD

In 2019, Laura Lasance left the Supervisory Board. No replacement was recruited for her, discussion has started what profile is needed for the board and will be started up in 2020. The other members were:

- / **THÉRÈSE VAN SCHIE** (Chair), independent consultant
- / **WIETSE TJOELKER** (Treasurer), certified auditor, investor and consultant
- / **DOORTJE BRAEKEN**, expert on adolescent SRHR
- / **GODERT VAN DEDEM**, VP International Operations at eBay



FINANCIAL REPORT 2019

In 2019 Dance4Life's total income was € 2.715.799. Our income decreased compared to our income of 2018. This is mainly due to the absence of a media campaign that was donated in 2018, but not in 2019, and the transferring of managing a grant that we regrant to our implementing partners. Correcting for these factors, our income declined 5% compared to 2018.

FINANCIAL RESULT

We have recorded a negative result of € - 242.752 in 2019. Our budgeted result was € 54.276, thus our result is less than expected. The result from our operational activities was € - 168.177. Additionally, our operational result is lessened by our contribution to the program in Papua that is taken from our reserve (€ - 33.767), and an extraordinary negative result on VAT (€ -16.316) and payroll taxes (€ -24.492). Our negative operational result comes from realizing less income than we expected. We have had to cancel some of our fundraising initiatives due to lack of capacity, and some of the funding projects that we had worked on didn't come through. Subsequently, we have managed our expenditure to follow our income. Due to the inflexible nature of a portion of our costs, we have incurred a loss of € 242.752.

FINANCIAL HEALTH

Despite our negative net result, our financial indicators show that we are in good financial health.

	2019	2018
Quick Ratio	1,87	2,11
Internal benchmark: > 1		
Leverage Ratio (D/E ratio)	1,07	0,86
Internal benchmark: < 2		

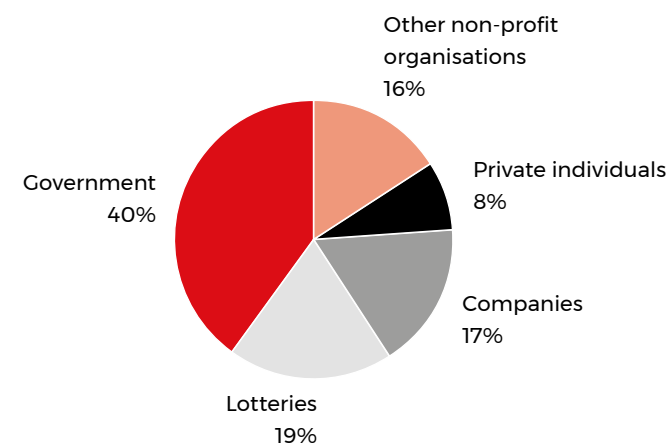
We did not experience cash flow problems and we met our payment obligations.

However, following 2 consecutive years in which our financial result was less than we anticipated, we realise that we need to manage our cash flow carefully. We have set up a cash flow management tool to monitor our cash flow in 2020.

SOURCES OF INCOME

Our largest source of income in 2019 is from government grants, which we received for our work as part of the Get Up Speak Out alliance and the Right Here Right Now alliance. This income includes grants that we regrant to our local partners. Our income from lotteries and income from other non-profit organisations is 19% and 16% respectively of our total income. Our remaining income comes from companies (17%) and from private individuals (8%). Income from companies consists of corporate partnerships, income from our Friends4Life and the Funky Fundraiser. Our income from private individuals comes from peer2peer fundraising and private major donors.

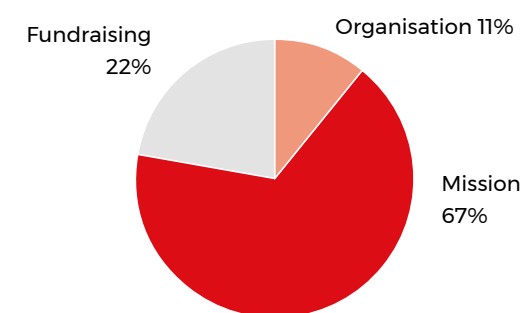
SOURCES OF INCOME 2019



OUR EXPENDITURE

Our expenditure was € 2.958.551 in 2019. Of that, we spent 67% on our mission. 22% of our expenditure went to fundraising and the remaining 11% covered our organisational cost. These percentages are in line with our internal benchmarks and industry standards.

EXPENDITURE 2019



OUR CONTINUITY RESERVE

Our continuity reserve was € 609.456 at the start of 2019. Our negative result of € - 242.752 is deducted partly from this reserve. Our continuity reserve is € 550.470, reduced by 58.985 since the start of the year. We are in control of our performance, and our reserve is sufficient to secure our future performance in 2020.

ORGANISATION DEVELOPMENT

Quality Management

In 2019 we worked on further strengthening the professional foundation of our organisation. In 2018 we focused on quality management and became Partos:9001 certified. A year after our certifying audit we were audited again in October 2019. We are proud to report that the basis of our quality management systems still stands, and that we continue to build on improving the quality of our organisation.

Integrity Management

Our renewed Integrity Framework is one of the important projects that we rolled out in 2019. We reviewed our existing policies and processes and checked if they are compliant with the norms that Partos and CBF published. To ensure that we are able to uphold the highest integrity norms, we have updated our code of conduct and our complaints process in 2019. Our Integrity Framework now consists of our new code of conduct, safeguarding policy for young people, privacy policy and sanction policy, and our new complaints policy and whistle blower policy. Our Integrity Framework is published on our website [here](#). In addition to updating our policies, we are organising periodical sessions with our team and our stakeholders during which we discuss our moral norms and to evaluate and learn from situations that we have encountered.

In 2019 we have received report of one case of misconduct on our end. We had mistakenly published the personal details of one of our respondents of a study in Russia in the research paper. After this

mistake was reported by our Russian partner, we have withdrawn as many of the printed reports as we could. Furthermore the name of this respondent was deleted from all future prints and published outings of the report. In addition, we held a learning session on how we could learn from this situation. This report of misconduct was not reported to the Privacy Authority in the Netherlands, because the published personal details are of an individual outside of the EU.

RISK MANAGEMENT

By assessing risks and taking effective mitigating measures we are able to engage with risks and create opportunities for our organisation. We have an effective risk management tool in place that helps us assess and track the development of risks and opportunities. We are in control regarding the working of our risk management system and the risks that we face and choose to engage with. At the end of 2019, we see the following risks:

Strategic risks

We are reliant on government-funded partnerships for our operations. Over the past years we have continuously made an argument for the importance of funding SRHR initiatives. The new call for funding post 2020 is out now and we are happy to see that SRHR is on the agenda. We are applying for funding in several consortia to diversify our income from this funding source.

In case we are not selected for one of the government funded partnerships, this will have serious financial implications for our organisation. We focus on maximizing the impact of our programmes, in a situation that we would be part of fewer subsidies than we aim to be, we have worked out several scenarios that permit us to collaborate with strategic partners or adjust our cost structure to reduce financial exposure.

Early 2020 the world has been shocked by the global COVID-19 pandemic. As a result, global governments are urging people to stay at home and to keep a distance from each other, to slow the spreading of the virus. At this time of writing, most international travel has come to a stop, our program implementation is paused, and companies let their staff work from home as much as possible. We are closely monitoring the developments of this pandemic and we are aiming to use possible support packages that we are eligible for. We have several mitigation measures worked out to adjust our expenditure if our income is reduced or delayed. At this point in time, we don't foresee any immediate continuity risks.

Another strategic risk that we see is the increasing competition in the marketplace for NGOs active in the sexuality and health sector, and simultaneously the shrinking space for NGOs by local governments. We are monitoring this development closely and we are working together with other organisation to make sure that we can keep operating in difficult regions and reach sufficient scale.

Operational risks

Our organisation needs earmarked and unearmarked income to finance our operation and our programs. In regard to our unearmarked funding, we see that the amount of income that we generate is declining. We came to the conclusion in 2019 that our fundraising concepts need to be refreshed and partnerships need to be closed with additional partners. We evaluated our fundraising portfolio and renewed our fundraising strategy. In 2020 we will deploy new activities that aim to be sustainable sources of income for Dance4Life.

Our earmarked income comes from government-funded programs and other institutional donors and funders. We find that there is ample interest for our franchise concept, but that donors find it hard to finance our program. We are working on attracting the right donors for our programs, and developing various funding propositions for our programs.

Compliance risks

We are subjected to several guidelines and regulations by multiple institutions such as Partos and CBF. In addition we comply with the Dutch law and financial regulations. We are up to date of developments in the sector and we aim to be compliant to all regulations that affect us.

Ongoing risk management

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

LOOKING BACK ON OUR GOALS FOR 2019:

Our five main goals for 2019 were:

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

In 2019 we worked hard on renewing our message to the public and our marketing strategy. These have been created in close collaboration with our stakeholders. In 2020 we are ready to engage with our public and our funders in new ways.

2. Continue to build the evidence base around our model by starting a fully funded PhD trajectory in Kenya and Indonesia that brings in first pre- and post test data on our model by the end of 2019.

We have started a Randomised Controlled Trial in Indonesia, in partnership with Rutgers Indonesia and with the expertise of University of Maastricht. Unfortunately we haven't been able to secure funding to extend the randomized controlled trial to Kenya. We are still fundraising for this project.

3. Build longer term and multi-country partnerships, by ensuring we are part of at least two strategic multi-country partnerships for after 2020 and securing sufficient funds for our School4Life programme, Network support and Trainers4Life Academy.

We have worked hard on creating partnerships with other organisations. Early 2020 we have submitted engaging proposals to continue to make a difference in the new subsidy programs after 2020. We feel that we are part of the right consortia to keep engaging with young people in key regions and to work on their sexual health.

2019 was a difficult year for securing funding for our programs. Although we found funders in Adessium for the Schools4Life program and Comic Relief for funding part of the Academy and Network support, we didn't attract enough funders to finance all of our plans.

4. Our franchisees' network and Schools4Life programme empowers 70,000 young people as Agents4Change and we continue scale-up through gaining 5 new partners (bringing the total to 19 signed-up franchisees) and ensuring existing partners are on board for further scale-up after 2019.

We receive international appraisal for our concept of scale-up through international partners. We find that our scale-up model has many positive attributes to the way we provide international aid. Local ownership and a more egalitarian relationship are important cornerstones of our model and we are proud to be one of the front runners in doing this worldwide. Despite yielding positive results, the scale-up rate of our model is slower than we wish. In 2019 we have reached almost 37.000 young people through our international program and Schools4Life program. We are hopeful that we will be able to pick up the pace, because in 2019 we welcomed three new franchisees to our network: AFEW Kazakhstan, AFEW Kyrgyzstan and AFEW Ukraine

5. Empower and build a strong and re-energised team, with clear goals and a joint focus on bringing Dance4Life back to the Champions League following its transition to becoming a franchise.

2019 was a turbulent year for our team with the joining and leaving of several people. We have conducted an Employee Satisfaction Survey to look into what we do well as an organisation, and where we can grow. The results of the study have opened the discussions on what we can do to build a stronger team. We feel we have tapped into the core of what makes us great as an organisation and that we are ready to build on that.

OUTLOOK FOR 2020

Our 5 main goals for 2020 are:

1. Create visibility in the Netherlands through ambassadors and a visibility campaign - and refresh our fundraise portfolio, ensuring sufficient and stable unearmarked funds and sponsorships on a longer term.
2. Ensure we continue to build the evidence base around our model by starting a second fully funded RCT and harvest the results of the RCT in Indonesia bringing first results by mid 2020.
3. Build longer term and multi-country partnerships with 4 international organizations, and ensure we are part of at least two strategic multi country partnerships for after 2020. Securing sufficient funds for our School4Life programmeme, Network support and Trainers4Life Academy.
4. Our franchisees network and Schools4Life empower 63.000 Agents4Change and we will continue scale up through new partners (4 new, leading to 17 franchisees that signed) and ensuring existing partners are on board for further scale after 2020.
5. Empower and build a strong and re-energized team, with clear goals and a joined focus on bringing sustainable impact for young people globally.

Dance4Life Budget 2020

A. INCOME

Income from private individuals	270.000	390.000
Income from companies	221.500	593.500
Income from lottery organisations	500.000	550.000
Income from government grants (excl Re-Grants)	671.100	607.700
Income from other non-profit organisations	856.000	828.000
Interest	50	250
Total A. Income (excl. Re-Grants)	2.518.150	2.969.450
Re-Grants	731.092	738.092

B. COSTS

B1 Expenditure on objectives

Engagement:		
Engagement	313.385	285.097
Costs internal organisation	497.855	603.131
Franchising:		
Franchising (excl. Re-Grants)	252.625	230.195
Costs internal organisation	492.570	485.550
R&D:		
R&D	144.736	197.704
Costs internal organisation	233.672	239.370
<i>Total B1 Expenditure on objectives</i>	1.934.843	2.041.047

B2 Costs of fundraising

Direct costs fundraising	81.000	234.875
Costs internal organisation	274.079	400.559
Total B2 Costs of fundraising	355.079	635.434

B3 Organisation and administration

Costs internal organisation	189.449	238.693
<i>Total B3 Organisation and administration</i>	189.449	238.693

<i>Total B. Costs</i>	2.479.371	2.915.175
Result	38.779	54.275
<i>Re-Grants to partners</i>	731.092	738.092

FINANCIAL STATEMENTS



A. Balance sheet as at 31 December 2019

	31-12-2019	31-12-2018
	€	€
<u>ASSETS</u>		
1. Intangible fixed assets	0	0
2. Tangible fixed assets	4.289	5.749
3. Financial fixed assets	41.454	41.454
4. Receivables		
- Subsidies to be received	0	78.265
- Taxes and social securities	0	15.950
- Debtors	103.681	205.299
- Other receivables, prepayments and accrued income	527.885	590.383
Total receivables	631.566	889.897
5. Cash and cash equivalents	668.557	719.975
Total assets	1.345.865	1.657.074
<u>LIABILITIES</u>		
6. Reserves and funds		
- Continuity reserve	550.470	609.456
- Appropriated reserves	0	0
- Appropriated reserve Dutch National Postcode Lottery	100.000	250.000
- Appropriated funds	0	33.767
Total reserves and funds	650.470	893.223
7. Long term liabilities	41.454	41.454
Current liabilities		
- Creditors	44.844	82.720
8. - Other liabilities, accruals and deferred income	609.097	639.678
Total current liabilities	653.941	722.398
Total liabilities	1.345.865	1.657.074

B. Income statement 2019

	Realisation 2019	Budget 2019	Realisation 2018
	€	€	€
<u>A. INCOME</u>			
9. Income from private individuals	227.419	320.000	403.969
10. Income from companies	459.432	663.500	947.067
11. Income from lottery organisations	502.500	550.000	580.505
12. Income from government grants	1.088.016	1.265.792	1.238.056
13. Income from other non-profit organisations	438.513	908.000	352.311
14. Other Income	-81	250	167
Total A. Income	2.715.799	3.707.542	3.522.075
<u>B. COSTS</u>			
B1 Expenditure on objectives			
15. Engagement:			
Engagement	182.966	294.332	795.301
Costs internal organisation	504.136	555.746	540.721
	687.102	850.078	1.336.022
16. Franchising:			
Franchising	757.656	1.030.305	1.008.528
Costs internal organisation	299.307	447.403	408.811
	1.056.963	1.477.708	1.417.339
17. R&D:			
R&D	27.315	197.704	100.226
Costs internal organisation	196.311	220.564	197.307
	223.626	418.268	297.533
Total B1 Expenditure on objectives	1.967.690	2.746.053	3.050.894
18. B2 Costs of fundraising			
Direct costs fundraising	250.355	291.185	362.943
Costs internal organisation	407.853	369.088	330.073
Total B2 Costs of fundraising	658.208	660.273	693.016
19. B3 Organisation and administration			
Costs internal organisation	332.653	246.940	250.334
Total B3 Organisation and administration	332.653	246.940	250.334
Total B. Costs	2.958.551	3.653.266	3.994.244
Result	(242.752)	54.276	(472.169)
Specification allocation result			
Allocated Fund Schools	Abstraction	(33.767)	11.089
Allocated Reserve Pilots		0	(172.063)
Continuity Reserve	Abstraction	(58.985)	(61.195)
NPL Reserve	Abstraction	(150.000)	
Total		(242.752)	(222.170)

C. Cash flow statement

The cash flow statement analyses the changes in cash and cash equivalents between 31 December 2018 and 31 December 2019 and is prepared according to the indirect method.

	2019	2018
	€	€
<u>CASH FLOW FROM OPERATIONAL ACTIVITIES</u>		
Balance of income and costs	-242.752	-472.169
Unallocated result 2016	0	0
Depreciation	1.460	1.910
Gross cash flow from operational activities	-241.292	-470.259
Changes in working capital		
- Change in receivables	258.331	-266.951
- Change in provisions		0
- Change in short-term debt	-68.457	-198.032
Total changes in working capital	189.874	-464.983
<u>CASH FLOW FROM INVESTING ACTIVITIES</u>		
Movements in fixed assets	0	-6.779
Movements in financial assets	0	0
Cash flow from investing activities	0	-6.779
<u>CASH FLOW FROM FINANCING ACTIVITIES</u>		
Change in long-term debt	0	0
Total	-51.418	-942.021
Cash and cash equivalents at year end	668.557	719.975
Cash and cash equivalents at beginning of year	719.975	1.661.996
Changes in cash and cash equivalents	-51.418	-942.021

D. General notes to the balance sheet and income statement

1. INTRODUCTION

1.1 General

Dance4Life's reporting principles adhere to the RJ 650 guideliness. The core activities of Dance4Life in 2019 have been split up in three different objectives:

- Engagement;
- Franchising;
- Research & Development.

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

1.2 Budget versus realisation 2019

The total income of 2019 (€ 2.715.799) is lower than in the budget (€ 3.707.542). The lower total income is mainly caused by lower realized 'Income from Companies' and 'Income from other non-profit organisations'. Income from Private Individuals is also slightly less than budget. Income from Lottery Organizations and Government Grants are higher than budgeted. For the Income from Government grants the decrease compared to budget is mainly due to a transfer of grant management. For specific differences between realization and budget refer to the notes to the income statement.

1.3 Funding strategy

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

2. PRINCIPLES OF VALUATION OF ASSETS AND LIABILITIES

2.1 General

The financial statements have been prepared in accordance with accounting principles generally accepted in the Netherlands. The financial statements are denominated in Euros.

In general, assets and liabilities are stated at the amount at which they were acquired or incurred, or fair value. If not specifically stated otherwise, they are recognized as the amount at which they were acquired or incurred.

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

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

2.2 Going concern

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

2.3 Foreign currencies

Transactions denominated in foreign currencies during the reporting period are recognized in the annual accounts at the exchange rate ruling at the transaction date.

Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange prevailing at the balance sheet date. Exchange differences resulting from settlement and translation are charged or credited to the statement of revenue and expenditure.

2.4 Intangible and tangible fixed assets

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

2.5 Receivables

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

2.6 Cash and cash equivalents

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

3. PRINCIPLES FOR DETERMINATION OF THE RESULT

3.1 General

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

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

3.2 Subsidies

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

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

3.3 Revenues from fundraising

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

The revenues from fundraising are recognized in the year they are realized.

3.4 Costs

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

3.5 Granted subsidies

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

3.6 Personnel remuneration

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

E. Notes to the balance sheet

	31-12-2019	31-12-2018
	€	€
1. INTANGIBLE FIXED ASSETS		
Acquisition costs	41.400	41.400
Accumulated depreciation	-41.400	-41.400
Total intangible fixed assets January 1st	0	0
Mutations		
- Additions	0	0
- Disinvestments	0	0
- Depreciation	0	0
Total mutations	0	0
Acquisition costs	41.400	41.400
Accumulated depreciation	-41.400	-41.400
Total intangible fixed assets December 31st	0	0
<i>Depreciation rates</i>	33%	33%
2. TANGIBLE FIXED ASSETS		
Acquisition costs	42.169	35.390
Accumulated depreciation	-36.420	-34.510
Total intangible fixed assets January 1st	5.749	880
Mutations		
Additions	0	6.779
Disinvestments	0	0
Depreciation	-1.460	-1.910
Total mutations	-1.460	4.869
Acquisition costs	42.169	42.169
Accumulated depreciation	-37.880	-36.420
Total intangible fixed assets December 31st	4.289	5.749
<i>Depreciation rates</i>	33% or 20%	33% or 20%

No new assets were acquired in 2019.

	31-12-2019	31-12-2018
	€	€
3. FINANCIAL FIXED ASSETS		
Cash advanced to Dance4Life USA	146.176	146.176
Expenses advanced for Dance4Life USA	53.658	53.658
Reservation loan repayment	-51.455	-51.455
Cash received on behalf of Dance4Life USA	-106.925	-106.925
Total financial fixed assets	41.454	41.454

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

4. RECEIVABLES		
Subsidies to be received	0	78.265
Taxes and social securities		
VAT to be received for reporting year	0	15.950
Debtors		
Outstanding debtors	103.681	205.299
Reservation debtors		0
Total debtors	103.681	205.299
Other receivables, prepayments and accrued income		
Dutch National Postcode Lottery	500.000*	500.000
Prepayments	26.574	90.091
Interest	0	0
Donations	0	0
Other	1.311	292
Total other receivables, prepayments and accrued income	527.885	590.383

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

* Following general accounting principles, the contribution of the Nationale Postcode Loterij that will be announced in February 2020, is recorded as a receivable in 2019. From a business perspective this recording has no impact on Dance4Life. Dance4Life has not received additional income nor has had any increase in cash flow. Only the asset and liability side of the balance sheet have been augmented by € 500.000. As a result it may seem that Dance4Life holds a sizeable reserve, whereas we spend the entire subsidy on our programs every year.

5. CASH AND CASH EQUIVALENTS		
Banks - savings accounts	205.996	345.117
Banks - paying accounts	462.547	374.777
Cash	14	81
Total cash at banks and in hands	668.557	719.975

All amounts in the banks are directly and freely accessible, except for a rent deposit of € 13.706.

		31-12-2019	31-12-2018
		€	€
6. RESERVES AND FUNDS			
RESERVES			
Continuity Reserve	January 1	609.456	670.651
	addition	0	0
	abstraction	-58.985	-61.195
	December 31	550.470	609.456
Appropriated Reserve developing new strategy (pilots)	January 1	0	72.063
	addition	0	0
	abstraction	0	-72.063
	December 31	0	0
Appropriated Reserve developing new strategy (transition)	January 1	0	100.000
	addition	0	0
	abstraction	0	-100.000
	December 31	0	0
Appropriated Reserve Nationale Postcode Loterij	January 1	250.000	500.000*
	addition		
	abstraction	-150.000	-250.000
	December 31	100.000	250.000
Appropriated Fund Schools4Life	January 1	33.767	22.679
	addition	0	33.767
	abstraction	-33.767	-22.679
	December 31	0	33.767
TOTAL RESERVES		650.470	893.223

"Appropriation of result 2019:

Dance4Life applies the 'Richtlijn Financieel Beheer' of Goede Doelen Nederland to decide the amount of the continuity reserve. The Supervisory Board approved the policy to aim to build a continuity reserve amounting € 800.000 in the coming years.

The financial result of 2019 was € 297,028 less than anticipated. We have decided in 2019 to invest in the continuity and development of our programs, therefore the negative result is offset by the Continuity Reserve. We aim to replete the Continuity Reserve in the following years.

In 2018 the Schools4Life campaign raised a total of € 33.767 for our program Papoea. In 2019, this amount was granted to our program in Papoua. The funds in the Appropriated Fund Schools4Life were abstracted from the fund for this transfer.

* Under RJ650 we are subject to a change of accountant principles. In the annual report of 2016, the Dutch National Postcode Lottery would be accounted in the year the donation is received. From 2017 onwards, the Dutch National Postcode Lottery donation shall be accounted for in the year it applies to. As a result, a reserve is created on the balance sheet.

	31-12-2019	31-12-2018
	€	€
7. LONG TERM LIABILITIES		
Loan from ID&T relating to Dance4Life USA	41.454	41.454

In 2012 a loan of € 115.000 has been agreed upon with ID&T Partners BV for starting up the Dance4Life USA foundation. The terms state that Dance4Life will pay the money back only when sufficient funds have been raised in the USA. This debt refers to the objectives of Dance4Life. We are in the process of dissolving Dance4Life USA.

CURRENT LIABILITIES

Creditors	44.844	82.720
8. OTHER LIABILITIES, ACCRUALS AND DEFERRED INCOME		361.809
Contracted obligations to NCO partners	113.069	105.541
Subsidy received in advance	308.084	367.727
Balance holiday fees and leave hours	77.433	76.831
Donations / Revenue received in advance	48.115	41.427
Invoices to be received	21.038	48.152
Other liabilities (a.o. VAT)	41.359	
Total other liabilities, accruals and deferred income	609.097	639.678

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

The contracted obligations to implementing partners have slightly increased because we added the subsidy to Papoua. In general, our partners are mostly on track with their project plans and subsidies have been disbursed accordingly. This divides into obligations to GUSO partners (61.205) and other partners (51.863)

Subsidies received in advance are the subsidy from Comic Relief (29.023), Right Here Right Now (7.296), and Get Up Speak Out (271.765).

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

COMMITMENTS NOT INCLUDED IN THE BALANCE SHEET

Contingent liabilities

Rental agreement accommodation

Our rental agreement at the Keizersgracht 177 started the 1st of February 2015 until the 31st of January 2020. The yearly rent excluding services is € 57.868 per year. Dance4Life has a deposit of € 13.701 for this agreement.

F. Notes to the income statement

	Realisation 2019 €	Budget 2019 €	Realisation 2018 €
Income			
9. INCOME FROM PRIVATE INDIVIDUALS			
Sports events	^a 77.643	^c 100.000	185.121
Schools4Life program	^b 16.493	0	77.919
Private (major) donors & other income	133.283	220.000	140.929
TOTAL INCOME FROM PRIVATE INDIVIDUALS	227.419	320.000	403.969

^a The income of sports events is higher than in 2018, but behind on budget. Fewer runners joined our New York Marathon team and fewer Dam to Dam runners started their fundraising campaign.

^b In 2019 the new Schools4Life program was organized in the first half of the year. Due to redeveloping the program in 2019, we didn't budget for income from the Schools run in the first half of the year.

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

10. INCOME FROM COMPANIES			
Funky Fundraiser	265.283	^g 356.000	313.614
Friends4Life membership	^d 120.434	^g 137.500	^d 141.499
Friends Projects	^e 1.014	^g 70.000	^e 53.587
Business Development	^f 72.701	100.000	^f 438.367
TOTAL INCOME FROM COMPANIES	459.433	663.500	947.067

^d The income from Friends4Life has decreased compared to 2018. Are redeveloping the Friends proposition and it is expected to take off in 2020.

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

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

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

	Realisation 2019 €	Budget 2019 €	Realisation 2018 €
11. <i>INCOME FROM LOTTERY ORGANISATIONS</i>			
Dutch National Postcode Lottery	500.000	500.000	500.000
Dutch National Postcode Lottery - Nepal 'Save the date'	0	0	75.505
Dutch National Postcode Lottery - NPL Product		50.000	
Dutch National Postcode Lottery - Challenge Cup	2.500	0	5.000
TOTAL INCOME FROM LOTTERY ORGANISATIONS	502.500	550.000	580.505

Since 2008, the Dutch National Postcode Lottery assigns subsidy on a yearly basis (€ 500.000 every year). Our contract with the Postcode Lottery has been extended by another 5 years until 2017, receiving the last transfer in 2018.

In 2017, the Dutch National Postcode Lottery has renewed our partnership for another 5 year with a mid-term evaluation after 2,5 years. This will take place in the summer of 2020

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

12. <i>INCOME FROM GOVERNMENT GRANTS</i>			
Dutch Ministry of Foreign Affairs GUSO	776.883	987.392	947.915
Dutch Ministry of Foreign Affairs RHRN	311.133	278.400	290.141
TOTAL INCOME FROM GOVERNMENT GRANTS	1.088.016	1.265.792	1.238.056

Regarding all subsidies

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

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

In February 2016 the Ministry of Foreign Affairs granted a subsidy of € 39.500.000 to the alliance for the period 2016-2020. As a member of this alliance, Dance4Life was granted an amount of € 329,997 for 2019. Furthermore the alliance assigned an extra amount of € 426.667 to Dance4Life for country budgets.

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

In 2016 the Ministry of Foreign Affairs granted a subsidy of € 34.667.680 as part of the Strategic Partnerships Call to the alliance for the period 2016-2020. As a member of this alliance, Dance4Life was granted an amount of € 278.400 for 2019. A grant of € 60.000 was awarded for an additional project that is to be implemented in 2019 and 2020.

13. <i>INCOME FROM OTHER NON-PROFIT ORGANISATIONS</i>			
Income from Business Development	^h 438.513	908.000	352.311

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

	Realisation 2019 €	Budget 2019 €	Realisation 2018 €
14. <i>OTHER INCOME</i>			
Income from Interest & other income	(81)	250	167
TOTAL INCOME	2.715.799	3.707.542	3.522.075

COSTS OF THE ORGANISATION

15. <i>ENGAGEMENT</i>			
Costs Engagement			
Schools4Life	ⁱ 65.512	153.532	238.036
Right Here Right Now	52.047	68.800	55.619
In Kind Expenditure Engagement	^j 24.923	0	413.367
Communications	^k 40.484	72.000	88.279
Total Costs Engagement	182.966	294.332	795.301
Salaries Engagement	399.039	441.442	434.617
Charged other overhead Engagement	105.097	114.304	106.104
Total costs internal organisation	504.136	555.746	540.721
Total Engagement	687.102	850.078	1.336.022

ⁱ Costs for Schools4Life decreased considerably compared to 2018 because we did one tour along the Dutch Schools instead of two. The second half of the year we spent redeveloping the program.

^j

^k The actuals of 2019 are less than budgeted because some income wasn't secured to realised planned projects.

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

16. <i>FRANCHISING</i>			
Grants projects			
Grants to Dance4Life projects Ministry of Foreign Affairs GUSO	^m 426.833	658.092	482.887
Grants from NPL for Nepal 'Save the date'	0	0	21.735
Grants In Their Hands	0	0	85.318
Grants Schools4Life	ⁿ 46.987	0	
Grants This Way Up	^o 78.461	80.000	
Total grants projects	552.281	738.092	589.940

^m The grants for GUSO were assigned for the period of 2019.

ⁿ The money raised by Schools4Life program is granted to Papoua.

^o Dance4Life entered into a project backed by Comic Relief with our Franchisee in Ghana. Dance4Life acts the lead agent.

	Realisation 2019 €	Budget 2019 €	Realisation 2018 €
COSTS FRANCHISING			
Programs	^p 66.814	141.645	208.155
Creating demand	82.742	109.518	130.809
Programs ICPD, MFSASK, Sharenet	0	0	0
Get Up Speak Out - Franchising	55.819	41.050	79.624
Total Costs Franchising	205.375	292.213	418.588
Costs internal organisation			
Salaries Franchising	236.911	355.383	328.591
Charged other overhead Franchising	62.396	92.020	80.219
Total costs internal organisation	^q 299.307	447.403	408.811
TOTAL FRANCHISING	1.056.963	1.477.708	1.417.339

^p The Programs costs contains the costs for implementing the project in Ghana backed by Comic Relief and costs of start-up packages for our new implementing partners.

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

	Realisation 2019	Budget 2019	Realisation 2018
Prototyping of Franchising Programs+ Transitioning of Partners	0	0	64.624

17. **RESEARCH & DEVELOPMENT**

Costs Research & Development			
Regular R&D	^r 31	117.514	17.076
Research pilot	^s 0	30.190	0
Get Up Speak Out - Research & Development	27.284	50.000	83.150
Total Costs Research & Development	27.315	197.704	100.226
Costs internal organisation			
Salaris R&D	155.386	175.199	158.590
Charged other overhead R&D	40.925	45.365	38.717
Total costs internal organisation	196.311	220.564	197.307
TOTAL RESEARCH & DEVELOPMENT	223.626	418.268	297.533
Total B1 Expenditure on objectives	1.967.690	2.746.053	3.050.894

^r The actual spend on regular R&D is behind on the budget some projects were postponed or delayed.

^s Our spend on Research was covered under the GUSO Program.

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

18. **B2 COST OF FUNDRAISING**

Costs Fundraising			
Fundraising support, friends, corporates	240.815	270.635	343.878
Fundraising Business development	9.538	20.550	19.065
Total Costs of Fundraising	250.353	291.185	362.943
Costs internal organisation			
Salaries	322.828	293.175	265.304
Charged other overhead	85.025	75.913	64.769
Total costs internal organisation	^u 407.853	369.088	330.073
TOTAL FUNDRAISING	658.208	660.273	693.016
Total B2 Costs of fundraising	658.208	660.273	693.016

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

19. **B3 ORGANISATION AND ADMINISTRATION**

Costs internal organisation			
Salaries	^v 241.831	174.703	155.458
External personnel	^w 27.129	27.000	56.924
Charged other overhead	^v 63.692	45.236	37.952
Total costs internal organisation	332.653	246.940	250.334
Total B3 Organisation and administration	332.653	246.940	250.334
Total B. Costs	2.958.551	3.653.266	3.994.244

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

^w External personnel consists of contracting HR.

Total Net Result	(242.752)	54.276	(472.169)
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	Realisation 2019 €	Budget 2019 €	Realisation 2018 €
Personnel Costs			
Gross wages (included holiday fee)	1.066.250	1.116.683	1.093.171
Social securities	223.406	268.174	198.549
Pension Costs	66.339	44.845	50.841
Total direct personnel cost	1.355.995	1.429.702	1.342.561
Total Employees on December 31	28		29
Total FTE	23,70		24,15
Salary Director			
Name:	Jael van der Heijden		
Role:	Executive Director		
Employment:			
Contract:	Indefinite		
Hours:	34,0		
Parttime Percentage	0,85		
Period:	1 jan - 31 dec		
Gross Salary	68.844		
8% holiday	5.508		
Fixed year end bonus	0		
Celebrational bonuses	0		
Payment of excess holidays	0		
Total salary costs executive director	74.352		
Taxable Expenses	0		
Executive director: pension	11.157		
Pension compensation	0		
Other remuneration parts	0		
Total salary director	85.508		

The annual income of our Executive Director is within the maximum boundary of EUR 92.788, according to the Benchmark Basis Score voor Directiefuncties (BSD).
For an explanation of our remuneration policy for our Director, we refer to PAGE 60 of this report.
No loans, prepayments or guarantees are granted to our Executive Director.

Amsterdam, 15 april 2020

Representing the Supervisory Board,

Therese van Schie

Thérèse van Schie

Dance4Life foundation
Keizersgracht 177, 1016 DR Amsterdam, The Netherlands

Therese vanSchie

Representing the board,

Jael van der Heijden

H. Split of Costs

	Budget -/-		Actuals		Actuals 2018	
	Budget 2019	Actuals 2019	Budget 2019	Actuals 2019	Actuals 2018	Actuals 2018
DIRECT COSTS						
Grants to NCOs	€ 552.281	€ 552.281	€ 738.092	€ 185.811	€ 589.940	€ 589.940
Acquisition of assets	€ -	€ -	€ -	€ -	€ -	€ -
Mission Travels	€ 36.502	€ 69.885	€ 171.805	€ 101.920	€ 151.180	€ 151.180
Materials	€ -	€ 37.295	€ 163.350	€ 126.055	€ 101.493	€ 101.493
Communications	€ 219	€ 34.230	€ 86.550	€ 52.320	€ 277.937	€ 277.937
Other Project costs	€ 93.408	€ 391.642	€ 521.166	€ 129.524	€ 963.754	€ 963.754
External Personnel	€ 75.246	€ 160.088	€ 159.563	€ -525	€ 239.618	€ 239.618
Total Direct Costs	€ 757.656	€ 1.245.421	€ 1.840.526	€ 595.105	€ 2.323.922	€ 2.323.922
INDIRECT COSTS						
Split overhead *	29%	17%	11%	24%	18%	100%
Salaries & Premiums	€ 399.039	€ 236.911	€ 155.386	€ 322.828	€ 241.831	€ 1.342.561
Indirect Personnel Costs	€ 27.940	€ 16.588	€ 10.880	€ 22.604	€ 16.932	€ 90.429
Housing costs	€ 18.373	€ 10.908	€ 7.154	€ 14.864	€ 11.134	€ 64.261
General & Office Costs	€ 58.355	€ 34.645	€ 22.723	€ 47.210	€ 35.365	€ 171.161
Depreciation	€ 430	€ 255	€ 167	€ 348	€ 260	€ 1.910
Total Indirect Costs	€ 504.136	€ 299.307	€ 196.311	€ 407.853	€ 305.524	€ 1.670.322
Total Costs	€ 687.102	€ 1.056.963	€ 223.626	€ 658.208	€ 332.653	€ 3.994.244

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

G. Ratios

	Realisation 2019	Budget 2019	Realisation 2018
1. Total expenditure on objectives divided to Total Income (excluding interest) <i>Internal benchmark: 75% - 85%</i>	72%	74%	87%
2. Costs of fundraising divided to Total Income <i>RJ 650 guideline</i>	24%	18%	20%
3. Costs organisation and administration divided to Total Costs <i>Benchmark internally - maximum 10%</i>	11%	7%	6%
4. Total expenditure on objectives divided to Total Costs <i>Internal benchmark: > 67%</i>	67%	75%	76%

I. Other information

APPROPRIATION

For an explanation of our remuneration policy for our Director, we refer to PAGE 60 of this report.

POST BALANCE SHEET EVENTS

Early 2020 the world has been shocked by the global COVID-19 pandemic. As a result, global governments are urging people to stay at home and to keep a distance from each other, to slow the spreading of the virus. At this time of writing, most international travel has come to a stop, our program implementation is paused, and companies let their staff work from home as much as possible. We are closely monitoring the developments of this pandemic and we are aiming to use possible support packages that we are eligible for. We have several mitigation measures worked out to adjust our expenditure if our income is reduced or delayed. At this point in time, we don't foresee any immediate continuity risks.

INDEPENDENT AUDITOR'S REPORT

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

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board and the Management Board of
Stichting Dance4Life, based in Amsterdam, The Netherlands.

A. Report on the audit of the financial statements 2019 included in the financial report

Our opinion

We have audited the financial statements 2019 of Stichting Dance4Life based in Amsterdam, The Netherlands.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Dance4Life as at 31 December 2019 and of its result for 2019 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2019;
2. the income statement for 2019; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Dance4Life in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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B. Report on the other information included in the financial report

In addition to the financial statements and our auditor's report thereon, the financial report contains other information that consists of the Management Board's report. Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the Management Board's report, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

Responsibilities of the Supervisory Board and the Management Board for the financial statements

The Management Board is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board. Furthermore, the Management Board is responsible for such internal control as the Management Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Management Board is responsible for assessing the organisation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Management Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the organisation or to cease operations, or has no realistic alternative but to do so.

The Management Board should disclose events and circumstances that may cast significant doubt on the organisation's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for monitoring the financial reporting process of the organisation.



Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 24 April 2020

Dubois & Co. Registeraccountants

G. Visser RA



COLOPHON

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

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Ministerie van Buitenlandse Zaken



MAC AIDS FUND