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Referentie: 3222.C.16/26036

Geachte mevrouw Nussy,

Hierbij zenden wij u één door ons ondertekend exemplaar van onze controleverklaring bij de gewijzigde jaarrekening 2016 van Stichting CHOICE for Youth and Sexuality, alsmede vijf exemplaren waarin verwezen wordt naar het door ons origineel getekende exemplaar. Tevens zenden wij u een door ons geïdentificeerd exemplaar van de jaarrekening.

Het door ons ondertekende exemplaar van de controleverklaring en het geïdentificeerde exemplaar van de jaarrekening zijn bestemd voor uw archief. De exemplaren van de controleverklaring waarin verwezen wordt naar het door ons origineel getekende exemplaar, zijn bestemd voor inbinding in de jaarrekening. Dit conform het advies van de beroepsorganisatie NBA ter vermijding van fraude met handtekeningen van accountants.

Wij geven u toestemming de controleverklaring met de tekst 'origineel getekend door' gedateerd op 28 maart 2017 op te nemen in de jaarrekening 2016. De jaarrekening dient te worden uitgebracht overeenkomstig het door ons geïdentificeerde exemplaar.

Wij vertrouwen erop u hiermee van dienst te zijn geweest.

Hoogachtend,
Dubois & Co. Registeraccountants

G. Visser RA

Bijlagen

ANNUAL REPORT 2016



28 March 2017

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REGISTERACCOUNTANTS

Amsterdam, 28 MAART 2017

paraaf voor identiteitsdoelinden:

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Executive Director Elsemieke de Jong

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Foreword

Elsemieke de Jong
Executive Director
CHOICE for Youth and Sexuality

While writing the foreword for the year report 2016, we are currently doing the final preparations for CHOICE's 20th Birthday event. This event seizes the opportunity to reflect on 20 years of youth leadership and the challenges and strengths of youth-led organizations. If I look back where CHOICE – or, in a far past, the Dutch Council on Youth and Population – comes from, words cannot express how proud I am on what we have achieved as an organization.

2016 has been a year in which we started with the development of three programs in a diversity of countries in Asia and Africa, and CHOICE even set foot on the Latin American continent. Supporting youth-led organizations, initiatives and leaders with grants, technical support and/or capacity strengthening on issues such as meaningful youth participation, youth-led advocacy for SRHR and organizational development remains our core business. With these strategies we amplify the voice of youth at all levels, and young people can undertake lobby activities themselves at national and community level.

Being a youth-led organization also means staying young! In 2016 we launched our new brand: a new logo, a new website and new merchandise. Our ambition and energy is reflected in the new identity, and it sparks our ambition to create more awareness of meaningful youth participation in the Netherlands. Visit our website to learn more about youth advocates around the world and read their stories of change, or take a look in our new developed resource center and find out how you can integrate meaningful youth participation in your organization or learn how UN advocacy processes work.

We also managed to successfully apply for a strategic grant from Amplify Change, together with RNW Media (LoveMatters). With this program we will strengthen our international advocacy efforts with the collection of data, and we will establish new partnerships in new countries.

This report reflects on all our achievements and work in 2016, but it also provides us insights, ambitions and lessons-learned for 2017 and beyond. In 2016, the development sector learnt that funding for SRHR becomes scarce, and topics such as safe abortion face harder restrictions. Therefore, we are even more determined to advocate for our vision: a world in which all SRHR of all young people are fulfilled and where all young people can make personal and informed decisions regarding their sexuality. A world in which the CHOICE is (y)ours!

Yours sincerely,

Elsemieke de Jong

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REGISTERACCOUNTANTS 2

Amsterdam, 28 MAART 2017

paraaf voor identificatie doeleinden:

1. Introduction CHOICE

1.1. THE BASICS

CHOICE is a foundation registered in Amsterdam, as 'Stichting' CHOICE for Youth and Sexuality' with Chamber of Commerce number 32108345. Since 2016, CHOICE is a CBF certified organization.

Mission

CHOICE is an ambitious and bold youth-led organization (led by youth aged between 16 and 30). We advocate for the sexual and reproductive health and rights of young people world-wide and support them to meaningfully participate and to voice and claim their rights.

Vision

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

- ... Openly and safely express their sexuality and who they love
- ... Freely enjoy the pleasures of sex if, with whom and when they choose
- ... Are sexually healthy and can make well-informed choices about their sexual actions
- ... Can openly and safely choose, if with whom, when and how to have children.
- ... Meaningfully participate in decision making that affects their lives and the lives of their peers.

1.2. SRHR FOR YOUNG PEOPLE

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

Many young people are naturally sexually active, but we often do not have the legal right to freely decide on our sexuality, nor do we have access to adequate information and health services. Many young people around the globe are unable to freely express their sexuality and/or sexual preferences. Young people all over the world are in dire need of an enabling environment, in which they can make their own choices, facilitated by comprehensive and correct information, access to contraceptives and safe abortion, and youth-friendly services that treat young people with respect and confidentiality.

¹ UN DESA, 2015 estimates.

1.3 MEANINGFUL YOUTH PARTICIPATION!

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

2. Our Approach

2.1. THEORY OF CHANGE

The CHOICE Theory of Change² (Annex I) provides structure and guidance to strategic planning and decision-making regarding our two main programs: the Youth Leadership Program and International Advocacy Program. The Theory of Change is based on the core belief that the SRHR reality of young people can improve through meaningful youth participation in the development, implementation, and monitoring and evaluation of programs and SRHR policies at the local, national, regional and global level. Within both programs we implement 3 different strategies: youth-led advocacy (CHOICE as an advocate); capacity strengthening (CHOICE as a capacity strengthener) and we connect (CHOICE as a connector).

2.2. INTERNATIONAL ADVOCACY AND YOUTH LEADERSHIP

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

In 2016 CHOICE was able to continue our advocacy program. Our focus was on the functional commissions of the UN, including the Commission on the Status of Women (CSW) and the Commission on Population and Development (CPD). Following our work to influence the new international development framework – Agenda 2030 – in 2014 and 2015, CHOICE also continues to lobby for the implementation of the new Agenda and push for a strong youth voice. Finally, we started to build our internal capacity to start a new program in Geneva with the UN human rights-based mechanisms.

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

In 2016 CHOICE's Youth Leadership Program focused the first 6 to 7 months on building and setting-up new programs in-country with the Right Here Right Now (RHRN), Get up Speak Out (GUSO) and Yes I do (YID) partnerships. This included supporting the set-up of country specific program plans and supporting our youth partners in this process. As part of the development phase, several program development workshops were organized. CHOICE attended 5 workshops as part of the Yes I do alliance and 4 workshops for the Right here, Right now Alliance. As part of this process, CHOICE learned a lot about setting-up larger multiannual programs in-country. As part of the Yes I Do program CHOICE also selected 2 new partners in Zambia and Mozambique.

² The CHOICE theory of change has been under review in 2016 and the new version will be finalized in Q1 2017.

2.3. CONNECTOR

CHOICE actively strives to create and support a stronger global youth movement, which is bigger and more widely connected. CHOICE is one of the fewer youth-led organizations that has the unique ability and position to connect different actors, stakeholders and levels (national, regional and international) of policy-making. Being a connector entails participating and engaging with diverse networks and connecting youth and adult organizations with each other in a meaningful way. However, the fundamental goal and objective of a connector is to empower youth on all levels of meaningful engagement.

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

Introduction

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

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

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

The Commission on the Status of Women (CSW)

In March 2016 Amber van Muijden (Program Officer) and Stephanie van der Wijk (Advocacy Manager) attended the annual session of the CSW. This session is a valuable opportunity to review global, regional and national progress towards achieving gender equality and women's and girls' empowerment. This moment is an opportunity to amplify youth voices and to influence the CSW's outcome document, which then is an important advocacy tool to hold governments accountable on national level.

Stephanie and Amber advocated for a strong outcome document that recognizes the Sexual and Reproductive Health and Right of young people by actively participating in the Women's Rights Caucus (WRC) strategy meetings; in the Sexual Orientation and Gender Identity (SOGI) caucus, and finally within the Young Feminist Group. CHOICE supported the drafting of various statements: the [Young Feminist statement](#) of the Young Feminist group, the WO=MEN statement for the Dutch Ministry of Education, Culture and Science (which is the coordinating Ministry for the CSW), and various WRC's statements. During

the meeting, CHOICE also actively cooperated with the Dutch Delegation and attended official EU briefings.

This year's CSW showed that the [pressure on SRHR](#) for women and girls is still increasing, also on international level. For this reason, CHOICE will attend the annual meeting to ensure that progressive (youth) voices continue to push for young people's SRHR.

Prior to the CSW, CHOICE advocated for the inclusion of a youth voice in the Dutch delegation to the CSW, which would be Lotte Dijkstra – the Dutch Youth SRHR Ambassador. Unfortunately, the Dutch delegation headed by Minister Bussemaker (Ministry Education, Culture and Science) decided to not include civil society in the delegation.



CHOICE's advocacy manger Stephanie van der Wijk (left) and Amber van Muijden, Program Coordinator (right) at the CSW 60th annual event.

The Commission on Population and Development (CPD)

CHOICERS Karin van der Velde (Youth Advocate) and Timo Bravo Rebolledo (Board Member) attended the 49th session of the CPD, which took place in April 2016. The theme of the conference was '*Strengthening the demographic evidence base for the post-2015 development agenda*', and included a parallel a thematic resolution – the so-called 'methods of work' resolution, which was negotiated.

In order to support international youth advocates attending the CPD, CHOICE:

- co-organized a youth caucus with the Youth Coalition for Sexual and reproductive rights. This enabled CHOICE to provide information and support to youth advocates about the CPD and a platform to jointly strategize. The Youth Caucus was also established as a working group, which provided the youth advocates the opportunity to meet, strategize and follow-up every day.
- Contributed to the youth caucus preparations. Prior to the CPD, Timo (in his capacity as the administrator of the Youth-SRHR-Post-2015-Strategy LISTSERV) added young people to the LISTSERV so they would be updated on the process and the follow-up for the preparations of the Youth Caucus.

- Actively participated in a CPD Whatsapp group with approximately 25 young people. In this Whatsapp group, Timo and Karin tried to answer many questions asked by the youth advocates who the conference.

Furthermore, CHOICE worked on the [Youth Caucus statement](#). 65 (youth) organizations endorsed this statement, and a representative of a partner youth organization delivered the statement during the plenary session. CHOICEr Karin delivered a [statement](#) on behalf of the Right Here, Right Now partnership³. Together with different partner organizations we launched the social media campaign #ThroughYouthEyes, #WhatYouthWant and #CPD49Youth. Unfortunately, this campaign was adopted by conservative youth voices. This is an important lesson learned for CHOICE.

Finally, we actively collaborated with the Dutch Youth Ambassador SRHR Lotte Dijkstra and the Dutch civil society representative. This enabled CHOICE to follow the governmental negotiations on foot and provide language input for the outcome resolutions.

High Level Political Forum (HLPF)

In July 2016, youth advocates Jinte Veldman and Karin van Velde attended the HLPF in New York. Policy influencing already started before the forum took place in New York, Jinte, Karin and CHOICE's advocacy manager Stephanie provided input on several drafts of the ministerial declaration. During the HLPF, CHOICE undertook the following activities to influence the process:

- CHOICE co-organized the RHRN alliance side-event "placing Youth at the heart of the SDG's". The Dutch Minister for international development Lilian Ploumen and Special UN envoy on youth Ahmed Alhendawi were speakers during this event. 35 people attended the event and a dialogue with the speakers on the importance of including young people in the SDGs was fostered.
- Karin and Jinte joined the Major Groups of Stakeholders pre-meeting and morning briefings, and the Major Group of Children and Youth (MGCY) Caucus for joint-strategizing and to integrate MYP in the groups' advocacy efforts.
- Jinte and Karin provided input on the daily interventions given by the MGCY. Via this way, CHOICE tried to ensure the inclusion of MYP in each statement. One [statement of the MGCY](#) was delivered by Jinte in the plenary session.
- CHOICE, d4l and the Dutch cso delegate Rineke and youth delegate Max co-wrote the statement on behalf of the mission of the Kingdom of the Netherlands. This statement was about the efforts of the Netherlands concerning the implementation of the SDGs at a national level, with a focus on how youth is involved in the process. Dutch youth delegate Max delivered the statement, as this is an example of meaningfully including youth in the implementation process of the SDGs.
- Karin and Jinte were invited for a meeting at the mission to the UN of the Kingdom of the Netherlands. The meeting was led by Saskia Tjeerdsma from the Ministry of Foreign Affairs and Anne Poorta from the Dutch Permanent Mission. During the meeting CHOICE discussed the work of the different civil society organizations as well as the plans of the implementation of the SDGs.

³ The Right here, Right Now partnership consists of Rutgers, dance4life, Hivos, Arrow, LACWHN, IPPF, Aro.

ECOSOC

CHOICE applied for the consultative UN ECOSOC status. If we receive the ECOSOC status, the United Nations would officially examine CHOICE, and this would eventually provide access to ECOSOC, subsidiary bodies and various human rights mechanisms. ECOSOC status would be an import tool for CHOICE to provide a platform for young people from all over the world to make their voices heard at the UN. Due to the political nature of the review, which is coordinated by the UN's NGO Committee, CHOICE anticipates that the process will take up quite some time and capacity.

Youth & ICPD Partnership (YIP)

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

The partnership also organized an international meeting in 2016. During the meeting the partnership:

- shared best practices and challenges amongst themselves and with the Dutch Ministry of Foreign Affairs and the Dutch Youth Ambassador SRHR;
- strengthened linking & learning between partners and built capacity amongst themselves;
- strategized for future development and sustainability of the Youth & ICPD Partnership;
- strategized for international processes (ICPD and the SDGs) and link them to national policies and implementation.

The Youth & ICPD partnership has been finished at the end of 2016. CHOICE together with dance4life will continue to look for follow-up funding opportunities.



A group picture with representatives from the 4 different country consortia, CHOICE, dance4life and the former Dutch Youth Ambassador Lotte Dijkstra.

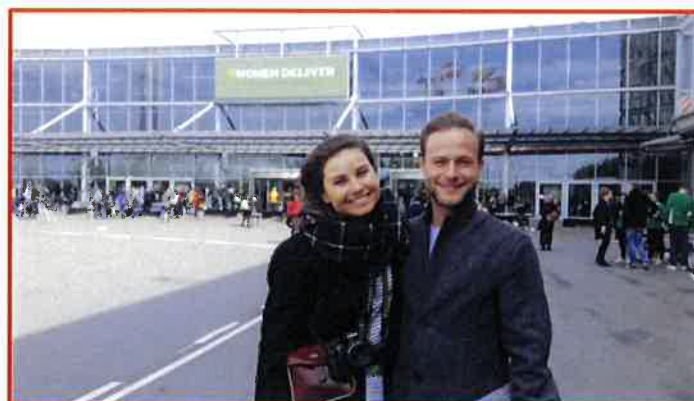
Women Deliver

In May 2016, Alexander Medik (Program Coordinator), Leroy Smeenk (Youth Advocate) and Robin Jasperse (Youth Advocate) attended the Women Deliver Global Conference: the world's largest conference on health rights and wellbeing of girls and women. CHOICE actively shared its expertise and knowledge on MYP, youth-led advocacy and young people's SRHR during this conference, as a member of the Dutch SRHR alliance⁴. As an alliance, we shared our successes; reflected on our joint findings and lessons learned; and shared tools and resources during the event. CHOICE as alliance member organized the following activities:

- Pre-conference with Southern partners from the in-country SRHR alliances. During the conference we reflected on our successes and on our lessons learned. CHOICE organized a session on MYP.
- We participated in the Holland House booth where more information was shared on SRHR and the work Dutch organizations do.
- Side-event: 'Just do it': *Launch of the [Essential Packages Manual](#), a comprehensive guide for successful SRHR programs for young people.*
- Side-event: *Find out yourself! Try our tangible tools for improving young people's SRHR.*
- External Event: *I Commit to Deliver: Broadening the support for youth SRHR.* During this event we launched a joint action agenda for young people's SRHR.

Our Youth Advocates launched an online media campaign called 'Your CHOICE', during the Women Deliver conference. Inspired by Humans of New York, we asked people worldwide to reflect on the question: *Have you ever had to make an important CHOICE in terms of love and sexuality?*

⁴ Between 2011-2015 CHOICE was part of the Dutch SRHR alliance. This alliance implemented 2 large programs: the Unite for Body Rights (UfBR) and Access, Services, Knowledge (ASK).



CHOICE Youth Advocates Robin Jasperse (left) and Leroy Smeenk (right) at the Women Deliver conference.

Networks

Networks are important for CHOICE, as they strengthen our own advocacy network and are valuable to link young people with the broader SRHR network. With these networks, we can ensure that young people keep collaborating with adults and align strategies. In 2016, CHOICE applied for membership of two new networks: ILGA Europe and PMNCH's Youth & Adolescence constituency.

Furthermore, CHOICERs Lewis Emmerton (Advocacy Officer), Timo Bravo Rebolledo (Board Member) and Jinte Veldman (Youth Advocate) attended the annual network meeting Eurongo's, which is a European network of SRHR organizations. This year's theme was "A Strong Start - Sexual and Reproductive Health and Rights in the 2030 Agenda." Eurongo's called for the SRHR community to consider how to promote the Sustainable Development Goals (SDGs) and what strategies could be used to advance the most taboo issues within the field, including sexuality of young people. CHOICE co-hosted a side-event with RNW Media (Love Matters), in which we encouraged participants to think of how to operationalize meaningful youth participation within their own work, and how their organizations could implement a pleasure positive approach to engage youth? The outcome of this side-event showed that a pleasure positive SRHR message is necessary, but often remains a challenge.

European abortion project

Anticipating on the news that an anti-abortion law was being drafted in Poland, CHOICE implemented the advocacy project 'national and European advocacy for abortion rights' with means of the RHRN program. The anti-abortion law would severely limit girls' and women's rights and access to abortion, and therefore CHOICE together with YouAct (European youth SRHR network) and Astra Youth (Polish youth-led organization) advocated for the right to safe and legal abortion. The project supported youth-led advocacy in both Poland and the European Union. Outcomes of the project include:

- Support to an ongoing solidarity campaign. CHOICE advocates, YouAct members and a broader group of people shared solidarity photos with ASTRA. Almost 200 solidarity photos could be found via #solidaritywithpolishwomen on Social Media.



- We organized a webinar for awareness raising, information and experience sharing, that widened young people’s knowledge on abortion rights and the situation in Poland and created a platform for sharing reflections on challenges, key lessons learned from the project activities.
- A factsheet was developed and disseminated which contributed to increased awareness among the general public and pressure on policy and decision-makers at the EU level, (details available [here](#)) together with a blog on abortion [here](#).
- Two live interviews were aired on Al Jazeera English for their 8pm News Bulletins, (22 September) interview with ASTRA Youth volunteer Finke ([here](#)), and ASTRA Youth Employee Marta (6 October) with a total reach of over 220 million households in more than 100 countries ([here](#)).
- Two statements were issued and gathered international support, facilitating the involvement of the SRHR community in the advocacy for abortion rights and increasing pressure on the Polish Sejm and European policy makers. (details available on CHOICE and YouAct’s website - [first statement](#); [second statement](#)). 52 organizations have signed the Joint Advocacy Statement in Support of Polish Women that was sent to the Polish Parliament in September 2016 and called for a stop to any further restrictions in the law on abortion in Poland. The statement received a reply from the Polish Parliament stating that there are no attempts to introduce any restrictions in access to legal abortion.
- Two meetings with policymakers and CSOs took place in Brussels. The press releases published prior to the visits in October can be found [here](#) and in January [here](#). Articles written by youth advocates from Spain and Ireland following the visits to Brussels have been published on [YouAct](#), [CHOICE](#) and [EuroNGOs](#) websites.

Youth Ambassador SRHR

"Giving a young person this level of access and trust sets an example" – Lotte Dijkstra, former Youth Ambassador SRHR

The Ministry of Foreign Affairs and CHOICE introduced the position of Youth Ambassador SRHR (YA SRHR) in 2015. The goal of the YA SRHR is to represent the voice of the youth within international decision-making processes, to increase awareness of youth SRHR issues and developments, and via cooperation with the Dutch Ministry of Foreign Affairs, to try to keep youth issues firmly on the Dutch agenda. Lotte Dijkstra (21) continued her position of YA SRHR until August 2016, and Sanne Thijssen (22) – a student in International Public Health – took over the ambassadorship in September 2016 for a period of one year.

In 2016, Lotte Dijkstra attended the International Conference on Family Planning as a delegate alongside the Dutch SRHR Ambassador Lambert Grijns. During the meeting, she met other youth advocates and shared lessons learned with youth ambassador colleagues from Benin, Burkina Faso, Ivory Coast, Guinea, Mali, Niger, Mauritania, Senegal and Togo. She also attended the 49th session of the Commission on Population & Development. Lotte addressed the plenary with a statement on behalf of the Netherlands emphasizing the importance of collecting data on adolescents – especially related to their sexual and reproductive health and rights, so as to achieve Agenda 2030 and ICPD agenda.

"Due to taboos and cultural norms surrounding the sexuality of adolescents, their issues are insufficiently measured, and as a result they are left behind in policies and programs" (Lotte Dijkstra, YA SRHR, 2016).

In September 2016, an official handover event took place between Lotte and Sanne. It was a celebration of the passion and energy Lotte brought to her position as the first Dutch SRHR Youth Ambassador. This moment was also used to strengthen the engagement of the Ministry of Foreign Affairs with young people, and the Ministry's leadership role in supporting meaningful youth representation at international SRHR meetings and international platforms. With extensive experience and access to the Ministry within her role, Lotte was able to critically reflect on the Dutch governments engagement with young people throughout her time as Ambassador, and encouraged further and strengthened engagement, and finally [shared recommendations](#) with Ministry of Foreign Affairs Secretary General Joke Brandt and other government representatives.



To the left Sanne Thijssen the Youth Ambassador SRHR 2016-2017. On the right Lotte Dijkstra the Youth Ambassador SRHR 2015-2016.

Sanne Thijssen's focus areas are Youth Friendly Services, including access to safe and legal abortion, and SRHR in humanitarian settings. Between September and December 2016 Sanne visited Kenya, Benin and Cote D'Ivor, where she learned about the SRHR of young people in these respective countries. Sanne's trip to Kenya, where she visited an 'alternative rite of passage' ceremony – an alternative to Female Genital Mutilation/Cutting (FGM/C) – was picked up by various media outlets, [including NOS](#).

Resources

CHOICE started the implementation of its long-term objective to become a leading expert on MYP and youth-led advocacy. Over 20 years, CHOICE collected a lot of knowledge and expertise as a youth-led organization, lobbying at the UN and supporting other youth organizations in doing the same. Several resources are the product of the years of experience, and will be launched in 2017 (on our website):

- A guide to UN Language: this tool was created especially for youth advocates who are working on young people's Sexual and Reproductive Health and Rights (SRHR) in order to help them successfully navigate language advocacy at the UN. It explains what UN Language is, why it is important, and how to get involved in UN Language Advocacy.
- ["So you're going to the UN?":](#) a visual guide for youth advocates who are attending a UN process in New York for the first time. This guide explains what kinds of steps you can take to prepare, what you can expect once you are there, and how you can ensure follow-up once you're back home.
- [The CSW Factsheet:](#) this factsheet provides youth-friendly information on what the process is about, why it is important, and how young people can get involved. In Q1 2017 we will build on this series by including one for the CPD and HLPF.

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

Introduction

CHOICE supports youth-led organizations in Africa and Asia to engage successfully in advocacy at community, local and national level. In order to ensure young people can participate in decision-making processes, CHOICE also builds the capacities of adult-led organizations to work with young people in a meaningful way. CHOICE supports youth-led organizations, initiatives and leader with grants, technical support and capacity strengthening. In 2016 CHOICE actively supported youth in Africa (Malawi, Kenya, Ethiopia, Zambia and Mozambique) and Asia (Indonesia, India).

Final round up UfBR and ASK

The Unite for Body Right (UfBR) and Access, Services, Knowledge (ASK) program ended in 2015. In Q1 and Q2 of 2016 CHOICE, together with the alliances, rounded up the two programs. UfBR (2011-2015) was CHOICE's first multi-annual grant, executed as part of the SRHR alliance. The ASK program (2013-2015) built upon the UfBR program. The external evaluation of our Youth Leadership Program (see below) highlights the main results and findings of both programs. As part of the UfBR program CHOICE has a small unspent of roughly 18.000 EUR. It is a lesson learned for CHOICE to monitor the expenditures of our current multi-annual programs carefully, to ensure that we do not have underspends at the end of a program in the future.

At the Women Deliver conference 2016 (see the International Advocacy Results – page 9) CHOICE, together with the SRHR alliance, shared our main results and lessons learned from both programs.

External evaluation of Youth Leadership Program

Anna Page (an independent research and policy consultant) conducted an independent evaluation of the YLP – covering activities between 2011 and 2015. During this period, the YLP was implemented via three programs: UfBr, ASK and UACM. This evaluation aimed to assess what results were achieved within the YLP during the evaluation period, understand which processes led to these results, and propose recommendations to inform and improve future programming. The evaluation methodology included a desk review of relevant documentation, 29 interviews with staff and youth advocates from partner organisations and CHOICE, and two online surveys completed by 17 partner organisation staff and 17 training participants from partner organisations. Findings include amongst others:

Organizational capacity development

- All partner organizations benefitted from capacity strengthening support from CHOICE, though in different extents.
- Partner organizations developed their strategic approach, expanded activities (including focusing on more diverse issues such as LGBTI), increased their networks and visibility, enhances their expertise in advocacy and MYP, and improved resource mobilization.
- Ongoing technical support and OCAs are considered as very successful strategies.

- Challenges for partner organizations include turnover of staff and volunteers, and accessing sufficient funding.

Meaningful youth participation

- All partner organization reported an increase in MYP. The biggest increases in MYP can be found amongst organization which were new to the concept. Organizations with pre-existing structures of MYP, however, did report progress in MYP e.g. via increase of MYP in governance (ARI, Indonesia), and the development of an organizational model for MYP (NAYA, Kenya).
- A challenge around the implementation of MYP is conservative social norms.

Partner organizations particularly appreciated CHOICE's networks, experience and expertise in MYP, and international (youth-led) advocacy. **Important recommendations** for the YLP include:

- Further exploration of the facilitation of learning exchanges to learn from each other, share solutions to common challenges and jointly strategize.
- Future capacity strengthening on PME, knowledge management, strategy, resource mobilization and technical knowledge on SRHR issues.
- Invest in the follow-up of current trainings delivered to partner organization, where youth advocates can develop skills in real life activities.
- Further development of CHOICE's role as an expert in MYP. This includes further development of resources based on the Flower of Participation, and a deepened development of the Theory on MYP.
- Continuation of the development of the PMEL framework for the YLP, which links with the ToC.
- Strengthening the link between the Youth Leadership Program and the International Advocacy Program.

Development programs 2016-2020

We started the development of 3 new programs: Get up, Speak Out (GUSO), Yes I Do (YID) and Right here, Right Now (RHRN). The GUSO program aims to improve the SRHR of young people by using a multi-component approach which includes provision of the comprehensive sexuality education, access to services and supporting an enabling environment for young people to access education and services. The Yes I Do program wants to prevent child marriage, female genital mutilation/cutting (FGM/C) and unintended pregnancies. We do so by providing young girls with access to comprehensive education and health services, by empowering young girls to make their own decisions and by providing young girls with alternatives (education and economic opportunities). The RHRN program supports strengthening the capacity of civil society in 11 countries to advocate for progressive SRHR policies in-country and connects this to regional and international policy processes.

Within these programs CHOICE supports youth-led organizations, initiatives and leaders with grants, technical support and capacity strengthening on issues including MYP, youth-led advocacy for SRHR, and organizational development. Within GUSO CHOICE is active in

Malawi, Ethiopia, Kenya and Indonesia. As part of YID we have partnerships with youth organizations in Zambia, Mozambique, Indonesia, Kenya, Malawi and Ethiopia. Within RHRN CHOICE will be active in different countries depending on the needs from youth within the different country programs.

The development of the GUSO and YID program took about 6 to 7 months. The development of the RHRN program lasted through 2016. As part of the development of the programs different phases can be identified: partner selection; contextualizing the program's Theory of Change; development alliance and partner plans; setting-up a PMEL framework. As part of the development of the programs various 'development workshops' were organized. The objectives of these workshops were: alliance building; contextualizing the Theory of Change; context analysis. CHOICE attended 5 development workshop as part of the Yes I Do alliance in Zambia (co-organized with the Malawi alliance); Mozambique, Indonesia, and Ethiopia. For the YID program we also identified two new youth-led partners: in Zambia – Generation Alive (GAL) – a youth-led feminist organization; and Coalizao in Mozambique. For the RHRN program CHOICE attended the workshops in Zimbabwe, Kenya, Indonesia and Bolivia. For the GUSO program CHOICE did not attend any development workshops, as this was coordinated by the lead agent – Rutgers.

In November 2016 CHOICE started with the Rights, Evidence, Action (REA) program together with Love Matters (RNW Media), as part of the Strategic Grant from Amplify Change. This new grant also support CHOICE's ambition to diversify our income base. The program aims to improve the lives of young people including LGBTs by enabling them to understand and claim their SRHR. As part of this grant CHOICE will identify a partner in India and Uganda.

2.6 ... AS A CONNECTOR

In 2016 CHOICE did not organize a larger connector event, similar to previous years. We did however invest in our connector role as part of the International Advocacy and Youth Leadership Program. We participated in various network events (Eurongo's, Women Deliver) and supported international youth advocates at different conferences (Women Deliver, CPD, HLPF)

Following our increase in staff for both our International Advocacy and Youth Leadership Programs we also started internal discussions how we can better integrate and align the two programs and staff.

We furthermore started plans to organize a large connector week with all our youth-partners in Q3 2017.

2.7 Planning, Monitoring and Evaluation (PME)

Planning, Monitoring and Evaluation (PME) is a crucial element in being an accountable NGO and to have a successful fundraising and communication strategy in place. In 2016, CHOICE invested in the review of our organization's Theory of Change. We expect that our theory of change 2.0 will be finalized by Q1 2017. This theory of change supports us in our strategic decision-making and in monitoring and evaluating our programs. Based on our Theory of Change we commissioned an independent consultant to evaluate the effectiveness of CHOICE's Youth Leadership Program and its interventions (also see External evaluation of Youth Leadership Program, p 15).

In Q4 2016 CHOICE started the development of our organizations PMEL framework, based on the outcomes of the Youth Leadership Evaluation (2016) and of our International Advocacy Program (commissioned by IRSP in 2015). We expect that our PMEL framework will be finalized by Q2 2017.

3. OUR ORGANIZATION

3.1. ORGANIZATIONAL DEVELOPMENTS

Growth of staff

In 2015 and 2016 CHOICE successfully applied to 4 subsidy programs with 4 different alliances. As a result CHOICE grew considerably in 2016 in program size and in finances. To be able to implement the 4 new programs CHOICE needed to hire additional FTE. In 2016 CHOICE grew from 4.87 FTE to 8.87 FTE. Following the growth of staff we invested in reviewing our internal cooperation structures and, with the support of an external HR consultant, we also developed clear job descriptions per staff member. As CHOICE deals with a high turn-over in staff due to our youth-led nature, having a clear overview of the main roles and responsibilities of all the positions, contributes to a stronger and more sustainable CHOICE. In order to be able to provide our employees with functional and comfortable work spaces we also invested in a new set-up for our office. The above mentioned developments contributed to professionalizing CHOICE's Human Resources and role as an employer.

Changing governing structure

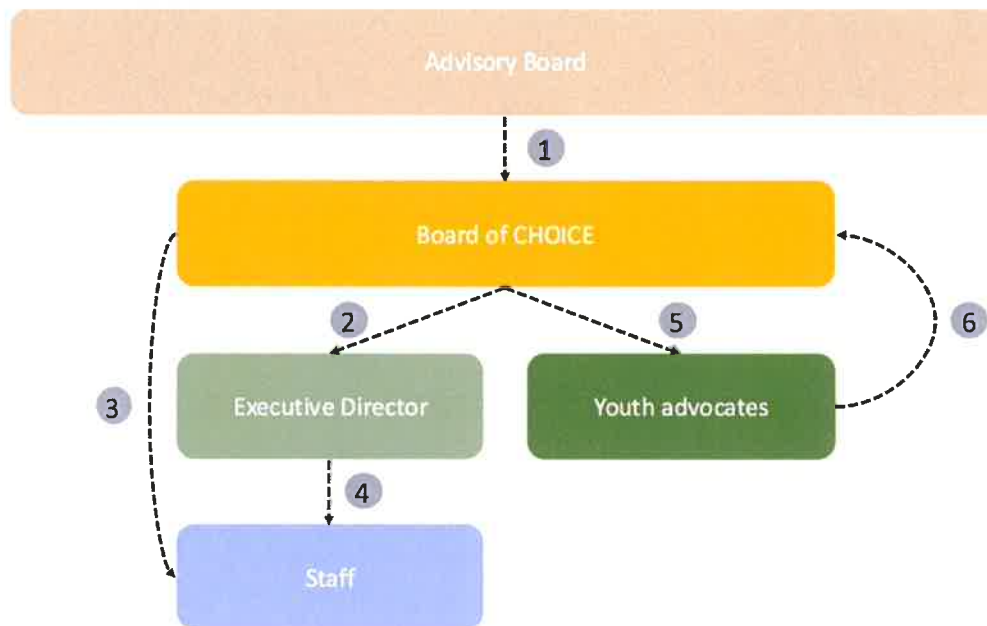
In 2016, the Board continued discussions with the Supervisory Board regarding the organizational structure of CHOICE. When evaluating the interplay between Board and Supervisory Board, it was concluded the division of tasks was not entirely clear. This was the result of organizational changes and sustained growth of CHOICE, as described above. As part of our growth over the last few years, the Executive Director took over the majority of operational tasks, whilst simultaneously the Board adopted a more strategic and supervisory role. In doing so, it started performing many of the tasks that were previously performed by the Supervisory Board.

The Board and the Supervisory Board collectively organized a full day dedicated to organizational discussion, mapping all tasks and needs of CHOICE. In addition, CHOICE consulted Berenschot – a consultancy firm specialized in organizational structure – to advise on an appropriate organizational structure. Taking into account the outcomes of both the internal day and the external advice, CHOICE decided to discontinue the Supervisory Board in 2017 and establish an Advisory Board. The statutes are currently under revision, and a final Supervisory Board meeting will be held in March 2017 to formally conclude the financial year of 2016.

CHOICE is looking forward to working with the Advisory Board. We have mapped the areas of expertise that would be most beneficial for our organization. The Advisory Board will have no formalized supervisory tasks, but will provide demand-based advice to the Board. Together with the Advisory Board, we can work towards an even more professional and sustainable youth-led organization!

The new organizational structure

This organogram shows the new organizational structure which was approved by the General and Supervisory Boards and which will be implanted in the beginning of 2017.



- (1) The advisory board provides non-binding advice to the board of CHOICE in a demand-based manner, paying special attention to strategy, legal frameworks and HR.
- (2) The board has the highest authority within CHOICE. The board supervises the executive director (ED) and receives management reports from the ED. The board develops strategies and the vision that will be implemented by the ED.
- (3) The board is the employer of staff and takes care of all salary, contracts and HR-related issues.
- (4) The ED manages the day-to-day operations in the office, which includes the management (and evaluation) of staff.
- (5) The board supervises and coaches the youth advocates, which are organized in clusters/committees.
- (6) The youth advocates appoint (new) board members and hold the authority exempt individual board members or the entire board from their function in case of mismanagement.

CBF Recognition seal

In the summer of 2016 CHOICE was granted the seal of recognition from the CBF (category C). The CBF's tasks is to promote trustworthy fundraising and expenditure by reviewing fundraising organizations and giving information and advice to government institution and the public. When a charity has been recognized as a charity by the CBF, you can trust that the organization has been closely reviewed (CBF website).



Treasurer Robin Toorneman (left), CBF director Roline de Wilde (middle) and Executive Director Elsemieke de Jong (right) with the CBF seal of recognition.

A new multi-annual plan

Finally, we started the process for developing a new multi-annual strategy which will be finalized mid-2017 for the period 2017-2021.

3.2 THE TEAM

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

General board

CHOICE's General Board is the governing body of the organization and determines the organization's policies and strategies and is responsible for the realization of those. The General Board oversees if CHOICE's daily work is in line with our policies, (multiannual) year plan, monitors fundraising opportunities, and coordinates the volunteers. In 2016, 9 General Meetings (GMs) were organized. Internal strategic decisions for the upcoming year were made during the Annual General Meeting (AGM) in September 2016.

Following a competitive application procedure, the Board selection committee recommends new Board members to the GM who appoint the new Board. Board members are appointed for a period of a minimum of 2 years. In 2016, the Board and Executive Director gathered 17 times for a Board Meeting (BM), and once in preparation of the AGM during the annual board weekend. Next to this, 3 strategy Board days were organized.

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

BOARD up to September 2016			
Name	Position	Appointed	Official Resignation
Zoë Nussy <i>Store Controller at WEEKDAY</i>	Chair	12-09-2015	10-09-2016
Robin Toorneman <i>Management Assistant at the Utrecht Centre for Affordable Biotherapeutics</i> <i>Supervisory Board Member at CareerPeer</i> <i>MSc. Student at Erasmus University Rotterdam</i> <i>MSc. Student at VU University Amsterdam</i> <i>Financial Committee Member at Avicenna Foundation</i>	Treasurer	14-10-2015	09-09-2017
Quirine Lengkeek <i>Rainbowambassador Municipality of Capelle a/d IJssel</i> <i>Student sociology at VU University</i> <i>Reporter Radio Capelle 'Out of the closet'</i> <i>General Staff member at Zorgbreed Rozenburcht elderly Home</i>	Secretary	11-09-2015	09-09-2016
Timo Bravo Rebolledo <i>Senior Staff officer Quality at Gelre Hospitals</i>	General Board Member	11-09-2015	09-09-2017
Renske Poelma <i>Junior teacher at Comenius College Hilversum</i> <i>Junior Lecturer at the Department of Anthropology at the University of Utrecht</i> <i>Onboarding Specialist at Laereate Online Education</i>	General Board Member	11-09-2015	09-09-2016

NEWLY APPOINTED BOARD & changes from September 2016 onwards			
Name	Position	Appointed	Expected Resignation
Esther Verduin <i>MSc. student at Utrecht University</i>	Chair	12-09-2015	10-09-2016
Robin Toorneman <i>Management Assistant at the Utrecht Centre for Affordable Biotherapeutics</i> <i>Supervisory Board Member at CareerPeer</i> <i>MSc. Student at Erasmus University Rotterdam</i> <i>MSc. Student at VU University Amsterdam</i> <i>Financial Committee Member at Avicenna Foundation</i>	Treasurer	14-10-2015	09-09-2017
Marijke Bleeker <i>Junior Researcher at the Nationaal Rapporteur Mensenhandel en Seksueel Geweld tegen Kinderen.</i>	Secretary	11-09-2015	09-09-2016
Timo Bravo Rebolledo <i>Senior Staff officer Quality at Gelre Hospitals</i>	General Board Member	11-09-2015	09-09-2017
Jelena	General Board Member	11-09-2015	09-09-2016

Supervisory board

The Supervisory Board of CHOICE advises the General Board and monitors the implementation of the CHOICE policies and the (multiannual) year plan. In 2016, the General Board and Supervisory Board have met four times. Via email correspondence, general updates were shared throughout the year. Resigning members are immediately eligible for another period of two years. Supervisory board members are appointed for a maximum period of four years.

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

Ronald Schurer (chair) ended his term August 2016 due to personal circumstances. Ms. Ellen Eiling has replaced Ronald Schurer as chairperson.

As in previous years, the supervisory board received no emoluments.

Staff

The Executive Director of CHOICE, Elsemieke de Jong, is mandated by the General Board with the day-to-day management of the foundation in line with CHOICE's multiannual strategy, year plan and budget. The salary of the Director falls within the norm of the VFI-guidelines '*Beloning van Directeuren*' (see our financial statement 2016).

The staff is organized in the Youth Leadership Program Team (Program Coordinators) and the International Advocacy Team (advocacy officers). The Communication and Administration Officer coordinates CHOICE's external communication activities and support the execution of CHOICE's financial administration.

STAFF and FTE OVERVIEW as 31 December 2016

Name	Role	FTE	Start contract	Ending contract
E. de Jong	Executive Director	1,11	May 19, 2014	Fixed contract
A. Medik	Program Coordinator	1	November 1, 2014	Fixed contract
A. Buwalda	Program Coordinator	1	March 18, 2014	Fixed contract
A. Van Muijden	Program Coordinator	1	1 February 2016	1 February 2018
N. Metheuver	Program Coordinator	1	July 18, 2016	April 30, 2017
J. Evelo	Program Coordinator	1	October 10, 2016	April 09, 2018
A. Bekker	Advocacy officer	1	October 24, 2016	October 23, 2017
L. Emmerton	Advocacy Officer	1	August 26, 2016	August 25, 2017
E. Both	Communication and Administrative officer	0.77	April 18, 2013	Fixed Contract

CHOICE follows CAO GGZ, voluntarily, for our remuneration policy.

Youth Advocates

Together with staff and board, CHOICE youth advocates design, plan, implement, monitor and evaluate CHOICE policies and programs (on a voluntary basis). They function as both trainers and advocates in the programs and projects of the organization. On a day-to-day basis, advocates gather in clusters. Each of these clusters is led by one advocate who functions as a focal point for the rest of our organization: the cluster lead. In their capacity as cluster members, youth advocates are charged with a substantial role in achieving the organization's objectives. In 2016 12 new advocates were selected following an open application procedure. In 2016, 11 youth advocates discontinued their work for CHOICE. As a youth-led organization we have to deal with a high turn-over of our youth advocates, due to their study, work and travel plans. We therefore have 2 to 3 recruitment rounds for new advocates per year.

CHOICE youth advocates are volunteers and are entitled to the full reimbursement of costs made in relation to their CHOICE activities in order for them to meaningfully participate in

the organization and programs. They themselves are responsible for the correct and timely handing in of reimbursement requests. In order to control these expenditures advocates, have to adhere to our started to the reimbursement guidelines

3.3 FUNDRAISING

In 2016 CHOICE invested in three fundraising opportunities: As co-applicant with RNW Media for the strategic grant from Amplify Change; co-applicant with Edukans for a 'extra trekking' from the Dutch Postcode Lottery; and funding from the EU's development education and awareness raising (EU DEAR) program, as implementing partner of consortium existing of dance4life and DSW.

In May 2016 we received news that we were successful in applying for the Strategic Grant from Amplify Change! This grant will enable CHOICE to deepen our international advocacy program and to continue our partnership in Kenya and start new partnership in Uganda and India. Unfortunately were not granted the 'extra trekking' with Edukans from the Dutch Lottery. In 2017 we are still awaiting the news from EU DEAR about the outcome of the application procedure.

Fundraising is an important element for the sustainability of CHOICE as this will enable us to grow as an organization in the following years. A diversification of our income stream is also a necessity for CHOICE. The Amplify Change grant supports this goal to diversify our donor base and is a great first step. Our financial number show that CHOICE has invested significantly less in fundraising than the previous year - 2015. This is a result of the start of three new programs in 2016, which we successfully applied to in 2015, and our strategic decision to invest in setting-up strong programs in-countries. In November 2016 we have started setting-up our fourth program with the Amplify Change grant.

In the course of 2017 our four programs will be up and running, which will provide CHOICE with the opportunity to increasingly invest in fundraising opportunities. The new fundraising strategy, which will be finalized in Q2 of 2017, will provide CHOICE with strategic focus in our fundraising work.

3.4 COMMUNICATION

In 2016 CHOICE invested in our external communication, both within in the Netherlands, but also internationally. With our communication investments we want to be able to reach young people worldwide to be able to raise awareness about the important of young people SRHR.

As part of this investment, CHOICE re-branded our organization's logo and brand. Our designer Walewijn de Boer redesigned the CHOICE logo and brand and together with Taurus Media developed a new website. Our new brand and logo builds on our organization's mission and vision and our first discussion for our new multi-annual strategy. With our new brand and logo we want to amplify our wish to be bold, to connect with young

people, and to show diversity. Our new logo symbolizes CHOICE's wish to create change. The website facilitates access for young people to SRHR, advocacy and youth participation information. Furthermore, with our website we want to make a strong case for investing in young people and their SRHR.

Our social media outreach increased significantly in 2016, from 2.556 Facebook followers in January 2016 to 4.192 followers in December 2016 (increase of roughly 40%).

4. CHALLENGES

Internal

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

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

External

In the upcoming years we foresee many developments that will negatively impact international efforts to support SRHR. Following the election of Trump as new President of the USA, his government's reinstated the Mexico City Policy, also referred to as the Global Gag Rule in the media. This policy will put an immediate stop to all U.S. funding to programs and organizations that offer a broad range of family planning services such as sexual education, birth control, maternal care and safe abortion.

Not only the USA, but also other governments continue to decrease their budget for development cooperation and the general public support is declining. SRHR is not always a primary issue when budgets need to be cut. This therefore requires CHOICE to focus strongly on the diversification of our funding in 2017-2020 and beyond. Another challenge is that funding for youth-led organizations is not always available – as donors prefer to fund largescale NGO's who can generate impact on a larger scale. If funding is available, youth-led organizations do not always meet to application criteria. CHOICE will therefore launch a new advocacy agenda (call to action) to push for more access to funding for youth-led organizations, which will lobby for from 2017 onwards.

An expectation is that the negotiations at the UN will become more difficult and polarized and that the USA will no longer support SRHR issues. As a result it is likely that conservative governments will increasingly speak up against SRHR. Within a number of EU countries, including the Netherlands, national elections will take place. Right-wing populist movements may get political dominance. This could also affect their countries position on SRHR issues or their willingness to speak up for these issues.

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

society is declining. In 2017 CHOICE, together with our partners, develop a safety and security policy.

All these developments make it, perhaps more than ever, important to fight for young people's sexual and reproductive rights!

5. OUR FUTURE

When reading more about our work as part of the Youth Leadership and International Advocacy Program it becomes clear that 2016 was a year of reflection, building and expanding. As we started to build and develop 4 new programs, this provided the team the opportunity to reflect together on our previous programs (2011-2015): what went well and what did we want to improve the upcoming years? Our lessons learned and our growing ambitions were integrated in the development of the new programs.

From 2017 onwards a new multi-annual strategy 2017-2021 will guide CHOICE's work the upcoming years. The new strategy will be finalized mid-2017. The section below sets-out some key interventions which we already defined for the upcoming years.

In the upcoming years, CHOICE will focus and strategically place itself as the expert on Meaningful Youth Participation (MYP) and youth-led advocacy. It is important for CHOICE to stay true to our youth-led identity, support other youth and youth-led initiatives. Together we want to support a stronger youth SRHR movement. We will, however, not cooperate in silos, but actively work together with adults in youth-adult partnerships.

In 2017 CHOICE will turn 20 years old. We will celebrate this by organizing an event in which we will share our story as a youth-led organization and zoom in on the challenges and opportunities of youth-led organizations. We will also launch a call to action in which we call for more and easier access to funding for youth-led organizations and initiatives. This call will be integrated in our advocacy and fundraising work the upcoming years.

CHOICE = advocate

As an advocate, CHOICE and our partners contribute to the establishment and strengthening of SRHR policies on the national international level as key youth players. Following our increase in advocacy capacity (from 1 to 2 FTE in 2016) CHOICE will not only deepen but also expand its advocacy programme. The advocacy team is developing a new CHOICE advocacy strategy, as we speak, which will guide our advocacy work 2017-2020.

In the upcoming years we want to align and integrate our international advocacy work more strongly with the work from our partners in-country and vice versa (see also CHOICE = connector). In order to do so we want to invest in providing access for youth advocates to international advocacy processes. In order to facilitate this access CHOICE will continue to push for its ECOSOC status which we applied for in 2016. We will also develop various resources to strengthen young people's knowledge and skills to participate in international processes. Finally, we also want to provide more structured support to our partners on national youth-led advocacy.

CHOICE will continue to advocate for young peoples' SRHR at the Commission on Population and Development and the Commission on the Status of Women, as these processes are a rare opportunities to advocate for CHOICE's priorities at an international level. We will also invest in creating space for young people to participate in the Sustainable Development Goals (SDGs). Even though this is a crowded space, there is a key role for

CHOICE to push for a stronger youth voice to hold governments accountable for their commitment to the Agenda 2030.

In 2016 we also started to invest in a advocacy program in Genève with the Human Rights mechanisms, including the Human Rights Council and its Universal Period Review, and the Treaty Monitoring Bodies. In the upcoming years we will invest in setting-up a strong network and build and strengthen young people's capacities to lobby within these spaces.

As part of the advocacy strategy development we are also exploring setting up advocacy activities in the Netherlands. We still see opportunities to strengthen the youth voice and push for progressive SRHR in Netherlands.

CHOICE = capacity strengthener

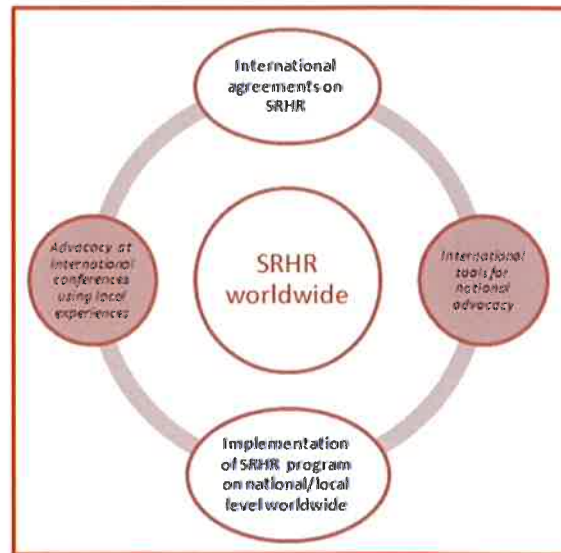
With our Youth Leadership Program, the ambition of CHOICE is to stay true to our youth-led identity. CHOICE is in the unique position to be a sustainable and well-functioning youth-led organization, that is able to support international youth-led initiatives and youth leaders worldwide, both financially and with technical assistance. We will therefore continue and deepen our support to existing partners, but also to new youth-led initiatives. By the end of 2017 we will be able to support 8 youth partners in Asia and Africa financially. We will provide technical assistance and support to these partners, but we will also invest in actively sharing our knowledge, resources and lessons learned with the wider youth SRHR movement.

In the upcoming years, CHOICE will support youth, youth-led initiatives and organizations from the Global South to advocate for SRHR and MYP. . CHOICE has the ambition to become the main resource on youth-led advocacy and MYP. To this end we will translate our knowledge and experiences in e.g. various online and offline resources, develop training trajectories, which we will actively share with the SRHR movement. We will also invest in the organizational development and capacity of our partners with as main goal to support their sustainability as youth-led organizations

CHOICE = connector

As a connector, CHOICE will continue to strengthen the global youth movement on SRHR, facilitating interregional and intergenerational exchange. In 2017 we will organize a partnership week with all 8 of CHOICE's partners and relevant key stakeholders from the SRHR youth movement. Together we will exchange lessons learned, get connected and develop a joint advocacy agenda.

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



CHOICE = organization

- The development and implementation of a strong HR policy. With the growth of CHOICE staff it is important that we have clear policies in place concerning our human resources.
- The development and implementation of CHOICE’s own PMEL framework. A strong PMEL framework is important in order to show results and to learn and evaluate our work as an organization.
- The development of a security & safety policy for CHOICE as an organization and which will guide our work if one of our partners has safety/security issues. As CHOICE is member of various programs which deal with several sensitive issues, it is important that we have a guidelines to minimize safety and security risks.
- Implement our new governance model (see chapter 3.1) with a strong Advisory Board. We will look for people with expertise in the field of e.g. human resources, marketing & communication, finances.
- IATI is up and running and implemented by program staff.
- Continue to carry CBF seal of recognition. We will monitor if CHOICE meets all minimum requirements from CBF. When necessary we will act accordingly.

For the budget 2017 see Annex II.

6. FINANCE

CHOICE is able to report that the year 2016 ended with a surplus of € 21.669,-. This surplus will be added to our continuity reserve (see page 32.).

6.1 RESULTS 2016

Income

In 2016 CHOICE's income increased significantly – roughly 35 % - as a result of successful fundraising initiatives in 2015 and 2016. We received government subsidies from the Dutch Ministry of Foreign Affairs for several programs: Strategic Partnership (Right here, Right Now), the SRHR Partnerships (Get up Speak out and Yes I do!), and the Youth Ambassador SRHR project. Our income from third-party increased due to an extension of our project with the dance4life foundation – Youth & ICPD Project. Finally we secured income from own fundraising activities. We secured income Amplify Change (Mannion Daniels). This is a two-year grant which started in November 2016. Our own fundraising also included a fund, which wished not to be mentioned by name. From the Stichting Utopa we received a final payment following the finalization of our project in 2015. Our income in 2016 totaled **850.905 EURO**.

Our income in 2016 was less than we budgeted for. This difference is mainly a result of a difference in income from government subsidies. As 2016 was a start-up year for our country-based programs (Get up Speak out, Yes I do) we were able to claim less income. This will be compensated in the upcoming years.

Expenditure

In 2016 CHOICE's expenditure was **829.237 EURO**. As 2016 was a start-up year for our country-based programs our expenditures were lower than budgeted for.

Spending percentage to objectives

Below, the proportion of the total expenditure on the objective(s) to the total expenditures is presented as a percentage for the years 2012-2016. In 2016, the spending percentage totaled 87,3 %. In 2016 we had a total expenditure of 829.237 EUR, of which 724.191 EUR to our objective: *young people worldwide can fulfill their SRHR and can make their personal and informed decisions regarding these issues.*

Year	Actual	Budget
2016	87,4%	81.6%
2015	81.5 %	83.3%
2014	84,1 %	85,9 %
2013	86,5 %	84,9 %
2012	88,1 %	87,9 %

In 2016 the spending percentage was higher than budgeted and also higher as in previous years. Because of our growth in programs we hired additional program staff in Q3 and Q4

(3 FTE). As a result we made more hours on our programmatic work, whilst our overhead costs only increased by a little.

Direct Fundraising Costs

The cost percentage fundraising, the proportion of the direct fundraising costs to the total own fundraising income, is presented below for the years 2012-2016. In 2016, the cost percentage fundraising totaled 29.4 %.

Year	Actual	Budget
2016	29.4 %	7,1%
2015	5,7 %	29.9 %
2014	16,8 %	11,7 %
2013	14,1 %	8,7 %
2012	15,3 %	22,7 %

The percentage in 2016 is a lot higher than budgeted for in 2016. In 2016 we invested fundraising hours in developing the application for Amplify Change’s Strategic Grants (Manion Daniels), together with RNW Media (Love Matters). The implementation of this grant however only started in November 2016. The financial statement therefore shows a relative low income from Manion Daniels of roughly 15.500 EURO for the months November and December. The income from this grant on an annual basis is however roughly 250.000 EURO. The actual proportion of the direct fundraising costs to the total own fundraising income is therefore lower, which will become visible in the financial statement 2017.

Looking over a timespan of three years (2014-2016), CHOICE’s cost percentage in fundraising was **17,3%**, which is under the CBF guideline of 25%.

Management and Administration

Our management and administrative (M&A) costs amounted to 96.214 EUR in 2016. This is a total of 11.6 % of our total expenditure of 830.487 EURO. Our actuals are lower than budgeted for. Because of our growth in programs we hired additional program staff in Q3 and Q4 (3 FTE). As a result we made more hours on our programmatic work, whilst our management and administration costs only increased by a little.

As CHOICE is a smaller organization, we have a limited number of FTE to divide our management & administration on. This leads to a relatively higher amount of M&A costs.

Continuity Reserve

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

does not adhere to a (pre)defined Continuity Reserve Ratio (e.g. percentage of annual income), but bases the level of the continuity reserve on well-considered calculations, which require monitoring and adjustment as the organization develops. These calculations are based on the expenses in the most recent financial year, complemented by the estimated expenses in the budget for the upcoming year.

The continuity reserve should at least cover – for a minimum period of three consecutive months – the financial administration costs, direct labor costs, indirect labor costs, insurances (business insurance, staff absence insurance, board liability insurance, travel insurance, accident insurance), banking costs, website maintenance, hosting costs, IT-costs, travel costs and other organizational costs. As the term of notice of the lease agreement of the office space is twelve months, twelve consecutive months of office rent must be included in the operating reserve. Twelve months of office rent amounts to approximately EUR 16.000,00. The deposit (receivable) of EUR 3200,00 must be deducted from this, resulting in the amount of EUR 12.800,00. The direct labor costs (based on the current number of nice staff members), including taxes and premiums, for three months, amount to approximately EUR 81.663,75. Indirect labor costs amount to EUR 13.513,00 for three months. Office costs amount to approximately EUR 3000,00. Financial administration, including WePayPeople payroll services, amount to EUR 4000,00. Travel costs for advocates and board members, complemented with representation costs and all other organizational costs (such as memberships), would amount to EUR 10.000,00, assuming continuation of volunteer activity at full capacity.

Summarizing all of the above, the sum of the continuity reserve must at least equal the amount of EUR 124.976,75 in order for CHOICE to meet all of the aforementioned obligations for a period of at least three consecutive months. As of December 31, 2016 the continuity reserve of CHOICE amounts to EUR 115.627,00. This means that there are no funds to cover any unforeseen expenses. CHOICE concludes that its continuity reserve does not meet the outlined criteria and therefore can be considered insufficient. It must be noted that the continuity reserve also does not allow for exit visits to partners in the global south.

CHOICE as an organization will continue to grow as CHOICE strives for upscaling and expansion of its activities. The number of staff as well as the number of volunteers committing to CHOICE are growing accordingly. In Q2 of 2017, a dedicated fundraising officer will be attracted to ensure a stable income for the continuation of CHOICE's mission. All of the aforementioned costs will rise, which stresses the necessity to increase the continuity reserve. CHOICE therefore strives to add a surplus to the continuity reserve each year in order to reach the outlined criteria.

Exit strategy

Important players in the exit strategy of CHOICE are the board members, who have committed to CHOICE for 10-15 hours a week, on a voluntary basis. When financial scarcity force CHOICE to down-scale its activities, board members can gradually take-over all tasks of staff. The period of three months that is explained in the operating reserve section is a sufficient and realistic overlapping period, during which staff members can transfer all of their tasks to board members. CHOICE can then continue working with its partners in the Global South, however, on a much less intensive basis.

BALANCE AS OF DECEMBER 31, 2016

ASSETS		31-12-2016 €	31-12-2015 €
Fixed assets	5.1	8.770	3.168
Receivables	5.2	57.718	32.293
Prepayments and other current asset	5.2	9.092	8.244
Cash and cash equivalents	5.3	<u>504.163</u>	<u>164.782</u>
Total		<u><u>579.744</u></u>	<u><u>208.488</u></u>

		31-12-2016 €	31-12-2015 €
LIABILITIES			
Reserves			
* Continuity reserve	5.4	115.627	93.958
* Current and accrued liabilities	5.5	464.117	114.530
Total		<u><u>579.744</u></u>	<u><u>208.488</u></u>

STATEMENT OF INCOME AND EXPENDITURE FOR 2016

INCOME		Actual 2016 €	Budget 2016 €	Actual 2015 €
Direct (own) fundraising income	6.1	27.069	1.500	22.149
Income from third-party (campaigns)	6.2	13.125	21.625	10.744
Government subsidies	6.3	810.461	869.323	597.187
Income from interest and exchange rates	6.4	<u>251</u>	<u>300</u>	<u>499</u>
Total income		850.905	892.748	630.579
EXPENDITURE				
Directly allocated to objectives	6.5			
Projectcosts - wages & organization		284.171		
Projectcosts - travel & other direct		132.933		
Projectcosts		417.104	467.927	267.548
Partner organizations		307.086	<u>249.006</u>	<u>240.390</u>
Total expenditure		724.191	716.933	507.938
<p>The amount for Partner organizations reflects the funds CHOICE has contracted and paid out to her partners. CHOICE monitors the actual spending by her partners according to an approved procedure. At the time of writing, not all partner spendings were accounted for. CHOICE does not foresee any upcoming problems in this regard.</p>				
Fundraising income	6.6			
Direct fundraising costs		7.949	106	1.269
Costs third-party campaigns		442	1.276	615
Costs subsidies		<u>442</u>	<u>51.307</u>	<u>34.204</u>
		8.832	52.689	36.088
Management and administration	6.7			
Costs management and administration		<u>96.214</u>	<u>109.322</u>	<u>79.148</u>
Total expenditure		829.237	878.944	623.174
Result		<u>21.669</u>	<u>13.804</u>	<u>7.405</u>

The result of 2016 is incorporated in the continuity reserve.

CASH FLOW STATEMENT 2016

	2016	2015
	€	€
Cash flow from operational activities		
Income	850.905	630.579
Expenditure	<u>829.237</u>	<u>623.174</u>
Cash flow from investment activities	21.669	7.405
Change in liabilities during the year	349.588	-13.114
Change in assets during the year	<u>31.875</u>	<u>43.379</u>
	317.713	-56.493
Movement cash and cash equivalents	<u><u>339.382</u></u>	<u><u>-49.088</u></u>
Liquid assets at the end of the financial year	504.163	164.782
Liquid assets at the start of the financial year	164.782	213.870
Movement cash and cash equivalents	<u><u>339.382</u></u>	<u><u>-49.088</u></u>

ACCOUNTING PRINCIPLES

General

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

Transactions in foreign currencies

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

Use of estimates

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

(Government) Subsidies

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

Continuity reserve

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

Donations and contributions

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

In kind donations

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

Employee benefits/ pensions

CHOICE is registered with the Zorg & Welzijn Pension Fund. The plan is based on an average salary arrangement. CHOICE has no other obligation than to pay the yearly pension premium to the pension fund. There is no other risk other than future increase in premiums.

(Government) Subsidies

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

Cost allocation

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

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

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

6.3 EXPLANATORY NOTES TO THE BALANCE SHEET

A Fixed assets

	31-dec 2016 €	31-dec 2015 €
Acquisition costs	11.974	4.387
Accumulated depreciation	-3.204	-1.219
Divestments		
	<u>8.770</u>	<u>3.168</u>

During 2016 new office furniture was acquired for € 5.817 and new computers for € 1.769.

B Receivables, prepayments and other current assets

	2016 €	2015 €
Receivables donors & subsidies	57.718	32.293
Deposits and securities	3.130	3.130
Prepaid insurance, travel costs and interest	5.962	5.114
	<u>66.810</u>	<u>40.537</u>

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

	2016 ASK €	2015 ASK €
Situation as of 1 January	-22.133	22.713
Interest	-	174
Received	-	205.385
	<u>-22.133</u>	<u>228.273</u>
Subsidies received in advance	-22.133	228.273
Claimed/granted subsidy	-10.367	-250.405
	<u>-32.500</u>	<u>-22.133</u>

	2016 RHRN €	2015 RHRN €
Situation as of 1 January	-	-
Interest	33	-
Received	199.796	-
	<u>199.829</u>	<u>-</u>
Subsidies received in advance	199.829	-
Claimed/granted subsidy	-200.744	-
	<u>-915</u>	<u>-</u>

	2016 REA €	2015 REA €
Situation as of 1 January	-	-
Interest	-	-
Received	-	-
	<u>-</u>	<u>-</u>
Subsidies received in advance	-	-
Claimed/granted subsidy	-15.575	-
	<u>-15.575</u>	<u>-</u>

C Cash and cash equivalents

	2016	2015
	€	€
Bank current account and deposit	502.349	162.951
Petty Cash	1.815	1.831
	<u>504.163</u>	<u>164.782</u>

The cash equivalents include a bank deposit of EUR 426.265 with an average interest of 0,28%. All cash equivalents are immediately claimable.

D RESERVES
Continuity reserve

	2016	2015
	€	€
Situation as of January 1	93.958	86.553
Profit or loss before appropriation	21.669	7.405
Situation as of 31 December	<u>115.627</u>	<u>93.958</u>

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

E CURRENT AND ACCRUED LIABILITIES

	2016	2015
	€	€
Subsidies received in advance	385.794	57.849
Holiday provision	23.923	12.823
Contributions for national insurance, income tax and pensions	11.196	9.582
Creditors	24.447	20.994
Other accrued liabilities	18.758	13.280
	<u>464.117</u>	<u>114.530</u>

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

The three largest subsidies received in advance are:

Proceedings subsidies

	2016	2015
	MFS II	MFS II
	€	€
Situation as of 1 January	35.340	17.553
Interest	-	320
Received	-	257.880
Subsidies received in advance	35.340	275.753
Claimed/granted subsidy	-17.095	-240.413
Subsidies received in advance	<u>18.245</u>	<u>35.340</u>

Proceedings subsidies

	2016	2015
	GuSo	GuSo
	€	€
Situation as of 1 January	-	-
Interest	353	-
Received	438.390	-
Subsidies received in advance	438.743	-
Claimed/granted subsidy	-238.177	-
Subsidies received in advance	<u>200.566</u>	<u>-</u>

Proceedings subsidies

	2016	2015
	Yes I Do!	Yes I Do!
	€	€
Situation as of 1 January	-	-
Interest	319	-
Received	450.347	-
Subsidies received in advance	450.666	-
Claimed/granted subsidy	-313.532	-
Subsidies received in advance	<u>137.134</u>	<u>-</u>

6.4 EXPLANTORY NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE
F INCOME FROM OWN FUNDRAISING

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Donations and contributions	1.220	1.500	2.453
In-kind donations	169		155
Mannion Daniels Amplify Change (REA)	15.575		
Utopa Foundation	1.779		13.221
Nederlands Jeugd Instituut	0		1.500
Other institutions	8.325		4.820
	<u>27.069</u>	<u>1.500</u>	<u>22.149</u>

G INCOME FROM THIRD PARTY CAMPAIGNS

	Actual 2016 €	Budget 2016 €	Actual 2015 €
dance4life	13.125	21.625	10.744
	<u>13.125</u>	<u>21.625</u>	<u>10.744</u>

H GOVERNMENT SUBSIDIES

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Dutch Ministry of Foreign Affairs MFS II	17.095	47.144	240.413
Dutch Ministry of Foreign Affairs ASK	10.367	16.967	250.405
Dutch Ministry of Foreign Affairs RHRN	200.744	188.296	
Dutch Ministry of Foreign Affairs GuSo	238.177	283.106	
Dutch Ministry of Foreign Affairs Yes I Do!	313.532	316.052	
Dutch Ministry of Foreign Affairs PLAN (Child Marriage)	-		86.752
Dutch Ministry of Foreign Affairs Youth Ambassador 15-16	19.506	17.758	16.003
Dutch Ministry of Foreign Affairs Youth Ambassador 16-18	11.039		
Dutch Ministry of Foreign Affairs (Child Marriage)	-		3.614
	<u>810.461</u>	<u>869.323</u>	<u>597.187</u>

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Total own contribution	40.194	23.125	32.893
Total own contribution and MFSII subsidie	850.654	892.448	630.080
Percentage own contribution	4,7%	2,6%	5,2%

I INCOME FROM INTEREST AND EXCHANGE RESULT

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Interest	251	300	499
	<u>251</u>	<u>300</u>	<u>499</u>

J EXPENDITURE DIRECTLY ALLOCATED TO OBJECTIVES

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Total project costs	724.191	716.933	507.938

Spending percentage

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

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Total direct expenditures for the objectives	724.191	716.933	507.938
Total income	850.905	892.748	630.579
Spending percentage	<u>85,1%</u>	<u>80,3%</u>	<u>80,6%</u>

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

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Total direct expenditures for the objectives	724.191	716.933	507.938
Total expenditure	829.237	878.944	623.174
Spending percentage	<u>87,3%</u>	<u>81,6%</u>	<u>81,5%</u>

K DIRECT FUNDRAISING COSTS
Direct fundraising costs

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Direct fundraising costs	<u>8.832</u>	<u>52.689</u>	<u>36.088</u>

Cost percentage fundraising

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

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Direct fundraising income	27.069	1.500	22.149
Direct fundraising costs	7.949	106	1.269
Cost percentage fundraising	<u>29,4%</u>	<u>7,1%</u>	<u>5,7%</u>

Looking over a timespan of three years (2014-2016), CHOICE's cost percentage in fundraising was 17,3%, which is under the CBF guideline of 25%. A full explanation can be found on p. 34.

Costs third party campaigns

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Costs third party campaigns	<u>442</u>	<u>1.276</u>	<u>615</u>

Costs subsidies

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Costs subsidies	<u>442</u>	<u>51.307</u>	<u>34.204</u>

L MANAGEMENT AND ADMINISTRATION
Management and administrative costs

	Actual 2016 €	Budget 2016 €	Actual 2015 €
Management and administrative costs	96.214	109.322	79.148
Total expenditure	829.237	878.944	623.174
Management and administration percentage	<u>11,6%</u>	<u>12,4%</u>	<u>12,7%</u>

6.5 EXPLANATORY NOTES TO ALLOCATION OF EXPENDITURE

SPECIFICATION AND COST ALLOCATION TO APPROPRIATION

Appropriation	Objective	Raising funds			Management and Administration	Total 2016 Budget 2016		Total 2015
		Own-fundraising	Third party	Receivable subsidies				
Expenditure	€	€	€	€	€	€	€	€
Grants to partners	307.086					307.086		240.390
Direct project costs (travel)	132.933							133.503
Publicity and communication								
Staff costs	216.402	6.053	336	336	73.269	296.396		194.350
Accommodation costs	18.459	516	29	29	6.250	25.282		21.197
Office and general expenses	49.311	1.379	77	77	16.695	67.539		33.734
Total	724.191	7.949	442	442	96.214	696.304	-	623.174

Appropriation	Actual 2016 €	Budget 2016 €	Actual 2015 €
Salaries	205.452	221.840	141.978
Social security	32.872	37.713	22.716
Pension	29.709	22.184	18.779
Total staff costs	268.033	281.737	183.473
Illness insurance	3.705	3.764	3.055
Trainings for staff	7.354	15.000	36
Health services staff	236	1.255	17
Travel staff to office	13.522	8.782	5.786
Other travel expenses	116	300	119
Internship costs	0	500	134
Representation board	1.667	1.500	1.268
Representation staff	1.763	900	1.109
Total indirect staff costs	28.363	32.001	11.525
Rent	13.466	15.000	13.794
Office costs	4.068	1.255	770
Write offs	1.610	1.500	1.219
Moving office expenses	0	0	1.640
IT	6.139	5.887	2.408
Total accomodation	25.282	23.642	19.831
Volunteer expenses	3.052	3.000	3.290
Board declarations	4.551	2.500	3.712
Membership fees	2.251	2.000	2.228
Website hosting	954	2.000	939
Foundation costs	3.731	2.500	2.247
Staff declarations	248	565	510
Fundraising	963	4.000	450
Communications	30.363	30.000	72
Other general costs	160	314	617
Total general organisation	46.273	46.879	14.066
Finance administration	10.857	14.000	12.134
Accountant	5.424	6.500	5.144
Payroll services	1.762	2.509	1.869
Financial costs & bank charges	294	750	412
Advice	2.930	3.000	1.997
Total accountant & admin	21.266	26.759	21.556
	389.217	411.018	250.451

Explanation for differences actual vs. budget 2016:

- *The total staff costs* is lower than budgeted for due to the fact that we budgeted 25k for an extra employee in case of unforeseen circumstances (e.g. illness, pregnancy).
- *Training for staff* is lower than budgeted for due to the fact that not all staff members used their annual training budget.
- *Health service staff* is lower due to a low sickness absence rate in 2015.
- *Travel cost for staff to the office* is higher because we hired several new staff members throughout the year who live outside of Amsterdam and take public transport to the office. We did not foresee this in the budget 2016.
- *The internship costs* are lower because we decided not to recruit an intern due to our limited capacity to supervise an intern. Most of our capacity was used to apply to government subsidies.
- Representation staff
- *Rent* is lower because we expected an increase which did not take place in 2016.
- Because our growth in staff we needed to invest more in *office costs* than expected. This includes a new office set-up (tables, chairs) and laptops.
- Similar to the previous year our *Board declarations* are higher than budgeted for. This is a lesson learned for next years. Because our Board Members invest roughly 10-15 hours per week they also make various costs (travel, meetings, etc.) which they can reimburse.
- *Website hosting* is lower because we transferred to a new host (following the development of our new website) with lower fees.
- Our *foundation fees* are higher because we (successfully) applied for the CBF erkenningsregeling. We did not budget for these costs in 2015 as we did not know yet whether and what the costs attached to this were.
- Our *fundraising costs* are lower because our Youth Advocates did not invest in organizing fundraising activities. Also staff made little costs because we did not invest in fundraising as much as previous years. 2016 was mostly a year to invest in setting-up new programs.
- Because of our growth in income we expected to spend more on our *finance administration*. This was not the case. Our financial controller works efficiently.
- With our increase in staff we expected higher *pay-roll service* costs, which did not increase in the end.

6.6 PAYMENT (EXECUTIVE) BOARD

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

Name	E. de Jong
Position	Executive Director

Employment

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

Salary (in EUR)

Annual income		
Gross payment	€	39.363
Holiday allowance	€	3.149
Year-end bonus		
Variable annual income		
Total annual income		€ 42.512

Social insurance costs	€	8.090
Taxable (travel) allowance		
Pension contribution	€	6.701
Other allowances on term		
Employment termination benefits		
Total other allowances and fees		€ 14.791

Subtotal		€ 57.303
-----------------	--	-----------------

Totaal salary 2015 (jan-dec)	€	57.303
Total salary 2015 (jan-dec)	€	50.274

The salary of the executive director is below the € 179.000 maximum stipulated in the Dutch WNT Law ("Wet Normering Topinkomens").
No other staff members of CHOICE have earned a salary in 2016 higher than this WNT norm.
The members of the CHOICE Board of Directors and the CHOICE Supervisory Board do not draw a salary or any other kind of emoluments.

6.7 LIABILITIES NOT EVIDENT FROM THE BALANCE SHEET

CHOICE has signed an agreement with Amnesty International regarding the rent of the office space.
This agreement started on 1 march 2015 and can be prolonged each time with 12 months.

Wet Nomerig Topinkomens
Salaries board and directors

Directors

Elsemieke de Jong
Executive director

Name January - December 2016
Function 100%
Active during 2016 No
Parttme percentage Yes
Former top functionary € 179.000
Contract of employment € 42.512
WNT maximum € 6.701
Salary 2016 € 49.213
Pension contribution 2016
Total salary 2016

General Board

Esther van Duin
Chair General Board

Name September - December 2016
Function not applicable
Active during 2016 No
Parttme percentage No
Former top functionary € 26.700
Contract of employment € 0
WNT maximum
Salary 2016

Marijke Bleeker
Secretary General Board

Name September - December 2016
Function not applicable
Active during 2016 No
Parttme percentage No
Former top functionary € 17.800
Contract of employment € 0
WNT maximum
Salary 2016

Robin Toorneman
Treasurer General Board

Name January - December 2016
Function not applicable
Active during 2016 No
Parttme percentage No
Former top functionary € 17.800
Contract of employment € 0
WNT maximum
Salary 2016

Timo Bravo Rebolledo
Member General Board

Name January - December 2016
Function not applicable
Active during 2016 No
Parttme percentage not applicable
Former top functionary No
Contract of employment No
WNT maximum € 17.800
Salary 2016 € 0

Jelena Lucija Brodnjak
Member General Board

Name September - December 2016
Function not applicable
Active during 2016 No
Parttme percentage not applicable
Former top functionary No
Contract of employment No
WNT maximum € 17.800
Salary 2016 € 0

Supervisory Board

Ronald Schurer
Chair Supervisory Board

Name January - September 2016
Function not applicable
Active during 2016 No
Parttme percentage No
Former top functionary € 26.700
Contract of employment € 0
WNT maximum
Salary 2016

Ellen Eiling
Chair Supervisory Board

Name September - December 2016
Function not applicable
Active during 2016 No
Parttme percentage No
Former top functionary € 26.700
Contract of employment € 0
WNT maximum
Salary 2016

Frouke Karl
Secretary Supervisory Board

Name January - December 2016
Function not applicable
Active during 2016 No
Parttme percentage No
Former top functionary € 17.800
Contract of employment € 0
WNT maximum
Salary 2016

Daan Rijk
Treasurer Supervisory Board

Name January - December 2016
Function not applicable
Active during 2016 No
Parttme percentage No
Former top functionary € 17.800
Contract of employment € 0
WNT maximum
Salary 2016

Anneke Wensing
Member Supervisory Board

Name January - December 2016
Function not applicable
Active during 2016 No
Parttme percentage not applicable
Former top functionary No
Contract of employment No
WNT maximum € 17.800
Salary 2016 € 0

Ellen Eiling
Member Supervisory Board

Name January - September 2016
Function not applicable
Active during 2016 No
Parttme percentage not applicable
Former top functionary No
Contract of employment No
WNT maximum € 17.800
Salary 2016 € 0

8. OTHER

Subsequent events

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

Amsterdam, March 28 2017

General board

Chair	Ms. Esther van Duin
Secretary	Ms. Marijke Bleeker
Treasurer	Mr. Robin Toorneman
General Board member	Mr. Timo Bravo Rebolledo
General Board member	Ms. Jelena Lucija Brodnjak

Supervisory Board

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

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

Annex I – Letter of the Supervisory Board

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

Date: February, 28, 2017

Dear Sir/Madam,

Throughout the year 2016 CHOICE's Board, staff, and advocates have worked with passion and perseverance to improve the sexual and reproductive health and rights for young people and to keep SRHR on the public and political agendas. The Supervisory Board has followed developments and progress made, and has observed CHOICE as a visible and strong organization, striving for ongoing professionalization.

In 2016, the Supervisory Board had four meetings with the Board, and six internal meetings. Ms. Jessica Hendriks left the Supervisory Board in February 2016, after having contributed as General board member for almost 4 years. Mr. Ronald Schurer left the Supervisory Board on 1 September 2016 after being part of the Supervisory Board for nearly four years, of which three years as chair. Both their contributions were very much appreciated! On 31 December 2016, the Supervisory Board consisted of: Ms. Anneke Wensing, Ms. Ellen Eiling, Ms. Frouke Karel and Mr. Daan Rijk. Further information on the composition of the Supervisory Board is set out below. The members of the Supervisory Board have no conflicts of interest and ensure their independent position with respect to CHOICE. As in previous years, the Supervisory Board received no allowances.

The main topics discussed during the meetings between the Board and the Supervisory Board were the annual narrative and financial report of 2015, the work plan and the budget for 2016. Other important subjects were the inception phases of the new partnerships, personnel changes in the board and staff, and the desired transition of the Supervisory Board towards an Advisory Board.

In the first half of 2016, a consultant from Berenschot advised the organization (pro bono) on the various governance models for small foundations and the most appropriate options for supervision for CHOICE. In June, the Supervisory Board and the Board held a joint retreat, to discuss these options, and define joint ambitions for CHOICE's governance in the future. The preferred model resulting from these discussions was a model in which the Board is completely accountable for the organization and will fulfill the main supervisory role. In addition, it was seen as important to receive regular support and advice from an Advisory Board, existing of experts in specific thematic areas, such as human resources, fundraising, finance, monitoring and evaluation. The transition from a Supervisory Board towards an Advisory Board will be completed early 2017.

The Supervisory Board is confident that CHOICE will continue its efforts for professionalizing the organization, and will continue to support their staff and partner organizations in efficient ways, to maximize its positive and sustainable impact on young people's lives.

Kind regards,

The Supervisory Board
CHOICE for Youth and Sexuality

Supervisory Board - Member Profiles 2017

Name: Anneke Wensing

Position: General Board member

Date of birth:

First assignment SuBo: 04-2015

Additional areas of interest/expertise: Fundraising, advocacy, management structures

Work: Project Manager and Fundraiser (self-employed)

Previous positions: Advocacy and Project Officer at AMREF Flying Doctors, Advocacy Officer and Youth Coordinator at WORLD Population Foundation, Executive Coordinator at CHOICE. For Youth & Sexuality, Teacher at the University of Utrecht.

Study background: Psychology (MSc), Higher Management for non-profit organizations (post-Bachelor)

Side activities: -

Name: Ellen Eiling

Position: General Board member / Chair from September onwards

Date of birth: 12-10-1982

First assignment SuBo: 04-2015

Additional areas of interest/expertise: Planning and programme development, capacity building, CHOICE as a connector

Work: Senior Advisor Evaluation and Knowledge Management at Aidsfonds

Previous positions: Research, Monitoring and Evaluation specialist at War Child Holland; Lecturer/Trainer International Public Health and SRHR at Koninklijk Tropen Instituut and Hogeschool Utrecht; Research, Monitoring and Evaluation Officer at World Population Foundation / Rutgers; Researcher at Wageningen University and Maastricht University.

Study background: Health Promotion and Health Education (MSc)

Side activities: -

Name: Frouke Karel

Position: General Board member

Date of birth: 07-02-1989

First assignment SuBo: 04-2015

Additional areas of interest/expertise: Monitoring & evaluation, external communication

Work: Monitor/Clinical Research Associate (CRA) at VU Medical Centre in Amsterdam

Previous positions: Junior Project Officer at VU Medical Centre in Amsterdam, Dpt. Head at StudentsPlus; Nutrition Assistant at Amstelland Hospital

Study background: Management, Policy Analysis and Entrepreneurship in the Health and Life Sciences (MA)

Side activities: -

Name: Daan Rijk

Position: Treasurer

Date of birth: 12-06-1984

First assignment SuBo: 11-2015

Additional areas of interest/expertise: Financial Control, managerial finance, organizational development

Work: Senior Financial Analyst General Accounting at Brocacef

Previous positions: Project Controller at War Child Holland, Chair Works Council at War Child Holland, Treasurer at Faja Lobi KDS

Study background: Business Economics

Side activities: Chair Young Potentials Network at Brocacef, Member of Commission of Financial Control at young Physiotherapist Association (YPA)

Budget 2017**Income from subsidies**

MoFA - RHRN	€ 193.728
MoFA - GuSo	€ 486.953
MoFA - YID	€ 491.043
MoFA - Youth Ambassador	€ 34.888
	€ 1.206.612

Income from own fundraising

Amplify Change - REA	€ 231.333
Donations	€ 1.545
	€ 232.878

Interest € 309

Total Income € 1.439.799

Direct projectcosts

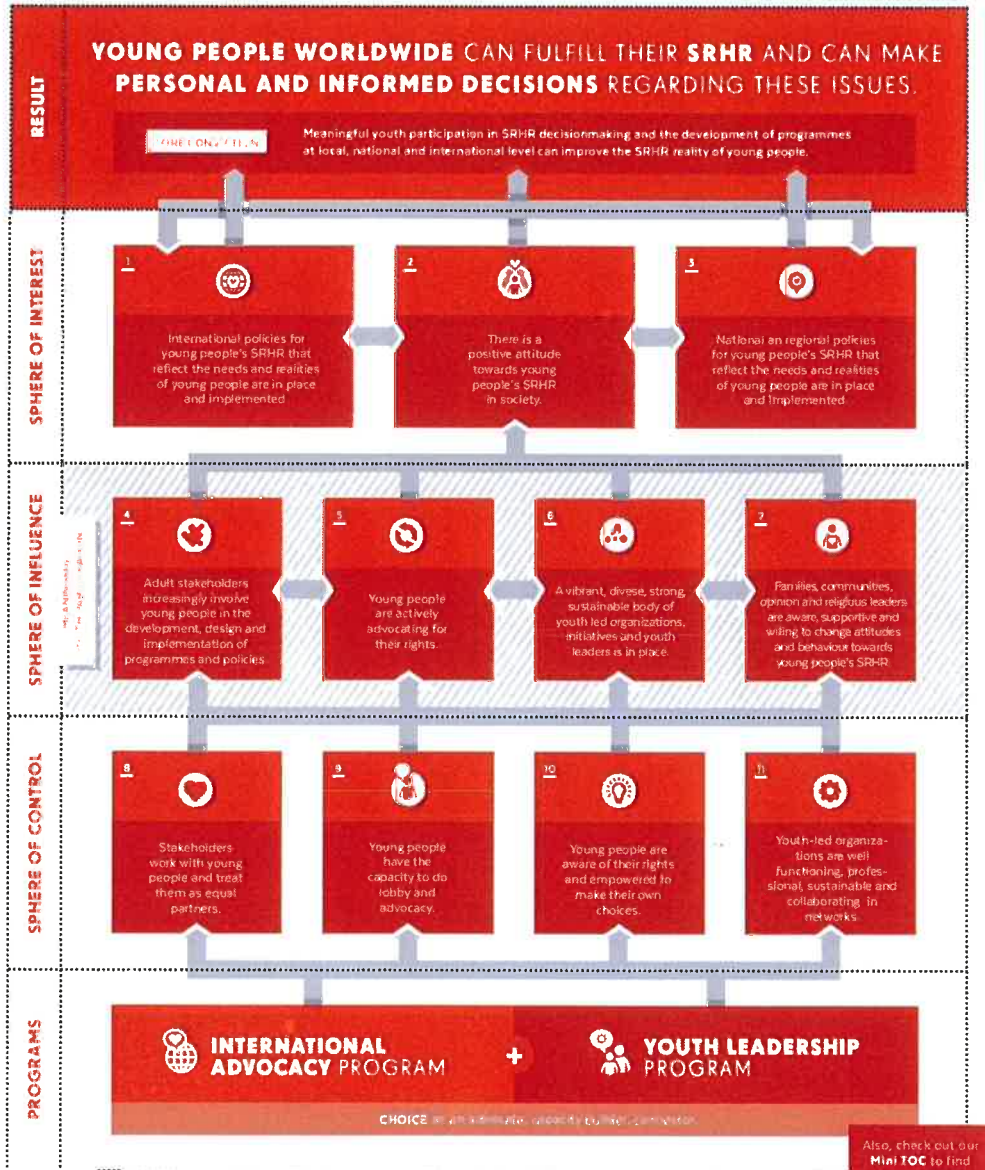
MoFA - RHRN	€ 72.000
MoFA - GuSo	€ 335.322
MoFA - YID	€ 332.732
MoFA - Youth Ambassador	€ 17.225
Amplify Change - REA	€ 175.500
	€ 932.779

Organisation costs

Salaries staff	€ 326.655
Other personnel expenses	€ 54.050
Office costs	€ 28.200
General organisation	€ 41.650
Accountant & administration	€ 30.460
Bankcosts	€ 750
	€ 481.765

Result € 25.255

Annex III – CHOICE Theory of Change⁵



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

THEORY OF CHANGE



⁵ This ToC is currently under review and will be finalized in Q1 2017. The report 2017 will include our ToC 2.0

INDEPENDENT AUDITOR'S REPORT

To: the Management Board and the Supervisory Board of Stichting CHOICE
for youth and sexuality

A. Report on the audit of the financial statements 2016 included in the annual report

Our opinion

We have audited the financial statements 2016 of Stichting CHOICE for youth and sexuality based in Utrecht.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting CHOICE for youth and sexuality as at 31 December 2016 and of its result for 2016 in accordance with the Guidelines for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board and the Policy rules implementation of the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2016;
2. statement of income and expenditure for 2016; 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 as well as the Policy rules implementation WNT, including the Audit Protocol WNT. 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 CHOICE for youth and sexuality 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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1075 AH Amsterdam
Postbus 53028
1007 RA Amsterdam

Telefoon 020 571 23 45
E-mail info@dubois.nl
www.dubois.nl
KvK nummer 34374865

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

In addition to the financial statements and our auditor's report thereon, the annual 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 Institutions" of the Dutch Accounting Standards Board.

C. Description of responsibilities regarding the financial statements

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

The Board is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Institutions" of the Dutch Accounting Standards Board and the Policy rules implementation of the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT). Furthermore, the Board is responsible for such internal control as the 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 Board is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the company'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 organization.

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, as well as the Policy rules implementation WNT, including the Audit Protocol WNT, 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 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, 28 March 2017

Dubois & Co. Registeraccountants



G. Visser RA

INDEPENDENT AUDITOR'S REPORT

To: the Management Board and the Supervisory Board of Stichting CHOICE
for youth and sexuality

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The financial statements comprise:

1. the balance sheet as at 31 December 2016;
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3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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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 Institutions" of the Dutch Accounting Standards Board.

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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, 28 March 2017

Dubois & Co. Registeraccountants

Signed on original:
G. Visser RA