



ANNUAL REPORT 2020

DEAR READER,

2020 will be marked in our history books as the year that the COVID-19 pandemic changed our lives. This worldwide crisis had so many impacts on so many levels.

We all experienced its effects in our daily lives: we've been affected physically, mentally, economically, and in other ways. The pandemic also had a huge impact on the work of Dance4Life. One year later, we can definitely say that we adapted and learned a lot.

Dance4Life's ultimate mission is creating a world where all young people are able to shape their own future. A world in which young people are able to make healthy sexual choices and develop healthy relationships. When a worldwide lockdown became a reality we faced a huge challenge to keep working on our mission. We had put most of our physical international programmes on hold and, one year later, the majority of them are not yet back on track. But together with our partners and bold trainers, we used our creativity and flexibility to adapt our delivery and keep our programmes running using online technologies. By providing sexuality education through online modules, and using social media tools such as WhatsApp and WeChat, we succeeded in continuing to support young people. We also learned that times of difficulties can lead to new opportunities, creative solutions and even great results. Within our activities in the Netherlands - our home market for raising both awareness of and funds for sexual health and rights - we also found safe ways to engage and co-create with young people. Together with them we created four campaigns to explore topics of sexual harassment, wishes and boundaries, taboos and stigmas and the fun parts of sexuality.

Despite the uncertainties, changes and challenges we were able to increase the total number of young people who have participated in the Dance4Life programme to 2.312.804. We are heading firmly towards our goal of reaching 5 million young people by 2030, but we want to make bigger steps. To have a bigger impact. This is why we decided to intensify our partnership with our long-time partner Rutgers by merging with them. Rutgers and Dance4Life have been working together for years to improve the sexual health and rights of young people worldwide. Combining the strengths of both organisations brings us opportunities to make a greater impact together. By continuing the separate Dance4Life brand, programmes and activities, I am happy to lead Dance4Life in what both organisations stand for, and jointly keep searching for innovative ways to step up our game for the sexual health and rights of young people.

I want to thank Jael van der Heijden, the executive director of Dance4Life till 2021, for leading Dance4Life in this extraordinary year and towards the merger. Her strategic leadership brings Dance4Life in its new phase to achieve even more impact.

TON COENEN

Executive Director Rutgers & Dance4Life

Despite the uncertainties, changes and challenges we were able to increase the total number of young people who have participated in the Dance4Life programme to 2.312.804.



Dance4life takes up the responsibility of supporting a worldwide movement for safe sex, empowering boys and girls to take personal leadership over their sexual lives.



ABOUT DANCE4LIFE

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

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



Every 15 seconds, someone is infected with HIV

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



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

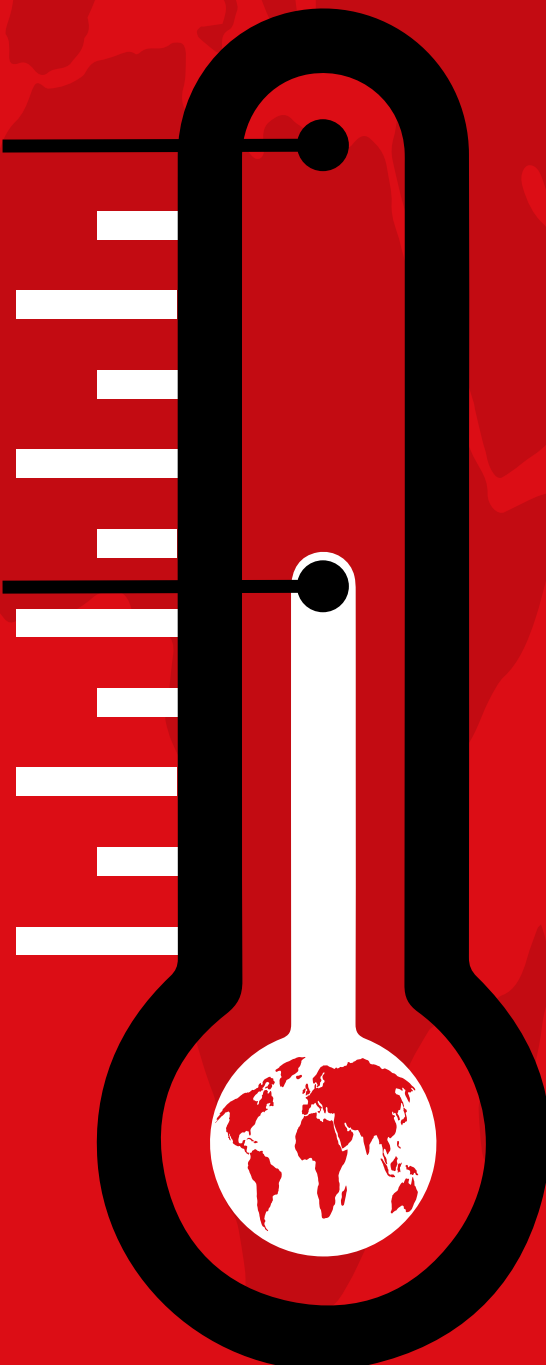


5 million
youngsters

2030

2.312.804
youngsters


2020




How do we reach these young people?

- 1 With our core product: the Journey4Life. This interactive programme is a unique mix of Dance4Life's ingredients of dance, music and personal stories combined with diverse personal development exercises and 21st century skills building. The Journey4Life programme creates safe spaces to discuss sensitive topics and personal experiences, led by young Dance4Life certified trainers, known as Champions4Life, around the world.
- 2 With our unique youth led activations. Together with young people we find innovative ways of creating awareness and action about unsafe sex using positive campaigns energised by music, dance and youth culture.

Who reaches these young people?

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

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

This allows the Dance4Life team in The Netherlands to focus on three areas:

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



INDEX

2	<u>PREFACE</u>
5	<u>ABOUT DANCE4LIFE</u>
12	<u>HIGHLIGHTS & LESSONS</u>
16	<u>THE URGENCY</u>
19	<u>OUR VISION</u>
21	<u>IMPACT ON AN INTERNATIONAL SCALE</u>
24	<u>ALLIANCES - IMPACT ON AN INTERNATIONAL SCALE</u>
28	<u>REACH AND WHERE WE WORK</u>
31	<u>THE ACADEMY4LIFE IS LAUNCHED</u>
34	<u>CREATING DEMAND FOR OUR MODEL</u>
36	<u>FUNDRAISING</u>
40	<u>BRANDING AND CAMPAIGNS</u>
46	<u>MOVING WITH OUR STAKEHOLDERS</u>
48	<u>CHALLENGES</u>
50	<u>OUR ORGANISATION</u>
54	<u>FINANCIAL REPORT</u>
59	<u>FINANCIAL STATEMENTS</u>
78	<u>AUDITORS REPORT</u>

HIGHLIGHTS & LESSONS

Nr. 1

Since 2004

2.312.804

young people
have participated
in the Dance4Life
programme.

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



HIGHLIGHTS & LESSONS

Nr. 2 Our response to COVID-19

Together with our network of partners we responded quickly to the pandemic. We developed online versions of our curriculum The Journey4Life to ensure that young people were still reached during times of COVID-19. At the same time we moved most of our daily work online, including our yearly international gathering with Dance4Life partners. We showcased that more and more can be done online, and that a critical reflection on national and international travel is needed.



Nr. 3 Dutch Schools4Life Programme

Due to a funding gap, it is not possible to continue the Dutch programme Schools4Life in 2021. This programme was largely funded by trusts and foundations. Mostly due to the outbreak of COVID-19 they have shifted their focus which unfortunately means that sexual health is no longer the top priority of a large amount of funding policies. This is a great loss for our work and for young people in the Netherlands. Despite this setback, we continue to look for opportunities to organize interactive activities for young people in the long term. Together we will continue to fight for the importance of sexual health of young people in the Netherlands.

Nr. 4**Campaigns for youngsters in the Netherlands**

Shifting to online youth campaigns to reach Dutch youngsters showed great results. Campaigns such as the 'Shameless' Instagram series, 'Sextalk' podcast for parents and 'Sex(y) talk' sexuality education sessions were piloted in a short amount of time, with a high engagement rate and PR pick up from online and

traditional media outlets. The end of year campaign 'You Make Me Move' with ambassadors Marije Zuurveld and Kenzo Alvares contributed to over a million wishes and boundaries on sexuality and relationships in their own way.

**Nr. 5****Merger with Rutgers**

Rutgers and Dance4Life merged on 1st January 2021 whilst retaining their own brands. Both Supervisory Boards have agreed to this. We have been working together for years to improve the sexual health and


rights of young people worldwide. Combining the strengths of both organisations offers opportunities to make greater impact together.

THE URGENCY

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

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

THE FACTS DON'T LIE...



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

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



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

WHO 2020, [Click here](#) ▶

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

UNICEF 2014, [Click here](#) ▶




In the least developed countries **38%** of women aged 20 to 24 were married before they were 18 years old, and **12%** before they were 15

UNICEF 2019, [Click here](#) ▶

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



WHO 2020, [Click here](#) ▶

At least

10 million

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

WHO 2020, [Click here](#) ▶



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

WHO 2020, [Click here](#) ▶



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

UNAIDS 2019, [Click here](#) ▶

Family planning and contraception are among the services most disrupted by COVID-19 lockdowns, leading to millions of **unintended pregnancies** and an increase in unsafe **abortions**



-WHO 2020


WHO 2020 [Click here](#) ▶

Each year, **12 million** girls are married before the age of 18. That is **23 girls** every minute.



GIRLS NOT BRIDES, [Click here](#) ▶

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




UNFPA 2016, [Click here](#) ▶



Six months of lockdowns could result in an additional **31 million** cases of gender-based **violence**

Unicef 2019, [Click here](#) ▶



In 2019 alone, **460,000** young people between the ages of 15 to 24 were newly **infected** with **HIV**, of whom 170,000 were adolescents between the ages of 10 and 19.

UNFPA 2020, [Click here](#) ▶



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

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

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



Worldbank 2020, [Click here](#) ▶

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

OUR VISION

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

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

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

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





IMPACT ON AN INTERNATIONAL SCALE

Our international work was badly affected by COVID-19. Although sadly our partners reached fewer young people than planned they nonetheless quickly realigned to the situation and rose up to the challenge.

COVID-19 AND OUR RESPONSE

As the world came to a grinding halt due to COVID-19 the lockdowns of course affected the implementation of The Journey4Life. Suddenly, in many countries we work in, face-to-face sessions were no longer possible, while in others they were heavily restricted. We quickly worked with our Board of Franchisees to set up a Creative Crisis Response Team. The purpose of this team was twofold: to exchange learning between our partners about how to deal with this new pandemic, and to assess what our network needed to ensure young people could still be empowered to live healthy sexual lives.

One outcome was that Dance4Life developed an online COVID-19 Youth Guide - in English, French and Russian - to help young people adjust to and cope with the pandemic. It includes useful information and counters myths about COVID-19, along with sharing young people's experiences and ideas for managing our mental health. Moreover, through multiple webinars, in which most of our partners participated, it became clear that the network wanted to move online with The Journey4Life using video-based platforms and instant messaging.



TAKING THE JOURNEY ONLINE

Dance4Life quickly reviewed the existing evidence for online sexuality education, and with our partners we undertook a rapid needs assessment with 1.091 young people in 8 countries. The majority expressed interest in accessing education about sexuality online despite not having experience of doing this. Using their feedback about their priority topics and their preferred medium (video conferencing or instant messaging) we then set to work to create the online sessions. Our aim was to retain as much as possible the rich interaction that takes place among groups of young people when they undertake the Journey4Life face-to-face, and the energy and guidance that the peer facilitators provide to the process.

Our partners in China, and the EECA region took the lead in developing video conferencing versions for Zoom and Tengxun, with our assistance. For instant messaging (WhatsApp) we played a more leading role, co-creating the new materials with our partners in Pakistan, Indonesia, Kenya and Ghana and our pool of Master Trainers.

Together we produced

- / 17 different sessions lasting 90-120 minutes for instant messaging platforms
- / 10 different sessions lasting 60-90 minutes for video conferencing

Our partners of course contextualised the content for their own settings. The outcome was:

Four contextualised Journey4Life curricula for instant messaging, for young people in Ghana, Kenya, Indonesia and Pakistan;

Five contextualised Journey4Life curricula combining video conferencing and instant messaging, for use in China, Kazakhstan, Kyrgyzstan, Russia, and Ukraine.

IMPACT THROUGH OUR PROGRAMMES

In some countries our partners were permitted to implement the original face to face Journey4Life by following strict COVID-19 regulations. In Malawi, for instance, group sessions were only allowed out in the open, and at each session the Champions4Life shared information about COVID-19 and how to prevent transmission.

In Ghana research as part of *This Way Up!* Project found the following results from participating in the face-to-face Journey4Life:

- / On average the young people reported being 12% more confident than they were prior to the project;
- / Negative attitudes towards gender, and especially gender roles, reduced by about 7%.

More young people had tried to practice healthy sexual behaviours, in the 3 months before the endline took place: it increased by 4% compared to the baseline.

In total in 2020 our partners reached 32.256 young people outside of the Netherlands with different versions of The Journey4Life; among them 6.800 were reached through the new online version.

Our evaluations of use of the online Journey4Life in Kazakhstan and Indonesia found high levels of satisfaction: 93% of respondents said they would repeat the experience and 86% would recommend the digital Journey4Life to their friends. 88% reported easy access to the materials and no technical difficulties during the sessions, while 70% reported convenient access to the technical assistant. However, not everyone was at ease with online interaction: 25% of respondents described it as difficult, while 16% did not feel comfortable to share experiences. One area to address is that all peer facilitators need to provide information about privacy and confidentiality, as 51% of respondents said they had not received this.

In terms of outcomes, the evaluations indicated that the digital Journey4Life resulted in some small but positive changes in knowledge, confidence, gender equal attitudes and socio emotional learning. The greatest benefit of the digital Journey4Life appears to be relating to gender equality, in line with findings from the pilot of the face-to-face Journey4Life (van Enck & Todesco, 2018). For example, in Kazakhstan after the programme 83% of respondents disagreed with the statement “Protection from unwanted pregnancy is the responsibility of girls only”, compared with 61% before the programme began.

In addition to offering the Journey4Life, our partners reached a total 1.087408 young people with messages about COVID-19 and sexual reproductive health and rights. In Ghana and Uganda our partners Curious Minds and Restless Development Uganda did this through radio programmes, while other partners such as Focus Media in Russia, AFEW Ukraine and Rutgers Indonesia focused on using Instagram, VKontakt and Facebook.

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



ALLIANCES - IMPACT ON AN INTERNATIONAL SCALE



GET UP, SPEAK OUT FOR YOUTH RIGHTS!

2020 was the final year of the five year 'Get Up, Speak Out!' (GUSO) partnership. During this time the partners worked simultaneously on ensuring sexuality education, youth-friendly services and building a supportive environment, with Dance4Life partners leading on the aspect of empowering young people.

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

The GUSO programme involved cooperation in 7 countries, supported by organisations based in The Netherlands and the UK and funded by the Dutch Ministry of Foreign Affairs. In each of the seven countries a local alliance was set up, with ownership over the implementation and with the specific aim of putting young people in the driver's seat. As a result young people played a vital role in the implementation of the programme; they were not only end-beneficiaries, but also co-implementers and co-decision-makers. Within these local alliances each organisation played a specific role, according to their own strengths. Local Dance4Life organisations worked with organisations with expertise in providing services or in lobbying towards the government. Dance4Life itself supports those organisations with trainings and capacity building.

GUSO was of course badly affected by the COVID-19 pandemic. But our partners succeeded in swiftly finding ways to reach out to young people to fit their circumstance, whether through COVID-safe face to face work, online interactions or through radio. GUSO funding enabled us to support our partners in Ghana, Indonesia and Pakistan to develop their own online versions of The Journey4Life.

IMPACT ON YOUNG PEOPLE THROUGH THE RIGHT HERE RIGHT NOW ALLIANCE

RIGHT HERE RIGHT NOW

In 2020 was also the final year for the Right Here Right Now (RHRN) partnership. It focused on: linking national, regional and international advocacy on

youth SRHR; generating public support on SRHR issues; and strengthening the capacities of the platforms, and youth advocates and activists more specifically, to strategically and effectively work on their long term advocacy goals.

AFRICA: Kenya, Senegal, Uganda and Zimbabwe
ASIA: Bangladesh, Indonesia, Nepal and Pakistan
LATIN AMERICA: Bolivia and Honduras, Caribbean sub-region

Objective to create a world where everyone is able to access quality and youth friendly health services, and no one is afraid to openly express who they are and who they love.

Target group: Young people - Youth Advocates and activists

Length of programme: 2015-2020

Partner organisations:

- / Arrow
- / Choice for Youth and Sexuality
- / Dance4Life
- / IPPF Africa Region
- / Hivos
- / Rutgers
- / Latin American and Caribbean Women's Health Network

Academy4Life

During 2019 we piloted aspects of our Academy4Life, an online programme for leadership development and skills building through engaging gamified learning experiences. In 2020 we continued to develop and test this digital platform, and 48 youth advocates completed all five modules of the Academy4Life concerning their personal leadership skills. We offered two rounds of this three-month trajectory, and recorded positive completion rates of 95% and 75%.

Our evaluation research after round one with 30 youth advocates showed that participation in the Academy had a positive impact on the participants. Their appreciation varied corresponding to different experiences, positions and characters. However, the most mentioned aspects is that engaging with the Academy boosted the young people's confidence in their possibilities, capacities and legitimacy. They reported becoming more aware of their power to create change and this, in turn, seems to have motivated them even more to pursue their mission as youth advocates. In terms of the use of the new skills, 28 people out of 30 said they are already using

or planning to use their newly acquired skills. One of them, Danish Tariq from RHRN Pakistan, used his updated skills from the public speaking module to deliver the RHRN statement during the international Human Rights Council session in September.



Investing in e-learning

As part of our work concerning meaningful and inclusive youth participation (MIYP) and on campaigning, Dance4Life co-created with our partners two e-modules for RHRN partners and individuals: "MIYP Organisational Self-analysis" & "Campaigning for Social Change". We were delighted that offering these modules in an online space, facilitated with community management to keep participation levels high, proved to be a good digital alternative to face-to-face workshops. In 2020, seven civil society organisations and 21 individuals completed these modules.

Amplifying youth voices through online stories

While in 2019 we worked directly with partners to impart digital storytelling skills, in 2020 we piloted our first two digital storytelling trainings in a virtual workspace. Our training with advocates in Bangladesh focused on how to harvest and curate stories to be used for advocacy purposes, and resulted in six personal stories on topics related to their platform's advocacy strategy. The videos were used as part of events for the International Day Against Homophobia organised by Oboyob and shared in a RHRN Bangladesh e-booth during a national family planning conference. The national coordinator from Bangladesh felt the workshop contributed to skills building of the workshop participants both in how to sensitively collect relevant stories and the technical aspects of bringing voice and images together. Furthermore they gained a better understanding of the power and strategic relevance of video stories for advocacy purposes. As one participant reported "I have shared my learning with a few of my interested friends and I have produced a few digital stories for a website which was used for health awareness during COVID-19".

Our workshop with advocates in Bolivia produced nine personal digital stories, and some of the participants then went on to share their new skills with others, resulting in another four digital stories. Their country platform is sharing these stories through social networks to generate public support and activism, and also in capacity building spaces, in order to show the faces behind RHRN Bolivia. They experienced this as an interesting way to enhance the space for activists and their advocacy themes in Bolivia. We were pleased to learn that members of the RHRN platform in Uganda - who we trained in digital storytelling in 2019 - secured funding in 2020 to produce ten more stories, which they used in national advocacy meetings and an online campaign.

Supporting the partnerships on a Global level

As an active member of the RHRN advocacy working group Dance4Life took on the role of project management for the 'localising international agreements' toolkit, for which content was created by an external consultant and reviewed by a panel of youth advocates from different platforms. Dance4Life created a youthful design for the toolkit, to match the style of the programme and to be attractive to young advocates. Furthermore as chair of the Capacity Strengthening working group Dance4Life joined hands with the International Advocacy working group in realising a RHRN Capacity Strengthening database. This resulted in a user friendly and RHRN branded repository website containing all the relevant toolkits, manuals, linking and learning materials and resources that had been developed over the past five years. This is a valuable resource for all the organisations in the 11 platforms within the 2015-2020 RHRN partnership and for those that will participate in the RHRN2 2020-2025.

Additional funding

In 2020 Dance4Life received an additional €151.000 for our work within the RHRN alliance. Based on the initial success of the first round of Academy4Life, we received a further €40.000 to run a second round. Furthermore we received €111.000 in respect of additional hours worked in 2019, due to the high demand for our technical expertise.

We are pleased to say that, as technical partner in the new partnership, Dance4Life is part of the next phase of the this project, Right Here Right Now 2.

IMPACT IN EUROPE

Digital Storytelling workshop for the Inspire Network

Dance4Life secured a grant from Inspire - the EU SRHR network - to build upon the storytelling

workshop that had sparked enthusiasm at the Inspire conference in 2019. In a year with a significant increase in digital advocacy, we seized the opportunity to share our expertise in digital storytelling, with a focus creating narratives for advocacy. The objectives of the workshop were to enable participants to facilitate participatory digital storytelling processes and strategically use these stories in SRHR advocacy and campaigning through an experiential learning approach.

During the workshop, all nine participants developed their own digital story; the outcome of their stories was proof that we had created a safe environment for the writing of the stories (a process involving vulnerability), and also enabled participants to use their newly acquired technical skills to complete their story with sound and images.

After the workshop, the participants decided to include storytelling in their work plans for 2021 - indeed, four of them have already confirmed it is in their strategy - and are looking for ways to share their learning with colleagues and partners. Given that all the participants were from European SRHR organisations and networks we are confident this workshop has increased capacity among those bodies for using storytelling in their advocacy strategies, thereby contributing to a more human-centered advocacy.



IMPACT IN THE NETHERLANDS: SCHOOLS4LIFE

We have been running our Schools4Life programme with young people in the Netherlands since 2004. Each year Dance4Life trainers have delivered many guest lessons about safe sex, sexuality and sexual boundaries in Dutch secondary schools, lessons that the students enjoy for their relevance, stimulation and learning.

In 2019 we re-envisioned the programme to focus on sexual boundaries, a topic of great concern and relevance to Dutch teenagers. In 2020 we further

developed and tested that programme and also added specific trainings for teachers. The need for and interest in the work was evident from the long waiting list of schools willing to participate up to 2021. Our evaluation research indicated that both youngsters and teachers valued our programme highly:

75% of teachers gave positive feedback about the teacher training they had undertaken, and 60% felt better equipped to discuss sexual boundaries;

75% of both teachers and youngsters positively appreciated our guest lesson;

60% of youngsters reported significant learning about sexual boundaries and 50% felt better able to discuss and assert their own sexual boundaries.

Of course, in 2020 lockdowns and school closures affected our work greatly, but in total we still managed to reach 7.951 students with our guest lesson.

Sadly, however, we did not succeed in acquiring sustainable funding for this programme for 2021 and beyond. While some donors were interested in providing long term funding, the COVID-19 pandemic caused donors in general to be reluctant to commit to funding. We had hoped to get accreditation for Schools4Life guest lessons from the RIVM, the Dutch national institute for public health and the environment. This would have allowed us to cost share with the schools, who could apply for a government grant to contribute to the cost of delivering an accredited programme. However, although the RIVM was interested in our programme and saw the value of it, they decided that one year of implementation was too short to gain accreditation and more research would be needed. Finally, it is clear that the topics we address in Schools4Life are ones that certain donors still shy away from: the need to break taboos around sexuality and gender remains. We remain grateful to our donors to Schools4Life over the last years, including Adessium Foundation, MAC VIVA Glam Fund, National Postcode Lottery, Fonds 1818 and Stichting Janivo.

As a complement to our in-school activities, our long-term partner MAC Viva Glam supported us with €40.000 to run the online You Make Me Move campaign, focused on removing barriers and taboos around sexual boundaries and wishes. We shared the campaign with teachers involved in the Schools4Life programme, reaching an additional 45.000 young people. You can read more about the campaign on page 43.

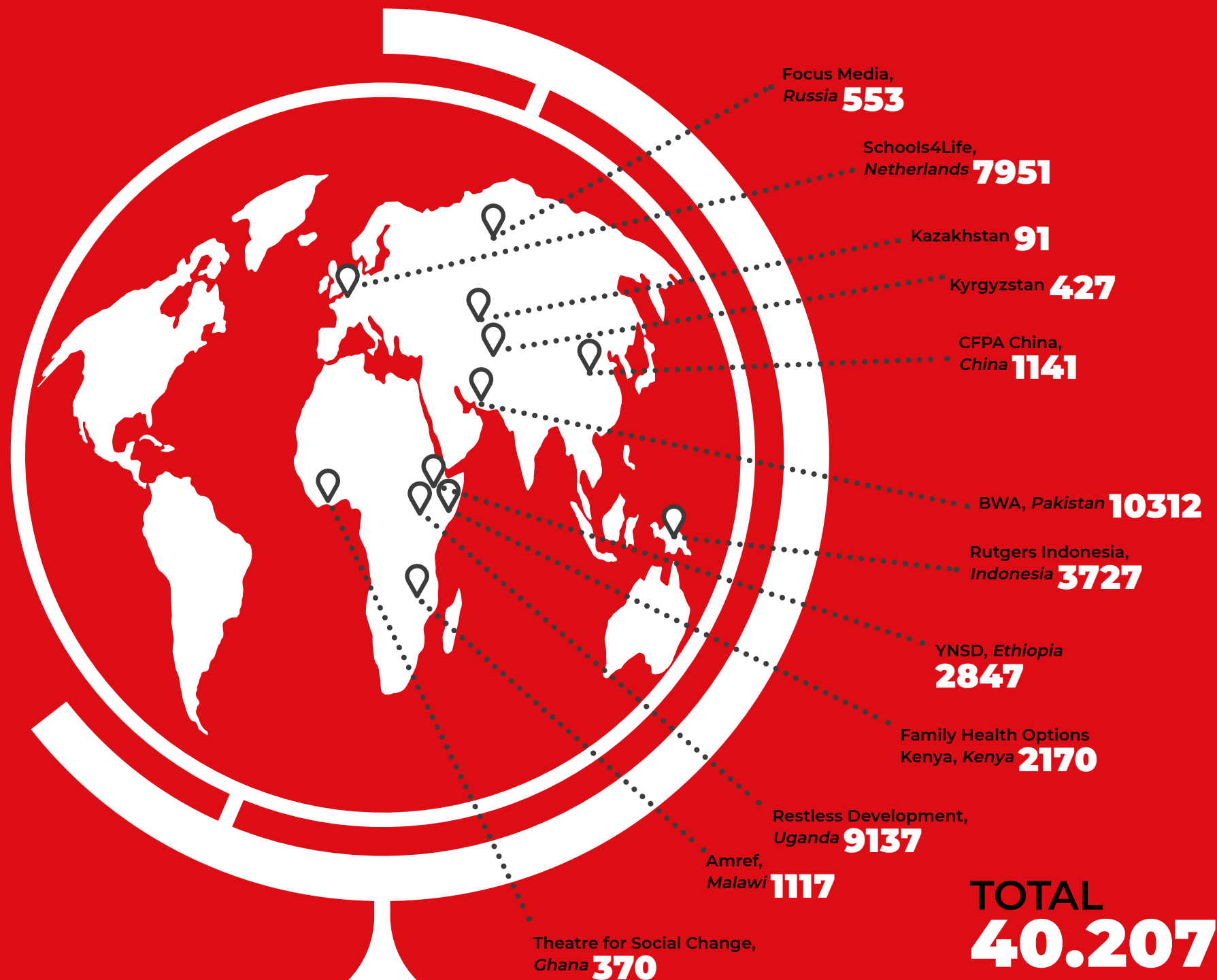
REACH AND WHERE WE WORK

In 2020 Dance4Life's local partners were active in 13 countries.

2020 was a challenging year for us. COVID-19 forced the closure of schools and community activities in majority of the countries that we work in. In 2020 we reached a total of 40.207 young people in 13 countries, comprising 32.256 who undertook the Journey4Life, and 7.951 students in the Netherlands through Schools4Life. These numbers are far lower than the reach that we had planned for 2020. However, Dance4Life and its franchisees promptly responded to the challenge of lockdowns, by adapting face-to-face delivery where it was permissible, and by creating a digital version of the Journey4Life.

The digitalisation process consisted of experimentation, testing and adaptation in which Dance4Life involved programme staff, Trainers4Life, peer facilitators and young people at every stage of its development. Each partner's choice of which technological channel to use was based on both the needs assessment and feasibility from the franchisees' side. Where internet connection is not strong and widely available (Ghana, Kenya, Indonesia and Pakistan) they opted for WhatsApp, as an instant messenger. Conversely, franchisees in China, Kazakhstan, Kyrgyzstan, Russia and Ukraine opted for video conferencing sessions (using Zoom and Tengxun) combined with instant messaging (using WeChat and Telegram). Dance4Life is planning to integrate all findings from the evaluations of this prototype into a final version of the digital Journey4Life, to pilot and evaluate in 2021.

As on average each trained youngster shares what they have learned with **5 other people**, by training **40.207 youngsters** we indirectly reached around **201.035 individuals** in 2020.



THE ACADEMY4LIFE IS LAUNCHED

The Academy4Life is our innovative digital platform that enables young leaders to develop 21st century skills in the context of SRHR. It offers leadership development and skills building for personal and professional growth through engaging gamified learning experiences. We started designing the platform from scratch in 2019. In 2020, we were proud to launch the platform with two different learning journeys: a two-year programme designed for our Trainers4Life, and a three-month programme for Youth Advocates from the Right Here Right Now alliance.

The learning journeys for both Trainers4Life and Youth Advocates include interactive modules, games, practical assignments and experiments to try in the real world. Key modules and content are delivered in an engaging way through animations, asking for input and videos of expert coaches in their field. Topics include public speaking, effective influencing, understanding power and gender dynamics, body anatomy, time management, professional working and self-care. Each young person is also guided

through a personal coaching experience of three individual calls with an expert coach. The coach guides a process to identify clear, measurable goals and learning outcomes in areas of personal and professional development that the young person selects.

During 2020 80 youth leaders benefited from participating in and learning from the Academy4Life. Our research with the first group of 30 Youth Advocates to complete their programme (an impressive 95% of those who began it) showed the positive outcomes on them. Their appreciation varied corresponding to their different experiences, positions and characters. However, the most mentioned aspects were that engaging with the Academy boosted their confidence in their possibilities, capacities and legitimacy. They reported becoming more aware of their power to create change and this, in turn, seems to have motivated them even more to pursue their mission as youth advocates.

In terms of the use of the new skills, 85% of the first group of Youth Advocates who completed their course said they are already using or planning to use their newly acquired skills. One of them, Danish Tariq from RHRN Pakistan, used his updated skills from the public speaking module to deliver the RHRN statement during the United Nations Human Rights Council session in September.

The Academy4Life allows for more cost-effective distance learning, which was one of our goals specifically related to the Trainers4Life. The mode of e-learning proved particularly advantageous in the context of COVID-19 and the disruptions caused by it, demonstrating its value in 2021 and beyond. The format also reduces carbon emissions and is flexible to the learners' timetables whilst still being tailored to their needs.

After a successful launch year for the Academy4Life, in 2021 we will focus on two areas. First, expanding our Youth Advocates and Trainers4Life trajectory to reach more young people whilst also developing and updating our portfolio of modules. Second, we will develop new modules and content and pilot a third learning journey for our new and existing franchisees. We also plan to develop content for civil society organisations such as our partners in the RHRN alliance, opening up the space for other organisations to share and develop their expertise on the platform.



At Dance4Life we can customize learning journeys based on the needs of different user groups, enabling us to achieve higher completion rates compared to other e-learning platforms.

Rekha



“ The Academy4Life has provided an opportunity for all the Trainers4Life to keep engaged with our community and to continue our learning, especially during the COVID-19 pandemic. The platform has a nice balance of modules and games and even the gamified part has a purpose, developing my awareness of self-love, positive thinking, and the language of possibility. All the modules are designed by experts who you see in video format, which helps me to enhance my knowledge and skills. ”

– REKHA TRIKHATRI, TRAINER4LIFE, NEPAL

Gaitano



“ The Academy4Life is an experience of its own kind that I would recommend to any youth advocate in the Sexual Reproductive Health and Rights field. Personally I have learned quite amazing stuff that will guide me in my career as an SRHR Advocate. The module on Effective Influencing helped me understand how I can use my advocacy skills to effect SRHR policy change for the benefit of adolescents and young people. I want to thank all the facilitators, my coach Will and Dance4Life family! Academy4Life all the way! Yaaaaay!!! ”

– GAITANO MUGANDA, YOUTH ADVOCATE, KENYA

“ My journey on the Academy4Life has helped me shape my future in a more realistic way, especially the module on career development and the coaching calls. I am now more confident about my commitment to advocacy and ready to apply the incredible lessons learned to achieve my personal goals. ”

– MATHANIA CHARLES, YOUTH ADVOCATE, HAITI

Mathania



CREATING DEMAND FOR OUR MODEL

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

Our Franchising, Engagement and Business Development teams had planned to be present at conferences including the Social Behavior Change Communication Summit in Morocco to present our work, increase our visibility, and attract attention from donors, franchisees and other stakeholders. COVID-19 quickly put these plans on hold. Instead we focused on adapting our plans, products and budgets to the new context. For us, this meant quickly finding ways to provide emergency support to our franchisees, master trainers and young people worldwide. Our existing network of franchisees, partners and donors joined us in these efforts, with Comic Relief providing us an additional COVID-19 Emergency Grant.

As learning and evidence started coming in from our design, prototyping and piloting of the online Journey4Life, we were quick to share these insights and data with stakeholders to contribute to the limited global knowledge base around online sexuality education. This was received positively, raising interest from donors and partners which we will explore further as we research and scale our online approaches in 2021. We also collected data through the "This Way Up!" project which, with support from Comic Relief, aims to strengthen our franchise structure, scale our approach and increase our outcomes. When this project finishes in April 2021 we will use the findings to share evidence of the outcomes of the face-to-face Journey4Life and our franchise model to get more buy-in from donors, new franchisees and other stakeholders.

REGIONAL PARTNERSHIPS

We continued to support our franchisees in fundraising, with UNAIDS and UNESCO remaining important allies and supporters of our programme in Eastern Europe and Central Asia. With support from the Dutch Embassy, we recruited a new franchisee in Belarus and were able to hold a Champions4Life training there in October. Our trusted and long-term partner in Russia, FOCUS-MEDIA, agreed to take over some of Dance4Life's franchisor responsibilities in the region to provide more tailored and context-specific technical assistance to our franchisees. We are proud to see that our franchisee network is becoming increasingly locally owned as our partners take on additional responsibilities and ownership of the Journey4Life in this manner.

Despite our support, during 2020 a number of franchisees stopped implementation of the Journey4Life due to funding challenges. Ensuring donor buy-in to our franchisee network will remain a priority in 2021. We will also continue establishing large-scale partnerships with INGOs and regional

networks and building on partnership agreements signed with stakeholders in Southern and Francophone Africa.

INTERACTING WITH OUR FRANCHISEES

Of course, as we look to the future to create demand and scale up we must also attend to the present, ensuring our current franchisees have everything in place to implement our model well. We therefore have a Board of Franchisees that advises us on the support that we offer and the needs of our network. At the end of 2019 the board advised Dance4Life to change its strategy around its pool of international Master Trainers: instead of Dance4Life employing the Master Trainers, the Master Trainers should be employed by the franchisees to ensure sustainability. In 2020 we selected a new pool of Master Trainers of which a large number are employed by our franchisees. Due to COVID-19 we did however have to suspend our planned Training of Trainers during 2020.

The Board of Franchisees again shared their formal and informal advice with Dance4Life throughout the year. The main focus of their advice in 2020 was on strengthening regional collaboration, a continued prioritisation of provision of technical support for the online Journey4Life and generating evidence about its effects, and increasing the external position of the network. With the merger between Dance4Life and Rutgers coming into effect on January 1st 2021, the Board of Franchisees also highlighted what they feel is important to maintain in the new organisation and what they value about their current partnership with Dance4Life.

In 2020 the Board of Franchisees composed of:
 AMALA RAHMAH – *Country Representative*
 – *Rutgers WPF Indonesia*
 CORAZON AYOMA – *Programme Coordinator*
 – *Family Health Options Kenya*
 AI MIN – *Programme Coordinator*
 – *China Family Planning Association*
 IRINA KOTLOVA – *Champion4Life*
 – *Focus Media Russia*
 DANISH SADDIQUI – *Programme Manager*
 – *BWA Pakistan*

FUNDRAISING

In 2020, Dance4Life continued to be supported by many incredible supporters, allowing us to raise a total of €2.430.000 from our institutional and individual donors, Dutch Postcode Lottery, Friends4Life, Foundations and Corporate Partners. These funds allowed Dance4Life to continue to empower young people to make healthy sexual choices.

OUR NEW FUNDRAISING STRATEGY

2020 marked the start of our new fundraising strategy for 2020-2022, switching from dependence on high-value fundraising products (corporate, events and major donors) to new fundraising concepts (individual giving and peer-to-peer sports). The need for this change was highlighted during an extensive product portfolio analysis in 2019. The aim of our new strategy is to create sustainable future growth in income, and to improve our long term return on investment. For this we planned to divest in event fundraising, while investing in new fundraising concepts such as sports challenges, community fundraising initiatives and collaborations with third parties. However, due to the restrictions resulting from COVID-19 these areas of investment were no longer viable options. Instead, therefore, we decided to switch to focusing on retention of our valued supporters, adjusting the fundraising strategy to the new situation, and to further develop the individual giving strategy, due to be implemented in 2022. Although growth in income was not achieved in 2020, we have more than doubled our return on investment, thanks to divestment in areas of declining growth and cost savings. In 2021 we will try again, by implementing our adjusted fundraising strategy for 2021-2023!

Friends4Life & supporters

Our Friends4Life network is made of influential business leaders and private donors in the Netherlands, and has been an invaluable source of income and support since 2009. These members not only contribute financially, but also open up their networks and share their expertise and knowledge with Dance4Life. We cherish these relationships as they are a huge driver in our innovative fundraising efforts. In total the Friends4Life and other individual donors have helped us raise a substantial part of our fundraising goal: in 2020 they donated €202.625 and made further in-kind donations of €36.740. In 2020 we reviewed and updated all our processes and the communication strategy in order to develop and grow the Friends4Life network further by expanding its membership base. We also made a quick switch from third party stewardship events and activities to online impact events, and came up with new ways to inspire and retain these valued supporters.

Corporate partnerships

We further developed our new corporate strategy for 2020-2023, which shifted our focus from short-term income to long term sustainable income from multi-year partnerships. Our current corporate partners



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contributed significantly to the work of Dance4Life. Audax, Massive Music, Lucas Bols, Postillion, Swinckels, Art of Automation, ABC Legal, Design Bridge, and Lexence all helped us reduce our expenditure significantly over 2020, enabling us to invest more in our work for young people. Opportunities for bringing in new corporate partnerships in 2020 were limited due to the COVID-19 outbreak and resulting economic insecurity. But by focusing our efforts on companies with a strong link to the Dance4Life brand and which are performing well in the COVID-19 climate we secured one new high-value multi-year partnership. We also looked to the near future with investment in potential high-value partnerships for 2021 and beyond.

EVENTS

In 2020 we followed our strategy of reducing event fundraising, in order to invest in more sustainable areas

of fundraising. As a result, our fundraising product portfolio contained few fundraising events compared to previous years, which meant we were less exposed to the risks and costs of cancelling events due to COVID-19 that we would have been. Our only planned events - the New York Marathon and Situation Room - were cancelled and postponed to 2021.

FOUNDATIONS & INSTITUTIONAL INCOME

In 2020, we rolled out our new Dutch Schools4Life programme with support from donors including Fonds 1818 and the Adessium, Janivo, MAC, KF Hein, and Snickers de Bruijn Foundations. Adessium Foundation alone supported the Schools4Life programme with a total of €300.000 split over 2019 and 2020. In total for 2020, the support from Adessium and other donors amounted to €264.000 for Schools4Life, less than our target of €380.000. As

explained on page 27, insufficient funding combined with not gaining accreditation within 2020, which would have enabled cost-sharing with the schools, led us to end the programme in December 2020.

We began the year with €671.100 secured from the Dutch Foreign Ministry through the Right Here Right Now and Get Up Speak Out alliances. During the year, we received an additional €151.000. from the Right Here Right Now alliance for new activities and as compensation for Dance4Life contributions of additional working hours to alliance activities last year.

We had an ambitious target of securing an additional €579.000 to support research, development and scale-up of the Journey4Life. With COVID-19 we had to adjust this target as donors shifted their focus to mitigation of the effects of lockdown and responding to COVID-19, and to supporting their existing grantees rather than taking new grantees onboard. Our revised target was €270.650, taking substantial cost reductions into account as travel and face-to-face activities were cancelled.

This target was achieved, notably with support from Comic Relief who awarded us a COVID-19 Emergency Grant of £62,500, including a small grant to our Ghanaian franchisee Theatre for Social Change. We

received this grant as existing Comic Relief grantees with the This Way Up! project through which we received €150.240 in 2020, the final year of the project.

In 2020 we welcomed one new franchisee to our network, securing €10.000 in startup fees, while existing franchisees contributed annual fees (€10.922) for receiving technical assistance and learning and exchange opportunities from Dance4Life. We also secured smaller grants from the European Commission and from the Inspire Network. In total, we raised €269.105 out of the total adjusted target of €270.650, contributing to an overall positive result for Dance4Life in 2020 and allowing us to develop and pilot the online Journey4Life. In 2021, we will focus on creating long-term partnerships with foundations and institutional donors for sustainable income streams.

DUTCH POSTCODE LOTTERY

Dance4Life is very grateful to the participants of Dutch Postcode Lottery which, since 2009, has made a yearly un-earmarked contribution of €500,000 to our work. This support has been invaluable in helping us to empower hundreds of thousands of young people, and in 2020 it provided crucial support to adapting and shifting our work online in the new context of COVID-19.



Dutch Postcode Lottery with Gaston Starreveld, Caroline Tensen en Dance4Life ambassadeur Sharon Doorsen

© Jesaja Hizkia

BRANDING AND CAMPAIGNS

In response to Dance4Life's reduced visibility within the Dutch market, in 2020 we focused on improving our brand, with an emphasis on two audiences in the Netherlands: young people between 12-16 years, and organisations that have a link to the interests of young people.

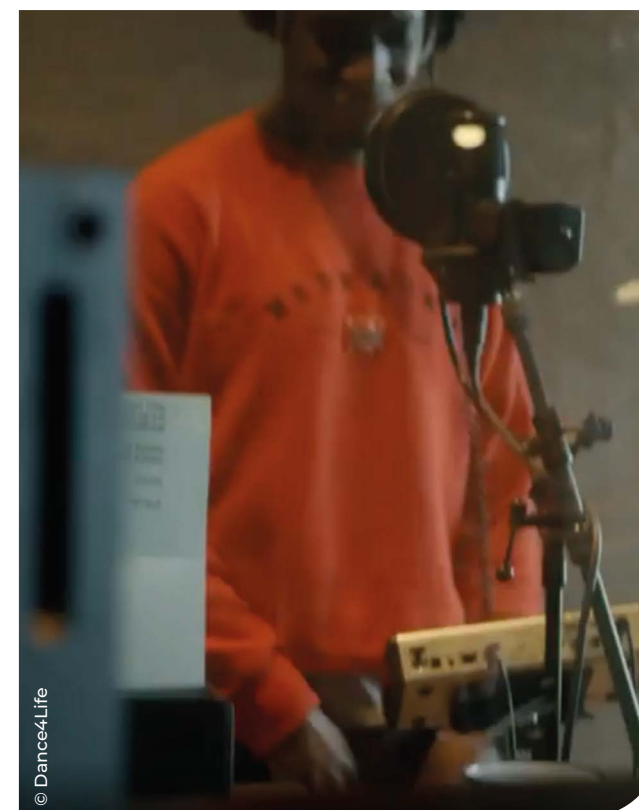


We finalised our communication strategy and planned to kick it off in March – just as the COVID-19 pandemic really hit the world! With a clear strategy in mind we postponed some projects, and brought forward our online campaigns, which we produced using COVID-19-safe protocols and by adhering to government restrictions. We note that Dance4Life will retain its brand as a distinct organisation, as will Rutgers, despite the merging of the two organisations.

HOW 'THE MOVEMENT FOR SAFE SEX' RESONATES WITH OUR BRAND

We have been fortunate to have the support of the design agency Designbridge for over 11 years, and once again, during 2019, they agreed to help us with a pro-bono project to further develop our communications strategy, narrative & tagline for the Dutch market. We completed the strategy, which has the goal of increasing Dance4Life's brand association in January 2020. The next steps were to:

- 1 Develop a brand book on how to work with the brand assets: we did this by December which helps the team – but also external parties such as creative agencies and fundraising partners – to translate everything we do in a recognisable and strong Dance4Life look and feel.
- 2 Add music and sound assets to the brand as when music is used and applied consistently, people



get stronger awareness of and associations with the brand. We were delighted that music agency Massive Music offered their services pro bono, and we worked with them from July to October to compose an anthem to use in our campaigns. You can hear it in our Academy4Life video and in the You Make Me Move Campaign. We also made various versions of the anthem to use for different moods.

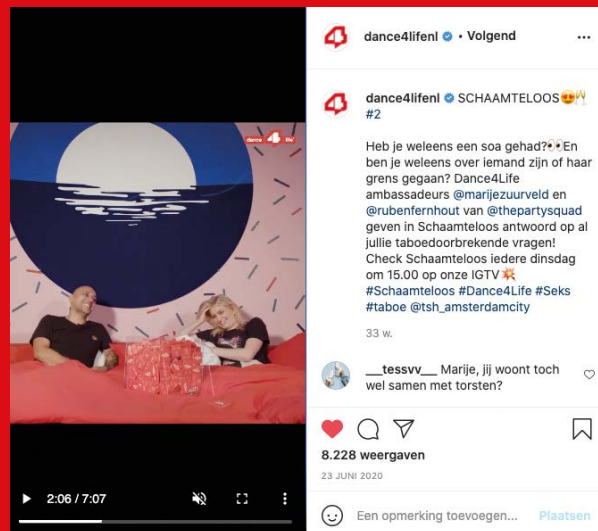
- 3 Create and pilot online (youth) campaigns: as outlined below, we successfully ran four online campaigns during 2020.

INSTAGRAM LIVE SESSIONS FOR YOUNG PEOPLE: 'SEX(Y) QUESTIONS'

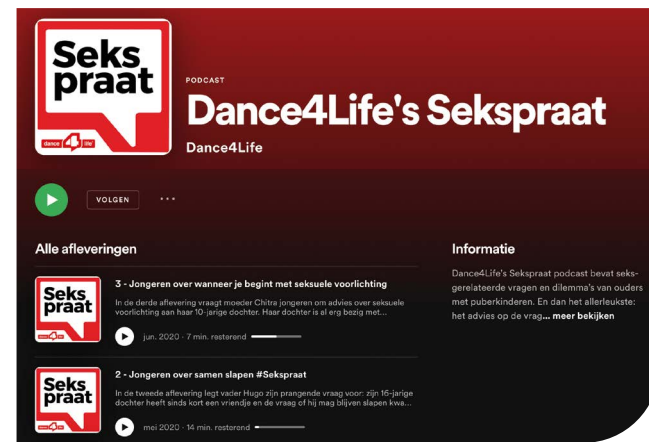


In April Dance4Life started with sex education sessions for Dutch youngsters via Instagram! As our Schools4Life programme was on hold due to COVID-19, we instead offered young people the option to ask their questions about sex and love via a "Sex(y) vragen" Instagram live session. Sexologist Karla Westenberg answered questions from youngsters, enabling them to participate in a relevant and immediate online conversation. Do you wonder what questions young people have?





#PODCAST SEKSPRAAT



In May, we launched our first Dance4Life podcast called: 'Sekspraat' (which means Sextalk), in which young people give parents advice about sex education. We chose this approach because most parents find talking to their teenage son or daughter about, for example, porn or about sleeping with a boyfriend or girlfriend quite difficult, and so appreciate insights from other young people.



The three episodes we made are available on all podcast platforms: you can listen to them here.



To date they have been listened to 1400 times, which shows a lot of interest from parents, so we are exploring options for more episodes in 2021.

OVER 1 MILLION VIEWS FOR TABOO-BREAKING 'SCHAAMTELOOS' SERIES

We ran this youth campaign, which means 'shameless', from June until July on our Instagram channel. For the Schaamteloos campaign we made six taboo-breaking videos with well-known Dance4Life ambassadors about sex-related topics such as the act of masturbating and watching porn. Because these aren't things to be ashamed of!

The response shows there is a huge need for this type of content, which has been viewed more than one million times! Our number of followers also increased by 20% and more than 5,000 young people have responded to the videos.

In the most watched video ambassador Nicky Opheij shared a traumatic experience from her past in which a boy crossed her boundaries. She has long thought this was her own fault, but learned later that she is the victim and not to blame. Nicky: "I think it's very special that I could really contribute something with this video. As a result of the video I received a private message from a 14-year-old girl who was also touched without consent and she felt had nowhere to go. I was able to help her along with Dance4Life. I am very happy that I can be an example for young people and help to break through these kinds of taboos."

The series was picked up by various major Dutch media such as Telegraaf, RTL Nieuws, RTL Boulevard and AD.nl, with a combined reach of 16 million people. This is extremely valuable, because it also gives adults a sense of the taboos young people struggle with, in their day to day lives.



YOU MAKE ME MOVE CAMPAIGN - FUNDED BY MAC VIVA GLAM FUND

Over 850.000 Dutch youngsters participated in our YOU MAKE ME MOVE campaign. Together with

famous influencers Kenzo Alvares and Marije Zuurveld they created two taboo breaking video clips on wishes and boundaries in relation to sexuality. The songs have been added in several popular Dutch playlists and have been played 180.000 times on Spotify! The campaign stimulated young people to think in a playful way about their own wishes and boundaries in the field of sexuality.

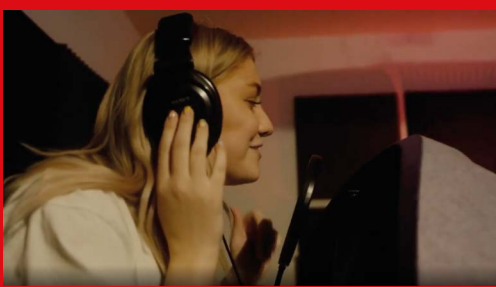


A unique aspect of this campaign was the high engagement with the youngsters. Dance4Life received 25.000 responses from young people on the Instagram polls about boundaries and wishes. An example of a poll is: 'Having sex for the first time with someone you have feelings for' (91% voted for wish and 9% for boundary). These polls were used to encourage young people to think about their personal wishes and boundaries, but were also used by our ambassadors to make a video clip together with youngsters within 24 hours. By voting, young people determined the story of the video clip, the beat and the dance.

Marije Zuurveld commented: "I have also experienced someone crossing my boundary at a party, just like the girl in the story of my video clip. I hope that young people feel empowered by this powerful song and find the strength to seek for help."



WATCH ON YOUTUBE



WATCH ON INSTAGRAM



IN THE PRESS

Interview with our ambassador Anouk Maas in Telegraaf WAD

Deze uitgave gaat in op het doorbreken van taboes rondom hiv



Interview with Kiki about podcast NRC



Big free publicity success related to 'Schaamteloos' videos and famous actors and artists attending
On television: interviews about Sekspraak and You Make Me Move at SBS 6 - 5 Uur Show

MOVING WITH OUR STAKEHOLDERS

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

YOUNGSTERS

Young people are our primary stakeholders: our programme is developed with and for them, and they are our target audience. We engage with them on a daily basis. Our young trainers worldwide work with youngsters to roll out the programme and make them part of our worldwide movement. Youngsters need communication that is tailored to their daily experience, speaks to them on a personal level, and is relevant and activating. In 2020 we developed the YOU MAKE ME MOVE campaign together with and for youngsters in the Netherlands with the goal of getting them engaged with sensitive sexual health and rights topics. Internationally we developed the Online Journey4Life based on the needs and wishes of youngsters globally.

INTERNATIONAL YOUNG TRAINERS

Dance4Life's work is built on the principle of peer education; we invest in young role models and influencers who actively engage with other youngsters. Our young trainers are critical to our work; they spread our programme and create more impact around the globe. In 2020 our young trainers were instrumental in the development of The Online Journey4Life: they provided content and tested out

sessions with young people to ensure the online Journey4Life works, and trained their peers in how to facilitate sessions online. We also selected new young people to become international trainers, who are now following their training trajectory on our online The Academy4Life.

FRANCHISEES

To expand our work we need local partners, our franchisees. Our interaction with them is vital to the quality of our work. Collaboration with them requires mutual accountability, solidarity and transparency. We have set up a system to support our franchisees to implement The Journey4Life well, which ranges from direct and tailored support from our team of partner managers, to generic support that can be accessed by the entire network of franchisees. Each franchisee receives one-on-one contact via their partner manager, who provides direct support via email, Zoom and MS Teams, and through online workshops and webinars. In addition, all franchisees have access to MyDance4Life, an online portal that enables access to many practical tools, such as our Operations Manual. The franchisees themselves are represented by our Board of Franchisees, which ordinarily meets twice a year in Amsterdam to advise to Dance4Life on how to further strengthen our support system.

Every year Dance4Life sends out a satisfaction survey to our network of franchisees to find out if our support is valued. In 2020, the Board of Franchisees advised us to be more outward looking, to prioritise regional collaboration, to continue with the development of The Journey4Life in 2021, and to keep our way of working alive in the new merged organisation.

INSTITUTIONAL DONORS, FOUNDATIONS AND CORPORATE PARTNERS

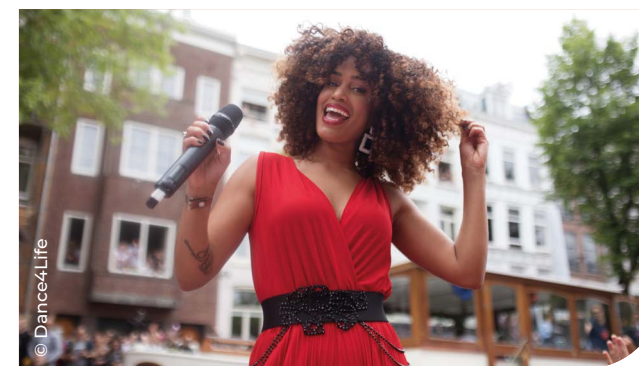
Dance4Life relies on funding from institutional donors and foundations. They expect full transparency and accountability, which we provide on our website, through key policy documents, newsletters, updates, reports and our annual report. When circumstances change, we update our donors, generally communicating with them by phone, e-mail and in face-to-face meetings. We very much welcome the support, flexibility and openness that our funders and partners showed us in a challenging year where we moved a substantial part of our programmatic work online, evaluated our 2016-2020 business plan, and prepared for the merger with Rutgers. Their support ensured that we could not only continue empowering young people worldwide, but also that we could end a year with a positive financial result despite an extremely challenging funding environment due to COVID-19.

PARTNERS AND PEERS WITHIN DEVELOPMENT AID

In 2020 we met regularly with our alliance partners (within Get Up Speak Out for Youth Rights! and Right Here Right Now), sharing new information and developments, research results and views. Beyond our website we used social media and newsletters to keep them up to date and developed a 'capacity statement' document to inform them about our new approach and its outcomes. Our senior staff engaged with ministries, civil servants, academics, knowledge institutes, networks such as Share-Net Netherlands and peers who deal with issues that relate to our change agenda. Of course 2020 was also the year that despite social distancing we engaged in a closer relationship with Rutgers, leading to the now merged organisation.

AMBASSADORS

Dance4Life has a strong public profile, in large part thanks to our ambassadors. In 2020, due to Covid-19 we did not actively engage with ambassadors outside of the Netherlands. In The Netherlands we worked with 16 ambassadors for both raising



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



MEDIA

Radio and TV as well as print journalists are important mediators between our organisation and the public, and between us and policy makers and politicians. Conversely, we are a trusted source of information Dance4Life for journalists because of our thematic expertise and our contacts with Southern constituencies and local activists. In 2020 we continued to build on our good relationships with journalists, connecting with them through personal contacts, network meetings and social media. For 2020 we especially thank RTL 4 television shows 'Koffietijd' and '5 Uur Live' which on many occasions gave us and our ambassadors a platform to share in depth stories about our work in the EECA region, and in Dutch high schools concerning young people's wishes and boundaries in relation to sex and relationships.

CHALLENGES



COVID-19 AND THE IMPACT ON OUR WORK

COVID-19 had a devastating impact on health and SRHR of many young people. Due to Lockdown measures to reduce transmission young people typically had less access to services and information, and in cramped living conditions and greater economic stress: gender-based violence has gone up. The effect on our programmes was also dramatic, with far fewer young people being able to take part in the Journey4Life than we had planned. Although we reacted quickly by developing an online Journey4Life, the reality is that it is much harder to reach young people now, particularly those that do not have the necessary technology, money for data and reliable bandwidth to access online support. The disruptions caused by COVID-19 also had a big effect on our research efforts. In particular our Randomised Control Trial in Indonesia was delayed; this is a great shame because we are keen to prove to the world the effectiveness of our empowerment model. However, we now hope to finish the trial and publish the results in 2021.

COVID-19 AND THE IMPACT ON FUNDRAISING

We had planned that 2020 would be a pivotal year for fundraising at Dance4Life, building a strong foundation for our new fundraising strategy. A crucial aspect of the strategy was expanding our peer-to-peer sports programme, but it was impossible to pursue that due to social distancing rules. Equally our high-value events including the New York Marathon, ADE major donor activity and Situation Room were cancelled, as were stewardship events and activities. We pivoted to retaining our existing valuable supporters and expedited planning for a new individual giving programme. The adjusted strategy allows us to build sustainable growth and maximise our unrestricted funds in the coming years, in order to continue to empower young people around the world.

DEVELOPING THE ONLINE JOURNEY4LIFE

Our evaluation of the use of the online Journey4Life in Kazakhstan and Indonesia showed that the majority of participants were from urban areas. This

is not surprising: the digital divide means that poorer young people and those living in rural areas are less able to access online resources. We will keep in mind the need to reach out to them. We will also need to attend to the question of safeguarding, and whether it's possible to develop a general policy to cover the variety of technologies that are being used. In terms of outcomes, our evaluations showed that the online Journey4Life resulted in some changes in knowledge, confidence, gender equal attitudes and socio emotional learning, but the changes were quite small. Furthermore, no changes in behaviours were detected, though restricted access to SRHR services and to physical relationships due to COVID-19 might have contributed to this. As we continue to develop and research the results of both the face-to-face and online Journeys4Life we will explore and compare their relative impacts and costs, and how to maximize their effects. Our hope is that benefits of digital engagement can be added to the implementation of face-to-face CSE in the near future, to harness the strengths of both formats.



OUR ORGANISATION



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

STAFF

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

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

At 31 December 2020, Dance4Life had a staff of 27 on average; we employed 21,00 FTE in 2020 (23,74 FTE in 2019). The median age of our staff is 34 and the average age as well; 90% is female and 10% is male. Of our employees 19% work full time (40 hours); 29% are not Dutch and 10% come from outside of the EU. In 2020, we hired 5 new employees and parted with 10 employees.

MERGER WITH RUTGERS

In May 2020 Dance4Life and partner organisation Rutgers signed a letter of intent to explore the possibility of more intense collaboration. By September we had concluded that the best way ahead was to merge. Joining forces is particularly important at a time when there is a strong international counter movement that hinders our work, seeking to block young people's sexual health rights and access to information and services. Attention and funding for our work is also under pressure, especially with the new focus on and demands of the COVID-19 crisis. By working together as SRHR organisations, we can achieve greater impact. In the exploration phase both organisations looked at added value, as well as the main risks. We found that Dance4Life, with its brand and youth engagement expertise and Rutgers, with its strong research capacities and expertise on Sexual Reproductive Health and Rights, would be a strong fit.

At the start of the exploration phase, in April, Dance4Life established a soundboard of three members of staff, to represent the needs and voices of all our employees during the process. They took responsibility for advising and consulting on the discussions and decisions. Both organisations' Executive Directors gave a monthly update to their staff board (Works Council for Rutgers and soundboard for us). They also held a monthly joint meeting with representatives from both organisations' supervisory boards (Lotte Dijkstra for Rutgers, and Godert van Dedem for Dance4Life). These meetings served to both update and seek advice as needed. During the whole process, both Dance4Life and Rutgers organised several internal update sessions with their full teams, including two joint Q&A sessions, and a joint mailbox was opened for staff to share questions and concerns. We also held three online getting to know each other sessions so that staff could get acquainted with each other's work.

In October, the final approvals for the merger was given and as of 1 January 2021, Rutgers and Dance4Life have merged into one organisation: Rutgers.

EXECUTIVE DIRECTOR

Dance4Life was led by our Executive Director Jael van der Heijden in 2020. Jael formed a management team with Steven Hendriks (Finance & Operations Manager) and Marlies Tan (HR Manager) until Steven left the organisation. His position in the management team was then taken up by Koen Bohm (lead Partner Management). Martijn Terpstra was contracted



as interim Controller and acted as advisor to the management team.

As Executive Director, Jael was responsible for managing all Dance4Life's teams. She was accountable to the Chair of the Supervisory Board and reported to the board on a regular basis. Her remuneration package was determined and approved by the Supervisory Board, and bench marked to the "Basis Score voor Directiefuncties" (BSD) and the Code of Good Governance. Jael's salary was €77.284. Our organisation scores 385 BSD points, bringing our maximum salary for a director to €94.643 (for 0,85 fte). Thus our Executive Director's salary is within the BSD norm. Jael's salary including pension and end of employment compensation amounts to €94.670, based on 0,85 fte. There are no other remuneration components. This is below the Code of Good Governance absolute maximum threshold of € 170.850 (for 0,85 fte) per year.

With the merger decision taken and about to be finalised, Jael decided to step down from her position and left Dance4Life in the beginning of December. To ensure representation of leadership of Dance4Life to continue in the merged organisation, Koen Bohm joined the management team of Rutgers.

REMUNERATION

In 2018 we took part in an industry salary benchmark study. The result showed our remuneration policy

is slightly below, but in line with, the industry norm. In 2019 we reviewed all individual remuneration packages and corrected them as needed. Additionally, we increased all salaries by 1,4% in line with the consumer price index for 2018. In 2020 there were no additional increases besides the regular position based increases.

Due to our merger with Rutgers, all employees received a contract from Rutgers before the end of 2020. The contracts follow Rutgers' employment conditions, including being part of the Collective Labour Agreement for Mental Healthcare and a pension scheme.

SUPERVISORY BOARD

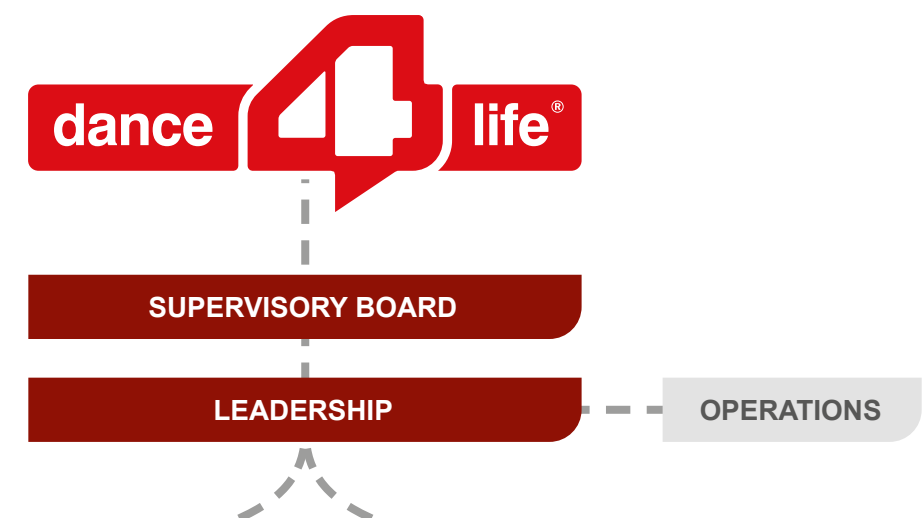
The Supervisory Board is responsible for supervising the Executive Director and the planned activities and budget of Dance4Life. Its members are appointed for a period of four years, with a maximum of two terms, and do not receive any emoluments. According to the by-laws the supervisory board must meet at least once a year. In 2020 we held six supervisory board meetings, on 26 February, 15 April, 8 July, 23 September, 21 October and 10 December. In each meeting the Executive Director reported on: the progress of the merger with the Rutgers Foundation; the (financial) performance of the organisation; the various areas of work; and any deviations from the year's plan and budget.

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

COMPOSITION OF THE SUPERVISORY BOARD

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

As Dance4Life ceased to exist as an independent organisation on the 1st of January the Supervisory Board was disbanded. Two members, Godert van Dedem and Doortje Braeken, joined the Supervisory Board of the merged organisation.



FRANCHISING AND R&D		ENGAGEMENT	
RESEARCH & DEVELOPMENT		SCHOOLS4LIFE	
PARTNER MANAGEMENT		FUNDRAISING & EVENTS	
BUSINESS DEVELOPMENT		COMMUNICATIONS & PR	
ENGAGEMENT PROGRAMS			
INTERNATIONAL IMPLEMENTATION - FRANCHISEES			

FINANCIAL REPORT 2020

In 2020 Dance4Life's total income was €2,429,984. This was a decrease from 2019 mainly due to the effects of COVID-19 on our fundraising. Despite this, we managed to increase our income from Business Development and did not run into financial or liquidity problems, nor did we have to apply for NOW* funding from the Dutch government.

* The NOW scheme is an allowance for labour costs and is intended for employers who have suffered substantial loss of turnover (at least 20%) as a result of the COVID-19 pandemic.

FINANCIAL RESULT

We recorded a positive result of €147,127 in 2020, higher than our budgeted result of €38,779. This is largely because we received an additional €111,000 from the Right Here Right Now program to cover 2019's extra programme staff costs. But even if we omit this, we would still be very close to the budgeted positive result, which is of course a great achievement during the COVID-19 pandemic. We succeeded in controlling our indirect costs and fundraising costs and were able to adjust to working online more. Our improved administration and forecasting framework also helped us to respond quickly to 'the new reality'.

FINANCIAL HEALTH

Dance4Life remains in good financial health in 2020, as indicated by the following ratios:

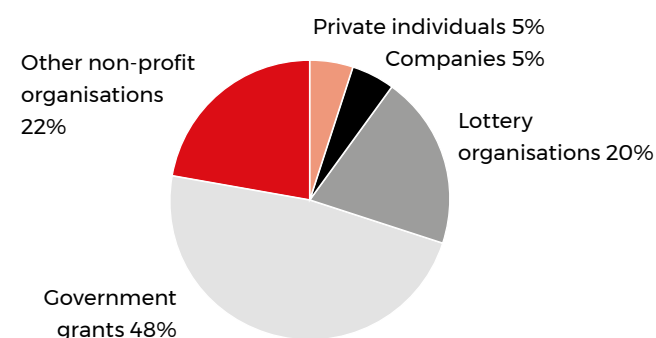
	2020	2019
Quick Ratio Internal benchmark: > 1	2,75	1,87
Leverage Ratio (D/E ratio) Internal benchmark: < 2	0,54	1,07

We did not experience any cash flow problems and met our payment obligations. Following two consecutive years in which our financial result was less than we anticipated, we had set up a cash flow management tool to monitor our cash flow in 2020. This really paid off in our response to COVID-19.

SOURCES OF INCOME

As this chart shows, our largest source of income in 2020 was the Dutch Government (48% of our total), received in relation to the Right Here Right Now and the Get Up Speak Out alliances and including funds that we re-grant to our partners. Income from other non-profit organisations was 22%, received for international programme implementation and our Dutch Schools4Life programme. Our annual contribution from de Postcode Loterij was 20% of our total income, with the remainder from companies and from private individuals each contributing around 5%. Income from companies consists of corporate partnerships and income from our Friends4Life network. Our income from private individuals comes from donations, peer2peer fundraising and private major donors.

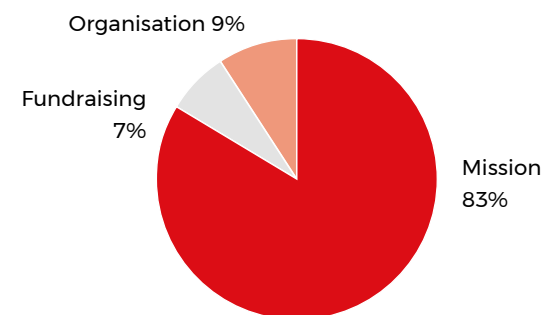
SOURCES OF INCOME 2020



OUR EXPENDITURE

In 2020 we spent €2,282,857 in total. Of this 83% was spent on our mission, which is well above our aim of 80%. We spent a little over 7% of our expenditure on raising funds and 9% on organisational costs. The latter percentage is in line with sector benchmarks and our internal benchmark, while the fundraising ratio is rather low as almost none of the fundraising events could take place due to COVID-19.

EXPENDITURE 2020



OUR CONTINUITY RESERVE

Our continuity reserve was €650,470 at the end of 2019, and increased to €797,597 at the end of 2020. We have been in control of our performance, and the reserve is sufficient to offset the current risks of our organisation, and to cover the clean slate budget for the next two years of the merger with Rutgers.

ORGANISATION DEVELOPMENT

Quality Management

In 2018 we focused on quality management and became Partos:9001 certified. In 2020 we worked on further strengthening the professional foundation of our organisation. We had our annual audit in November, and are proud to report that the basis of our quality management systems still stands, and that we continue to build on improving the quality of our organisation. This is an important pillar for the migration of our processes and systems during 2021 following our merger with Rutgers.

Integrity Management

In 2019 we reviewed our existing policies and processes and checked if they are compliant with the norms that Partos and CBF have published. As a result we updated our code of conduct and our complaints process. Our Integrity Framework now consists of our new code of conduct, safeguarding policy for young people, privacy policy and sanction policy, complaints policy and whistle blower policy. For full transparency and communication we published our

Integrity Framework on our website. In addition, we are now organising periodic sessions with our team and our stakeholders to discuss our moral norms and to evaluate and learn from situations that we have encountered. In 2020 we did not receive any reports of cases of misconduct.

RISK MANAGEMENT

We believe that by assessing risks and taking effective mitigating measures we can engage with risks and create opportunities for our organisation. In order to do this we have an effective risk management tool in place to help us assess and track the development of those risks and opportunities. Dealing with risks and opportunities is an ongoing practice within Dance4Life. Existing risks are monitored by a risk owner assigned to each risk and new risks are identified as they arise and discussed during quarterly meetings. In addition, we evaluate and renew our risk management tool bi-annually.

During 2020, we identified and acted upon the following risks:

COVID-19 pandemic

For most of 2020 normal ways of working were not possible due to the lockdowns and distancing regulations imposed to prevent the transmission of the virus. At the time of writing, nations in developed countries have started their vaccination programmes, but only one delivery of vaccines has reached the continent of Africa. We expect that it will take most of 2021 for the benefits to be felt within the Netherlands, assuming that new variants which can evade the vaccinations do not spread. In the meantime we will continue to work from home and online as much as possible, in order to reduce risks for our staff while maintaining momentum for our mission. We will keep on closely monitoring the developments.

Strategic risks

We are reliant on government-funded partnerships for our operations. A continuing source of risk is increasing competition in the marketplace for NGOs active in the sexuality and health sector, and simultaneously the shrinking space for NGOs by local governments. We have continued to lobby actively, build alliances and work with different partners to make an argument for the importance of funding SRHR initiatives. The new call for the post-2020 government funded partnerships had SRHR on the agenda. Being selected for only one, or, even worse none, of the partnerships, would have serious financial implications for Dance4Life. In preparation

we worked out several scenarios that would permit us to collaborate with strategic partners or adjust our cost structure to reduce financial exposure. One of these was to explore an intensive collaboration with another organisation, which resulted in the merger with Rutgers. Furthermore, we were selected for one of the partnerships, the Right Here Right Now 2 Alliance.

Operational risks

Our organisation needs earmarked and unearmarked income to finance our operation and our programmes. To mitigate the problem of declining levels of unearmarked income we developed a new fundraising strategy, disinvesting from some activities and developing sustainable income streams. While the COVID-19 pandemic threw a spanner in the works for 2020 we have adapted and are implementing the strategy, which is now for the years 2021 to 2023. Our earmarked income comes from government funded programs and other institutional donors and funders. We find there is ample interest in our franchise concept, but that donors find it hard to finance our programme. We are working on attracting the right donors, and on developing various funding propositions for our programmes. Unfortunately, we were not able to find sufficient funding for our Schools4Life programme, which we discontinued at the end of 2020.

Compliance risks

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

LOOKING BACK ON OUR GOALS FOR 2020:

Our five main goals for 2020 were:

- 1. Create visibility in the Netherlands through ambassadors and a visibility campaign – and refresh our fundraising portfolio, ensuring sufficient and stable unearmarked funds and sponsorships on a longer term.**

In 2020 we worked hard on renewing our message to the public and our marketing strategy. We successfully launched several campaigns that were well-received and we secured follow-up funding for 2021. Although we were not fully able to implement our fundraising strategy during 2020 we have invested in our partnerships and expect to see the results thereof in 2021.

- 2. Ensure we continue to build the evidence base around our model by starting a second fully funded RCT and harvest the results of the RCT in Indonesia bringing first results by mid-2020.**

We started a randomised controlled trial (RCT) in Indonesia, in partnership with Rutgers Indonesia and with the expertise of University of Maastricht. Due to delays caused by COVID-19 the first results are now expected in 2021.

Unfortunately we haven't been able to secure funding to embark on a second RCT.

- 3. Build longer term and multi-country partnerships with 4 international organisations, and ensure we are part of at least two strategic multi country partnerships for after 2020. Secure sufficient funds for our Schools4Life programme, network support and Trainers4Life Academy.**

2020 was a difficult year for securing funding for our programmes. Our loyal partners Adessium and Comic Relief granted us extra funding in response to COVID-19, but we did not manage to secure sufficient funds for our Schools4Life programme to continue post 2020. We did manage to be included in one strategic multi-country partnership and are in touch with multiple international organisations to start a partnership and for funding part of the Academy and network support. However, because of COVID-19, it has become quite difficult to attract enough funders to finance all our plans for these partnerships.

- 4. Our franchisees network and Schools4Life empower 63.000 Agents4Change and we will continue scale up through new partners (4 new, leading to 17 franchisees that signed) and ensuring existing partners are on board for further scale after 2020.**

We receive international praise for our concept of scale-up through local partners. Local ownership and a more egalitarian relationship are important cornerstones of our model and we are proud to be one of the front runners in doing this worldwide. Despite COVID-19 with them we managed to reach 40.207 young people in 2020 and to bring one new franchisee on board. Although less than expected, we are pleased we managed to reach so many young people in such a turbulent year. At the end of 2020 we had 14 franchisees, however due to a lack of funding some of them may not be able to continue in 2021.

- 5. Empower and build a strong and re-energized team, with clear goals and a joined focus on bringing sustainable impact for young people globally.**

2020 was a challenging year for our team with the outbreak of COVID-19, more online and remote working, while also exploring and making preparations for merger with Rutgers. We worked hard to pave the way for a smooth transition to the new organisation in 2021 and a soft landing for the Dance4Life team.

GOALS FOR 2021

Our five main goals for 2021 are:

1. Empower at least 40.000 young people with our on- and offline interventions including the Journey4Life and the Academy4Life and reach at least 1 million young people through our awareness campaigns.
2. Sustain and expand our support to young people and organisations in youth empowerment on SRHR.
3. Raise €1.016.000 in unrestricted funds from private fundraising income sources, stabilise our high value sources, and set up new high volume income streams.
4. Keep and expand our positioning on the Dutch market through brand visibility, association and awareness campaigns.
5. Undergo a smooth transition to the new organisation and soft landing for the Dance4Life team.

Dance4Life Budget 2021

	Budget 2021	Budget 2020
	€	€
A. INCOME		
Income from private individuals	305.000	270.000
Income from companies	210.000	221.000
Income from lottery organisations	500.000	500.000
Income from government grants (excl Re-Grants)	263.008	671.100
Income from other non-profit organisations	441.260	856.000
Interest	232	50
Total A. Income (excl. Re-Grants)	1.719.500	2.518.150
Re-Grants	0	731.092
B. COSTS		
B1 Expenditure on objectives		
Engagement:		
Engagement	148.000	313.385
Costs internal organisation	338.633	497.855
Franchising:		
Franchising (excl. Re-Grants)	142.546	252.625
Costs internal organisation	327.277	492.570
R&D:		
R&D	92.741	144.736
Costs internal organisation	184.106	233.672
Total B1 Expenditure on objectives	1.233.303	1.934.843
B2 Costs of fundraising		
Direct costs fundraising	115.975	81.000
Costs internal organisation	240.654	274.079
Total B2 Costs of fundraising	356.629	355.079
B3 Organisation and administration		
Costs internal organisation	68.867	189.449
Total B3 Organisation and administration	68.867	189.449
Total B. Costs	1.658.800	2.479.371
Result	60.700	38.779
Re-Grants to partners	0	731.092

FINANCIAL STATEMENTS

A. Balance sheet as at 31 December 2020

	31-12-2020	31-12-2019
	€	€
ASSETS		
1. Intangible fixed assets	0	0
2. Tangible fixed assets	8.319	4.289
3. Financial fixed assets	41.454	41.454
4. Receivables		
- Subsidies to be received	157.414	0
- Debtors	18.313	103.681
- Other receivables, prepayments and accrued income	542.543	527.885
Total receivables	718.270	631.566
5. Cash and cash equivalents	452.534	668.557
Total assets	1.220.577	1.345.865
LIABILITIES		
6. Reserves and funds		
- Continuity reserve	797.597	550.471
- Appropriated reserve Dutch National Postcode Lottery	0	100.000
Total reserves and funds	797.597	650.470
7. Long term liabilities	41.454	41.454
Current liabilities		
- Creditors	69.508	44.844
- Taxes and social securities	16.845	16.117
8. - Other liabilities, accruals and deferred income	295.173	592.980
Total current liabilities	381.526	653.941
Total liabilities	1.220.577	1.345.865

B. Income statement 2020

	Realisation 2020	Budget 2020	Realisation 2019	
	€	€	€	
A. INCOME				
9. Income from private individuals	121.320	270.000	227.419	
10. Income from companies	118.045	221.000	459.432	
11. Income from lottery organisations	500.000	500.000	502.500	
12. Income from government grants	1.159.889	1.329.192	1.088.016	
13. Income from other non-profit organisations	533.105	929.000	438.513	
14. Other Income	-2.375	50	-81	
Total A. Income	2.429.984	3.249.242	2.715.799	
B. COSTS				
B1 Expenditure on objectives				
15. Engagement:				
Engagement	215.525	313.385	182.966	
Costs internal organisation	469.884	479.164	504.136	
	685.409	792.549	687.102	
16. Franchising:				
Franchising	455.673	994.617	757.656	
Costs internal organisation	532.378	473.118	299.307	
	988.051	1.467.735	1.056.963	
17. R&D:				
R&D	37.949	144.736	27.315	
Costs internal organisation	184.380	224.522	196.311	
	222.329	369.258	223.626	
Total B1 Expenditure on objectives	1.895.789	2.629.542	1.967.690	
18. B2 Costs of fundraising				
Direct costs fundraising	19.068	105.100	250.355	
Costs internal organisation	151.884	264.380	407.853	
Total B2 Costs of fundraising	170.952	369.480	658.208	
19. B3 Organisation and administration				
Costs internal organisation	216.116	211.441	332.653	
Total B3 Organisation and administration				
Total B. Costs	2.282.857	3.210.463	2.958.551	
Result	147.127	38.779	(242.752)	
Specification allocation result				
Allocated Fund Schools	Abstraction	0	0	(33.767)
Continuity Reserve	Abstraction	247.127	138.779	(58.985)
NPL Reserve	Abstraction	(100.000)	(100.000)	(150.000)
Total		147.127	38.779	(242.752)

C. Cash flow statement

The cash flow statement analyses the changes in cash and cash equivalents between 31 December 2019 and 31 December 2020 and is prepared according to the indirect method.

	2020	2019
	€	€
<u>CASH FLOW FROM OPERATIONAL ACTIVITIES</u>		
Balance of income and costs	147.127	-242.752
Unallocated result	0	0
Depreciation	2.249	1.460
Gross cash flow from operational activities	149.376	-241.292
Changes in working capital		
- Change in receivables	-86.705	258.331
- Change in provisions	0	0
- Change in short-term debt	-272.415	-68.457
Total changes in working capital	-359.120	189.874
<u>CASH FLOW FROM INVESTING ACTIVITIES</u>		
Movements in fixed assets	-6.279	0
Movements in financial assets	0	0
Cash flow from investing activities	-6.279	0
<u>CASH FLOW FROM FINANCING ACTIVITIES</u>		
Change in long-term debt	0	0
Total	-216.023	-51.418
Cash and cash equivalents at year end	452.534	668.557
Cash and cash equivalents at beginning of year	668.557	719.975
Changes in cash and cash equivalents	-216.023	-51.418

D. General notes to the balance sheet and income statement

1. INTRODUCTION

1.1 General

Dance4Life's reporting principles adhere to the RJ 650 guidelines. The core activities of Dance4Life in 2020 have been split up in three different objectives:

- Engagement;
- Franchising;
- Research & Development.

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

1.2 Budget versus realisation 2020

The total income of 2020 (€ 2.429.984) is lower than in the budget (€ 3.249.242). The lower total income is mainly caused by lower realised 'Income from Private Individuals' and 'Income from other non-profit organisations'. Income from Companies and Government Grants are also less than budget. Income from Lottery Organisations is same as budgeted. For the Income from Government grants the decrease compared to budget is mainly due to a transfer of grant management. For specific differences between realization and budget we refer to the notes to the income statement.

1.3 Funding strategy

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

2. PRINCIPLES OF VALUATION OF ASSETS AND LIABILITIES

2.1 General

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

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

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

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

2.2 Going concern

The accounting policies within the financial statements are based on the assumption that Dance4Life will be able to continue as a going concern. However, due to the merger with the Rutgers Foundation as per 1st January 2021, Dance4Life will continue as an independent brand under the wings of the Rutgers Foundation. All assets and liabilities are transferred to the Rutgers Foundation. Legally the Dance4Life Foundation ceases to exist and is removed from the Dutch Chamber of Commerce.

2.3 Foreign currencies

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

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

2.4 Intangible and tangible fixed assets

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

2.5 Receivables

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

2.6 Cash and cash equivalents

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

3. PRINCIPLES FOR DETERMINATION OF THE RESULT

3.1 General

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

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

3.2 Subsidies

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

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

3.3 Revenues from fundraising

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

The revenues from fundraising are recognised in the year they are realised.

3.4 Costs

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

3.5 Granted subsidies

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

3.6 Personnel remuneration

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

E. Notes to the balance sheet

	31-12-2020	31-12-2019
	€	€
1. <u>INTANGIBLE FIXED ASSETS</u>		
Acquisition costs	41.400	41.400
Accumulated depreciation	-41.400	-41.400
Total intangible fixed assets January 1st	0	0
Mutations		
- Additions	0	0
- Disinvestments	0	0
- Depreciation	0	0
Total mutations	0	0
Acquisition costs	41.400	41.400
Accumulated depreciation	-41.400	-41.400
Total intangible fixed assets December 31st	0	0
<i>Depreciation rates</i>	33%	33%
2. <u>TANGIBLE FIXED ASSETS</u>		
Acquisition costs	42.169	42.169
Accumulated depreciation	-37.880	-36.420
Total intangible fixed assets January 1st	4.289	5.749
Mutations		
Additions	6.279	0
Disinvestments	0	0
Depreciation	-2.249	-1.460
Total mutations	4.030	-1.460
Acquisition costs	48.448	42.169
Accumulated depreciation	-40.129	-37.880
Total intangible fixed assets December 31st	8.319	4.289
<i>Depreciation rates</i>	33% or 20%	33% or 20%

New assets were acquired in 2020; all are related to computer hardware.

	31-12-2020	31-12-2019
	€	€
3. FINANCIAL FIXED ASSETS		
Cash advanced to Dance4Life USA	146.176	146.176
Expenses advanced for Dance4Life USA	53.658	53.658
Reservation loan repayment	-51.455	-51.455
Cash received on behalf of Dance4Life USA	-106.925	-106.925
Total financial fixed assets	41.454	41.454

In 2012 a foundation "Dance4Life USA" was set up in New York. To finance the starting up of Dance4Life USA, a loan has been agreed of USD 233k. We are in the last phase of the process of dissolving the organisation. A reservation had already been created for the possibility that the outstanding balance would not be refunded.

4. RECEIVABLES

Subsidies to be received	157.414	0
Debtors		
Outstanding debtors	18.313	103.681
Reservation debtors	0	0
Total debtors	18.313	103.681
Other receivables, prepayments and accrued income		
Nationale Postcode Loterij	500.000*	500.000
Prepayments	29.986	26.574
Interest	2	0
Donations	1.902	0
Other	10.653	1.311
Total other receivables, prepayments and accrued income	542.543	527.885

All receivables including debtors as per 31 December 2020 are expected to be settled during 2021 but part of the personnel advances will roll-over to 2022. No provision for uncollectible items is deemed necessary.

Subsidies to be received are the subsidies for the Schools4Life Program (79.500), for Right Here Right Now (70.000), from Comic Relief (6.995) and for the IPPF Storytelling (919).

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

5. CASH AND CASH EQUIVALENTS

Banks - savings accounts	247.615	205.996
Banks - paying accounts	204.402	462.547
Cash	517	14
Total cash at banks and in hands	452.534	668.557

All amounts in the banks are directly and freely accessible, except for a rent deposit of € 13.625.

6. RESERVES AND FUNDS

RESERVES

		31-12-2020	31-12-2019
		€	€
Continuity Reserve	January 1	550.471	609.456
	addition	247.127	0
	abstraction	0	-58.985
	December 31	797.597	550.471
Appropriated Reserve Nationale Postcode Loterij	January 1	100.000	250.000*
	addition		
	abstraction	-100.000	-150.000
	December 31	0	100.000
Appropriated Fund Schools4Life	January 1	0	33.767
	addition	0	0
	abstraction	0	-33.767
	December 31	0	0
TOTAL RESERVES		797.597	650.470

Appropriation of result 2020:

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

The financial result of 2020 of € 137.488 was higher than anticipated and has been added to the continuity reserve as well as the remaining balance of the Appropriated Reserve of € 100.000, after which the balance of the continuity reserve is near the desired € 800.000.

* Under RJ650 we are subject to a change of accounting principles. In the annual report of 2016, the Nationale Postcode Loterij (NPL) would be accounting in the year the donation is received. From 2017 onwards, the NPL donation shall be accounted for in the year it applies to. As a result, a reserve was created on the balance sheet. This reserve has been offset and applied in 2020.

	31-12-2020	31-12-2019
	€	€
7. <u>LONG TERM LIABILITIES</u>		
Loan from ID&T relating to Dance4Life USA	41.454	41.454

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

CURRENT LIABILITIES

Creditors	69.508	44.844
Taxes and social securities		
Wage taxes, social securities and pension premiums	6.084	0
VAT to be paid for reporting year	10.761	16.117*
	16.845	16.117

* In 2019 VAT was recorded under the 'Other liabilities'.

8. OTHER LIABILITIES, ACCRUALS AND DEFERRED INCOME

Contracted obligations to NCO partners	92.616	113.069
Subsidy received in advance	52.258	308.084
Balance holiday fees and leave hours	41.148	77.432
Donations / Revenue received in advance	73.070	48.115
Invoices to be received	34.101	21.038
Other liabilities	1.980	25.242
Total other liabilities, accruals and deferred income	295.173	592.980

All current liabilities have a remaining term of less than one year. Subsidies received for next year includes the unspent funding by the Dutch Ministry of Foreign Affairs for the Get Up Speak Out (GUSO) project which are to be repaid upon completion of the Programme.

The contracted obligations to implementing partners have slightly decreased because of the settlement of unspent balances upon completion of the Programmes. This divides into obligations to GUSO partners (41.095) and other partners (51.521).

Subsidies received in advance are the subsidy from Comic Relief (22.597) and Get Up Speak Out (29.661).

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

COMMITMENTS NOT INCLUDED IN THE BALANCE SHEET

Contingent liabilities

Rental agreement accommodation

Our rental agreement at the Keizersgracht 177 started the 1st of February 2015 until the 31st of January 2020 and has been prolonged for an additional two years. The yearly rent excluding services is € 57.836 per year. Dance4Life has a deposit of € 13.625 for this agreement.

F. Notes to the income statement

	Realisation 2020	Budget 2020	Realisation 2019
	€	€	€
Income			
9. <u>INCOME FROM PRIVATE INDIVIDUALS</u>			
Sports events	1.256 ^a	85.000 ^c	77.643
Schools4Life programme	1.170 ^b	0	16.493
Private (major) donors & other income	118.894	185.000	133.283
TOTAL INCOME FROM PRIVATE INDIVIDUALS	121.320	270.000	227.419

^a The income of sports events is lower than in 2019 and behind on budget due to the cancellation of the New York Marathon. Funds already raised have been deferred to 2021.

^b Due to redeveloping the Schools4Life programme in 2019, we didn't budget for income in 2020.

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

10. INCOME FROM COMPANIES

Funky Fundraiser	0	0	265.283
Friends4Life membership	80.565 ^d	110.000 ^g	120.434
Friends Projects	0 ^e	21.000 ^g	1.014
Business Development	37.480 ^f	90.000	72.701
TOTAL INCOME FROM COMPANIES	118.045	221.000	459.432

^d The income from Friends4Life has decreased compared to 2019 and behind on budget which is mainly due to COVID-19.

^e Funky Fundraiser was not planned for 2020 due to organisational decision and other projects did not take place in 2020 due to COVID-19.

^f Income from Business development is lower than budgetted because we were confronted with delays in proposals.

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

	Realisation 2020 €	Budget 2020 €	Realisation 2019 €
11. INCOME FROM LOTTERY ORGANISATIONS			
Dutch National Postcode Lottery	500.000	500.000	500.000
Dutch National Postcode Lottery - Nepal 'Save the date'	0	0	0
Dutch National Postcode Lottery - NPL Product		0	
Dutch National Postcode Lottery - Challenge Cup	0	0	2.500
TOTAL INCOME FROM LOTTERY ORGANISATIONS	500.000	500.000	502.500

Since 2008, the Dutch National Postcode Lottery assigns a subsidy on a yearly basis (€ 500.000 every year). Our contract with the Postcode Lottery has been extended. In 2017, the Postcode Lottery has renewed our partnership for another 5 years until 2022, receiving the last transfer in 2023, with a mid-term evaluation after 2,5 years. This evaluation took place in the autumn of 2020 and we received a positive appraisal.

In 2019 the Dutch National Postcode Lottery contributed an amount of € 2.500 for the Challenge Cup. In 2020 we did not receive additional Grants.

	Realisation 2020 €	Budget 2020 €	Realisation 2019 €
12. INCOME FROM GOVERNMENT GRANTS			
Dutch Ministry of Foreign Affairs GUSO	692.169	1.020.792	776.883
Dutch Ministry of Foreign Affairs RHRN	467.720	308.400	311.133
TOTAL INCOME FROM GOVERNMENT GRANTS	1.159.889	1.329.192	1.088.016

Regarding all subsidies

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

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

In February 2016 the Ministry of Foreign Affairs granted a subsidy of € 39.500.000 to the alliance for the period 2016-2020. As a member of this alliance, Dance4Life was granted an amount of € 384.780 for 2020. Furthermore the alliance assigned an extra amount of € 307.389 to Dance4Life for country budgets. We have an unspent balance of € 29.661 that will be returned.

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

In 2016 the Ministry of Foreign Affairs granted a subsidy of € 34.667.680 as part of the Strategic Partnerships Call to the alliance for the period 2016-2020. As a member of this alliance, Dance4Life was granted an amount of € 308.425 for 2020. A grant of € 41.000 was awarded for an additional project that was implemented in 2020 and an additional € 111.000 for coverage of extra staff costs.

	Realisation 2020 €	Budget 2020 €	Realisation 2019 €
13. INCOME FROM OTHER NON-PROFIT ORGANISATIONS			
Income from Business Development	^h 533.105	929.000	438.513

^h Income from Business Development constitutes of MAC Cosmetics, foundations that invest in our Schools4Life programme, and the licensing fees for our social franchise. Additionally, Dance4Life received project financing for 2 projects with Comic Relief. Due to Covid-19 we were unsuccessful in reaching our budget but still we raised more income than in 2019.

	Realisation 2020 €	Budget 2020 €	Realisation 2019 €
14. OTHER INCOME			
Income from Interest & other income	(2.375)	50	(81)
TOTAL INCOME	2.429.984	3.249.242	2.715.799

COSTS OF THE ORGANISATION

	Realisation 2020 €	Budget 2020 €	Realisation 2019 €
15. ENGAGEMENT			
Costs Engagement			
Schools4Life	ⁱ 65.925	196.201	65.512
Right Here Right Now	60.067	67.184	52.047
IPPF Digital Storytelling	2.118	0	0
In Kind Expenditure Engagement	^j 36.740	0	24.923
Communications	^k 50.675	50.000	40.484
Total Costs Engagement	215.525	313.385	182.966
Costs internal organization			
Salaries Engagement	384.874	370.757	399.039
Charged other overhead Engagement	85.010	108.407	105.097
Total costs internal organisation	469.884	479.164	504.136
Total Engagement	685.409	792.549	687.102

ⁱ Costs for Schools4Life decreased considerably compared to 2018 because we did only one tour in the second half of the year due to Covid-19.

^j In Kind income and expenditure are based upon the commercial value of services that we received for free.

^k The actuals of 2020 are on budget which includes the You Make Me Move campaign.

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

	Realisation 2020 €	Budget 2020 €	Realisation 2019 €
16. FRANCHISING			
Grants projects			
Grants to Dance4Life projects Ministry of Foreign Affairs GUSO	^m 307.389	658.092	426.833
Grants Schools4Life	0	0	ⁿ 46.987
Grants Covid Emergency Fund	^o 5.413	0	0
Grants This Way Up	^o 69.374	73.000	78.461
Grants Other	(8.492)	0	0
Total grants projects	373.684	731.092	552.281

^m The grants for GUSO were assigned for the period of 2020.

ⁿ The money raised by Schools4Life programme is granted to Papoua in 2019.

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

In addition, we received a COVID Emergency Grant from Comic Relief that was partly allocated to the same franchisee.

	Realisation 2020 €	Budget 2020 €	Realisation 2019 €
COSTS FRANCHISING			
Programs	^p 25.442	165.801	66.814
Creating demand	^q 34.603	50.500	82.742
Get Up Speak Out - Franchising	21.944	47.224	55.819
Total Costs Franchising	81.989	263.525	205.375
Costs internal organisation			
Salaries Franchising	436.062	385.845	236.911
Charged other overhead Franchising	96.316	87.273	62.396
Total costs internal organisation	^r 532.378	473.118	299.307
TOTAL FRANCHISING	988.051	1.467.735	1.056.963

^p The Programme costs contain the costs for implementing the project in Ghana backed by Comic Relief and costs of start-up packages for our new implementing partners. The costs were far less than budgeted due to COVID-19 and the low (development) costs of online support.

^q Creating demand costs were lower than budget due to the fact that no travelling took place in 2020 and we made use of one Regional Liaison.

^r Costs internal organisation are allocated based on how our staff spends its time according to their timesheets

17. **RESEARCH & DEVELOPMENT**

Costs Research & Development			
Regular R&D	^s 9.113	76.316	31
Research pilot	^t 0	26.000	0
Get Up Speak Out - Research & Development	28.836	42.420	27.284
Total Costs Research & Development	37.949	144.736	27.315
Costs internal organisation			
Salaries R&D	151.023	181.498	155.386
Charged other overhead R&D	33.357	43.024	40.925
Total costs internal organisation	^u 184.380	224.522	196.311
TOTAL RESEARCH & DEVELOPMENT	222.329	369.258	223.626
Total B1 Expenditure on objectives	1.895.789	2.629.542	1.967.690

^s The actual spend on regular R&D is behind on the budget. Some projects were postponed (no-cost extension) and the online development was mostly covered by Right Here Right Now programme.

^t The Research Pilot was cancelled due to COVID-19.

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

18. **B2 COST OF FUNDRAISING**

	Realisation 2020 €	Budget 2020 €	Realisation 2019 €
Costs Fundraising			
Fundraising support, friends, corporates	^v 9.417	81.000	240.817
Fundraising Business development	^v 9.651	24.100	9.538
Total Costs of Fundraising	19.068	105.100	250.355
Costs internal organisation			
Salaries Fundraising	124.405	192.384	322.828
Charged other overhead	27.478	71.996	85.025
Total costs internal organisation	^w 151.884	264.380	407.853
TOTAL FUNDRAISING	170.952	369.480	658.208
Total B2 Costs of fundraising	170.952	369.480	658.208

^v Fundraising and business development costs are far below budget. Almost all events and projects were cancelled due to COVID-19.

^w Costs internal organisation are allocated based on how our staff spends their time according to their timesheets.

19. **B3 ORGANISATION AND ADMINISTRATION**

Costs internal organisation			
Salaries and external personnel	^x 183.714	168.538	268.960
Charged other overhead	32.402	42.903	63.692
Total costs internal organisation	216.116	211.441	332.653
Total B3 Organisation and administration	216.116	211.441	332.653
Total B. Costs	2.282.857	3.210.463	2.958.551
Total Net Result	147.127	38.779	(242.752)

	Realisation 2020 €	Budget 2020 €	Realisation 2019 €
Personnel Costs			
Gross wages (included holiday fee)	923.391	1.045.900	1.093.171
Social securities	182.840	207.344	198.549
Pension Costs	56.890	16.753	50.841
Total direct personnel cost	1.163.121	1.269.997	1.342.561
<i>Total Employees on December 31</i>	27		29
<i>Total FTE</i>	21,00		24,15
Salary Director			
Name:	Jael van der Heijden		Jael van der Heijden
Role:	Executive Director		Executive Director
Employment:			
Contract:	Indefinite		Indefinite
Hours:	34,0		34,0
Parttime Percentage	0,85		0,85
Period:	1 Jan - 31 Dec		1 Jan - 31 Dec
Gross Salary	71.559		68.844
8% holiday	5.725		5.508
Fixed year end bonus	0		0
Celebrational bonuses	0		0
Payment of excess holidays	0		0
Total salary costs executive director	77.284		74.352
Taxable Expenses	0		0
Executive director: pension	11.750		11.157
Pension compensation	0		0
Other remuneration parts	0		0
End of employment compensation	5.636		0
Total salary executive director	94.670		85.508

The annual income of our Executive Director is within the maximum boundary of EUR 111.345 (1 fte/12months; BSD score 385), according to the Regeling belonging directeuren van goededoelenorganisaties.

Also the annual income, the taxed allowances / additions, the pension costs and the other long-term benefits together remain within the maximum of € 201.000 per year (1fte/12months).

For an explanation of our remuneration policy for our Director, we refer to page 52 of this report.

No loans, prepayments or guarantees are granted to our Executive Director.

Amsterdam, 28 May 2020

Representing the Supervisory Board,

Mirjam de Blécourt

Stichting Rutgers
Arthur van Schendelstraat 696, 3511 MJ Utrecht

Representing the board,

Ton Coenen

H. Split of Costs

	Engagement	Franchising	R&D	Fundraising	Administration	Actuals 2020	Budget 2020	Actuals 2019
<u>DIRECT COSTS</u>								
Grants to NCOs		€ 373.684				€ 373.684	€ 731.092	€ 552.281
Acquisition of assets	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -
Mission Travels	€ 1.585	€ 547	€ 7.903	€ -	€ -	€ 10.035	€ 123.885	€ 69.885
Materials	€ 7.031	€ -	€ 30.046	€ 263	€ -	€ 37.340	€ 147.400	€ 37.295
Communications	€ 23.853	€ 10	€ -	€ 1.443	€ -	€ 25.306	€ 109.265	€ 34.230
Other Project costs	€ 180.943	€ 47.432	€ -	€ 17.362	€ -	€ 245.737	€ 396.458	€ 391.642
External Personnel	€ 2.113	€ 34.000	€ -	€ -	€ 37.017	€ 73.130	€ 78.763	€ 160.088
Total Direct Costs	€ 215.525	€ 455.673	€ 37.949	€ 19.068	€ 37.017	€ 765.232	€ 1.586.863	€ 1.245.421
<u>INDIRECT COSTS</u>								
Split overhead *	31%	35%	12%	10%	12%	100%		
Salaries & Premiums	€ 360.123	€ 408.019	€ 141.311	€ 116.405	€ 137.263	€ 1.163.121	€ 1.269.997	€ 1.355.995
External Personnel	€ 24.751	€ 28.043	€ 9.712	€ 8.000	€ 9.434	€ 79.941	€ -	€ -
Indirect Personnel Costs	€ 19.379	€ 21.956	€ 7.604	€ 6.264	€ 7.386	€ 62.590	€ 79.158	€ 94.943
Housing costs	€ 16.603	€ 18.811	€ 6.515	€ 5.367	€ 6.328	€ 53.624	€ 64.960	€ 62.433
General & Office Costs	€ 48.331	€ 54.759	€ 18.965	€ 15.622	€ 18.422	€ 156.100	€ 208.077	€ 198.299
Depreciation	€ 696	€ 789	€ 273	€ 225	€ 265	€ 2.249	€ 1.408	€ 1.460
Total Indirect Costs	€ 469.884	€ 532.378	€ 184.380	€ 151.884	€ 179.099	€ 1.517.625	€ 1.623.600	€ 1.713.130
Total Costs	€ 685.409	€ 988.051	€ 222.329	€ 170.952	€ 216.116	€ 2.282.857	€ 3.210.463	€ 2.958.551

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

G. Ratios

	Realisation 2020	Budget 2020	Realisation 2019
1. Total expenditure on objectives divided to Total Income (excluding interest) <i>Internal benchmark: 75% - 85%</i>	78%	81%	72%
2. Costs of fundraising divided to Total Income <i>RJ 650 guideline</i>	7%	11%	24%
3. Costs organization and administration divided to Total Costs <i>Benchmark internally - maximum 10%</i>	9%	7%	11%
4. Total expenditure on objectives divided to Total Costs <i>Internal benchmark: > 67%</i>	83%	82%	67%

I. Other information

APPROPRIATION

The balance of income and costs of € 147,127 is processed as presented on in the income statement 2020.

POST BALANCE SHEET EVENTS

While the global COVID-19 pandemic still continues in 2021 and we continue to working online as much as possible, Dance4Life has merged with the Rutgers Foundation as per 1st January 2021. All assets and liabilities have been transferred to Rutgers Foundation and legally the Dance4life Foundation has ceased to exist per 1st January 2021. For the upcoming 2 years, Dance4Life will remain an independent brand under the wings of Rutgers with it's own 'clean slate' budget.

INDEPENDENT AUDITOR'S REPORT

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

INDEPENDENT AUDITOR'S REPORT

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

A. Report on the audit of the financial statements 2020 included in the financial report

Our opinion

We have audited the financial statements 2020 of Stichting Dance4Life based in Amsterdam, The Netherlands.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Dance4Life as at 31 December 2020 and of its result for 2020 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2020;
2. the income statement for 2020; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

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

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

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

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

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

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

C. Description of responsibilities regarding the financial statements

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

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

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

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

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

Our responsibilities for the audit of the financial statements

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

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

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

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

Our audit included e.g.:

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

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

Amsterdam, 3 June 2021

Dubois & Co. Registeraccountants

Origineel getekend door:
G. Visser RA

COLOPHON

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

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Rutgers

Dance4Life is part of Rutgers, Dutch centre of expertise on sexual and reproductive health and rights

Dance4Life thanks their premium partners for their support in 2020:



Ministerie van Buitenlandse Zaken



