

Year Plan 2016

Overview priorities year plan 2016

With this year plan CHOICE presents its goals and objectives for 2016. Based on our long-term strategy 2014-2018, we will discuss our plans for the year 2016 along the three main roles within CHOICE: CHOICE as an advocate and CHOICE as a capacity builder and CHOICE as a connector. But first we will provide a small introduction on where our organization stands today and what our main ambition and focus areas will be for the year 2016.

CHOICE Programmes:

In 2015 CHOICE lay the important foundation for the year 2016. We successfully applied to three new programs from two different funds from the Ministry of Foreign Affairs: Strategic Partnerships and SRHR partnership. The new SRHR Partnerships includes the 'Get up, Speak Out' alliance which builds on the UfBR (MFSII) and ASK (DGIS call) programs, and the 'Yes I Do' programme which builds on the No... I don't program (Child Marriage Fund). The Strategic Partnership, *Right here, Right now*, is a new program and alliance, which will enable CHOICE to continue our programs, with a special focus on our International Advocacy Programme. All programs are an opportunity for CHOICE to scale-up our work and programs, but also an opportunity to expand as an organization.

The successful application of these three major grants also means that CHOICE will have to renew its fundraising strategy for the years following 2015. The SRHR and Strategic Partnerships funds have been CHOICE's main focus over the last two year as they secure funding to continue CHOICE's programs (International Advocacy and Youth Leadership) for 5 years. We will develop a new fundraising strategy (see chapter 6.2) which will set-out a new focus for the years 2016-2020.

In the first half year of 2016 we will develop and build the new programs. At the same time the UfBR and ASK programs will also have to be finalized and evaluated. CHOICE is also planning an independent external evaluation of the CHOICE programs. It is important that we incorporate the lessons learned from the evaluations into the new programs. In the second half year of 2016 we will start with the implementation of the programs, including CHOICE activities.

Within our new programs CHOICE will focus and strategically place itself as the expert on Meaningful Youth Participation (MYP) and youth-led advocacy. It is important for CHOICE to stay true to our youth-led identity, support other youth and youth-led initiatives. We should not try to overlap with or copy other (i.e. youth-serving) organizations, but collaborate from and strengthen the youth-led perspective. We will not cooperate in silo's, but actively work together with adults in youth-adults partnerships.

Looking at our expertise and track record on MYP and youth-led advocacy CHOICE will start the development of a strategy to become a consultant for third parties and stakeholders. CHOICE will therefore invest in the development of our own knowledge on both themes in order to provide quality technical assistance. Investment will entail attracting new staff, the development of curricula and guidelines, and continuous internal capacity building, both for staff and our youth advocates.

Finally, in September 2015 the international community adapted a new development agenda until 2030: the Sustainable Development Goals (SDGs). In 2014 and 2015 CHOICE has been heavily involved in the negotiations for this new framework and we have lobbied

for the inclusion of the sexual and reproductive rights of young people, as well as for young people's right to participate. For CHOICE the major gains are reflected in the inclusion of sexual and reproductive health and reproductive rights, the human rights based approach of the agenda, commitments to end gender based violence, eliminating child marriage, FGM and the focus on non-discrimination and gender equality. Yet, there are also gaps, including a strong accountability mechanism, meaningful youth participation and sexual rights. Now that the new development agenda is adopted, we foresee a key role for CHOICE, as part of our own lobby efforts and in supporting our partner organizations, to hold governments accountable for their commitments to the Agenda 2030.

CHOICE as an organization:

In 2015 CHOICE has invested in the development of our first external communication strategy by making staff capacity available. We will finalize the document in the beginning of 2016, after a communication expert has provided us with advice on the content of the strategy. In 2016 our main focus will be to raise awareness of the CHOICE brand, by launching a new design, which is more bold and attractive to young people. Our new design will also be incorporated into the launch of a new website.

Finally, following an extensive reorganization of the roles and responsibilities within our organization, it is time to invest and build our internal capacity. Being a youth-led organization means you have to deal with both the aging-out of members and staff, as well as a high-mobility, which leads to frequent turn-over rates of our members. Constant orientation, training and re-training is therefore imperative. In 2016 we will invest in setting-up a clear internal capacity-building structure, in which new(er) and old(er) members will be trained and consulted on a number of key themes and skills to successfully (and meaningfully) participate within CHOICE and our programs (see chapter).

Board priorities 2015-2016:

In line with our focus and ambitions for 2016, the board has set 4 specific strategic issues they will focus on during their tenure:

1. The continuation of the professionalization of our organizational structures and procedures. This ensures that the potential of each CHOICER is used in a way that optimizes personal learning, while contributing efficiently and effectively to the work of our organization;
2. Increasing the internal capacity of our organization, so CHOICERs are equipped with the best knowledge and skills to execute the new programs.
3. Developing the strategy of CHOICE's connector role.
4. The diversification of our funding in order to increase the sustainability of CHOICE

1. Background

The year plan present an operationalization of the goals and focus areas set out in the long-term strategy 2014-2018. Before we discuss the roles of CHOICE in 2015, a short outline for our mission and vision, our Theory of Change, and long-term strategy will be presented

1.1. Mission and vision

Mission

CHOICE for youth and sexuality is an ambitious and bold youth-led organization. We ADVOCATE for the sexual and reproductive health and rights of young people world-wide and SUPPORT them to meaningfully participate and to voice and claim their rights.

Vision

WE WANT TO LIVE IN A WORLD IN WHICH ALL YOUNG PEOPLE:

... openly and safely express their SEXUALITY and who they LOVE.

... freely enjoy the PLEASURES OF SEX if, with whom and when they CHOOSE.

... are SEXUALLY HEALTHY and can make WELL-INFORMED CHOICES about their SEXUAL ACTIONS.

... can openly and safely CHOOSE if, with whom, when and how to HAVE CHILDREN.

... MEANINGFULLY PARTICIPATE in DECISION MAKING that affects their lives and the lives of their peers.

WE WANT TO LIVE IN A WORLD IN WHICH THE CHOICE IS (Y)OURS.

1.2. Theory of Change

A mission and vision statement are too broad and aspirational to enable clear decision-making regarding program content and resource allocation. A theory of change (ToC) fill this gap by defining clear, specific goals and showing how the organization's efforts will create this step-by-step social change.

The desired social change that CHOICE envisions is *'that all young people worldwide can exercise their Sexual and Reproductive Health and Rights, and can make personal and informed decisions regarding these issues.'*

In order to institutionalize our ToC and to provide our year plan with a conceptual road map for how CHOICE expects to achieve impact, we use the different goals as we have formulated in our ToC (sphere of interest, sphere of influence and sphere of control) to guide our programmatic work.

1.3. Long-term strategy 2014-2018

In the long term strategy 2014-2018 CHOICE outlines the main roles within CHOICE – *advocate, capacity builder* and *connector* – which are integrated in our ToC and form the basis for our approach within our programs: we advocate for young people's SRHR, we

build capacity with and for other youth organizations to advocate for young people's SRHR, and we connect youth advocates and levels of policy making through this work.

CHOICE highly values the connection between advocacy and capacity building, and therefore facilitates this link between advocates and capacity builders. Connections between local, national and international level to improve the situation of SRHR and youth participation worldwide, are (to be) achieved by CHOICE through the meaningful involvement of young people in global advocacy. We support our partner organizations technically – by providing trainings on topics such as organizational sustainability, advocacy skills and strategies, SRHR and meaningful youth participation – and financially.

Our focus will be on connecting different actors and different levels of policymaking and implementation. CHOICE is a professional and constant developing organization which enables youth actors from all over the world to stand up for their SRHR and youth rights. Our ambition is to continue with increasing our overall visibility and to present CHOICE as a young, fresh, professional and bold organization.

2. International Advocacy Programme

2.1 Sphere of interest

The main goal of the International Advocacy (IA) program is the adoption and implementation of international policies for young people's SRHR that reflect the needs and realities of young people. In order to work towards the achievement of this goal CHOICE advocates for the inclusion of progressive language on the SRHR of young people in outcome documents of relevant international decision-making processes.

An important pre-condition in working towards CHOICE's international advocacy goal, is the meaningful participation of young people. That is to say, when young people are able to voice their needs and realities towards decision-makers this can have a positive impact on policies and programmes and progressive language on SRHR. For CHOICE, meaningful youth participation is embodied in our four spheres of influence.

2.2 CHOICE Lobby and Advocacy Priorities 2016

In the upcoming 5 years CHOICE will be advocating for young people's SRHR in the framework of the Right Here, Right Now Partnership (RHRN). This partnership between Rutgers, ARROW, CHOICE, dance4life, Hivos, IPPF AR, LACWHN and the Ministry of Foreign Affairs of the Netherlands works in 11 countries in Africa, Asia and Latin- America and focusses on **improved access to comprehensive sexuality education and to youth friendly SRHR services**, including safe abortion, through enhanced and concerted advocacy at (sub)national, regional and **international level**.

The year 2016 marks an important year with meaningful international advocacy opportunities for young people.

First of all, the Sustainable Development Goals (Agenda 2030) that have been adopted in September 2015, represent an unprecedented agenda that covers a wide range of priorities that affect young people and their right to health, employment and education. Goal 3 (Health) and Goal 5 (Gender equality) include issues that CHOICE has been advocating for such as a target on reproductive rights. Now that the new development agenda is adopted, there is a key role for CHOICE and other civil society stakeholders to hold governments accountable for their commitments to the Agenda 2030, including the Dutch government. Moreover, as the development of indicators for measuring the implementation of the 2030 Agenda is still in progress, there are still opportunities to advocate for specific SRHR indicators in 2016. This also applies to follow up and review of the framework at an international level; where feasible, CHOICE will give input to the methods of work and the shaping of the High Level Political Forum structure.

Next to this, the functional commissions of ECOSOC remain important international advocacy platforms to advocate for young people's SRHR. In this respect, CHOICE will advocate for a linkage with the 2030 Agenda but at the same time remain very vigilant that the functional commissions will not solely be used to review the implementation of the 2030 Agenda. The Commission on Population and Development and the Commission on the Status of Women are important human rights spaces in itself that represent one of the few opportunities to advocate for young people's SRHR at an international level.

Upcoming year, the Commission on Population and Development is particularly under pressure. As there was no outcome document at the 48th CPD, the methods of work are currently reviewed. CHOICE will advocate for maintaining the CPD as a forum for

negotiations, possibly with it becoming a more interactive space to promote sharing of national, regional and international experiences and the sharing of best practices every second year.

Because of the involvement in the RHRN partnership, the year 2016 also presents the opportunity to get involved in Human Rights processes in Geneva. Advocating at the Human Rights Council and being involved in the UPR have been on the wish list of CHOICE for many years now. The HRC contributes to norm setting, as issues are taken to the HRC to highlight the human rights based approach to that particular issue. The HRC can mandate Special Rapporteurs to work on particular issues or UN agencies to develop specific reports and guidelines to accelerate progress on a particular issue from a human rights based approach. The Human Rights processes offer important entry points for CHOICE to advocate for CSE, LGBTI and child marriage. A pre-condition for advocating at the Human Rights Processes is capacity building, which will be facilitated through the RHRN partnership.

CHOICE will also start exploring European advocacy to advocate progressive EU policies and resolutions concerning SRHR as well as for a progressive position of Europe during relevant international processes and negotiations. Taking into consideration that the climate in Eastern Europe, and in fact, in Europe overall is changing (looking at Russia, Hungary, Poland). A rise of right-wing supporters is occurring, and the CHOICE feels that such sympathies should be kept in mind with regards to CHOICE's advocacy priorities. Like the Human Rights Processes, capacity building is needed for CHOICE to effectively engage in European advocacy.

2.3. Sphere of influence

Young people are actively advocating and lobbying for their rights at national and international level

2.3.1. International Advocacy

The main focus in CHOICE's advocacy will be on comprehensive sexuality education, universal access to youth-friendly services, meaningful participation of youth and youth-led organizations, rights of young LGBTI and eliminating the harmful practices of child marriage and FGM/C. The priorities and platforms where CHOICE will implement our International Advocacy programme in 2016 will be:

- The 60th Commission on the Status of Women 14-24 March 2016 "Women's Empowerment and its link to Sustainable Development".
- The 49th Commission on Population and Development 11-15 April 2016, "Strengthening the demographic evidence base for the post-2015 development agenda".
- Women Deliver 4th Global Conference, 16-19 May 2016
- The High Level Political Forum on Sustainable Development, 11-20 July 2016
- United Nations General Assembly, September 2016
- Human Rights Council sessions will take place in March (four weeks), June (three weeks) and September (three weeks)
- European advocacy (throughout the year)
- International Youth Conferences (to be identified)

2.3.2. National Advocacy

On a national level, CHOICE will also maintain and intensify its strategic collaboration with the Dutch Ministry of Foreign Affairs (MoFA) on an ongoing basis. We will actively invest in this relationship through keeping in close contact, especially during international advocacy events, and through participating in consultations and other strategic meetings. CHOICE will continue to explore the possibilities for collaborations within the delegations. Furthermore, we will work together with the Dutch Youth Representatives of the UN and try to incite them to lobby for SRHR and meaningful youth participation.

Although national advocacy in The Netherlands is not a priority of CHOICE, some activities will be carried out to advocate for SRHR, young people and development cooperation in general on a Dutch level, focusing on Dutch foreign policy. The activities will be carried out in an ad-hoc manner and mostly in cooperation with other organizations, most notably the former SRHR Alliance partners.

National advocacy activities will include the following:

- Take part in advocacy activities of the SRHR Alliance group and actively contribute to joint initiatives;
- Attend or provide workshops at national conferences, seminars and meetings in order to raise awareness for CHOICE's issues;
- Participate in Dutch organizations and networks like ShareNet, the Dutch Youth Council (NJR) and Partos;
- Engage in a policy dialogue with the Ministry of Foreign Affairs on development policies, including SRHR as a development priority, and international processes including Post 2015;
- Attend expert consultations;
- Sign national initiatives or petitions if appropriate;
- Submit questions to Members of Parliament on SRHR, youth and development cooperation if appropriate;
- Occasionally write or co-sign articles for Dutch media, such as weblogs, magazines or newspapers, focused on SRHR and young people.

Adult stakeholders increasingly involve young people in the development, design and implementation of policies.

- We will apply for ECOSOC status¹ in order to be officially heard by the United Nations (UN). Through the UN we can draw international attention to the position of the SRHR for young people. During our application process we are anticipating support from the Dutch government. ECOSOC will be a tool for CHOICE to also provide a platform for young people from all over the world to make their voice heard at the UN.
- We will continue our strategic collaboration with the Dutch Ministry of Foreign Affairs and provide support to strengthen a strong youth voice within the Dutch delegation to UN processes. Through the project of the Youth Ambassador SRHR, CHOICE aims to ensure that upcoming CPD or CSW, Lotte Dijkstra will be part of

¹ Consultative status provides NGOs with access to not only ECOSOC, but also to its many subsidiary bodies, to the various human rights mechanisms of the United Nations, ad-hoc processes on small arms, as well as special events organized by the President of the General Assembly.

the Dutch Delegation. Next to this, CHOICE will support other young leaders to become members of their delegation.

- We will look for strategic opportunities to draft letters to policy and decision makers on the importance of MYP and YAP in different UN processes.
- We will continue our work with the UNFPA Youth Leadership Working Group in order to ensure that youth voices are represented in ICPD follow up and review processes and in the newly adopted 2030 agenda. In order to strengthen and structure our cooperation with UNFPA we will look into the possibility of the advocacy officer becoming the official CHOICE representative.
- We will participate in international networks (i.e. ISSRC, Girls not Brides, EuroNGOs and RHRN) in order to strengthen our own network and to link youth with the broader SRHR networks. This way, we will be able to ensure that young people are collaborating with adult organizations and align advocacy strategies.
- Youth Ambassador SRHR: CHOICE together with the Dutch Ministry of Foreign Affairs have appointed Lotte Dijkstra as Youth Ambassador SRHR (YA) until the end of August 2016. CHOICE will continue to provide mentorship to the YA throughout the year. The priorities of the Youth Ambassador in 2016 will be:
 - promoting meaningful youth participation in the Netherlands;
 - strengthening the constituency of the YA;
 - and increasing the external visibility.

The YA will hopefully take part in the Dutch delegation to an international conference (probably CSW or CPD). An internal priority is also to strengthen the cooperation with CHOICE youth advocates. After March, CHOICE and the MOFA will start the process for the recruitment of the new YA. Depending on the evaluation of the YA position, CHOICE and the MOFA will identify possible priorities for Lotte's successor. Important activities for the recruitment include: drafting a vacancy, establishing a selection committee and writing a handover plan.

Contribute to a sustainable and growing body of advocating youth-led organizations, initiatives and youth leaders who actively advocate for young people's SRHR

- We will stimulate the participation of our partner organizations in international/regional conferences/events and will support partner organizations financially (when possible) and in the preparation for these events.
- We will actively collaborate with national and international partners as the YLWG and the Major Group on Children and Youth in setting up pre- youth conferences and youth caucuses in order to prepare the participation of youth advocates in conferences.
- The Youth and ICPD partnership Phase II:
 - In the year 2016 Youth & ICPD will continue to build the capacity on lobby and advocacy of young people and stimulate youth cooperation and cross-regional alliances, focusing on the implementation of the ICPD PoA and the SDG's.
 - In 2016 youth consortia in Kenya, Ghana, Argentina and Ethiopia will be supported with small grants. Through linking and learning skype calls information, challenges and best practices will be shared and international and national policies will be connected. An important activity for Youth & ICPD will be the organization of a three day international meeting at the Dutch Ministry of Foreign Affairs in May 2016.

3. Youth Leadership Program

3.1. Sphere of interest

The main goal of the Youth Leadership Programme (YLP) is to support and build capacity of youth-led organizations and youth leaders to engage successfully² in advocacy (as youth advocates) at the local, community and national level and who positively influence attitudes (as social agents of change) towards young people's SRHR within societies.

Youth-led advocacy organizations, initiatives and leaders are vital for the monitoring and implementation of international frameworks such as the ICPD plan of Action, Beijing Plan of Action and the newly adopted SDG's. But also on national and community level organised groups of young people are crucial to monitor duty bearers on their commitments towards young people's SRHR. Furthermore young people as social agents of change

3.2. CHOICE Youth Leadership Priorities 2016

With our Youth Leadership Program it is the ambition of CHOICE to stay true to our youth-led identity. CHOICE is in the unique position to be a sustainable and well-functioning youth-led organization who is able to support international youth-led initiatives and youth leaders, both financially and with technical assistance. We will therefore continue and deepen our support to existing partners, but also to new youth-led initiatives.

In the upcoming 5 years CHOICE will be supporting youth, youth-led initiatives and organizations from the Global South to advocate for SRHR and MYP in the framework of the Get up, Speak Out (GUSO), Yes... I Do (YID), and the Right Here, Right Now (RHRN) Partnerships. Within these partnerships we will position ourselves as the expert on MYP and youth-led advocacy. The GUSO partnership provides CHOICE with the opportunity to take the lead on MYP and youth-led advocacy and develop our internal capacity and knowledge on both issues. The Yes I do partnerships is a chance for CHOICE to learn more about SRHR related harmful practices, including child marriage and female genital mutilation/cutting (FGM/C). Finally the Right here, right now partnership provides CHOICE the opportunity to connect local and national advocacy efforts from our partners to our International Advocacy Programme.

Programs

Get up, Speak out will build upon the UfBR and ASK programs which CHOICE executed between 2011-2015. The alliance exists of Rutgers, dance4life, Simavi, IPPF, and SAN!. The programme is built upon the multi-component approach as used by UfBR and ASK. We use our individual and joint expertise to link (1) provision of sexuality education and information, (2) provision of quality, youth-friendly SRHR services and **(3)** building support for youth SRHR, by addressing socio-cultural and political barriers in terms of practices, norms and policies. To optimize MYP within the programme a **(4)** component has been added: supporting young peoples to voice their (SRH) rights. Within the programme CHOICE will contribute to **3 and 4**.

² Successful is defined as The long-term goal, in line with the CHOICE ToC, so that national/regional policies for young people's SRHR reflect the needs and realities of young people are in place and are actually implemented

We will continue our **partnerships** with Aliansi Remaja Independen (ARI) in Indonesia, Network for Adolescents and Youth of Africa (NAYA) in Kenya and Talent Youth Association (TaYA) in Ethiopia. Furthermore we have the ambition to cooperate with and support new youth-led organizations in Uganda.

The Yes I do partnership partly builds on the No... I don't program, which CHOICE executed together with Plan in Mozambique and Zambia from mid-2014- until 2015. The alliance exists of Plan, Amref, KIT, Rutgers and CHOICE. The goal of the partnership is for adolescent girls to decide if, when and whom to marry and if, when and with whom to have children with, and are protected from FGM/C. The programme uses a multi-component approach which includes: **1.** reducing harmful social and cultural norms, **2.** enabling young girls and boys to voice their rights, **3.** increase access to SRHR information and services, **4.** provide economic and educational opportunities to girls, and **5.** lobby to increase political will to end CM and FGM/C.

Within the programme CHOICE will mainly focus on **2** and its two main capacity building interventions:

- CSOs will be capacitated to collaborate with young people and to gain expertise on young people's SRHR;
- Adolescent boys' and girls' capacities are built so they have improved skills and knowledge on SRH-rights, critical awareness of gender and power relationships and (grass-roots) advocacy skills.

CHOICE partners will also contribute to 1 and 5.

We will continue our partnerships with Aliansi Remaja Independen (ARI) in Indonesia, Network for Adolescents and Youth of Africa (NAYA) in Kenya, Talent Youth Association (TaYA) in Ethiopia, and Centre for Youth Empowerment and Civic Education (YECE) in Malawi. Furthermore we have the ambition to cooperate with and support new youth-led organizations in Mozambique and Zambia.

In the upcoming 5 years CHOICE will be advocating for young people's SRHR in the framework of the **Right Here, Right Now Partnership (RHRN)**. This partnership between Rutgers, ARROW, CHOICE, dance4life, Hivos, IPPF AR, LACWHN and the Ministry of Foreign Affairs of the Netherlands works in 11 countries in Africa, Asia and Latin- America and focusses on **improved access to comprehensive sexuality education and to youth friendly SRHR services**, including safe abortion, through enhanced and concerted advocacy at (sub)national, regional and **international level**. Within RHRN CHOICE will support youth people in order to have an improved capacity to influence and monitor the development and implementation of SRHR legislation and policies at national, regional and international level via technical assistance, mentorship and training.

Timeframe

The first half year of the GUSO, YID and RHRN programme will focus on the start-up of the programme. As part of the development of the programme the partnerships will organize in-country programme development workshops together local partners. It is CHOICE's ambition to also participate in a # development workshops in order to provide support to the youth and youth-led organizations present.

3.3. Sphere of influence

Young people are actively advocating and lobbying for their rights at national and international level

CHOICE will:

- provide technical assistance and build the capacity of young people and on lobby and advocacy. We will do so through workshops, training, simulation games (such as Juncture, the CHOICE advocacy SRHR simulation and Model United Nations), peer mentorship, and information and knowledge sharing on international advocacy processes.
- financially support partner organizations who develop and implement lobby and advocacy interventions towards their local, community and national governments.

A vibrant, diverse and sustainable and growing body of youth-led organizations, initiatives and youth leaders is in place:

CHOICE will:

- identify and set-up 2 new partnerships and with youth-led organizations in new countries in Africa, Asia and Latin – America who will become part of the CHOICE network.
- support new(er) youth-led initiatives to become sustainable by providing technical assistance and where possible with small funds.
- develop a clear plan which describes strategies to connect youth-led organizations, initiatives and youth leaders on the different advocacy levels (see chapter 4).
- develop and implement capacity building trajectories to support youth-led organizations on organizational development, ASRHR (including value clarification), advocacy, meaningful youth participation, and youth-adult-partnerships.
- provide technical assistance to our partner organisations to assist them in their organisational and/or program management.

Adult stakeholders are increasingly involving young people in the development, design and implementation of programs:

CHOICE will:

- develop and implement capacity building trajectories to support (adult) stakeholders on how to ensure meaningful participation of young people in their programs.
- consult partner NGO's how to set-up structures within their organizations to ensure young people are participating meaningfully within the organization, programs and policies.
- Support and train our partners to promote MYP and youth-adult partnerships within the Southern alliances s in order to ensure that more young people within the programme are participating meaningfully. CHOICE in the Netherlands will act as a watchdog on MYP within the partnerships.
- invest in staff capacity and budget to develop MYP and YAP guidelines and other training materials.

Families, communities, opinion and religious leaders are supportive or understand the benefits of changing attitudes towards young people's SRHR

CHOICE will:

- go through a process of value clarification on young people's SRHR with our collaboration partners. This to ensure understand our partners vision on young people's SRHR, to share CHOICE's vision on ASRHR and to advocate that our partners have a positive and open-minded attitude towards SRHR for young people.
- financially support partner organizations who develop and implement intervention to address negative and discriminative SRHR social norms and attitudes towards young people targeted at above mentioned stakeholders.
- work with girls and boys clubs to support and develop their knowledge on SRHR and improve their (grass-roots) advocacy skills so they will become (local) agents of change.

4. CHOICE as a Connector

The role of CHOICE as a connector remained relatively undefined compared to our role as an advocate and capacity builder which are explicitly enacted in our IAC and YLP. From 2016 onwards we will strengthen and structure the unique connector role CHOICE has. This ambition to institutionalize and professionalize the connector role of CHOICE is also one of the priorities of the Board. From September 2015 -2016 one general board member will focus solely on the connector role.

Main Goal:

The main goal of CHOICE's connector role is connecting young people at all levels - international, national, and regional – to each other **and** to local policy-makers, norm-setting actors and duty-bearers in society (e.g. adult stakeholders, communities, families opinion/ religious leaders) to co-operate in achieving our three spheres of interest.

CHOICE thus promotes connecting structures in which:

- youth-adult partnerships between young people and adult stakeholders can be established;
- vibrant, international and sustainable youth-networks are built.

Connecting structures are deeply embedded in our Youth Leadership and International Advocacy Programmes. The CHOICE connector role is thereby clearly visible in our Theory of Change's sphere of influence but can be more emphasized.

Priorities Connector Role 2016:

In order to emphasize the connector role in our programmes (YL and IA), as well as in our organization. in 2016 the first main priorities in working towards the Connector goal will be:

- to develop and finalize the **strategy** for the connector role of CHOICE, which will be incorporated in the Long-Term Strategy of 2014-2018.
- to develop and finalize the **structure** to emphasize, further incorporate and professionally execute the connector role in all facets of the organization and its programs.

- next to these priorities a connector event may be organized to support the structure in which the connector role is executed, this will be dependent on partner organizations capacity and funding from our new programs.

5. PME

In 2015 CHOICE has invested to develop our organization's Theory of Change. Our ToC serves as the base of our internal PME framework which measures the impact of our YLP and IA programs. In 2015, we developed M&E evaluation forms for our IA program. In the first month of 2016 we will develop M&E evaluations forms as well for our YLP in line with our ToC both to be filled in by our youth advocates and our partners. This way we can monitor and evaluate the added value of the trainings both for our advocates (internal ToC) and our partners (external ToC). From 2016 onwards each program officer/manager will be tasked with PME and will be given hours to do so. For RHRN, GUSO and Yes... I do CHOICE and relevant partners will also use the PME framework from the alliances. These PME outcomes can also feed the evaluation of our YLP and IAP.

In 2016 an external evaluation of CHOICE will be executed by an independent researcher or research institution. The evaluation will look into our programs, with a focus on YLP as the IRSP has already executed a first evaluation of our IA programme in 2015. This evaluation comes at a strategic time: CHOICE's main programs, MFSII (UfBR) and DGIS (ASK), which ran between 2011-2015, will come to an end. The results of the evaluation can feed into our three new partnership programs which will execute the YLP and IAP. Finally our last external evaluation dates from 2009 and it is important for an organization to evaluate itself every few years.

6. CHOICE as an organization

Due to our growth in recent year CHOICE has professionalized as an organization:

- We have been through an internal re-organization during which we redefined our different roles and responsibilities and written new internal procedures.
- Furthermore we have strengthened our core focus and ambitions when we developed our Theory of Change. This process also led to the development of internal and external monitoring and evaluation forms for International Advocacy Programme.
- Finally we developed our first external communication strategy.

6.1. CHOICERs

As a youth-led organization run by young professionals between the ages of 16-29, CHOICE is highly dependent on its staff and members. However, we face some challenges, including the process of aging-out, where members and staff transition out of the organisation when they reach a certain age, and a turn-over rate due to a high mobility of our members. It is therefore important that we invest in our 'human resources' both in quantity (active members and FTE) and quality (internal capacity training).

6.1.1 Board

The board improved CHOICE's organizational sustainability by revising the procedure for the installation of a new board. Instead of installing an entire new board every two years, from now on CHOICE will install two or three new board members each year. This gradual turnover will ensure internal learning and retention of knowledge within the board, contributing to our organizational sustainability. The board will start with the recruitment for new board members in April. A month later, the current and new board members will work on the transfer of knowledge.

The board wants to maintain its steering role and reduce their practical efforts within the organization. The board is currently in transition from an operational board (model IV in Code Wijffels) towards a supervising board (model III). The ambition is to complete this transition in 2016 with guidance and support from the current supervisory board. Efficiency for CHOICE is the most important reason to complete the transition from model IV to model III. In order to successfully transform to model III, the board will develop a road map with a clear description of tasks, responsibilities and roles within the board vis-à-vis the organization. An important challenge is how to include a mechanism that guarantees an institutional memory for the organization.

6.1.2. Staff

CHOICE staff members are essential for the success of the organization. In 2016 CHOICE staff will expand with a minimal of 2.0 FTE due to three new programs which will start in 2016. Staff formation will include fundraising (external fundraising) and program staff for Yes I do, Right Here, Right Now and Get up, Speak Out. Due to our expansion the job descriptions of staff will change in activities and/or responsibilities. The Chair and Executive Director (ED) will develop and write new job descriptions for staff in the first quarter of

2016. Expansion will also entail investing in additional office supplies, including PC's, desks and chairs and re-arrange the office lay-out.

In 2016 our Partnerships Manager will turn 30 and conform CHOICE's 'aging-out' policy will have to leave the organization. We will therefore have to hire a new advocacy officer and invest in a high quality turnover in order to guarantee sustainability of our IA programme.

Due to the expansion and professionalization it is also necessary to develop a more consistent and robust salary system. The Board, under leadership of the Chair, will consult with Merwede, our pay-roll administration.

Furthermore we will invest in the personal development of staff members. Staff members will write a personal development plan (PDP) at the beginning of the year, which will guide their training opportunities through the year and will be evaluated during performance interviews. Secondly, CHOICE will invest in making more training budget available for staff in order to support their PDP.

6.1.3. *Advocates*

Internal capacity building trajectory

Internal capacity building so CHOICERs are equipped with the best knowledge and skills to execute the CHOICE programs, is one of the priorities of the board. In 2016 the Board will therefore start the coordination of a 'Internal Capacity Building trajectory'. The goal of this trajectory is to build knowledge and skills amongst our advocates to create a strong team of trainers and a strong team of advocates all with a second role as connector and a strong basic understanding of CHOICE and its values. This is needed to execute the new programs with higher quality and more professionalism.

The trajectory will consist of three different 'tracks':

1. Basic track (obligatory to all: trainer and advocate)
2. Advocacy track
3. Training track

Before the trajectory starts, the **basics of CHOICE** as an organisation are covered separately in the introduction training by MMC. MMC will review the introduction package to fit the internal capacity trajectory.

The **basic track** will be executed by CHOICE University Cluster (CUC) and Creative Communication Cluster (CCC) and consist of e.g.:

- SRHR themes and CHOICE value clarification - CUC
- MYP and YAP and CHOICE value clarification - CUC
- Introduction to our internal (YLP and IA) and external programs (RHRN, GUSO and Yes I do) – CUC (support staff).
- Communication skills (blogging, social media) by CCC.

The **advocacy track** will be coordinated by the International Advocacy Cluster (IAC) and consists of e.g.:

- Introduction to International advocacy processes (CSW, CPD, SDGs);
- Introduction to International (advocacy) networks;
- Development of lobby and advocacy skills (e.g. how to write a statement, recognize progressive SRHR language in UN documents).
- The development of IAC newsletters which provides updates for all CHOICERs on international advocacy processes.

The **training track** will be executed by Capacity Development Cluster (CDC) and consists of e.g.:

- Introduction to and training on didactic skills (opportunities to give training sessions on SRHR as well as advocacy topics within CHOICE)
- Intercultural communication skills on SRHR
- Deeper understanding of country/program specific SRHR and local advocacy structures.

The Board functions as a supervisory body and monitors the planning, quality and quantity of the training sessions. Furthermore the board, together with MMC, will stimulate and support CHOICERs to go through both the advocacy and training tracks to strengthen CHOICE's connector role.

Clusters

Clusters and the CHOICE advocates play an important role within CHOICE and the implementation of CHOICE's programs. The youth advocates are organized in clusters. In 2016 the priorities of the clusters are:

CHOICE University Cluster (CUC):

- will contribute to the capacity development of CHOICE by increasing the knowledge of CHOICERs and training them in essential skills. CUC will continuously ask for input from all of CHOICERs (e.g. at every GM) to make sure our work matches the needs and expectations of the organization.
- will focus in their sessions on a few thematic priorities: professionalization of CHOICE, thematic SRHR sessions, how to mainstream MYP within our new programmes, Training of Trainers, Juncture, and advocacy skills (including networking and cv building for CHOICERs).
- will organize the Internal Trainings Weekend (ITW) in March 2016, including approximately three or four separate training sessions that are both fun, interesting and useful for CHOICERs.
- will keep updating the Library and improve the research functions of the library. CHOICERs will be able to use the library for personal interest, to update their knowledge on SRHR and as training materials (internal and external trainings).

Member management Cluster (MMC):

- will organize a minimum of 2 selection rounds, in which they aim to select a minimum of 7 new members (youth advocates) in total. MMC will assess once every quarter at cluster lead meetings and at GMs where capacity is needed. MMC will coordinate the selection round in agreement with the board as they are responsible

for a healthy internal capacity within CHOICE. To attract new youth advocates MMC will, in coordination with other clusters and Board, increase CHOICE's brand awareness, including via the distribution of recruitment posters and video.

- will coordinate the selection rounds, which will consist of setting-out external youth advocates vacancies, followed by one round of job interviews. MMC will decide upon the new members to be selected, after consultation with the Board.
- Will welcome and integrate new advocates within CHOICE and introduce them CHOICE's by organizing an introduction meeting. The introduction meeting will be reviewed in 2016. Also every new youth advocate will be assigned a buddy following the procedure 'Buddy system'. The buddy will provide guidance and support to the new advocate for a minimum of 3 months. Over the course of the year MMC will write clear guidelines for the buddy system and recruitment rounds. Furthermore MMC will constantly evaluate and look for feedback from youth advocates on how to improve MMC's work.
- Will support youth advocates by the creation of the CHOICE CAREER PLAN to monitor the personal objectives of youth advocates and to give advice and support to advocates on their upcoming events or activities. At the ITW and AGM MMC, in consultation with the Board, will propose a new cluster division.

Capacity Development Cluster (CDC):

- will use the fact that there are no trainings the first half year of 2016, due to the new programs, as an opportunity to build the internal capacity in training. CDC will set up a series of trainings to develop the training skills of the youth advocates. Themes that will be discussed are didactical skills and methods, how to discuss and work on SRHR in culturally sensitive or fragile contexts, etc.
- will develop, in cooperation with staff, a training module which can be used by the advocates who will go for a training. This will create a certain degree of standardization in CHOICE's trainings.
- Will review and structure all existing training modules.
- Will introduce the Take Two Principal in our internal capacity building sessions, meaning that session will be facilitated by two CHOICERS, one experienced and one inexperienced, to be able to practice training/presentation skills and for individuals to be able to show the group that they are ready to go abroad and do a training.
- Will support trainers who will go abroad from the second half of 2016 onwards: developing sessions, providing information, share experiences, etc.

International Advocacy cluster (IAC)

- Supports the International Advocacy Programme. Chapter 2 is written with input from IAC.
- Will contribute to internal capacity building, via the advocacy track, both also by the development of a monthly newsletter or a comprehensive booklet on IA overall (similar concept to one CHOICE had in previous years) on world advocacy news, IAC activities and so on. An idea is to professionalize these newsletters and share them with CHOICE partners and on advocacy list-serves.
- Will look into the development of infographics (youth-friendly) to facilitate knowledge-sharing on complicated UN processes (CPD, CSW, SDGs).

Creative Communications cluster (CCC)

- Supports the development and execution of CHOICE's external communication strategy (see chapter 6.3).
- Develops content for the CHOICE website and the newsletter.
- Updates CHOICE's social media (Facebook, Twitter and will look into the possibility to start a Instagram account).
- Will support the development of the new CHOICE website.
- Will organize a 'launch' event for the new CHOICE brand (mid 2016).

6.2. Fundraising

In 2015 CHOICE secured funding from the Dutch Ministry of Foreign Affairs – Strategic Partnerships and the SRHR partnerships – for three different programs, which build on ASK, UfBR and No...I don't. These three programs will provide CHOICE financial sustainability to execute our IA and YLP program for the upcoming 5 years. In first half year of 2016 the Board will develop a new fundraising strategy 2016-2020. This strategy will be based on the following guiding principles:

- The new 5 year programs provide us the opportunity to diversify our funding and look into new cooperation and alliance partners.
- Our fundraising will be guided by our ToC. Within the framework of our ToC we will expand our regional (for example Europe, or Latin-America) and thematic (for example LGBTI) focus.
- Our focus will remain on institutional fundraising, including governments and foundations.
- Our new website will also provide the opportunity to attract private donations.
- We will develop guidelines for cooperating with the private sector in Public-Private-Partnerships.
- After the development of the three new programs and the start of the implementation activities from mid-2016 onwards, CHOICE will hire a person to execute CHOICE fundraising strategy. Institutional fundraising will become part of the program officers' job description.
- We will implement our fundraising strategy from mid – 2016 after we finished the development of three new programs.
- CHOICE advocates will be stimulated to contribute to CHOICE's fundraising efforts once a year. In order to activate the advocates, they will need a clear fundraising focus and goal. An idea we want to look into in 2016 is the establishment of a small-scale fund within CHOICE for new, international youth-led initiatives to apply to. Advocates would raise money for this fund.

6.3. Communication

External communication

External communication is a relatively new field for CHOICE. In 2015 CHOICE has invested in making extra hours available at the office to coordinate the development of CHOICE's first external communications strategy. Before we will implement the strategy CHOICE will

involve a communications expert to review if our strategy is sufficient and ready for take-off. The communication expert will be approached via a foundation which connects professionals with a specific expertise to NGO's to donate their time and expertise for free. One example CHOICE has worked before with is *Sitchting LaLuz*.

As part of our external communication strategy CHOICE has set the following goals for 2016:

- We will launch a new and stronger CHOICE brand by mid-2016:
 - Together with our designer (Walewijn de Boer) we will adjust the CHOICE design to make it less distractive and more fit to our organization and focused on storytelling.
 - We will invest in merchandise which will support CHOICE's external presence;
 - In order to support our brand we will also strengthen old and develop new CHOICE slogans.
- Develop and launch a new website which will support our communication goals. The new website will be launched in the Summer of 2016. Our new brand will be incorporated on the website. We will develop a website launch strategy.
- To support CHOICE's external communication with images CHOICE will conduct a third 'photo' trip together with CHOICE photographer Marije Kuipers.
- We will strengthen and focus our social media use. By the end of 2016 we will double our Facebook followers to 4.000-5.000.
- To increase transparency about our work we will continue to send out a quarterly newsletter and we will reach between 500- 1.000 subscribers.

Internal communication

A youth-led organization deals with a high turnover of youth advocates. It is therefore important that a well-functioning system is in place where we can document our work for future CHOICE generations. Over the last few years we have used our internal CHOICE portal. In 2016 we will develop guidelines and transfer to Sharepoint 365's onedrive, which will be accessible to all youth advocates.

7. Annexes

See Sharepoint for the cluster year plans.