



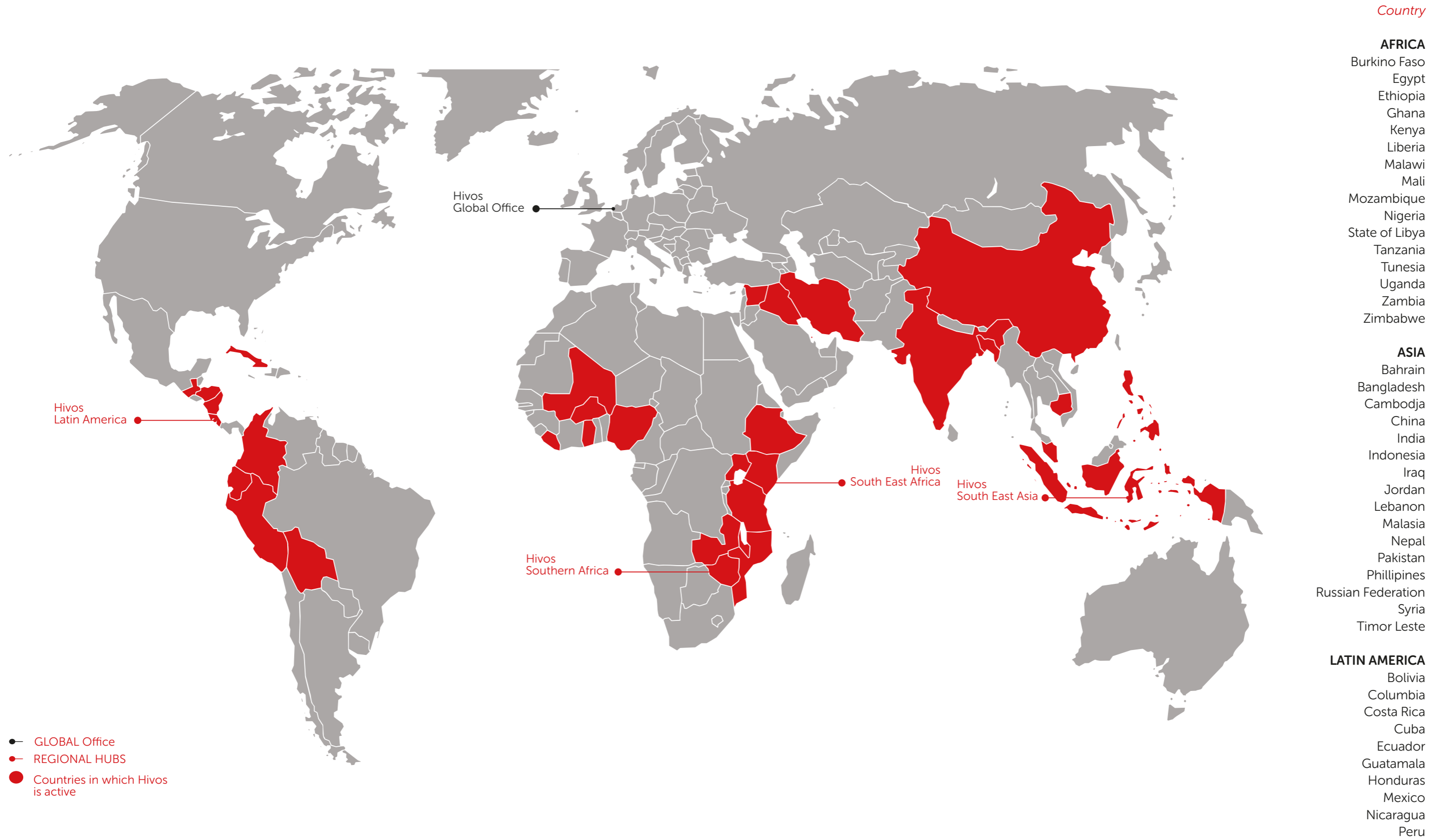
**HIVOS**  
ANNUAL REPORT 2016



“DO **NOT FEAR** TO BE  
ECCENTRIC IN  
*OPINION*, FOR EVERY  
OPINION NOW  
ACCEPTED WAS ONCE  
**ECCENTRIC.**”

BERTRAND RUSSELL  
(BRITISH PHILOSOPHER AND HUMANIST)

# HIVOS WORLDWIDE





Hivos believes  
in people's  
creativity

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# 1. MISSION AND VISION

## OUR VISION

Hivos believes that every human being has the right to live in freedom and dignity. You can be who you are wherever you are, whether you are male, female, gay, straight, or anything in between. Moreover, you should have the freedom to believe and say what you want, to challenge governments and question the established order. Your freedom only ends where another person's freedom begins, and where the earth imposes her limits.

We believe societies should be open, guaranteeing freedom, welcoming diversity and providing equal opportunities for all. We believe societies should be green, using natural resources sustainably to the benefit of all. These two areas are closely interlinked, as we believe that human freedom is only possible when we also care for our natural resources.

## OUR MISSION

Based on a track record of almost 50 years of partnering of frontrunners in daring, innovative and impactful development programmes, Hivos seeks new and creative solutions to persistent global problems. Problems that prevent people from taking their lives into their own hands, and that threaten our earth, which is after all the basis of our existence.

With smart projects in the right places, Hivos offers a positive counterbalancing force against discrimination, inequality, abuse of power and the unsustainable use of our planet's resources. To achieve a free, fair and sustainable society, we innovate for social change.

At the heart of our strategy are frontrunners: pioneers be it activists, social entrepreneurs, civil society or artists that operate at the frontline of developments, due to their great ideas, new solutions, high-impact collaborations and bold approaches. We scout for and help to develop smart ideas and new approaches. We support their most promising solutions and bring them to scale. We link all parties that can – and want to – be part of these solutions. And we help create an enabling environment, including the political environment, in which these solutions really stand a chance and can flourish.

## HIVOS VALUES

Hivos is inspired by humanist values. We believe that human life is valuable and full of potential. When people are given a chance to live in freedom and with dignity, they are able to live a life that contributes to the greater good of humanity. Self-determination and diversity are key when addressing the challenges of our modern complex society. We believe in a life lived responsibly and ethically, both individually and collectively, with respect for people and planet.

## HIVOS KEY FIGURES 2016

amounts in 1,000 euros

	2016	2015
<i>Figures in accordance with regulations Central Bureau on Fundraising</i>		
<b>Total income</b>	<b>127,897</b>	<b>67,798</b>
Income from private individuals	2.325	724
Income from companies	1.425	1.014
Income from lottery organisations	1.350	1.350
Income from government subsidies	79.028	47.458
<i>of which MFS-2 grant of Alliance partners</i>	242	3.765
Income from other non-profit organisations	10.962	9.357
Income from investments	32.249	4.373
Other income	1.009	408
Exchange risk gain/loss	-451	3.113
<b>Programme liabilities (new liabilities)</b>	<b>91.955</b>	<b>60.443</b>
<i>Open</i>		37.769
Transparency & Accountability	19.871	
Freedom of Expression	2.898	
Sexual Rights & Diversity	31.639	
Women's Empowerment	14.822	
<i>Green</i>		18.909
Renewable Energy	15.937	
Sustainable Food	6.546	
<i>MFS-2 programmes of Alliance partners</i>	242	3.765
<b>Portfolio (per 31 december)</b>		
Outstanding liabilities to partner organisations	83.375	72.314
Number of partner organisations	445	758
<b>Organisation</b>		
Operational cost	22.378	19.541
<i>of which management and administrative costs</i>	2.809	2.123
Results (after appropriation)	622	282
Reserves	6.829	7.498
<b>Liabilities</b>		
<b>Liabilities by programme</b>		
<i>Open</i>		67%
Transparency & Accountability	22%	
Freedom of Expression	3%	
Sexual Rights & Diversity	35%	
Women's Empowerment	16%	
<i>Green</i>		33%
Renewable Energy	17%	
Sustainable Food	7%	

## Liabilities by region

Africa	37%	38%
Asia	20%	26%
Latin America	24%	19%
The Netherlands		1%
Worldwide	19%	16%

## Hivos Network

### By programme

<i>Open</i>		585
Transparency & Accountability	178	
Freedom of Expression	72	
Sexual Rights & Diversity	68	
Women's Empowerment	52	
<i>Green</i>		173
Renewable Energy	44	
Sustainable Food	31	
<b>Total</b>	<b>445</b>	<b>758</b>

### By region

Africa	214	335
Asia	120	193
Latin America	78	144
The Netherlands		6
Worldwide	33	80
<b>Total</b>	<b>445</b>	<b>785</b>

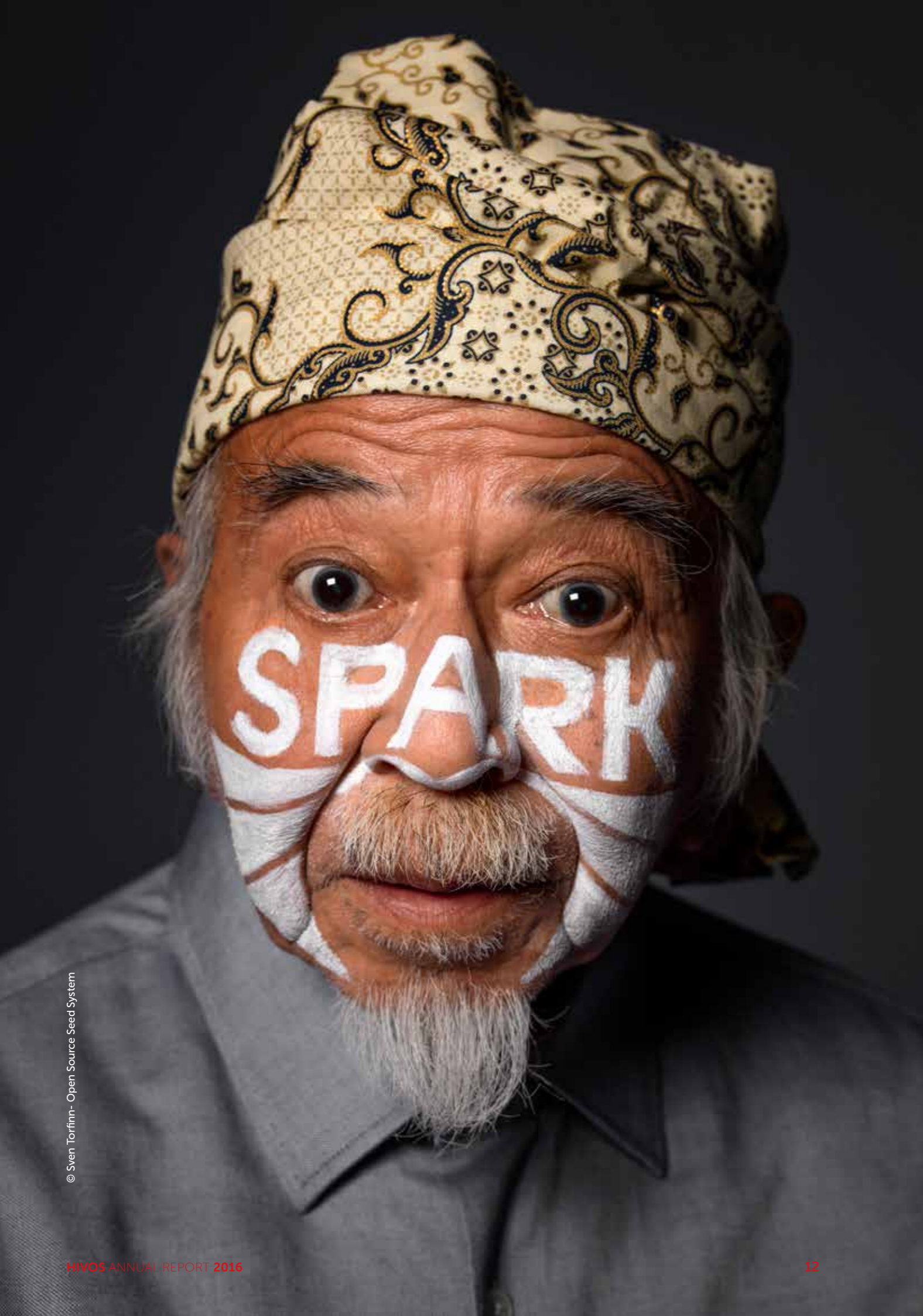
## Social

Number of employees per 31-12	384	337
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## Environment

CO2 emissions	1,919*t	1,929*t
CO2 compensation	100%	100%

\*these totals have been rounded figures based on a calculated estimate of previous emissions and current flight emissions figures



## 2. EXECUTIVE BOARD REPORT

We are proud to present our 2016 Annual Report to you. Despite our pride in our work, it is difficult to sum up 2016 light-heartedly as the world is in turmoil. There are a number of crises raging worldwide, including the ongoing Syrian war, the drought in Africa, other natural disasters, and terrorism. The vote for a Brexit in June and for Donald Trump as U.S. President in November are examples of Western citizens' lack of trust in state institutions and the status quo. They are just two examples of a worldwide trend back to nationalism which seems to go hand-in-hand with an ever-more-individualised society and a shrinking acceptance of those who are seen as 'not belonging here'.

As Hivos, we feel that this is a threat to the open society that is at the heart of our work. If we are to counter the shrinking space for civil society, we need to collaborate with frontrunners in civil society, government and private sector towards finding solutions, however dire the context may be. At the end of 2015 we were optimistic about the possibility of such a broad coalition, having seen the Paris Agreement on climate change and the agreement on the Sustainable Development Goals. And all the while we know that countries are hesitant to make the huge investments needed in order to save our planet and develop its people. That needs to change. Investing in sustainability is in our own interest, economically and socially. Reducing inequality, improving social justice and making all voices count is key – otherwise competition for scarce resources will make climate

change and poverty worse, resulting in even more migration and greater societal tensions.

### MAIN RESULTS IN 2016

This report describes what we achieved with our partners in 2016 through our programmes and projects, which aim to make our societies greener and more open. For example one of our biggest programmes, Making All Voices Count, has worked with citizens, tech companies and government institutions in twelve countries in Africa and Asia to contribute to better interaction between citizens and governments, and to make governments more effective and accountable. Citizen agency and government responsiveness is also at the heart of our contribution to the support unit of the Open Government Partnership and its regional activities. See the inspiring case of Bojonegoro. Also in Indonesia, one of our new initiatives aimed at making the island of Sumba 100% sustainable is setting up a social enterprise which provides essential services to potential consumers and investors in off-grid renewable energy systems.

In the sexual rights and diversity field, our work has once again become more difficult. At a time when the acceptance of sexual diversity is on the decline and even the appointment of a UN Representative for LGBTI rights is heavily contested, many of our efforts go towards enabling LGBTI organisations to resist attacks on their rights and physical security. In our six HIV/AIDS and Human Rights programmes in Latin



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America, Southern Africa and Southeast Asia, we succeeded in increasing access to health services for most affected groups, such as LGBTI persons, sex workers, and people living with HIV/AIDS.

Much of our current work seeks to use innovation for social change. It builds on the experiences and networks of the extensive MFS programme which we finalised last year. This €272 million multi-theme programme ended in 2016 and enabled Hivos over the years to support civil society in 26 countries in their struggle for human rights, economic empowerment and equality. The donor of this programme, the Dutch Ministry of Foreign Affairs, has praised Hivos for its frontrunner's role in the Transparency & Accountability programmes. In particular the Ministry mentioned the Open Government Partnership process, projects with young people in the Middle East and North Africa (MENA) region, and programmes in the area of gender equality, including in the economic sector. In addition, we were congratulated on our systematic analysis and openness also to admit failure.

### NEW STRATEGIC COLLABORATIONS

We are building on this track record in our new Strategic Partnership with our partners IIED and ARTICLE 19, and the Ministry of Foreign Affairs. This strategic partnership is just one of the 40+ new programmes and projects that Hivos started in 2016. Other major new initiatives are the Women Empowered for Leadership programme (Lebanon, Jordan, Zambia, Malawi and Zimbabwe), the KP REACH programme on HIV and Human Rights in Southern Africa, the Green Prosperity Project Partnership on renewable energy in Indonesia, and the SAFE programme in Latin America on sustainable agriculture, food and the environment.

Last year also saw Hivos Impact Investments (HII), a company founded by Hivos, begin full operation. HII launched its second fund, the Hivos Food & Lifestyle Fund. This fund sources innovative enterprises from Hivos's sustainable food programmes, and has already invested in three companies.

Furthermore, in 2016 the Hivos Triodos Fund showed great impact again, reaching millions of people and showing very good returns. Nevertheless in the search for new solutions and social innovation and after more



than twenty years of successful investment in microfinance institutions, this joint initiative of Hivos and Triodos Bank, shifted to pioneering loans and equity to small and medium enterprises for sustainable food and energy.

### INTERNAL ORGANISATION

We are glad to report that despite high competition and the decreasing budgets of government donors, we have been able to secure €134 million in new contracts in 2016 to be spent in the coming years. While this means that we are well on track in relation to our estimates, the coming years will remain challenging for Hivos as an organisation.

These challenges are related to both the changing funding environment and our changing role. We have moved away from the 'donor' or re-granting role towards that of a broker. As a result, we need to explain to partners and stakeholders that our options for simply regranting are now limited, and that we see our added value in bringing different stakeholders together and helping frontrunners and their innovations to accelerate. In order to develop a

better pitch and improve focus, in 2016 we fine-tuned our Strategic Plan and elaborated a new Business Plan. This year it again a considerable investment in programme development and innovation was realised.

It has also been our experience that accessing funds requires more relationship-building and proactive involvement of donors than before. We want to deliver to our partners and target groups as well as to donors and the public/taxpayer. We have therefore been investing more in improving our operational processes, and will continue to do so for the next couple of years. Examples of such investment include dedicated focus to improve operations at the level of the Executive Board and further decentralisation of responsibilities to Regional Directors and Programme Directors. Further improvements in our operational processes come from a more rigorous use of a 'project management' way of working and a collective team development trajectory, to support the needed change in the organisational culture: a culture which breathes collaboration and entrepreneurship, challenges

people out of their comfort zones and puts innovation as well as cost awareness high on their priority list.

To learn from the first phase of our transition, the major reorganisation in 2014-15 was evaluated. Part of the evaluation was a staff survey which was completed by 174 employees. The evaluation concludes that Hivos is on the right track in implementing a new organisational structure and the corresponding staffing thereof. At the same time, the evaluation identified some loose ends which we have started to address.

### FINALLY

2017 will be a year of investment: in promising new initiatives which may turn out to be our innovative solutions of the future, in further improving our operations, and in building on existing partnerships to bring innovative solutions to scale.

It is clear that ownership should be transferred if we are to do justice to our partners' increased capacities. Only with consolidation in our sector and connecting to local presence can we overcome fragmentation

and fight poverty, improve social justice, improve inequality and address further climate change. Hivos believes in its multidisciplinary approach and wants to be active in various continents, so in 2017 it must invest in assessing new strategic and far-fledging partnerships.

Through this Annual Report we want to show what Hivos has accomplished in 2016 and, at the same time, to thank all our donors, partners, stakeholders and advisors for their support. A special thanks goes to our staff for their hard work and dedication, which resulted in the achievements reported on and many more.

Edwin Huizing, Executive Director  
Sanne Nolst Trenité, Director of Operations





### 3. THE HIVOS WAY

Hivos trusts in the power and creativity of frontrunners: progressive critical citizens and their organisations, enlightened governments and innovative businesses. These groups come up with solutions that enable people to take their lives into their own hands, and to live in freedom and dignity. Solutions that ensure sustainable livelihoods, while respecting the planet's boundaries. In 2016, as in previous years, we worked to incubate, catalyse and bring to scale their innovative, persistent attempts to realise social change.

#### INNOVATION AS DRIVER FOR SOCIAL CHANGE

In 2016 Hivos played a key role in developing India's first open-source seed system (only the second one in the world); we worked to get control over their seeds back into farmers' hands, countering the shift towards seed patenting by large multinationals. This project illustrates Hivos's belief in the continuous need – and search – for innovation. In the Gulf region, our Shelter Me programme developed innovative ways to break the isolation of foreign domestic workers and change their employers' behaviour. Other examples of Hivos's innovative approach include the social enterprise we set up on Sumba in 2016, to break the deadlock of companies reluctant to invest in decentralised renewable energy, and the successful Child Labour Free Zones we expanded to Africa and Nicaragua, taking almost 58,000 children out of work and into

school. This project is a good example of how Hivos scales innovation. In 2016, we also took the first steps towards putting our innovation fund in place. This innovation fund is aimed at exploring and developing ideas and opportunities for social change, from idea to programme pilot or proposal, originating from and proposed by our own staff members.

#### APPLYING OUR THREE-STEP APPROACH IN 2016

##### 1. WE ENGAGE WITH INSPIRING AND GAME-CHANGING FRONTRUNNERS AND SUPPORT THEIR INITIATIVES.

Hivos believes that young creatives can become a force for positive social change in their societies and enhance freedom of expression – provided they can find the space to develop their full potential. In the fragile Middle East and North African countries hundreds of young creatives collaborate in our coworking spaces, working together to develop new plans and build their entrepreneurial skills. In 2016 these spaces spread from the capitals to remote towns, became increasingly self-sustainable, and attracted more female entrepreneurs. Other daring frontrunners of social change with whom Hivos works include the infomediaries in our new Open Contracting programme, and the strong Syrian women we support through Women on the Frontline, who help to build peace in their country.

## 2. WE CONNECT ALL RELEVANT STAKEHOLDERS AROUND AN EXCITING PLAN.

Hivos brokers coalitions between citizens, civil society organisations, change-makers within governments, and private sector parties who are willing to develop new solutions to their persistent problems. We link usual to 'unusual' suspects and provide them with the space to transform ideas into workable solutions that are ready to grow and spread.

In Latin America we co-ordinate the Sustainable Agriculture, Food and Environment (SAFE) platform, a multi-stakeholder alliance of big coffee and cocoa companies, investors and NGOs. SAFE aims to tackle the impact of climate change through support to smallholder farmers and their inclusion in the global value chains.

In our Food Change Labs, we invite all stakeholders to identify the most pressing problems in their local

'Hivos has clearly played a pioneering role in the Open Government Partnership (OGP) process and in open contracting. The Ministry (further) appreciates how Hivos has made use of digital developments - smartphones of young adults - to support larger groups of people in making their voices heard, for example in Tunisia and Egypt.'

Letter Dutch Ministry of Foreign Affairs, dated 15 december 2016

food systems and jointly come up with new, sustainable solutions. In Zambia, where malnutrition and child stunting figures are extremely high due to the maize mono-diet, we approached the food system problems from a health angle. This attracted farmers, government representatives, media, civil society organisations, urban dwellers, private sector parties, budget-tracking organisations and the church to our Food Change Lab. At the end of 2016 participants formed six multidisciplinary groups that in 2017 will come up with concrete proposals on topics such as soil degradation and awareness of healthy diets.

## 3. WE INFLUENCE POLICIES AND SCALE SOLUTIONS.

Our lobby and advocacy work is mostly evidence-based, using the innovative solutions and concrete results that we realise on the ground and working together with frontrunners and coalitions of the willing. During the COP 22 in 2016, Sumba Iconic Island convinced almost fifty countries that 100 percent renewable energy is a feasible solution for the billions of people living in remote areas without energy access. In addition the concrete solutions developed in our Ugandan Food Change Lab, resulted in decision-makers adapting their food planning systems at the national level.

Hivos's Women@Work campaign took a new step in 2016, building on its successful advocacy work to improve the working conditions of women in the African horticulture sectors. Focusing on major export products and working on both the production and consumer sides of the value chain, we managed to influence the policies and practices of major stakeholders. In the Netherlands, our Living Wage Lab advocates for living wages for women by engaging a growing number of government agencies, retailers, producing companies and certification bodies to jointly create solutions.

## MEASURING THE RESULTS OF OUR WORK

Hivos innovates for social change, and social change processes are known to be very complex. To plan

strategically and learn continuously from what we do, we need regular reflection, meaningful monitoring and systematic evaluation. Do we achieve our goals? Does our work have the desired effect? What works and what doesn't, and under what circumstances? Good management, monitoring and evaluation are the tools to achieve insight into the progress of our work. We learn to improve.

## DESIGN, MONITORING, EVALUATION AND LEARNING

Since 2015, all Hubs, the Global Office and some of the larger programmes have employed specialised staff for Design, Monitoring, Evaluation and Learning (DMEL) roles. Programme design at Hivos increasingly begins with a Theory of Change (ToC) workshop, facilitated by a DMEL officer. In early 2016 Hivos published its 'Theory of Change Thinking in Practice' manual, a stepwise approach for Hivos staff and partner organisations on how to apply our ToC approach in practice. The guide is the fruit of many years of experimenting and learning, and will enable us to be more effective in achieving our goals.

## OUTCOME HARVESTING

Much of Hivos's work and the change processes we are involved in are complex and not easy to predict, and the process of assessing our results is similarly complex. A good example is our new Strategic Partnership with the Dutch Ministry of Foreign Affairs which runs from 2016 to 2020. Inspired by the experience of the MFSII ILA (International Lobby and Advocacy) evaluation, Hivos has adopted Outcome Harvesting as a monitoring approach which is inherently able to handle the unpredictable aspects of social change programmes. Outcome Harvesting works through formulating precise statements of changes that have occurred in the behaviour of relevant 'social actors', and to which the programme has contributed. All partners involved in the four programmes under this strategic partnership will participate in the assessment of results through Outcome Harvesting. Activities in 2016 focussed on introducing staff, in partner organisations as well as in Hivos, to the principles of Outcome Harvesting. First Outcome Harvesting activities will take place in 2017.

## FINAL MFSII REPORT

In 2016 Hivos presented the final report on the MFSII funding for the People Unlimited Alliance 4.1. programme (2011-2015) (involving Mama Cash, IUCN, Free Press Unlimited and Hivos) to the Dutch Ministry of Foreign Affairs. Hivos hubs in Jakarta, Nairobi, Harare and San José organised reflection and learning workshops for staff and partners, not only to reflect on the achievements of the past five years but also to look ahead at the challenges of the post-MFSII period. The final report analysed the achievements in the four MFSII result areas: Millennium Development Goals, Capacity Development, Civil Society Strengthening, and International Lobby and Advocacy. Alongside the report, 15 short films were produced by The Innovation Station to visualise the results and achievements of different projects. In its final response, the Ministry praised the thorough and reflective report and congratulated the Alliance on its achievements.

## EVALUATING THE HIV PROGRAMME IN GUATEMALA

Hivos has a long-standing relationship with the Global Fund to Fight AIDS, Tuberculosis and Malaria, the world's main public-private partnership on health. Beginning in 2016 Hivos manages six Global Fund programmes, covering 25 countries. In 2016 Hivos's role as a principal recipient for the 'Containing the HIV epidemic in Guatemala' grant was evaluated by the Global Fund. The programme seeks to significantly reduce the rate of transmission, morbidity and mortality due to HIV. Priority is given to populations most at risk (and their partners): men who have sex with men; female sex workers; people living with HIV; transgender people; and prison inmates. The analysis refers to the period from April 2014 to September 2016, one of the most turbulent periods in Guatemala's political history. Within a two-year period the country had three consecutive presidents, as well as seven Department of Health ministers and many more deputy ministers. The researchers made a comparison between the guidelines of the project, events that emerged in the implementation, and lessons learned during the process. The researchers concluded that Hivos has, in the implementation of this grant, managed to maintain and improve performance, even under adverse circumstances.

## EVALUATING THE EXPRESSION AND ENGAGEMENT PROGRAMME

Hivos's Expression & Engagement programme (E&E), funded by Sida, went through an extensive evaluation in 2016. Mideast Creatives, MAILA and Ubunifu are three of the programmes that were supported under E&E. In line with its main goal – protecting, supporting and advocating for freedom of expression – the evaluation collected the stories of the people involved in order to take a critical look at the programme. The evaluation also takes data and statistics into account, but only as a control system; the core is built from the stories of involved persons. During January and June 2016 around 70 interviews and semi-structured talks were conducted and desk research took place in Kenya, Tanzania, Costa Rica, Guatemala, Bolivia, Tunisia, Egypt, Lebanon and Jordan. Hivos was praised by beneficiaries for providing them with the freedom to develop their own ideas, to work independently, to criticise and to state their own opinions, and for its flexibility and preparedness to postpone reports and results in the event that something unexpected happens. Hivos learned that some of the successful projects could easily be replicated, and that community, co-operation and networks are key ingredients for success. Smaller cities also need spaces for free expression, so Hivos should focus on these non-capitals too. In 2017 the E&E programme will follow up on the outcomes of this evaluation.

## MAKING SURE WE ARE ACCOUNTABLE

For Hivos, accountability is closely interlinked with trust. Trust is an essential ingredient in the work we do and in the networks we maintain. Accountability – financial accountability in particular – is a sine qua non for trust. A financially accountable partner can trust Hivos to assess its financial records in the spirit of our agreement; this includes taking into account the social and political context in which they operate.

The strong link between trust and financial accountability applies to the whole chain of (financial) relationships. It is essential that Hivos maintain donors'

confidence in our programmes, as well as the trust of the people (often taxpayers) who can hold our donors to account. And last but not least, financial accountability enables an evidence-based discussion about our efficiency and effectiveness, and how these can be improved.

Hivos draws a red line when it comes to fraud. Fraud is totally unacceptable. If a partner commits fraud at the organisational or board level, we will immediately terminate the contract. Only when the organisation has been the victim of fraudulent action (by its financial manager for example) will Hivos consider the option of assisting the organisation to improve its financial systems and checks and balances – provided the donor agrees.

## SHIFT TO PROJECT ACCOUNTS

As a result of donor changes, Hivos has shifted from providing mainly core support to its partners to merely providing project support. This entails other financial reporting requirements. As a strong advocate of the organisational approach, Hivos used to require annual accounts from the overall partner organisation, approved by an independent auditor. This ensured that Hivos had a good idea of the organisation's financial sustainability and that 'double-dipping' was impossible, as well as contributing to the partner's financial management capacity. Given our shift to project support, we increasingly ask for audited project accounts, and often more frequently.

In both cases, overall annual accounts and project accounts, Hivos relies heavily on the work of independent local auditors. These are preferably hired directly by the partner organisation, because trust between the organisation and the auditor is again an important precondition for good-quality reporting. On average, around 75 to 80 percent of Hivos's contributions to partner organisations are audited in this way. Hivos itself is audited by an independent auditor, both at the level of consolidated accounts and the level of the individual offices and projects. This means that 100 percent of our operating costs are subject to independent audits.

## IMPROVED CONTROL FRAMEWORK

In 2017 Hivos will continue to improve its control framework of which preparations have been made in 2016. Although no fraud cases were reported in 2016, in previous years we have learned some hard lessons in this respect. We have therefore developed an on-site financial health check which aims to prevent fraud and take timely measures to develop partners' financial management capacities. The trend towards more project audits and fewer organisation audits will continue. In select cases, Hivos will require the partner to provide supporting documents and the general ledger in addition to the financial report. All in all, the controls will be tighter and more specific, while Hivos will ensure that trust and financial accountability remain intrinsically linked. They will also continue to be linked to the institutional development of partner organisations.

## COMMUNICATING OUR RESULTS

Communicating the results of our work in a transparent manner is essential if we are to engage with our donors, partners and other stakeholders; it is also crucial to demonstrating that they contribute to a more fair, free and sustainable world by working with Hivos. We actively engage with our stakeholders through the media, on our website and via social media channels, on events and in networks, and we inform them about our work by developing brochures, magazines, reports and newsletters, and contributing op-eds. Among other things, Hivos gained media attention in

2016 on the Women's Advisory Board, set up by UN Special Envoy for Syria as a result of powerful advocacy by Hivos programme Women on the Frontline. Prominent Libyan activist and WAB member Zahra'a Langhi was interviewed in the Dutch equivalent of Newsnight, i.e. 'Nieuwsuur'. Hivos' sustainability approach of the food system gained attention in different media outlets such as the Volkskrant, Joop.nl and Oneworld. Furthermore, opinion pieces, blogs and interviews on sustainable energy were shared on international platforms: Thomson Reuters and Huffington Post.

One of the highlights of 2016 was Hivos's 'Budget Maid' campaign, part of the Shelter Me project, which was awarded with the Hoogvlieger Award for best campaign film. The Dutch organisation ID Leaks initiated this award to draw attention to the debate around communicating on developmental aid. ID Leaks honours organisations that create campaigns that tell a nuanced and honest story, give people a voice, and don't create unrealistic expectations or use clichéd images. The Budget Maid campaign also won the Silver Lovie Award in the Internet Video: Public Service & Activism category. Hivos is very proud to have received these awards in 2016.

## ONLINE OUTREACH

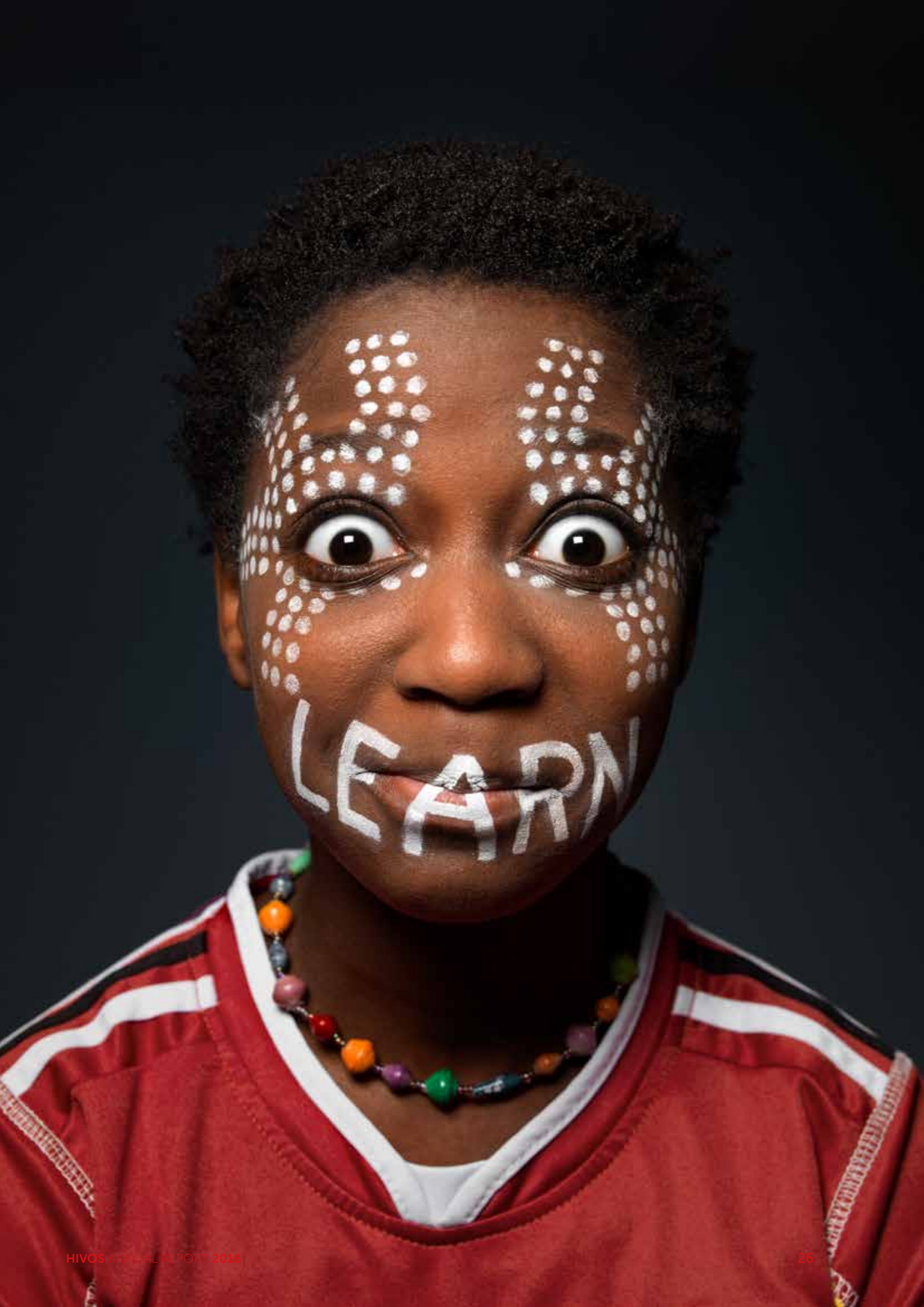
In 2016 we focused on further strengthening Hivos's online presence and growing interaction via social media. We made significant steps in measuring our online output to allow us to reach our target groups more effectively.

	Total 2015	Total 2016	Increase
Hivos.org users	228.120	261311	14%
Twitter@hivosorg	3514	5347	52%
Twitter@hivos	10957	13001	19%
Facebook@hivos	10451	13881	33%
Linkedin@hivos	3611	5101	39%



*Hivos believes in  
people's capabilities*

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## 4. WHAT WE DO

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Hivos's work actively contributes to restoring citizen's trust and countering the shrinking space for civil society. In this chapter we outline our support to frontrunners such as hacktivists and civic watchdogs, working to disclose information on public contracting so that citizens can hold their governments to account. We also write about the city-dwellers, mayors, national food planners and street vendors who commit personally, as citizens, to jointly solve persistent food problems in our Food Change Labs.

In our safe coworking spaces, young creatives in the Middle East and North Africa can freely express themselves and learn the entrepreneurial skills they need in order to become self-sustainable. Through our involvement in the Open Government Partnership and Making All Voices Count, we also support governments in being genuinely responsive to their citizens, promoting encouraging examples like the visionary mayor of Bojonegoro, Indonesia.

Hivos innovates for inclusive social change. We connect young LGBTI groups to experienced feminist movements, to mutually defend their sexual and reproductive health rights. On the Indonesian island of Sumba, we took another daring step to speed up the access to renewable energy for its poor inhabitants. And in Latin America Hivos coordinates SAFE, a multi-stakeholder alliance of big coffee and cocoa companies, investors, and NGOs who are joining forces against climate change impact. One of their main strategies is to support

and include smallholder farmers in the global value chains.

In 2016 Hivos kicked off four new programmes under one strategic partnership with the Dutch Ministry of Foreign Affairs. Together with ARTICLE 19 and IIED we will advocate for Green and Inclusive Energy, Sustainable Diets for All, Open Contracting, and decent working conditions in our Women @Work programme. The title of our partnership clearly illustrates what Hivos stands for, as well as why four seemingly different programmes fit very well under one partnership: the Citizen Agency Coalition. All four programmes are explicitly directed towards the power of women and men to take control of their own lives, to fully participate in their societies and politics, and to claim the right to be who they are.

Our programmes are increasingly intertwined and – like life itself – merge, touch upon mutual goals and target groups, and enthusiastically cross-fertilise. Sometimes literally, as is the case in our biogas programme that brings farmer families clean energy for lighting and cooking and also uses bioslurry, a strong natural fertiliser! Under Sustainable Diets 4 All we have developed projects in Indonesia with partners from our Women's Empowerment programmes. And we cross-used our Open Contracting skills to support other Hivos programmes on transparency and accountability in HIV/AIDS-sector finances and on contracting in climate finance.

## 4.1 TRANSPARENCY & ACCOUNTABILITY

In 2016 the Panama Papers demonstrated what investigative journalists can achieve, particularly when they join forces worldwide. But their work also painfully illustrates that big corporations and governments tend not to be transparent and accountable. Citizens learned that while they paid their annual income taxes, multinationals were using government rules and regulations to avoid taxes on a massive scale.

### DIGGING INTO DATA

Hivos supports investigative journalists, bloggers, techies, hackers, and civil society groups who help citizens to gain access to the information needed to hold their governments and businesses to account. These so-called infomediaries not only dig into hard-to-access data, but also translate this into understandable information so that citizens can act on it. Citizens have the right to know what governments and businesses are doing, and specifically how they obtain and spend (public) money.

Since public contracting usually involves large sums of money – usually taxpayers' money – Hivos and ARTICLE 19 set up a daring programme in 2016 to open up these contracting data. We support journalists, activists, businesses and civic watchdogs in obtaining and publishing data on the full public contracting process, from planning through to monitoring the results. Beginning in 2017, we will work in six countries on open contracting around health, extractives, construction, energy, and food and water security.

### RESTORING CITIZENS' TRUST

Open contracting not only serves citizens' right to know, but also offers governments the chance to win the war against corruption and increase civic engagement. Hivos is convinced that we need to involve both civil society and government if we aim to reconnect citizens to the people and institutions that rule their countries. For this reason Hivos continued its support for the Open Government Partnership and implemented Making All Voices



Count. 2016 was a year of reflection for both initiatives: what should be our role in times of declining citizens' trust and shrinking space for civil society?

One of the conclusions underlines Hivos's choice to support infomediaries: simply being transparent is not enough. The question is whether ordinary citizens can and will use this government information to improve their lives. Furthermore, for increased impact it seems more effective to work in cities and regional centres, where citizens directly access their government's services. Creating and collecting inspiring stories, such as that of Bojonegoro in Indonesia, provides examples of and evidence for increased government openness, accountability and responsiveness at the national level.

### INDEPENDENT MEDIA

Press freedom is rapidly declining all over the world, including in East Africa. The 2016 World Press Freedom Index ranked Uganda at number 102 out of 180 countries surveyed, followed by Kenya at 95 and Tanzania at 71. In 2016 Hivos launched several new projects, building on its many years of support to independent media organisations. We are proud to say that two major partners, the Tanzania Media Fund (TMF) and Twaweza, are now self-sustaining organisations. TMF and Twaweza, supported by Hivos since 2008/2009, became independent in 2015 and are still thriving.

The Dream Fund, approved by the Dutch Postcode Lottery at the beginning of 2017, is a great opportunity for us to make use of our experience in the field of Transparency and Accountability. In 2016 Hivos and Greenpeace, along with an impressive number of great partners, worked hard to develop innovative ideas into an inspiring project proposal. 'All Eyes on the Amazon' will combine modern technologies (such as satellites, drones and tablets) with the centuries-old knowledge of the indigenous inhabitants in order to halt deforestation in the Amazon.

### IN FOCUS

## Donor OGP: Dutch Ministry of Foreign Affairs | Donors MAVC: DfID, USAid, Sida, Omidyar Network *Governments that truly serve their citizens*

When it comes to restoring trust between citizens and their governments, two international initiatives in which Hivos is involved can play an important role. The Open Government Partnership (OGP) is a multi-stakeholder initiative to make governments more open, accountable, and responsive to citizens. Making All Voices Count (MAVC) is an international programme that harnesses the power of innovation and new technologies to support effective, accountable governance.

Hivos hosts the civil society engagement team of OGP and supports civil society organisations in participating in the creation of National Action Plans. MAVC is managed by a consortium of three organisations: Hivos (lead), Ushahidi, and the Institute of Development Studies.

In 2016 both OGP and MAVC evaluated their roles and added value, particularly in times of citizens' declining trust in governments and shrinking space for civil society. Their conclusions were remarkably similar: more transparency and openness do not necessarily lead to more engaged citizens; and to create more inspiring examples, the focus should be more on the regional and local levels, where citizens directly access services and information.

## Open Government Partnership

In 2016 the number of countries participating in the Open Government Partnership grew to 75; during the five years of OGP's existence they have made a total of 2,700 commitments in their National Action Plans to making their governments more open and accountable. Yet the proof is in the pudding: have these commitments actually increased benefits and empowered their citizens? On taking stock of the results and challenges at its 2016 summit in Paris, OGP found that there was a solid basis in place, with room for improvement.

### TAKING STOCK

The national OGP process has obviously helped countries to achieve impressive changes. Take for instance Costa Rica, where civil society and the government restarted a process that previous governments had been halting for 23 years. Indigenous people finally saw acknowledgement of their right to participate in policy-making that affects them; this was taken up as a commitment in the country's National Action Plan. In 2016 this resulted in improved services, such as the provision of clean drinking water and better housing.

On the other hand OGP faces some major challenges. Space for civil society is shrinking all over the world, including in many OGP countries. Open government is still far from mainstream among governments and civil society. And the commitments made by OGP countries often lack ambition and implementation.

### AMBITIOUS PLANS

OGP's conclusion: we need to do better. The long game is to really change the culture of governments, and to enhance real dialogue and participation. Governments must reach out to their disenfranchised citizens, engage them in policies and practices, and deliver on their priorities. Our best chance to counter polarisation and populism is to have active citizens working with open governments on the decision-making processes that affect them.

A strategic refresh for the coming five years should significantly increase OGP's impact, and support governments to truly serve and empower their citizens. To this end, OGP is working to collect and share more inspiring examples and best practices that governments can learn from. In April 2016 OGP started pilots in 15 selected regions and cities across the world, from a Kenyan county to the city of Paris, where governments are looking for new ways to interact with citizens, build trust, and harness the opportunities provided by new technologies to improve the lives of all citizens. Bojonegoro in Indonesia is one of them.



## **Making All Voices Count**

In 2016 MAVC worked in twelve countries across Africa and Asia on more than 160 active projects. It uses a US \$45 million fund to support innovative ideas that amplify citizens' voices and enable governments to listen and respond to them. MAVC specifically looks how technology can enhance citizen engagement. MAVC brings together unusual combinations of people to think and work on its projects in unfamiliar ways, drawing them from the arenas of technology, development, government, social activism and the private sector. Linking and learning is an important part of MAVC's work; MAVC builds an evidence base on what works and what doesn't that governments and civil society can learn from.

### **RESPONSE TO SHRINKING SPACE**

Since technology is an important tool in MAVC projects, shrinking space manifests itself evidently in the closing down of internet or restrictions on its use. But MAVC projects also suffer a backlash in real life, such as in the Philippines, where a successful programme on participatory bottom-up budgeting came under pressure after the regime changed. MAVC's response to these challenges is above all: trying to understand the dynamics of the context, support stakeholders to find new opportunities and see what interventions work best to push for real change.

Just as OGP did, MAVC concluded that it needs to be more connected to what happens at the country and sub-national level. As of 2016 MAVC has country engagement developers to fill this gap, based in the countries from which it sources its projects. Together with civil society and governments, they identify core ideas and mutually develop these into viable project proposals for MAVC; this way of working delivers much better, more engaged proposals than many of the open calls.



## The inspiring example of Bojonegoro

Bojonegoro is one of these best practices that MAVC and OGP would like to share all over the world: this is how governments and citizens can mutually reinforce open governance. All you need is the fundamental will to do it.

MAVC first supported the civil society organisation Sinergantara to develop the digital platform Game My Village and pilot it in five villages. The platform apps enable citizens to collect their own, real data that could be used in planning processes. Because the game uses visualisations, maps and photos, it solves the problem of government data being incomprehensible to many citizens. Thanks to the gamification approach, citizens are now able to truly participate in decisions on, for example, the allocation of resources. As a result, citizens are much more eager to participate in policy decisions.

### STRONG GOVERNMENT RESPONSE

The government response to this development was very strong. The mayor of Bojonegoro has been an important driving force behind the expansion of Game My Village. He adopted the project, provided additional resources and successfully worked to change his staff's culture, moving it from hierarchic and dominant to one which was prepared to discuss its own behaviour and really listen to the people. He integrated a digital complaint system which is now actively used, and introduced an open public dialogue ('Dialog Jumat') at his office every Friday. Dialog Jumat is broadcast on Radio Malowopati and via the local government's official website.

"In Bojonegoro, we are transforming public service from 'ego to eco, selfish to service'"

Suyoto Mustajab, Regent of Bojonegoro, Indonesia

In 2016 the mayor spotted an opportunity in the Indonesian OGP National Action Plan and the OGP's decision to go sub-national, and successfully applied for support for what was called 'Data Revolution'. This project laid the foundations of open village-level data, which is essential to the Indonesian OGP National Action Plan.

### WOMEN COLLECTING DATA

Under the extended programme, Game My Village is integrating the data that is collected manually by volunteer groups of women in Bojonegoro. The groups regularly update 211 types of data involving ten houses per group, and ranging from demographic data, educational level, and the condition of toilets/bathrooms, through the type of contraception used. In this respect Data Revolution is also an example of how women can contribute to the development of planning and data collection through technology. In 2016 the project expanded to ten more villages; in 2017 another ten will be added, as a stepping stone to all villages in the regency.

Examples such as Bojonegoro are a source of inspiration, providing a clear example of political commitment and willingness to actually listen to the public's aspirations. Openness has become a norm within both Bojonegoro's society and government, with trust being an important ingredient in involving its citizens in various deliberation processes.

### IN FOCUS

## Donor: Dutch Ministry of Foreign Affairs *Civic engagement for open contracting*

In an ideal world, governments would consider it logical to publish all data and documents related to public contracts in a comprehensible way, enabling their citizens to monitor how their tax money was being spent. Non-state actors would be consulted on the planning and public procurement of contracts long before the publication date. Interested citizens,

civil society, media and private sector parties would also have the opportunity to give their feedback. If, once the assignment had been carried out, a third party was to raise concerns about the contractor's performance, the government would act on these quickly and in the appropriate manner.

However, we don't live in an ideal world. Globally, governments spend an estimated US \$9.5 trillion each year on contracts with private companies and government authorities. Yet information about how, when, and where this money is being spent is often not publicly available, let alone understandable for ordinary citizens. This lack of information not only deprives citizens of their right to influence public spending, but also entails a huge risk of fraud and corruption, which costs governments large amounts of money.

### ACTIONABLE INFORMATION FOR CITIZENS

That's why Hivos and ARTICLE 19 launched the Open Contracting Programme in 2016, as one of the four themes within a five year strategic partnership with the Dutch Ministry of Foreign Affairs. Our goal, in a nutshell, is to empower local civil society groups, journalists, and other infomediaries to discover and use open contracting information. In addition, we aim to build lasting accountability coalitions between frontrunners in government, anti-corruption agencies, watchdogs and civil society organisations. In the long run, this will make public contracting a more participatory process.

Open Contracting is a daring and innovative programme. Daring, because opening up public contracting is a highly sensitive matter which will bring us both trusted allies and powerful enemies because the stakes are high. It is also a very complex matter, requiring specific skills and knowledge. The programme is innovative, while our focus on the 'demand' side of open data; the citizens who should be able to understand the information and use to hold their governments accountable. Open data initiatives to date have mostly emphasised the need for governments to supply data. As a result, today we see lots of unused data portals that remain unintelligible to the layperson and riddled with poor-quality and out-of-date data.

### SCOPING STUDIES

In 2016 we kicked off with scoping studies in fifteen countries, in order to explore the current levels of openness in public contracting and to highlight entry points and challenges. The studies also helped us identify allies and champions. We found that there is already a lot of engagement with open contracting, while the crucial skills and connections required in order to really make them work for citizen engagement are often still lacking. Based on the outcomes, we chose to work in six countries – Indonesia, the Philippines, Kenya, Tanzania, Malawi and Guatemala – on five main issues: health, extractives, construction, energy, and food and water security.

To develop the infomediaries' necessary technical and analytical capacities, we partnered with the Engine Room to develop an innovative partnership model. We offer a long-term, tailor-made support package which includes mentorship, training, networking, convening and stakeholder engagement, co-ordination on lobby and advocacy, matchmaking, brokering, and small-scale seed funding.

### RESPECTED PLAYER

Our emphasis on supporting infomediaries has received very positive feedback, and was mainstreamed in key fora such as the Open Government Partnership (OGP) and the Anti-Corruption Summit. Extensive lobby and advocacy activities, combined with our innovative and thorough approach, have established Hivos as a visible and valued player in the Open Contracting field. As a result of our networking activities, Hivos has strengthened its position as a respected partner in the field of fiscal transparency and the larger 'Follow the Money' community. We presented our programme and scoping studies at international conferences and set up strong collaborations with key partners. All in all, in 2016 we laid a solid foundation for the ambitious lobby and advocacy work we will implement in the coming years.

## 4.2 FREEDOM OF EXPRESSION

Hivos believes that when people are given a chance to freely make their voice heard and open their minds to new ideas, they can help build a more open and inclusive society. Yet violations of the right to free expression continued to increase in 2016 and worldwide public space is shrinking at an alarming rate. To protect the freedom of expression worldwide, in 2016 Hivos, continued to fight for an open internet, independent media and more space for art.

### FRONTRUNNERS BECOME SELF-SUSTAINABLE

In 2016 artists, bloggers, journalists, techies, human rights activists, journalists and creative entrepreneurs were supported as drivers of the open minds and creative solutions we need to solve persistent problems. Hivos offered meeting places for these creative frontrunners to share resources, to explore, to exchange and to experiment. Inspiring examples include the coworking spaces in remote towns of the Middle East and North Africa, where youth unemployment rates are high. In these spaces young people develop business skills, enlarge their networks and gain new perspectives for the future.

### CREATIVE CHANGE-MAKERS

The environment in East and Southern African countries, is equally harsh for creative minds, especially when they are young. In 2016 Hivos boosted the freedom of expression in both regions through innovative pilots, supporting youth to engage in society, stand up for their rights and enhance their entrepreneurial skills. In East African countries we specifically advocated for the creative industry to be acknowledged as an important driver for sustainable and inclusive economic growth. Hivos fosters new alliances between creative frontrunners, civil society, governments and the private sector, to defend the freedom of expression.

### A FREE AND SAFE INTERNET

A free and safe internet is crucial for the development of online creative spaces and the expression and exchange of critical ideas and disruptive approaches. The Digital Defenders Partnership (DDP), managed by Hivos, aims to keep human rights defenders, activists, independent journalists, and bloggers safe from threats. In addition, it builds capacity among rapid responders who help these activists to stay safe. We support individuals and organisations in internet-repressive areas using funding and services, linking and learning and long-term sustainable safety. In 2016, DDP has started a strategic partnership with three organisations, to know Media Legal Defence Initiative, Front Line Defenders and VirtualRoad. Each of these organisations, fulfils a specific need (legal defence, regional/physical safety and infrastructural responses) for critical internet users. Together, in 2016 we were able to support 1.419 individuals and 237 organizations in over 40 countries, like Bahrein, Mexico, Ukraine, Yemen, Sri Lanka and Syria.

### AGE OF WONDERLAND

Innovation is not possible without creativity, and therefore Hivos encourages the exchange of knowledge between thinkers, makers, innovators and doers. For the third consecutive year, in 2016 Hivos, Baltan Laboratories and Dutch Design Week created a high impact collaboration of creative thinkers in the Age of Wonderland programme. We invited six artists, designers and other creatives from Africa, Asia and Latin America to give different perspectives on the persistent global questions around big data. How can big data be a tool for social innovation? The six fellows developed their projects in collaboration with ten Dutch counterparts and exhibited these during Dutch Design Week. They produced a comprehensive deepening programme consisting of fully packed workshops, a seminar, and live online radio broadcasts.



## IN FOCUS

Donors: Sida, Dutch Ministry of Foreign Affairs (LEAD), Dutch Postcode Lottery (Age of Wonderland)

### **Mideast Creatives, coworking for sustainable employment**

In 2016, the successful coworking spaces of our Mideast Creatives programme spread all over the Middle East and North Africa. By the end of the year hundreds of young creative entrepreneurs were jointly developing creative and media start-ups and exchanging ideas. Hivos believes that these young people can become a force for positive social change in their societies, provided they find the space to develop their full potential.

#### **EXPANSION INTO NON-CAPITAL CITIES**

Kef is an example of the 2016's rapid expansion of the co-working spaces into cities outside the capitals. This small, remote town in the north west of Tunisia faces skyrocketing unemployment rates among youth, and terrorist groups in the mountains are keen to recruit these young people. Supported by Mideast Creatives, Tunisian entrepreneur Walid Hammami managed to open a coworking space in the middle of a poor neighbourhood. Young people quickly found their way to this space, called Cirta, to develop their business skills and help each other. Cirta offers them training workshops like business skills development, curriculum writing and networking activities. In total 1275 entrepreneurs started their venture in one of the 23

"Cogite has become a green oasis in Tunisia. A place where like-minded people can meet and build our country together."

Housseem Aoudi, co-founder of Cogite

co-working spaces supported since the start of the programme. More than 670,000 people were reached through the online community outreach of the co-working spaces. 46% of the entrepreneurs, residing in co-working spaces in 2016, introduced a new product or service that served their respective local market for the first time.

#### **INCREASED FINANCIAL SELF-SUSTAINABILITY**

Hivos's support has increased the financial self-sustainability of the coworking spaces. One example is the District in Cairo, which in 2015 still relied largely on donor funds but saw this dependence drop significantly in 2016. Another example is Cogite in Tunis, which was awarded the world's third best coworking space by Forbes in 2016. The space now hosts more than 100 co-workers daily and organised more than 140 events in 2016, attracting 5,600 participants (versus 2,130 in 2015).

#### **MATCHMAKING WITH INVESTORS**

Increased access to finance is crucial in order for creative entrepreneurs to grow and become independent. Mideast Creatives serves as a source of viable young companies for Hivos Impact Investments. Three entrepreneurs from this region received equity investment. Several others are still in the negotiation phase with local investors, as a result of our matchmaking activities. Hivos connected in total 101 businesses to 21 international investors and 33 small and medium enterprises participated in the Matchmaking Challenges. Up to this date 10 are still in negotiation with investors about investments.

#### **FEMALE ENTREPRENEURS**

Towards the end of 2016 Hivos supported the launch of Mubadirat, a media and social media project to support female entrepreneurs in the region. The main tool, videos portraying women creatives, was very successful, with over 350,000 views in 2016. For example the video of Peri Abou Zied (38) from Cairo was viewed almost 85,000 times. Four years ago she founded social enterprise Thaat, consisting of a training and consultancy branch, an ethical fashion brand, and a mobile handicraft school for marginalised girls and women. To empower female entrepreneurs in Tunisia, Hivos and its partner RAIDA trained 95 female creatives in co-working spaces in five cities. The entrepreneurs



© photography club of Cirta

pitched their training at the end of each training course and the winner was awarded with one year of free access to the coworking space.

#### **COWORKERS CROSS BORDERS**

In 2016 Hivos organised its yearly co-working summit on the island of Djerba in Tunisia, where we trained managers of coworking spaces. This led to an increase of co-operation between coworking spaces in the region, for instance between Waraq in Beirut and Passengers in Sousse (Tunisia). To further enhance cross-fertilisation, we organised an expert exchange programme and eight co-workers visits to regional and international counterparts. According to the external evaluator of Mideast Creatives, innovations developed in collaboration with a regional partner increased from 6 percent to 19 (products) and 22,2 (processes) percent. Forging links with their regional and international peers proved to be an important role of the coworking spaces.

## IN FOCUS

Donor: Dutch Ministry of Foreign Affairs (MFSII)  
**Creative spaces for young change-makers in Zimbabwe**

Being young, unemployed, and lacking access to basic social services is never easy, but in a repressive environment like Zimbabwe it is particularly difficult. It is in these places that Hivos creates spaces for young people to meet, exchange ideas, express themselves freely and learn how to advocate for their civic rights. In 2016 we undertook a six-month pilot project, called Zimbeats, to enable young change-makers in Zimbabwe (aged between 15 and 35) to develop both civic engagement and social entrepreneurship.

## ENGAGING WITH PEERS

Based on research into the needs of our target audience carried out by Research and Advocacy Unit (RAU) and the Institute for Development Studies (IDS-UK), we partnered with Stimulus Africa to mobilise young people in Harare. Stimulus Africa's activities include supporting start-ups and micro-, small and medium enterprises in Harare. Together we established a sustainable, well-branded creative space, the Stimulus Hub, which attracted some 750 young people during the pilot period. In this dynamic, creative studio they engaged with communities of peers and gained the tools to become real change-makers.

## PROMISING SOCIAL ENTREPRENEURS

In the pilot, 16 young men and women were trained in situational and collaborative leadership skills for civic engagement and social entrepreneurship under the Citizen X leadership programme. They learned basic accounting and marketing skills, and how to lobby local governments and tackle corruption. In question-and-answer sessions with policy-makers – including the mayor of Harare – the young participants were able to put their advocacy skills into practice. The three best candidates received seed funding to start their own initiatives for civic engagement and entrepreneurship.

One of these social entrepreneurs is Nyasha Mugwagwa. Nyasha dropped out of university due to economic hardship, but still felt she had had more opportunities than many other girls in her home town. She founded Impala Breeze to economically empower female school dropouts; she teaches the girls to be self-reliant and finds vocational skills training for them. Following the Citizen X programme, Nyasha returned to her community "oozing with knowledge". She decided to challenge the root cause of girls dropping out of school: poverty. Based on her survey and interviews with parents, girls and community leaders, she designed an agriculture social enterprise to generate income for the girls'

education. In 2016 the African Women Association recognised Nyasha's efforts with the Grassroots Impact Award.

## KEEN TO DEVELOP CIVIC ENGAGEMENT

We also wanted to use the pilot project to find out what young people are looking for in safe creative spaces. While we initially expected that our target groups would be attracted by entrepreneurial training, we learned that they were specifically keen to develop their own civic engagement. By the end of the project they had a better understanding of their rights as citizens and knew where to go to get basic social services delivered, such as water, housing and street lighting. The lesson learned here was that creative hubs should have a stronger civic engagement component, in order to make them more relevant to young people.

## ENABLING WOMEN TO PARTICIPATE

We requested and received direct feedback from the participants, and complemented this with an analysis on gender and inclusion by our two research partners, e.g. on the fairness of the distribution of opportunities between men and women in the Stimulus Hub. One of our conclusions was that the spaces should be much closer to their houses, to ensure that safety and security concerns – either their own or those of their families – do not prevent them participating. Gender and social differences must be closely examined in order to enable young women to participate more fully in the creative spaces.

Zimbeats helped to provide key lessons and an important baseline for how creative spaces for young people can be made sustainable, as well as what young citizens expect of these spaces. Though the pilot project came to an end, the Stimulus Hub still flourishes as a creative meeting point for young people in Harare.

## IN FOCUS

### Donor: Sida *Ubunifu, promoting a creative economy in East Africa*

Change-makers are having a hard time in East Africa. They face restrictive laws, punitive policies and an overall shrinking space to freely express themselves. In 2016, Hivos started Ubunifu, to boost the freedom of expression in East Africa. The programme followed our research on the status of East Africa's creative economy, identifying its main weaknesses and opportunities. Its conclusion: the creative industries can make a massively contribution to their economies and promote freedom of expression if given "a little push in the right direction". Ubunifu aims to contribute to this 'little push'.

## PEER-TO-PEER LEARNING

Our strategy for enhancing a vibrant creative sector was quite ambitious: promote self-sustainability, reduce donor dependence, and strengthen the social innovation capacities of a core group of creative spaces. But we weren't starting from scratch in this region: Hivos was able to build on a large track record that has brought us extensive networks and resulted in a wealth of lessons learned. For example, we worked with media in our Kenya Media Programme and Tanzania Media Fund as well as with creative artists, civil society organisations and government agencies.

In Kenya, Hivos brought key actors in the Creative Economy Working Group together, an umbrella that can play an important role in pushing the creative industry forward. In partnership with Twaweza Communications we organised a peer-to-peer learning event which drew more than 50 creative industry practitioners and policy-makers. These events are crucial meet-ups for enabling fairly disorganised and fragmented sector to share ideas, engage, and eventually co-operate. Furthermore, they provide a space where creatives and government institutions can improve their engagement; this was marked as a main challenge in the Hivos study.

## SELF-SUSTAINABLE ENTREPRENEURS

Hivos and HEVA successfully lobbied to organise a side event, Creative Economy Dialogues at UNCTAD 14 in Nairobi, titled "Creative Economy Dialogues". We managed to bring together 400 stakeholders from government, civil society, artists, funders and the private sector to discuss the financing of the creative sector. The event very successfully highlighted the challenges and the contribution that the creative economy and industries make towards equitable, inclusive and sustainable development in East Africa. To further enhance the capacities of creative artists, we supported three creative spaces in 2016: one in the Kenyan capital, one outside Nairobi and a new one in Uganda.

People  
unlimited



### CREATIVE ECONOMY PORTAL

Wabunifu.org is the online component of the holistic exercise under Ubunifu. At this creative economy web portal, creatives, public institutions, the private sector, development partners and industry can connect and enlarge their networks, e.g. through workshops, events and training sessions. The site has a forum where, stakeholders in the creative and cultural sector can discuss emerging issues, Creatives can also ask questions of public institutions and track the time and quality of the response. In addition, Wabunifu provides clear and simple information on complex issues such as intellectual property, finance and marketing.

### SAFE ONLINE SPACES

A free and safe internet is crucial for the development of online creative spaces. Hivos convened the first ever Kenya School of Internet Governance forum, bringing together the different parties that deal with certain aspects of internet governance. Again, we encouraged a holistic approach to the interlinked problems of access, use, privacy, safety and policies. Forty representatives of civil society organisations, media, government, bloggers, and human rights defenders discussed and were trained on the internet governance process and internet rights. To prepare for an advocacy campaign on internet freedom, ARTICLE 19 helped us to analyse and identify pitfalls in laws and prepare policy briefs.

Continued online violence against women is one of the dark sides of the rise of internet and social media. Hivos and the International Commission of Jurists published a policy brief in December, urging the Kenyan government and ICT sector to counter this technology assisted violence against women. Our recommendations were quickly taken adopted as commitments by both government and civil society organisations, and were even broadened into policies to protect children and youth in their online activities.

## 4.3 WOMEN'S EMPOWERMENT

It should not be an issue, given the fact that we refer to half of the world's population. But it is: women and girls are often denied the rights and opportunities that their male counterparts enjoy as a matter of course. For decades Hivos has partnered with frontrunners of change to foster women's rights. In our 2016 programmes we focused on the two areas we believe to be essential to increasing women's control over their own lives: decent work, and participation in political and societal decision-making.

### WOMEN OPT FOR LEADERSHIP

For women and girls to really have control over their lives and actively contribute to their societies, they must be recognised and supported as leaders and agents of change, both in politics and in society. That's why Hivos has more than one focus in its five year programme Women Empowered for Leadership. Not only do we focus on enhancing female leadership of political parties, equally we work to improve women's influence in trade unions, media, the creative sector and civil society organisations. After all, a society that ignores women is a society that fails to make use of people's full potential.

### PERSISTENT PEACE-BUILDERS

Influencing politics is particularly difficult in the war-stricken countries of the Middle East and the countries struggling with democracy in North Africa. Women played a crucial role in the uprisings that have taken place in this region in the last few years. For the first time, thousands of women took to the streets alongside men, voicing their demands for justice, dignity and democracy to replace decades of repression, corruption and dictatorship in the region. Women on the Frontline was an early response to these historical events, and has continued to support women organisations ever since. This ongoing support paid off in 2016 with the recognition of women's rights and roles in Syria, Tunisia and Iraqi Kurdistan.

### SAFEGUARDS AGAINST SEXUAL HARASSMENT

When it comes to creating decent work for female workers in the African horticulture sector, our





Women@Work programme achieved some impressive results in 2016. In recent years, Hivos has managed to involve key stakeholders in the horticulture value chains, both in East Africa and in the Netherlands. Just as in our Women on the Frontline programme, our long-term commitment and persistent efforts to engage governments and the private sector in improving working conditions for poor female workers has paid off. In Kenya, 105 flower farms committed to providing safeguards against the widespread sexual intimidation on horticulture farms. In the Netherlands, we have brought together a growing number of government agencies, retailers, producing companies and certification bodies to jointly search for sustainable solutions to the malpractices in the sector.

#### **SHELTER ME**

Shelter Me is a unique initiative in the Gulf region, in which Migrant-Rights.org and Hivos collaborate to improve the employment relationship between employers and their domestic workers. As part of our multi-stakeholder approach, we target employers, migrant workers, recruitment agencies and governments both in countries of origin and destination. At the help desk for migrant domestic workers at Jakarta International Airport, set up by Shelter Me, we collected data to determine whether the Ministerial Decree of May 2015 was effective. The decree bans Indonesian migrant domestic helpers from working in 21 Middle Eastern countries. As the drive to leave and the need for cheap labour persist, a ban drives migrant workers into illegal recruitment, making them more vulnerable to abuse instead of providing protection. Airport intelligence on recruitment against the ban supports the case to lobby the Indonesian government to drop the ban. In June 2016 we presented the results to the Government: of the 2,644 Indonesian women interviewed at the airport, 1,020 were first-time migrants, which is in contravention of the ban. We also created the Shelter Me 'Employers' Guide' and distributed it to various businesses, international and other organisations in the Gulf region. The guide has been viewed almost 1,800 times. In December 2016 Shelter Me was taken as a best practice in the new ILO report 'Decent work for migrant domestic workers: Moving the agenda forward'.

#### **IN FOCUS**

### **Donor: Dutch Ministry of Foreign Affairs Safeguards against sexual harassment on African horticulture farms**

In 2016, the Women@Work campaign in East Africa entered a new phase. In addition to flowers, we started to work in several vegetable sectors and we prepared to expand the programme to Southern Africa. In the meantime, we deepened our work in East Africa, through the development of a model workplace sexual harassment policy.

#### **IMPROVING WOMEN'S WORKING CONDITIONS**

The horticulture sector is a key income and export generator for most countries in East and Southern Africa. Women constitute up to 70 percent of the workforce in this sector, but they hardly ever benefit from the tremendous growth in investments and improvements in trade. On the contrary: on many flower and vegetable farms women are badly paid, work without protection from harmful chemicals, are denied basic rights such as maternity leave, and face sexual harassment on a daily basis.

Hivos has been working to improve the working conditions of these women workers since 2011 by taking a value chain approach. We deliberately focus on products which are an important export product in their country of origin and serve a major import market in high-income countries. This has enabled us to successfully engage all stakeholders that can help create solutions to this multi-faceted problem: governments, businesses, trade unions, certification bodies, civil society organisations, retailers and consumers.



## MODEL SEXUAL HARASSMENT POLICY

In Kenya, Hivos piloted an innovative method to ban sexual harassment from the horticulture farms. All key actors engaged in a constructive dialogue on how to achieve safeguards against sexual harassment in the workplace. In a collaborative effort each party agreed on its specific obligations; this created broad ownership of the policy, as well as a sustainable system of checks and balances.

Trade unions now monitor companies' compliance as one of the conditions in their collective bargaining. Certification organisations align their standards and compliance indicators, and subject flowergrowers to these standards. Workers are to participate in workplace grievance redress mechanisms, to support the implementation of the agreed policy. Civil society organisations pass on their knowledge and document the experience, and governments enable the development – and enforcement – of responsive laws and policies. Last but not least, companies guarantee that the policy is being implemented in the workplace. In 2017 Hivos will commission a study to gauge the impact of the project as at that time.

## FLOWER FARMS FIGHTING SEXUAL HARASSMENT

As a result of the reviewing and scaling up of the successful pilot in 2016, another 20 frontrunner flower farms will work directly with Hivos to scale up the project at farm level. Furthermore, certification body Fairtrade International and export association the Kenya Flower Council will require that their members comply with standard indicators drawn from the project. This brings in the indirect commitment of at least 105 flower farms in Kenya. In 2017 we will start involving a further 20 Kenyan flower farms and replicate the model to five flower and vegetable farms in Uganda, five in Tanzania and five in Ethiopia. In Uganda, Hivos will collaborate with STOP AIDS NOW! to extend the model to address HIV/AIDS in the workplace. To support this scaling up, Hivos will implement a cross-learning and knowledge platform.

In 2016 we commissioned scoping studies in Zambia, Malawi and Zimbabwe, to expand our horticulture work to Southern Africa. Based on this research into the most important export products and the most pressing problems faced by female workers, we chose to focus on one product in each country: chili peppers in Malawi, beans in Zimbabwe, and flowers in Zambia. In Zambia we specifically work with flower farm Khal Amazi, which produces the sweetheart roses delivered to many European supermarkets. These supermarkets include the largest retailer in the Netherlands, Albert Heijn, with whom Hivos has joined forces to increase the demand for fair flowers.

## LIVING WAGE LAB

In the Netherlands Hivos set up the Living Wage Lab, together with Fairfood International, to challenge the persistent problem of low wages for female workers in the African horticulture industries. The Lab brings together representatives from the government, trade unions, producing companies, retailers, NGOs, certification bodies and researchers. It is a space for learning and linking, for dialogue and understanding each other, and for piloting in the living wage field. We also continue to involve Dutch consumers in our Fair Flower campaign.

## IN FOCUS

### Donor: Dutch Ministry of Foreign Affairs *Strong women fighting for peace and justice*

In 2016, Women on the Frontline provided strong support for the increased political participation of women in the Middle East and North Africa (MENA region). The programme, managed by Hivos and implemented in co-operation with Oxfam Novib, PwC and IWPR, works with women's organisations in Syria, Iraq, Bahrain, Yemen, Egypt, Libya and Tunisia.

## SYRIAN PEACE-BUILDERS

In February 2016, twelve Syrian women travelled to the Netherlands to prepare for another round of Geneva peace talks. Together these women form the Women's Advisory Board, set up by UN Special Envoy for Syria Staffan de Mistura to advise him on "all matters discussed throughout the duration of the talks". It was the first time in history that such a board had been installed by a UN mediator. All twelve members were appointed by Mistura; five of them were supported by Women on the Frontline.

Since 2013, Hivos worked to establish strong links with Syrian women and women's rights organisations, in order to ensure their effective participation in the peace process. In partnership with the Dutch Ministry of Foreign Affairs, we have continued to support the women in their efforts to seek peace. This has never been an easy process, given the wide range of societal and political groups the board represents, varying from secular rebels, Kurds, Islamists and groups that are closer more close to the Assad regime. However, the women are determined to overcome their differences and end the suffering of the Syrian people.

Women on the Frontline, funded by the Ministry and UN Women, organized the February's meeting, and Hivos prepared the women during the actual peace talks in Geneva. As a result of our ongoing support, the Women's Advisory Board has evolved in a unique and sustainable platform for Syrian women who now directly participate in the peace process. The most striking example of proper implementation of the UN Security Council resolution 1325 on Women, Peace and Security after its adoption in 2000.

## GENDER PARITY IN TUNISIA

In 2016, a coalition of 40 Tunisian women's rights organisations organised an advocacy campaign on gender parity. More specifically, the women demanded the enactment of a bill that mandates horizontal gender parity during the upcoming local elections, meaning that the parties have to nominate an equal number of men and women on the election lists. The campaign was led by Women on the Frontline member organisation Droit à la Différence. Women on the Frontline supported the coalition by strengthening their strategic planning, campaigning- and advocacy skills. In June 2016, the law was successfully adopted by a large majority in the Tunisian Parliament.

After the adoption of the parity law, Women on the Frontline members joined a coalition which launched the Ennoss Be Noss campaign in October 2016 and developed a policy brief highlighting gender gaps in parity implementation. In collaboration with female political party leaders the coalition designed the "Charter for an Effective Political Participation of Women" to improve the women designation process in the electoral lists. By the end of 2016 the Charter had been signed by eight political parties. Both the gender parity law and the Charter amplify Tunisian women's opportunities to be recognised as influential actors at the national level. In addition, they have laid the groundwork for women to become relevant political decision-makers in Tunisia.

*"For the Yazidi women this conference was very good, because they saw that they are accepted and that they were acknowledged as part of society who need support."*

Dr. Bayan Rasul, psychiatrist with Emma

## YAZIDI WOMEN IN IRAQ

Since ISIS seized control over large parts of Iraq, thousands of Yazidi women in Iraq have been raped and held as slaves by IS. As long ago as the first Lalesh Peace Conference in 2015, Women on the Frontline partners Emma and Women Peace Group held Iraqi and Kurdish Iraqi authorities accountable for the protection of the marginalised Yazidi community. One of the results was the Iraqi Kurdish Parliament's adoption of a law protecting all ethnic, religious and cultural minorities.

The position of those Yazidi women who remain under IS' control was also central to the 2016 edition of the Lalesh conference, to which Emma brought Yazidi people, Iraqi and Kurdish government representatives, religious leaders and civil society organisations. Together, these groups developed a road map for the rehabilitation of traumatised Yazidi women who have managed to escape from ISIS.

Emma and the Women Peace Group advocated for the international community to acknowledge the massacres against Iraqi Yazidis as genocide. On 15 June, 2016 they succeeded: the UN Human Rights Council published a report declaring ISIS's crimes against the Yazidi minority as genocide and crimes against humanity.

## IN FOCUS

### Donor: Dutch Ministry of Foreign Affairs *Women Empowered for Leadership*

When out and about in everyday Beirut, you see women chatting with friends and smoking water pipes at the city's many sidewalk cafes. It's hard to believe that in this same country women are heavily underrepresented in leadership positions: only 3 percent of Lebanese Members of Parliament are women. And women are not only underrepresented in political parties and government institutions; it's the same story in trade unions, the media, the creative sector and civil society organisations.

Hivos is working to change this. The Dutch Government's 'Funding Leadership and Opportunities for Women (FLOW) programme' enables us to co-operate with local partners in five countries for a five year period, to empower women for leadership. In 2016 we held baseline surveys and participatory Theory of Change processes, and developed concrete action plans which have already kicked off in Jordan, Lebanon and Zambia. Starting in 2017, we begin to implement the action plans in Malawi and Zimbabwe.

## ELECTION TIME IN THREE COUNTRIES

In 2016 elections were held in Lebanon (municipal), Zambia (tripartite) and Jordan (parliamentary). In all three countries, Hivos and its partners organised gender-based monitoring in order, to try to reveal the main obstacles preventing women being elected. We found that in Jordan, the approval of the tribe is the main determining factor for a woman's candidacy. Lebanese candidates recall how politicians, friends and relatives, communities, and religious leaders alternately tried to bribe or discredit them, urging them to stick to their traditional roles. In Zambia, very few women received support from their political parties in their aspirations to become a candidate, reflecting the negative public perceptions of women seeking political office.

In Lebanon our partner Maharat analysed the media coverage around the elections, looking at the way newspapers and television channels addressed, portrayed and represented women. Maharat's conclusion that female political opinion-makers and leaders were weakly represented was not very surprising, but nonetheless grounds for a thorough debate. On talk shows 89 percent of the guests were male, while newspapers failed to interview any of the female candidates.

## TRAIN, COACH AND CHANGE THE RULES

However, as a panel of female journalists pointed out during the media monitoring, this is not solely the media's responsibility; female experts need to be more confident and develop their media networks. This is where Hivos can and will play an important role in the coming four years. We will train and coach female politicians, and advocate for a change of rules and mindsets within political parties. The focuses we choose will

depend on the country-specific findings of both baseline surveys and election monitoring reports.

In Lebanon, for instance, we will primarily target the obstacles in political parties which prevent women from achieving high positions and being selected as candidates. In addition, we will lobby to support a quota for women in national and local elections, and other electoral reforms that will make it easier for women to run for office. In Jordan, tribes will be the main target of our advocacy efforts in this country. We will specifically seek to engage rural women, as the tribal influence dominates in rural areas.

## FIRST CONCRETE RESULTS

We revise our Theory of Change annually, in collaboration with our partners. In these yearly reflections we encourage them to rethink their concepts of how change happens. In addition, our programme has a linking and learning component, operating both within and between the MENA region and Southern Africa.

Our election monitoring not only served as to provide baselines alongside the country surveys, but was also as an influencing tool in itself. The media in both Lebanon and Jordan covered the results in far more news reports than ever before. Additionally, towards the end of 2016 the number of radio debates in Lebanon involving female politicians increased significantly. In Zambia, where there were no regular reports from the Zambia Election Commission, the project online platforms that we supported became a preferred and trusted source of real-time election information. In this country, Hivos partner the Zambia National Women's Lobby successfully trained a large number of female candidates, contributing to an increase in female councillors from 83 to 130 in the 2016 elections.



## 4.4 SEXUAL RIGHTS & DIVERSITY

Exclusion kills. Hivos used strong wording to get across its key message at the 21st International AIDS conference held in Durban, South Africa in 2016. If we do not address the poverty, homophobia and inequality that exclude key populations from access to health services, we will never win the battle against HIV. People are killed by the HIV virus simply because they are gay, lesbian, transgender, or whatever their non-heterosexual orientation is.

Hivos fights for inclusion. We explicitly approach HIV/AIDS from a human rights angle, working to include marginalised communities of key populations such as sex workers, men who have sex with men, women who have sex with women, and transgender people. As of 2016 we manage six programmes covering 25 countries, funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria (of which Hivos is a Principal Recipient) All in all, the Hivos HIV and AIDS portfolio in 2016 consisted of more than 150 partner organisations across 30 countries, reaching over around 500 community-based organisations.

### SPARKS OF HOPE

Homosexuality is still punishable by law in 73 countries. Discrimination, stigma, violence and exclusion severely limit the LGBTI people's right to be who they are and to fully participate in their societies. But 2016 also brought us some good news: the first UN Independent Expert on sexual orientation and gender identity can continue to fulfil his task, after a hostile resolution by the African Group was blocked by eight Latin American countries. Their blocking action was

"HIV is not just transmitted by sex. It is transmitted by sexism, racism, poverty and homophobia."

Actress Charlize Theron at AIDS 2016 in South Africa



## STAKEHOLDER

**Housseem Aoudi**, co-founder and CEO of Cogite Coworking Space

### An entrepreneur for freedom

In the young Tunisian democracy with towering unemployment rates, co-working space Cogite is an oasis of hope. The space serves as an incubator for young social entrepreneurs – and basically anyone with a dream to build. Co-founder and CEO Housseem Aoudi has a friendly collaboration with Hivos.

Founded four years ago, Cogite now comprises 120 souls and runs 140 events per year: on average one event every three days. From training meetings to summits for co-working and internet governance, all of its events sprout from the confines of the co-working space.

But it's not only about the physical spaces – the idea behind Cogite is very important. Aoudi describes it as 'winning the battle for freedom and the future, empowering people to grow, empowering the individual'. "People make a community and the community can make a change. We share common values with Hivos, such as freedom and minority rights, we value creativity." On a more concrete note, in a country that suffers from huge youth unemployment, Cogite's motive is job creation. Starting a new business and doing what you really believe in can offer a solution to the problem of unemployment. "At the end of the day it's about empowering these youths to thrive", Aoudi says.

He describes the collaboration with Hivos as often informal; as friends would interact. "We're always on WhatsApp for example, my team and people from Hivos. Our relationship can be defined more in terms of equal partners than partner versus donor. We come up with solutions together and make change together." Aoudi acts as strategic partner of Hivos's Mideast Creatives Programme.

According to Aoudi, Hivos's added value lies in its extensive experience, and an eye for innovation: "When it comes to the creative industry in the MENA, Hivos was ahead of everyone else. They changed the way people look at the creative scene, that it possesses a constructive value."

supported by 850 organisations from 157 countries, including Hivos. In Uganda our partner HRAPF won a court case challenging an article of law which discriminates against LGBTI people, and in Bolivia a law was approved which defines gender identity as a person's own 'lived gender experience'.

### NOTHING ABOUT US, WITHOUT US

In 2016 Hivos was involved in two major initiatives funded by the Dutch Ministry of Foreign Affairs. We specifically focus on LGBTI rights in both programmes. In Right Here, Right Now inclusiveness is central to our approach: we have set up platforms in which experienced women's movements and young LGBTI organisations jointly fight for their rights.

Voice is a new innovative grant facility to fight inequality, managed by Oxfam Novib and Hivos. Its full name 'Voice - nothing about us, without us' already indicates that this programme is also about inclusiveness. Voice targets the five most excluded groups: people with disabilities; LGBTI people; women facing exploitation, abuse and violence; age-discriminated vulnerable groups; and indigenous groups and ethnic minorities. Voice has a strong linking and learning component and supports innovative lobby and advocacy ideas.

On International Safe Abortion Day, Hivos and the Ford Foundation launched the African Sexual and Reproductive Health Rights Fund covering 8 countries with a budget of 400,000 USD from the Ford Foundation. In Africa, over six million unsafe abortions each year result in 29,000 deaths and countless serious injuries and disabilities. It's mostly poor and rural women and girls under 25 who suffer from the criminalisation of abortion. The new fund supports knowledge sharing on safe abortion, child marriage, and youth access to sexual and reproductive health services. The fund is structured as a learning and documenting grant in order to enable youth organisations to learn from one another, thus contributing to a freer future for African youth.

## IN FOCUS

### Donor: Dutch Ministry of Foreign Affairs *Right Here, Right Now*

'Falling pregnant' is one of many euphemisms covering up the reality in which many young people live; as if getting pregnant is an accident. Adolescent pregnancy is one of the consequences of a lack of access to proper information and services on sexual and reproductive health, and of the low position that women and girls hold in society. Eleven percent of births worldwide are to young women aged 15 to 19; pregnancy is the leading cause of death in this age group. Furthermore, an estimated 2.3 million adolescents (around 60 percent of them girls) are living with HIV. And up to 50 percent of all sexual assaults are committed against girls under 16.

### RAISING YOUTH VOICES

Millions of young people are deprived of their human right to sexual and reproductive health. They do not have access to contraceptives and safe abortion, and lack comprehensive sexuality education and youth-friendly sexual health services. What's more, the 1.8 billion young people in this world are generally excluded from the political processes that determine their lives. In many countries, this exclusion is backed by a culture which restricts people's right to be free from stigma, discrimination and violence.

Hivos believes that the voice of youth should be heard loud and clear in policies that affect their sexual and reproductive health rights. In a coalition with seven parties, led by Rutgers, we started the programme 'Right Here, Right Now' in 2016 and began by setting up scoping studies. Together we support youth, women's and LGBTI organisations in promoting and claiming their rights at the political level. Under the strategic partnership with the Dutch Ministry of Foreign Affairs, the coalition will work for five years in ten countries and the Caribbean region.

### INCLUSIVE RIGHTS, INCLUSIVE PLATFORMS

Our aim is to ensure that young people do not stand alone in claiming their rights. In all countries in which we operate, we set up national platforms in which organisations composed of women, LGBTI and young people work together in the fight for their sexual and reproductive health rights. We empower them to advocate and hold governments accountable for the adoption and implementation of inclusive sexual and reproductive health policies. As Right Here Right Now is primarily focused on youth, at least 30 percent of the member organisations of each platform are youth-led.

In 2016 each coalition partner focused on certain countries and working areas depending on their networks and expertise. Hivos played an important role in the Latin American countries, where we closely collaborated with the Latin American and Caribbean Women's Health Network. Together we commissioned scoping studies to define the major challenges in each country and we organised workshops to help the platforms develop national action plans. Hivos also contributed to laying these foundations in Indonesia, Zimbabwe, Kenya and Uganda.

### SCOPING FOR LOBBY PRIORITIES

Based on the scoping studies, every national platform self-assessed its strengths and weaknesses to find out which capacities were missing, then made a plan to strengthen these. The platforms also determined their own advocacy priorities within the overarching goals of Right Here Right Now. These priorities range from everyone's right to marry and adopt children to the inclusion of comprehensive sexuality education in school curricula, though to accessible contraception provisions for all.

Having mixed platforms with very different and outspoken organisations creates challenging but promising processes. For example, youth and LGBTI organisations support the lobby for safe abortion, relatively young organisations find themselves supported by

the more experienced platform members in international lobby efforts, and these more established organisations in turn become involved in innovative youth-led advocacy campaigns. They inspire and strengthen each other while sharing and learning from important experiences. By the end of 2016, the Right Here, Right Now consortium had supported the creation of such diverse platforms in every country and one sub-region. These platforms have each created an ambitious advocacy plan that aims to improve the sexual and reproductive health of youth in their respective country, both regionally and at the international level; these plans pay specific attention to the rights of women and LGBTI persons.

*“I never realised how difficult and complicated the sexual and reproductive lives of women living with HIV are.”*

Participant at a training workshop on Latin American women living with HIV

## IN FOCUS

### Donor: Global Fund to Fight AIDS, Tuberculosis and Malaria *Women living with HIV stand up for their rights*

In a small studio, children are practising their ballet exercises. Meanwhile their mothers are talking in an adjacent room. Nothing reveals that these women are HIV-positive, nor that the ballet lessons are the only opportunity for them to meet. Openly living with HIV doesn't just entail the risk of being discriminated against and excluded; it can also be dangerous. In many societies, violence against women with HIV is even more accepted than violence against women in general.

#### UNIQUE WOMEN'S ALLIANCES

In 2016 Hivos and the Latin American chapter of the International Community of Women Living with HIV/AIDS (ICW) implemented a unique project, empowering and connecting women living with HIV all over the continent. The two-year project runs in eleven countries and serves the overall aim to contain and reverse the epidemic by empowering key populations. But we also seek to specifically support women as HIV actors, and to strengthen their capacities to advocate more actively and effectively for their human rights – including their sexual and reproductive health rights, and their right to live lives free of violence.

What this project aims to achieve has never been done before: to have women with HIV empowering other women with HIV, and build alliances with the feminist movement to advance their rights. We work with organisations ranging from women's self-help groups in poor communities to the ICW Latina leaders who operate only at the national and regional level. The project prioritises eleven countries: Bolivia, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Peru and Dominican Republic.



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#### GENERATING AND USING INFORMATION FOR ADVOCACY

In 2016 Hivos supported ICW Latina in an extensive mapping study about the human rights of women living with HIV, carried out in all eighteen countries where ICW has national chapters. This mapping focused on violence against women, sexual and reproductive rights, and HIV. Amongst other things it revealed that, while all countries have national HIV plans in place, the measures to ensure the sexual reproductive rights of women with HIV are very poor. Eight of the eighteen countries have early detection programmes for cervical cancer in place and only one country has a programme to detect breast cancer at an early stage. Only one country, the Dominican Republic, has a strategy linking violence against women to HIV. On the other hand, transmitting HIV is considered a criminal act in ten Latin American countries.

Based on the outcomes of the mapping, the women's organisations worked together to develop national advocacy plans which were completed in seven countries in 2016. The data gathered in the

mapping process will be used to develop a virtual tool to enable partner organisations to access the information in a user-friendly format. This tool can also be used as a monitoring instrument to register any progress in legislation and policies.

The mapping results were presented to key actors (such as government ministries) in many Latin American countries. As a result the women not only found new allies, but also achieved policy-influencing successes in Chile, Peru and Costa Rica. For example, ICW Costa Rica's observations were largely incorporated into the national strategic plan on HIV/AIDS.

#### INNOVATIVE APPROACH

What makes this project particularly innovative is the consistent analysis, from a gender perspective, of all proposed laws, advocacy opportunities, actions and expectations. Using theatrical performances to 'put on the women's rights and gender lenses' during our training sessions opened participants' eyes to each other's needs.

Women living with HIV experience specific violations



of their sexual and reproductive health rights, such as forced and coerced sterilisation. Many face poverty and are often unable to adhere to their treatment. As a result of this project, ICW Latina decided to advocate for the social protection of these women in Colombia. The organisation also pleads for the integration of three related public services, covering HIV, sexual and reproductive health rights, and violence against women.

## IN FOCUS

### Donor: Global Fund to Fight AIDS, Tuberculosis and Malaria *Key populations reach out to their peers*

According to a UN report, 81 percent of sub-Saharan Africans living with HIV reside in eight countries: Botswana, Lesotho, Malawi, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. Despite enormous achievements in the provision of treatment and the reduction of AIDS-related deaths in the last decade, new infections among key populations in this region are on the rise. Young people, sex workers, men who have sex with men (MSM), and transgender people are among the most vulnerable groups.

#### POWERFUL COALITION

To reach out to such an immense target group requires an equally huge effort. In 2016, a coalition of key populations' networks and organisations in Southern Africa, led by Hivos and supported by the Global Fund, took up this challenge. Members of the coalition include African Men for Sexual Health and Rights (AMSHeR), the African Sex Worker Alliance (ASWA), Coalition of African Lesbians (CAL), the Southern Africa Trans-Forum, Positive Vibes, SAfAIDS, and M&C Saatchi World Services. Their mutual and ambitious goal: to strengthen the advocacy capaci-

ties of regional networks of key populations. We want to enable them to directly address the human-rights-related barriers to accessing health services.

#### BASELINE STUDIES

In 2016 the coalition prepared to implement of an effective and carefully-devised programme. The baseline studies we commissioned give a clear indication of the programme's priorities and direction. For instance, the baselines found that the information available on HIV is predominantly focused on heterosexual relationships, so what we need is information packages that specifically address key populations. Another finding: referring key populations to hospitals and clinics via their own established networks is an effective way to promote their access to health services. Many service providers have regular contact with these networks and understand their needs.

The training and sensitisation of health workers on, for example, the sexual choices of key populations is effective in many occasions. Health workers are more willing to help people from key populations, and make them feel accepted. This will eventually increase the number of people who dare to seek health care. A shift in mindset on a broader scale is also desperately needed in Southern Africa, where the legal, cultural and policy environment is prohibitive to the work and activities of the key populations. All countries within the KP REACH web are openly anti-LGBTI, with the exception of South Africa. This change of minds and attitudes will be a major goal of our lobby and advocacy work.

#### ONLINE OUTREACH

Key populations need dedicated and well-informed platforms where they can discuss, share and access information. This baseline outcome requires KP REACH to establish new networks and strengthen existing ones to play this crucial role. The baselines further stressed the effectiveness of online outreach channels in reaching large audiences, given the hostile legal and policy environment in most KP REACH

countries. Last but not least, the surveys revealed that there is scarce data, research results or evidence available on almost all key populations. KP REACH will improve data collection as well as the use, management, scaling up, and replication of innovative best practices at the national and regional level.

On an international level, we encourage South-to-South learning and replication of innovative best practices. Shortly after the launch of KP REACH, the director of the ISEAN-Hivos Programme (IHP) conducted a learning visit to Southern Africa. Since the two initiatives share many similarities – active key populations networks in the lead, working in hostile environments, facing challenging legal situations – he was able to give the KP REACH team substantial and valuable advice.

#### PROFESSIONAL COMMUNICATION

Outreach and key messages are of major importance in KP REACH; we are therefore glad to have a professional communication partner on board. M&C Saatchi World Services will lead the communications working group, which consists of all four networks. Saatchi will work with the key population networks to research and co-create the most effective anti-stigma and discrimination messaging and narratives, which their members will disseminate across the wider public. Such well-researched and well-crafted messaging will support our advocacy work and dialogue at the national level.



## 4.5 RENEWABLE ENERGY

Hivos and many other NGOs have been successful in putting climate change and renewable energy firmly on the agendas of governments and the private sector. The stand-alone Sustainable Development Goal on energy and the Paris Climate Agreement, which came into force in 2016, were important milestones. Combatting climate change is becoming more and more mainstream and ideas for boosting renewable energy uptake are plentiful. Both governments and the private sector have joined civil society organisations in their ambition to move towards a low-carbon economy. Despite all of this, the challenge is still to ensure that the proposed and agreed actions are inclusive: will poor people – and women in particular – see equal benefit from the impressive pledges and associated funds that world leaders commit to the cause?

### KEY ROLE FOR DECENTRALISED RENEWABLE ENERGY

The Paris Agreement contains a number of weaknesses in terms of legal obligations, and it is therefore more important than ever to make sure governments and businesses take the right decisions. If they are serious about their commitments to combat dangerous climate change and provide universal access to energy, then decentralised renewable energy must play a key role. In 2016 Hivos joined forces with a large number of allies to challenge all parties to live up to their promises in both the Paris Agreement and the Sustainable Development Goals.

Though 2016 was the first year of our new strategic partnership Green and Inclusive Energy, we were able to build on many years of lobby and advocacy work, as well as a civil society network that we had established in previous years. These enabled us to further push our proposal for a sustainable and inclusive

energy agenda during COP22 in Marrakech, leading to almost 50 countries publicly committing to 100 percent renewable energy. Their statement was an important breakthrough in the international debate around climate action – and the related funding – which tends to ignore or overlook decentralised renewable energy solutions. Nevertheless, the benefits of renewable energy are multiple: it can provide billions of poor people with access to energy, drive economic development, and mitigate the effects of climate change.

### EVIDENCE FOR SUCCESSFUL APPROACHES

Hivos's influencing work is based on the evidence provided by our solid multi-actor programmes, which are both market-based (biogas, clean cookstoves) and area-based (Sumba Iconic Island). In April 2016 in Ethiopia, Hivos co-organised a large, Africa-wide conference on biogas and clean cooking. Some 160 experts from different parts of the world – representatives of businesses and knowledge institutes, policy-makers and local and international specialists – discussed opportunities and exchanged solutions. Best practices were shared, including those of our Africa Biogas Partnership Programme (ABPP), recognised as the largest biogas programme in Africa. 60,000 biogas plants have already been constructed in Ethiopia, Kenya, Tanzania, Uganda and Burkina Faso under this partnership between Hivos, the Dutch Government and SNV, providing 300,000 people with access to a sustainable source of energy.

Sumba Iconic Island entered a new phase in 2016. Hivos set up a social enterprise with the main goal of breaking the deadlock of companies reluctant to invest in off-grid renewable energy. The enterprise will ensure the implementation, maintenance and repair of renewable energy facilities, while also training and employing young people living on Sumba. From 2016 onwards, job creation will be one of the new focal points of Hivos's renewable energy programmes; we aim to relate renewable energy more directly to the economic development ambitions of many stakeholders.

Women play an important role in the uptake of renewable energy solutions, both as consumers and producers. The ENERGIA network, which Hivos has been proud to host since 2016, has empowered over 3,700 female entrepreneurs in the renewable energy sector. Together they serve an impressive 1.8 million consumers. Gender has been part and parcel of Hivos's ongoing energy programmes and lobby-related activities, on which we have been collaborating with ENERGIA since 2007.

*"100% renewable energy is not only a dream; it will come true. I'm seeing it already and using it myself on my island."*

*Umbu Janji, parliamentarian from Sumba, at COP22*





## IN FOCUS

Donor: Dutch Ministry of Foreign Affairs

### ***Green and inclusive energy***

In 2016 Hivos partnered with IIED and ENERGIA under the strategic partnership with the Dutch Ministry of Foreign Affairs. For five years we will co-operate closely with a large number of civil society organisations in eight focus countries, working to lobby and advocate for a global transition towards 100 percent green and inclusive energy systems. We specifically encourage governments and the private sector to support decentralised renewable energy solutions for the billions of people and businesses that still lack access to clean, reliable and affordable energy.

#### **INFLUENTIAL NEW PARTNERS**

Hivos, IIED and ENERGIA aim to make their climate and energy work more inclusive. We push for decentralised energy systems which meet the energy needs of women and men for their daily activities, livelihoods, education and health. In 2016 we succeeded in engaging a number of influential new partners from different fields, including an active consumer organisation in Tanzania, an expenditure tracking organisation in Kenya, a media institute in Zimbabwe, and a health organisation in Malawi.

In Central America we revived the renewable energy network ACCESE, which unites 69 civil society organisations and small and medium enterprise initiatives, including the Nicaraguan gender and energy network RIGE. In Indonesia we formed an energy alliance with the country's biggest consumer organisation, its biggest women's organisation, and the Institute for Essential Services which has a vast network of key decision-makers. In 2016 we also developed a joint Theory of Change with civil society organisations as a basis for their own lobby and for mutual activities: how to create an enabling environment for the rapid uptake of decentralised renewable energy in their countries?



## SUCCESSFUL LOBBY FOR RURAL ENERGY ACCESS

A good example of the added value of our combined networks is the lobby success we achieved in Nicaragua. In 2015 the government presented its investment plan for funding by the Climate Investment Fund (CIF), with support from the Inter-American Development Bank. Civil society initially supported the plan as it was intended to equally fund geothermal energy and rural energy access through decentralised systems and clean cooking solutions. However, in its first project proposal in 2016 the government unexpectedly shifted the all funding to geothermal energy. Thanks to a strong lobby by Nicaraguan civil society and Hivos's partnership with the Dutch government – which has a representative in CIF – the original project was proposed and approved.

## JANJI'S EVIDENCE-BASED ADVOCACY

At the international level the UN climate conference in Marrakech, Morocco, turned out to be a good lobbying opportunity. Hivos invited national partners from the eight focus countries to mutually influence the climate finance debate and highlight the need for investment in decentralised renewable energy solutions. Our best asset turned out to be community award winner Umbu Janji from Sumba. At the '100% RE for 1.5C' high-level event which we co-organised, we asked him to use his personal experience to illustrate the key role of decentralised renewable energy.

Standing next to the President of the Marshall Islands, the CEOs of Mars, IKEA and SEforALL, Janji convinced the public that Iconic Island Sumba shows the way forward when it comes to fighting climate change in combination with promoting economic development; development that includes very poor people living in remote areas. "If you want to see how 100 percent renewable energy has been put into practice in the field, please take a look yourself in my village in Sumba", Janji said. As a result, the 48 countries in the Climate Vulnerable Forum publicly committed to 100 percent renewable energy and the eradication of energy poverty before 2050.

## IN FOCUS

### Donors: DFID, Sida, NORAD **Women scale up energy access**

Women play a crucial role in the uptake and use of renewable energy solutions. Conversely, the renewable energy sector can enhance women's social and economic empowerment. Involving women in scaling up the delivery of renewable energy products and services is a clear win-win. Hivos is therefore glad to have an expert in this field on board: the ENERGIA International Network on Gender and Sustainable Energy, with member organisations in 22 countries in Africa and Asia.

## HIVOS HOSTS ENERGIA

Hivos has hosted the international secretariat of ENERGIA since March 2016. We have been working together for many years to involve women in lobby and advocacy activities, in order to ensure that energy projects and policies take women's concerns and potential into account. We share many partners and a strong belief in the need for gender inclusiveness. ENERGIA joined Hivos with programme activities in thirteen countries, is responsible for gender mainstreaming in Green and Inclusive Energy, and leads the work in Nepal within this strategic partnership.

## FEMALE ENTREPRENEURS BOOST ENERGY UPTAKE

ENERGIA's flagship programme, Scaling up Energy Access through Women's Economic Empowerment, enables partner organisations to train, support, and provide technical assistance to women-led micro and small enterprises. Many of these women start with a small energy business and become social leaders in their communities.

Take for instance the Nepalese entrepreneur Niru Shrestha. She used to construct built-on-site mud chimney stoves, but was inspired by ENERGIA's training under the Women's Economic Empowerment programme. Niru decided to switch to supplying portable biomass cookstoves. In 2016 she sold over 6,000 units and now has more than 100 women retailers in her supply chain. The successful entrepreneur is determined to expand her business.



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Niru Shrestha is one of the 3,730 female entrepreneurs who have been empowered by ENERGIA. By the end of 2016 they employed more than 5,300 people, and delivered renewable energy products and services to almost 1.8 million consumers in Africa and Asia. These are impressive numbers that exceed part of this programme's 2017 target: 3,000 female entrepreneurs reaching 2 million consumers. 60 percent of these female entrepreneurs report a positive profit margin in their operations.

## HOUSEHOLDS SAVE TIME AND MONEY

ENERGIA calculated how much time and money people currently save at the household level through the use of renewable energy systems such as solar lights and clean cookstoves. Data from annual surveys show that women and children save 52.5 percent of the time spent on collecting wood for fuel. Every month families can save 45 percent on the money they spend on fuel for cooking and 58 percent on fuel for lighting.

## EVIDENCE-BASED LOBBY WORK

ENERGIA's research and influencing work on gender and energy complements its Women's Economic Empowerment Programme. Governments tend to underestimate the importance of women in creating a favourable environment for renewable energy solutions. ENERGIA proves them wrong, based on thorough research and the best practices of female entrepreneurs. Its studies range from very specific – e.g. female microenterprise creation and business models for private sector distribution of low-cost off-grid LED lighting – to the 2016 research report 'Mainstreaming Gender in Energy Sector Practice and Policy'.

ENERGIA raises awareness, lobbies and involves the media to put women in the spotlight wherever decisions on energy policies and practices are being taken. Based on its research, the network also helps all stakeholders to understand the impact energy access has on women and girls. National gender and energy campaigns supported by ENERGIA have reached over two million people.

## GENDER PERSPECTIVE IN SeforALL

Under the UN Sustainable Energy for All (SEforALL) goal, Hivos and ENERGIA have mutually strengthened civil society and women's organisations to negotiate with national governments; they managed to increase the role of renewable energy and include gender in national SEforALL action plans. As a member of the Advisory Board of SEforALL, ENERGIA has been able to increase the importance of the gender perspective in SEforALL's strategic framework for results 2016-21. Other 2016 lobby successes include ENERGIA's strategic advice for the EU Electrify Programme, which led to specific funds for female entrepreneurship.

## IN FOCUS

### Donors: Millennium Challenge Account-Indonesia (MCA-I), EnDev, Dutch Ministry of Foreign Affairs *Sumba Iconic Island, a new ambitious step*

Sumba Iconic Island represents an early example of how Hivos went beyond traditional grant-making and proved the power of engaging others to implement an innovative idea and bring it to scale. Right from the start in 2010, we focused on long-term commitment from key stakeholders rather than on short-term results on the ground. In a mutual effort, the initiative established strong evidence for the feasibility of 100 percent renewable energy access for poor people living in remote areas.

## THE NEXT PHASE: A RAPID UPSCALE

In 2016, with the Indonesian government having adopted the programme, thousands of renewable energy systems being installed in close co-operation with the communities, and Sumba Iconic Island serving as a replicable model at the international level, we found it was time for the next phase. In partnership with the Millennium Challenge Account-Indonesia (MCA-I), we aim to rapidly scale up renewable energy access and the associated income benefits for the 650,000 inhabitants of Sumba, in particular those who live in off-grid areas.

Private sector engagement is critical to achieving this ambitious goal. However, despite the abundant renewable energy resources on Sumba and the Indonesian Government's commitment to providing sustainable energy in remote areas, the private sector remains reluctant to invest in off-grid renewable energy installations on the island. Like the state energy company PLN, they favour the less risky option of grid-connected electricity generation. One reason for this is the absence of government incentives such as feed-in tariffs for off-grid installations. But Hivos has learned that another important reason for the companies' reservations was the lack of a reliable local service partner; a company that operates and maintains the renewable energy systems and ensures that customers pay for their electricity on time.

In the villages where micro-hydro, solar and wind power plants were installed in close collaboration with the community, co-operatives of community members take good care of their installations and make sure payments are made on time. But this is not a one-size-fits-all model; not all villages have such a co-operative. A service utility on the island could solve the problem for these villages.

## SOCIAL ENTERPRISE FOR OFF-GRID ENERGY SERVICES

For this reason, Hivos took another courageous step to push forward the development of Sumba Iconic Island: establishing and co-funding a social enterprise that can function as the reliable partner the private sector is looking for. We set up the Renewable Energy Services Co-operation (RESCO), co-funded by MCA-I. With the support of our consortium partner Winrock International, we developed a business model for RESCO to become self-sustaining by the end of the funding period in March 2018. We recruited young people on Sumba with a vocational background and gave them further training on how to install, operate and maintain renewable energy installations. These young people are taught social and marketing skills too: how to approach a community, and how to explain RESCO's product and services. We also select and train RESCO's future managers.

RESCO units will eventually be put in place to provide services and ensure the operation and maintenance of the 25 schools, 20 energy kiosks and 15 solar corn mills which will be installed under the same MCA-I project. Until then, the RESCO team is carrying out the service work in villages without co-operatives.

## BIG ENERGY PLAYERS GET ENGAGED

RESCO's existence also solves the problem of big investors that need a local partner in order to be allowed to work in Indonesia and make use of governmental subsidies for renewable energy. At the same time, RESCO needs to scale up its business model and engage with these large enterprises. Thanks to the early involvement of private sector parties in Sumba Iconic Island and the successful presentation of this initiative at international forums, companies now approach Hivos to discuss their possible involvement.

By 2016, wind turbine manufacturers such as the Dutch EWT and Danish Vestas, the French investor EREN and Indonesia's largest crude oil producer Pertamina – with expansion plans in renewable energy – were already engaged in the project. These parties acknowledge the opportunities Sumba offers for experimentation and to eventually serve as a stepping stone for off-grid renewable energy projects across the over 17,000 islands in the Indonesian archipelago. For Hivos it remains key that this leads to inclusion and to SEforALL in a responsible way.

## STAKEHOLDER

**Alejandro Escobar**, Lead Operations and Investment Officer Inter-American Development Bank

## Reaching a broader audience with SAFE

Realising our goals requires a great deal of perseverance and imagination. But on the ground level, it also requires knowledge from local partners, experience and funding. We are fortunate to count the Inter-American Development Bank (IDB) among our donors. IDB provided initial funding for SAFE, a multi-stakeholder alliance to boost sustainable agriculture in Latin America. The alliance was initiated by the Multilateral Investment Fund (MIF), the bank's 'innovation laboratory' and is managed by Hivos.

Washington-based Alejandro Escobar is lead agricultural specialist for the MIF. Whereas the bank provides loans and grants to achieve development, the fund engages the private sector in solving development challenges, such as sustainable farming. That is where SAFE, the Sustainable Agriculture, Food and Environment platform in Latin America, comes in. Once a week Escobar attends meetings with the members of the alliance to discuss the direction of the programme. He stresses the importance of communications with stakeholders. "A crucial part is communicating what the platform is about, with its different kind of projects. Interpreting the information in the review reports is important in order to meet the requirements of current donors, but also in finding new investors, in generating interest and commitment."

According to Escobar, Hivos's added value lies in its on-the-ground experience. "Management experience with results-driven projects is vital. Integrating many actors into one initiative is one of them. Another thing is making sure that the effort can continue, for which one needs endurance."

Escobar underlines Hivos's knowledge and capacity to communicate with a broader audience in order to engage private sector and civil society organisations. "Large commitments need be made, and Hivos co-ordinates efforts to leverage that aspect. On the part of companies, engagement with civil society can be in their interest as well." SAFE aims to contribute to making coffee the most sustainable commodity in Latin America within two to three years.



## 4.6 SUSTAINABLE FOOD

We are producing more food than ever, but 800 million people are still chronically food insecure and some 2 billion suffer from micronutrient deficiencies. In addition, 1.5 billion people are overweight. We waste food on a large scale, deplete ecosystems, decrease agro-biodiversity and even patent seeds, the soul of agriculture. Hivos believes that we must radically change the way we produce and consume food if we want to achieve food security and healthier, sustainably produced food for all.

### FOOD SYSTEMS THAT BENEFIT ALL

Our sustainable food programme aims to realise a more diverse food system, away from the one-crop-fits-all model and towards the sustainable production and consumption of diverse, high-quality nutritious food. Safe and healthy food that is available and affordable for all citizens, now and in the future.

An alternative food system can help governments to diminish the growing costs of malnutrition and obesity-related health care, mitigate the impact of environmental degradation and climate change, and increase the productivity of their economies. It can serve the interests of low-income citizens, who – especially in urban areas – often eat cheap, processed food and fast food instead of the wealth of healthy crops and grains available in their region. It might also be in the best interest of smallholder farmers and small food enterprises, who could generate an income from emerging healthier food markets.

### ENTREPRENEURS DRIVE CHANGE

To rethink and reform our current food system, Hivos supports frontrunner movements and local food enterprises which prove that sustainable food solutions are feasible. In 2016, we strengthened our collaboration with the Slow Food Youth Movement and the gastronomic movement in Bolivia and Indonesia. Our support to innovative small- and medium-scale food entrepreneurs ranges from targeted training to the development of new financing mechanisms such as the Hivos Food & Lifestyle Fund. At the same time, we help to create a market for sustainable, healthy food products: we raise awareness among citizens and enhance a policy environment that removes blockades hampering the growth of innovative green businesses.



## CONNECTING AND INFLUENCING STAKEHOLDERS

Hivos connects different food stakeholders in various programmes so that they can mutually invent, develop, and scale smart solutions to global and local food problems. Our Food Change Labs are a good example of this: they are highly valued as drivers of change by urban dwellers, governments, smallholders, food processors and street vendors. In 2016 we deepened our Lab work in Uganda and successfully expanded it in both Zambia and Indonesia.

The results of the Food Change Labs serve as an important input for our lobby and advocacy work on healthy, diverse and sustainable diets. In 2016, the 'Sustainable Diets for All' five-year strategic partnership with the Dutch Government launched successfully. Its goal in a nutshell: low-income citizens and smallholder farmers get more voice and choice over their food. Through our collaboration with IIED, we ensure that this advocacy work is evidence-based.

## INTERNATIONAL ALLIANCES

Hivos knows how to engage different parties at the local and national level in designing alternative food systems and we are also an acknowledged player at the international level: since June 2016 Hivos has been co-lead of a new FAO and UNEP programme on Sustainable Food Systems. In Latin America we co-ordinate SAFE, a multi-stakeholder alliance of big coffee and cocoa companies, investors and NGOs. All parties involved in this platform realise that in order to ensure a sustainable future, it is key that global value chains address climate change and environmental sustainability, and include smallholder farmers.

## IN FOCUS

### Donor: Dutch Ministry of Foreign Affairs *Sustainable Diets for All*

To radically change the way we produce and consume food, we must influence the practices and policies of those who shape our food systems, both in governments and the private sector. Under the strategic partnership with the Dutch Ministry of Foreign Affairs, Hivos and IIED developed the five-year Sustainable Diets for All influencing programme. We support civil society organisations in increasing their influencing capacities and help them connect to multiple stakeholders – frontrunner movements, companies, local governments and the media – to generate change at both the producer and consumer level.

In 2016, Sustainable Diets for All took off in four countries: Bolivia, Uganda, Zambia and Indonesia. In addition, we launched an awareness campaign in the Netherlands, presenting people with the uniformity of food ('Eenheidsworst') that could be our future if we don't make radical changes to the current food systems.

## CITIZENS IN THE LEAD

Transforming the global food systems requires the deep involvement and engagement of the people who produce and consume food. Hivos and IIED strongly believe in people's capacity to innovate and their power to drive change; citizens therefore take in the lead in Sustainable Diets for All. We support low-income citizens and smallholder farmers in getting more voice and choice over their food, adding their knowledge to the research findings of the local institutes we partner with. In Uganda and Indonesia, for instance, low-income citizens kept food diaries, giving us new insight into the importance of food vendors to these citizens' nutrition. Through this citizen research and action we work with others to influence market policies and practices, and to convince governments and international institutions of the importance of change.

## CHANGE LABS AND FOOD MOVEMENTS

Hivos connects frontrunners to private sector parties and policy-makers in so-called coalitions of the willing; multi-stakeholder platforms of usual and unusual suspects that generate the necessary changes in consumer diets, and producer methods and markets. At the local level, our Food Change Labs (see below) in Uganda, Zambia and Indonesia provide safe environments for these stakeholders to find new solutions. In Bolivia, we partner with Fundación Alternativas to support ground-breaking multi-stakeholder 'food councils' in the cities of La Paz and Sucre. These councils work with the respective city governments to co-create inclusive urban food policies that work to achieve food security for the urban poor. At the international level we take the lead in coalitions such as the FAO-UNEP Sustainable Food Systems Programme.

In 2017 we plan to extend our co-operation with the Slow Food Youth Network; we partnered with this global network at Terra Madre in Turin, which was attended by over 1 million people from all over the world. One of the things the collaboration achieved was a 'Changemakers Guide' for future food leaders; linking and learning in practice. In the coming years we hope to engage more young people in rethinking their own local food systems and to empower them with Lab tools for deep collaboration and new solutions.

## FROM GRASSROOTS TO INTERNATIONAL FORUMS

The innovative solutions and concrete results achieved by the Labs, food councils and citizen research serve as evidence for our advocacy work on the local, national and international levels. In 2016 we managed to take the grassroots process in the Ugandan Food Change Lab in Fort Portal from the local to the national level; the National Planning Authority committed to developing a case study of integrating food systems in Fort Portal planning systems, and to focusing on sustainable food production in its next five-year national plan. In 2017 we intend to present the results of and lessons learned from the Zambian Food Change Lab at the FAO-UNEP Sustainable Food Systems Programme's international forum.



## IN FOCUS

### Donor: Dutch Ministry of Foreign Affairs **Food Change Labs**

Hivos and IIED strongly believe in the power of people to drive change, and in their capacity to innovate. Our Food Change Labs prove this assumption correct; these breeding grounds are a place where a great variety of stakeholders inspire each other and come up with new, sustainable solutions for persistent issues in their local food systems, yet without the Labs they would never have met.

#### THE FOOD SYSTEM IN ONE ROOM

In a Food Change Lab we 'put the food system in one room'; we invite planners and policy-makers, poor urban dwellers, small farmers and street vendors to identify the most pressing problems and look at the food system through each other's eyes. In mixed groups, we take them on learning journeys so they can observe harsh realities and positive developments on the ground. Government representatives travel to charcoal sites with smallholder farmers, mayors visit the muddy places where street vendors sell their food. On their return from the field we can see deep change happening; people feel involved as citizens – regardless of their formal roles – and become personally committed to finding and implementing solutions. In that sense, the Hivos Change Lab approach is a way of 'inclusive lobbying', resulting in policies and plans being constructed with and by the people who consume and produce food, not just for them.

#### STRONG NETWORKS AND THE RIGHT PROPOSITION

Involving various voices in a Food Change Lab requires two things: a local partner with a strong network and convening power, and a good proposition that can attract different stakeholders. In the Ugandan city of Fort Portal our partner Kabarole Research and Resource Centre (KRC) played a crucial role in including all voices, thanks to its extensive network ranging from small-scale farmers to policy-makers at all levels.

Extensive research by IIED and local partners helped in shaping our proposition. In Zambia we approached the food system problems from a health angle, since malnutrition and child stunting figures are extremely high due to a persistent culture of maize mono-cropping and a resulting mono-diet. Our analysis and call to action attracted farmers, government representatives, media, civil society organisations, private sector parties, budget-tracking organisations and the church to join our Zambia Food Change Lab.

#### PEOPLE'S FOOD SUMMIT

In 2016 we organised the first People's Food Summit in Fort Portal, a provincial town in Uganda, slated to grow ten-fold in the coming 25 years. The Summit built on activities, research and results from our Lab (which was kick-started in 2015). The Summit ended in a range of clear and impressive commitments. Elected leaders pledged to amend the 1935 Public Health Act that prohibits street vending, and street vendors agreed to strengthen their food hygiene. Farmers stressed that they would work to co-operate more and promote local value addition, while religious leaders committed to addressing food and nutrition as part of their mission. In a brilliant move, KRC proposed broadcasting these commitments live through its own radio station, which has many listeners throughout the region. Following the Summit, participants formed a local Coalition of the Willing in which they will continue the Lab work and track the Summit commitments.

*"The interaction between the different stakeholders – rural farmers, food vendors, government leadership (political and technical) – ensured a rare occasion of learning from one another."*

*Dr Patrick Birungi, Director Development Planning of the Uganda National Planning Authority*



## IN FOCUS

### Donor: Inter-American Development Bank *Global alliance for a sustainable coffee and cocoa future*

Coffee is the 'canary in the coalmine' when it comes to the impact of climate change on tropical agriculture. Since Hivos is an acknowledged thought leader in this field and has years of experience in working with both private sector parties and smallholder coffee farmers, the Inter-American Development Bank (IDB) approached us in 2015 to discuss the future of a sustainable coffee sector. As a result, Hivos initiated and now manages the Sustainable Agriculture, Food and Environment platform (SAFE) in Latin America.

#### INCLUDING SMALLHOLDER FARMERS

2016 was the first full operational year of SAFE, a multi-stakeholder alliance of investors, NGOs, and big coffee and cocoa companies such as Starbucks and ECOM Trading. SAFE innovates for social change; coffee and cocoa production are under great strain due to climate change. So the urgent question is: how can we ensure the sustainable future of these sectors? Smallholder farmers are key in coffee and cocoa production, yet they often lack the link to global supply chains and the tools to improve climate-smart agriculture practices. In collaborative projects, the fourteen SAFE partners test approaches to tackle both problems and thereby ensure a continuous supply of good quality coffee and cocoa. The platform explicitly aims to improve women's and youth engagement in these sectors.

#### SHARE, LEARN AND IMPROVE

Knowledge and learning are major objectives of the platform. SAFE leverages existing knowledge and expertise, identifies and shares best practices, and supports projects that experiment with innovative value chain approaches. In this first year the platform worked to get this process well on track. COSA, a platform partner which is specialised in monitoring and evaluation, provided support to develop a common set of indicators. COSA has experience in working with most of SAFE's participants, so SAFE was able to quickly proceed with the proposed monitoring framework.

IDB provided the initial funding for SAFE; the platform partners must attract additional finance for their project proposals. In its initial year, 2016, partners submitted twelve projects to raise productivity, develop climate-smart tools, enhance access to market information, and train farmers and entrepreneurs in the necessary business and financial management skills. We distinguish between small interventions and larger projects; the small interventions are financed by SAFE directly while the larger projects, following selection by SAFE, go through the IDB funding channels.

#### SIX PROJECTS APPROVED, TWO UP AND RUNNING

By now three small interventions and three larger projects have been approved. Two of these projects started in 2015: Blue Harvest, an initiative of coffee trader Keurig Green Mountain and NGO Catholic Relief Services, promotes water-smart agricultural approaches on the coffee-growing lands of 2,500 small farmers in Honduras, El Salvador and Nicaragua. Working with another 1,000 local actors, the project directly and indirectly reached 60,000 people, including farmer families and communities using the water from targeted sources.





## STAKEHOLDER

**James Lomax**, Programme Management Officer for sustainable food systems at UNEP

### Striding towards sustainable food systems

The distinctive feature of Hivos' holistic programme on sustainable food is how it looks at the big perspective head-on. And this is exactly why Paris-based James Lomax, Programme Management Officer for sustainable food systems (SFS) and agriculture at UN Environment, also known as UNEP, is spirited about the collaboration with his Dutch counterparts. "Working closely with Hivos is one of the reasons that makes the SFS programme so exciting. It brings people together that normally do not work together, aiming for a transformation of our food systems from farm to flush", says Lomax. "Not merely fork, but all the way to flush, since we also consider the actual impacts and benefits of eating and digesting food."

UN Environment is member of the Multi-stakeholder Advisory Committee, whereas Hivos co-leads the programme together with government agencies of South Africa and Switzerland, and the WWF. Hivos has the capacity and the networks to connect specific expertise with all kinds of like-minded people. Some five years ago, both organizations realized that a systems approach is the way forward towards sustainable food systems. "It soon became apparent that Hivos and UN Environment share this vision. Our plans came together quite simply and that in itself was already a rewarding experience", Lomax reveals. Considering food and agriculture as connected is refreshing and innovative: "We aim at reaching alignment and consensus at the decision-making level, an effort that requires coordination of our interventions."

"Armed with a strong, shared vision, practical knowledge and a conceptual framework, the next step is to define specific activities to reach our goals. Bottom up multi-actor initiatives to improve sustainable diets could be one of the outcomes. Moreover, we envision impact in terms of improved food security, health and economically active people, of farmers getting a better deal, of a proper plan around eating and production. I am optimistic, because the added value of Hivos is that they can mobilise people to act and change the status quo."

In 'Financing coffee farmers', Grameen Foundation and coffee co-operative Cooperandes R.L. support 2,000 small-scale farmers (over 50 percent women) in Colombia to develop farm management and investment plans. The project will also test an alternative risk evaluation tool, based on farming practices rather than the usual financial requirements, to unlock access to credit opportunities.

#### A GOOD FIRST YEAR

SAFE is well on the way to reaching its target of linking more than 112,000 farming families to responsible coffee-sourcing programmes. By 2021 some 50,000 smallholders will have improved their incomes, while 80,000 will be using better farming practices and 250,000 hectares will be sustainably managed. In combination, the projects approved and in operation in 2016, plus the ones in the pipeline for 2017, reach out to almost 25,000 beneficiaries.

This first year was a rich one in terms of the good-quality projects submitted, but we also learned that we need to sharpen our criteria in order to receive more innovative projects. Starting in 2017 we will stimulate companies to present more innovative approaches, e.g. involving communication technology, and to achieve more cross-learning. To help realise this, Hivos will provide its extensive expertise in the coffee sector, ranging from local projects to global initiatives.





## IN FOCUS

### Donor: Dutch Ministry of Foreign Affairs *School is the best place to work*

Is child labour an inevitable fact of life for poor people? It certainly isn't, demonstrated by the Child Labour Free Zones that spread from India to Africa, and more recently have crossed the ocean to help fight child labour in Nicaragua. 'Stop Child Labour – School is the best place to work', or SCL for short, is a coalition of six Dutch organisations co-ordinated by Hivos. Founded in 2003, it has a wealth of experience on how to effectively eliminate all forms of child labour and get children back to school; full-time and enjoying good-quality education.

#### CHILD LABOUR FREE ZONES

Child labour free zones were first developed by MV Foundation in India, a Hivos partner of many years' standing. A child labour free zone is a defined area, such as a village or a plantation, where teachers, local authorities, village leaders, employers, parents and children work together to get children out of work and into the formal education system. SCL has adopted this successful model and introduced it to nine African countries and Nicaragua. We support our partners financially and technically to help them realise a child labour free zone, and enable learning exchanges to improve future action.

Under the 'Out of Work into School' project, our partners have established child labour free zones in 81 areas around the world. In 2016, the second year of this project, almost 15,000 children were back in school and 127 public schools were involved in the project. Incomes and working conditions for adults had improved in some cases, once they no longer needed to compete with the low wages paid to children. In addition, we now see social change within families and communities: unlike before, they now discuss and reject harmful traditional practices such as child abuse and early marriage.

#### GOLD FROM CHILDREN'S HANDS

At the other end of the value chain, in Europe and the

Netherlands, SCL shares the convincing evidence of the child labour free zones. We involve companies that sell child labour products, governments that do (or should) protect their citizens' human rights, and consumers who reject the idea that their products were made by children's hands. In our advocacy work we stress the importance of area-based solutions, so that children do not disappear into far worse sectors such as prostitution.

SCL keeps the political pressure on and organises public campaigns, such as our successful 'Gold from children's hands' campaign in 2016. Based on thorough research into African gold mines and the inspiring example of a child labour free zone around gold mines in Mali, we targeted the use of child-mined gold in the electronics industry. Over 11,000 people signed our petition urging companies to do due diligence across their whole supply chain.

Fortunately the private sector is becoming more and more convinced that child labour is indeed their responsibility throughout the supply chain. Governments demanding sector-wide Memoranda of Understanding, international agreements like the Ruggie Principles, and consumer pressure are increasingly hard for companies to ignore.

#### ENGAGING COMPANIES

Hivos, through SCL, plays an important role in this attitude shift. We engage companies in selected sectors, link them to local partners, and equip them to effectively prevent child labour and contribute to the child labour free zones. In 2016 we organised multi-stakeholder meetings and dialogues with 80 companies and ten corporate social responsibility (CSR) initiatives. As a result, we signed Memoranda of Understanding in the natural stone, textile, footwear and coffee sectors. SCL had the lead in the first international CSR Covenant, for the garment and textile industry, and co-operates intensively with key players such as the ILO.

The success of the child labour free zones encourage Hivos-SCL to spread the model further to areas with less social cohesion, such as conflict areas, urban slums, and regions with large numbers of refugees. Our pilot in an urban slum in Uganda is producing far better results than we had hoped for; even here, the model works to get children back to school.



## 5. OUR PARTNERS

Hivos co-operates and co-creates with a wide range of stakeholders to foster social change. We cherish our long-term relationships and team up with front-runners and coalitions of the willing. Our partners range from LGBTI youth, artists' collectives and hacktivists to female entrepreneurs, progressive funders and visionary government agencies. Hivos is accountable to its stakeholders and adheres to a high standard of transparency.

### PARTNERSHIPS WITH INSTITUTIONAL DONORS AND FOUNDATIONS

2016 marked the start of a number of great new five-year programmes under the strategic partnership Dialogue and Dissent with the Dutch Ministry of Foreign Affairs, which is providing €50 million to our Citizen Engagement Coalition. Together with IIED, we kicked off the Sustainable Diets for All programme and the programme on Green and Inclusive Energy. ARTICLE 19 is our expert partner in the Open Contracting programme, and in the Women@Work programme we expanded our co-operation with multiple stakeholders to improve the working conditions of women in the African horticulture industry. In addition, Hivos joined Right Here, Right Now, led by Rutgers, in which we focus on the sexual and health rights of young LGBTI people. Voice is an innovative new grant facility to fight inequality, managed by

Hivos and Oxfam Novib and financed by the Ministry of Foreign Affairs.

### CRUCIAL LONG-TERM SUPPORT

Both these strategic partnership programmes mark both a new beginning and the end of an era: the decade-long core support through the Dutch Government's co-funding programmes MFS and MFSII ended, and a unique new programme commenced. Through these programmes with the Dutch Government, Hivos is able to invest in courageous frontrunners who initiate critical changes towards reaching more open and green societies. Such long-term support, for example for our work with LGBTI communities in Africa, Asia and Latin America, contributes to strong movement in the direction of our shared goals. We also see this confirmed in the LEAD (Local Employment in Africa for Development) programme, in our Mideast Creatives programme, in the FLOW (Funding Leadership and Opportunities for Women) programme, and in our programme Women Empowered for Leadership. We cannot emphasise enough how much we value this ongoing trust and support from the Dutch Ministry regarding our work. The strategic partnerships provide Hivos with the long-term support that is vital for creating a lasting impact.

Last year, thanks to 2.8 million participants, the Dutch Postcode Lottery donated €341 million to more than hundred charity organisations in the Netherlands.

## STAKEHOLDER

Gerben Potman, private donor

### “I saw the impact of Hivos’ work first-hand.”

Gerben Potman didn’t hesitate for a moment. Part of his inheritance will go to Hivos. Gerben is a humanist, already from an early age; that is one of the reasons why Hivos appeals to him, but it is not the only reason.

As country specialist at the Immigration and Naturalization Service, he encounters desperate scenes and statistics. “There are many homosexual refugees, especially from Africa”, he recounts. “They are hounded and ostracised by their own community. I notice that the government is withdrawing and the time has thus come to extend a helping hand myself.” Gerben opted for Hivos. He is convinced that this choice makes sense.

“Hivos stands up for the concerns and needs of homosexuals”, Gerben explains. “And it is so important to give such initiatives a boost.” Gerben was able to witness up close what the impact of Hivos is. He worked in Africa himself, and friends in Uganda found Hivos’s support invaluable. “I understand the importance of Hivos’ work, and I have lot of good things to say about that. Moreover, I have great respect for the perseverance of local people. They keep fighting for a better world, despite all the physical violence. They deserve all the support in the world.”

Gerben included Hivos in his will. “Of course my children will inherit as well. But they don’t really need my inheritance. They are doing well. I rather contribute to a better world, to the solution of persistent problems.”

Hivos has been a beneficiary of the Postcode Lottery since 2007 and receives annual funding of €1.35 million. In 2016 the Postcode Lottery evaluated the collaboration with Hivos and decided to continue this valuable partnership, securing support for our work for at least another 5 years until 2021. We truly appreciate the Postcode Lottery’s core support, which allows us to strengthen our innovation agenda, to develop new ideas and to engage with daring programmes. In addition, the Lottery brings important issues to the attention of a broad Dutch public, which contributes directly to obtaining more support for our work and for the themes we promote.

In spring 2016 we – together with partners – submitted a proposal to the Dutch Postcode Lottery’s Dream Fund to help save the Amazon forest by supporting indigenous groups in using drones and other new technology to build evidence on the perpetrators of forest disturbances. We were one of the final four candidates selected to develop a full proposal; we were encouraged to develop it in collaboration with Greenpeace, who had a similar type of proposal. Together with Greenpeace and our respective partners, we developed a more impactful and technologically advanced programme and were selected for the final round. The co-operation was very constructive and fruitful and in early 2017 our joint proposal was selected for a Dream Fund grant of 14.8 mio euro from the Postcode Lottery. The All Eyes on the Amazon programme will formally start in July of 2017, working with indigenous groups to save 8 million hectares of the Amazon forest using drones and radar satellites.

Our ten-year-plus relationship with the Global Fund has put Hivos in the position to manage six large-scale programmes, covering 25 countries. Swedish Sida has also entered a multi-year partnership with Hivos to innovate for social change, to be officially signed in 2017. Sida specifically supports our daring and ambitious Freedom of Expression programmes. Hivos places a high value on each and every one of these important and impactful partnerships.

### IMPACTFUL DEVELOPMENTS

Long-term support is specifically welcome in a financial development landscape that is dominated by a rapidly changing political context and influenced by events such as the migrant crisis in the European Union, the presidential elections in the USA, and the UK vote to leave the EU. These developments have led to a focus on more short-term financing and a strong emphasis on concrete results and value-for-money requirements.

The end of the MFS era implied a huge turnaround for our organisation. Hivos has been preparing itself thoroughly over the past few years, not only in anticipation of the prospect of significantly decreased financial resources, but also as an opportunity to drive new strategic developments. Our role as a re-granter has been broadened to a role as innovator for social change, building on almost 50 years of experience in innovative and impactful development programmes. This comprehensive preparation has enabled Hivos to absorb and leverage these major changes without any additional restructuring. Our total income increased substantially from 67.7 million euros in 2015 to 127.8 million euros in 2016.

### SHARED VALUES

Our financial partnerships entail more than mere funding: we exchange knowledge and ideas on how to improve programmes and increase impact for social change. Hivos greatly values these ‘co-conspirators’ for a better world, and in return we are explicitly appreciated by our donors for our ability to take risks, to find and nurture innovative frontrunners, and for our convening power to connect different stakeholders in multi-actor platforms. Our core values on pluralism, diversity, sustainability and the empowerment of people clearly resonate with our financial partners.

### FINANCIAL RESILIENCE

In 2016 Hivos signed multi-year contracts worth €134 million with 37 national and international foundations and bilateral donors. The majority of this funding comes from a limited group (the Dutch Ministry of Foreign Affairs, Sida, DFID, US Government funding, the Global Fund and some multilaterals and foundations). We have further diversified our income flow, featuring a broad range of donors, and building on strategic and long-term relationships with our major donors. In addition, 2016 marked the start of a growth scenario for our private funding programme, which is aimed at increasing our unrestricted funding.

All regional offices were trained in financial resilience in 2016, leading to improved strategies and plans for executing their own resource mobilisation activities. As a result, Hivos programme staff felt more comfortable managing funding relationships and better equipped to do so.

In 2017 we will deepen and strengthen existing funding relationships and we will build on our programme experience, networks and ideas to develop attractive propositions for new financial partners. This should lead to a budget increase and a further diversified financial partner portfolio.

## FINANCING SUSTAINABLE SOLUTIONS WITH OUR PARTNERS

### HIVOS IMPACT INVESTMENTS

In 2015 Hivos founded Hivos Impact Investments (HII) to attract commercial capital for frontrunner companies that both contribute to sustainable change and are expected to produce a financial return. What is innovative is that the investments start at €50,000, whereas the usual starting amount is much higher. This means that HII is focused on finding companies that are scalable and have high growth potential.

HII launched its first investment fund in 2015: the Hivos Mideast Creatives Fund, which provides funding for early stage entrepreneurs in the creative industry in the Middle East and North Africa. The fund connects closely to Hivos's Mideast Creatives programme and has invested in two thriving initiatives: Zoomaal and News Deeply. Through Zoomaal, the first successful Arab crowdfunding platform, young creatives have managed to obtain investments worth €1 million for their projects. Award-winning new media company News Deeply is growing fast and steadily, doubling its annual turnover in 2016.

### HIVOS FOOD & LIFESTYLE FUND

After thorough research and preparations, we launched our second impact investment fund in 2016: the Hivos Food & Lifestyle Fund. This fund connects closely to Hivos's food programmes, through which Hivos sources solid, innovative enterprises and promising start-ups – social entrepreneurs from the African continent who are committed to bringing high-quality produce to the local and international market.

In 2016 the Hivos Food & Lifestyle Fund invested in three companies: the already profitable L'Atelier du Miel in Lebanon, which sells 30 varieties of uniquely produced honey, South Africa's Lady Bonin's Tea, which distributes premium quality teas and infusions sourced from small-scale (often organic) farms, and GreenFingers Mobile. What distinguishes Hivos from similar investment initiatives is our belief in supporting social entrepreneurship displaying the power of people to solve persistent problems: people unlimited. We don't just look at the figures to judge the viability of a start-up; we also zoom in on the entrepreneur's drive and passion.

### SUPPORT FOR SOCIAL ENTREPRENEURS

GreenFingers Mobile is a good example of how Hivos's programmes and Hivos Impact Investments are complementary. Hivos actively scouts social entrepreneurs looking for new market-based solutions to existing problems; people who are open to disruptive ways of thinking. We guide them through the process of building a company by helping them to clearly define their idea and to develop it into a potential enterprise, and we facilitate this process with a small grant, for example for market research.

GreenFingers Mobile is founded by young people who know little about food but a lot about ICT, and want to use this knowledge to reduce poverty and improve food security. In 2016 GreenFingers Mobile developed a commercial exchange platform connecting supply from small-scale farmers to demand from parties such as Nando's South Africa, which seeks a secure supply of good-quality vegetables. Thanks to the platform, smallholders have a guaranteed purchase and get a better price for their products, while both parties avoid middlemen and reduce transaction costs. Currently more than 5,000 farmers are linked to the platform

Hivos's multi-stakeholder platforms also help to solve problems encountered by the starting entrepreneurs. For example, when the vegetable platform's planned extension into a digital seed bank was hampered by public policy failures, our multi-stakeholder platform for seed enterprises interacted directly with the responsible government officials, thus addressing policy issues that constrained the growth of the enterprise.

### INVESTMENT CHALLENGES

Looking back at 2016 shows that HII celebrated the promising outlooks, but was also confronted with challenges that it plans to overcome in the next two years. A major challenge touches on the inherent nature and ambitions of our impact investment funds. We dare to invest in countries that are difficult to invest in and in a sector without impressive collateral. The companies we select from our programmes are often young and very innovative, thus also presenting potential investors with a higher risk. Consequently, finding investors for these small and medium enterprises is challenging. Nevertheless, our perseverance paid off: in early 2017, Hivos Alliance 2015 partner Welthungerhilfe joined Hivos as an investor in the Hivos Food & Lifestyle Fund.

*All the people, living life in peace*

## PRIVATE DONORS

2016 marked a year of sustainable growth in the private donors department. We continued the successful private donor recruitment programme on LGBT projects, and expanded it with new projects to fund such as biogas and the Age of Wonderland. In addition, we used new techniques such as prospect mailings and SMS donations through Facebook. More than ever, we let our donors know that we are grateful for their support and kept them personally informed about the projects they made possible.

## DONATIONS AND GIFTS

Throughout the year we solidly recruited new regular pledge donors, most by face-to-face street fundraising. At the end of the year we had 4,949 active regular pledge donors, which is an increase of 71 percent compared to 2015. Using direct mail, email and telephone, we maintained contact with our donors and requested additional support. Revenue from private donor donations and gifts reached €576,000 in 2016.

## LEGACIES

In 2016 Hivos received €763,000 from legacies. We are very grateful for these gifts, which contribute significantly to our work. We naturally use these gifts with care and will spend them in line with the donors' wishes as expressed to us.

## NORTH-SOUTH SAVERS

In addition to donations, Dutch citizens also make funds available for development activities in the South through the use of 'North-South Savings Accounts' at Triodos Bank. By doing so, they enable loans to small and medium enterprises for sustainable food and energy. The number of savers increased from 11,270 in 2015 to 11,386 in 2016, with a total savings volume of €116.3 million compared to €112 million in 2015. The interest earned in 2016 was €17,606.

In 2017 we will continue our strategy of sustainable growth. To increase our private donors' involvement with our work, we will communicate clearly about the impact of their personal donations. We do this in various ways including our email newsletter, the People Unlimited Post and our annual private donor event.

## PARTNER ORGANISATIONS

One of Hivos's strategies to innovate for social change is to build platforms for stakeholders from all segments of society, enabling them to jointly come up with workable solutions to persistent problems. In line with this strategy, we increasingly partnered with new and unexpected parties in 2016. Examples of these include the urban planners and street vendors in our Ugandan Food Change Labs, the wind turbine manufacturers on Sumba, and the communication specialists of M&C Saatchi partnering with key population networks in Southern Africa. In 2016 Hivos worked with 445 partner organisations and citizens' initiatives in 43 countries across Africa, Southeast Asia, Latin America and the Middle East.

## NETWORK PARTNERS

Our partner Social Innovation Exchange (SIX) is the world's primary network focusing on social innovation. Hivos is a member of the Global Council of SIX and organised an Inclusive Cities meeting in Harare in May 2016. This two-day workshop created time and space for explorations on how citizens can become more involved in designing urban spaces and transforming the city into a thriving space that works for all its inhabitants.

Hivos is one of the founders of Alliance2015, and jointly fights poverty with the aligned organisations ACTED, Cesvi, Concern, HELVETAS, People in Need and Welthungerhilfe. Alliance2015 is our principal strategic partnership in Europe; its strength lies in influencing policies and public opinion in Europe through campaigning and advocacy. Hivos also belongs to the Humanist Alliance, a network of Dutch humanist organisations, which includes the Humanist Association, Humanitas, HUMAN Broadcasting and the University of Humanistic Studies.

## TRIODOS BANK

Hivos has worked closely with Triodos Bank since 1994, mainly through the Hivos Triodos Fund (HTF) and the North-South Savings Plan. In 2016 a renewed strategy for the Hivos Triodos Fund (HTF) was adopted. The HTF shifted from supporting microfinance institutions to pioneering loans to small and medium enterprises for sustainable food and energy, further elaborating on Hivos's innovative strategy. As of 2016 the size of the HTF was €82 million.

## STRATEGIC PARTNERING

A free, fair, sustainable future for the people we and our partners serve, asks for more effectiveness and efficiency. And therefore for more collaboration and for national and international NGO's to take ownership at local and national level seriously. Only together can we make transformative change possible. Social innovation calls for local ownership, while global change can only be achieved if we join forces as well as connecting the dots. In 2016 the changing external environment and the launch of our new strategy prompted us to examine whether strategic partnering, a more extensive co-operation with other organisations, was desirable. Our examination consisted of analysing trends in partnering and the development sector, and we made a SWOT analysis of our organisation and our strategy. We then examined how strategic partnering could support the organisation in achieving its goals. Based on the research, we concluded that strategic partnering is worth exploring and we began this at the end of 2016. We will continue our strategic partnering exploration in 2017.



## 6. HOW WE ARE ORGANISED

In 2016 Hivos took further steps towards making its internal organisation and operational processes fit for purpose. Changing from a re-granting organisation into a more entrepreneurial driver of social change is a tremendous shift that requires time and attention. Operational excellence is our means and, though we are not there yet, we have made important progress in the past year. This is mainly thanks to our professional, dedicated, creative and above all passionate staff: the people unlimited who make Hivos.

### GOVERNANCE

Hivos's governance is organised according to a two tier governance model, a structure that provides the necessary balance between flexibility, proper accounting and effective control systems. We have a set of internal and external checks and balances in place to safeguard this balance.

The Supervisory Council (SC) supervises the policy of the Executive Board (EB) and the general course of events of Hivos. It provides advice on and approves Hivos' multi-annual strategy, guards the organisational continuity and is the employer of the members of the Executive Board.

The Executive Board – currently consisting of Executive Director Edwin Huizing and Director of Operations Sanne Nolst Trenité - is entrusted with the management of the organisation. Their respective duties and powers are detailed in the Board

Regulations. The Executive Director is the chair of the Executive Board. The EB is supported by a Management Team that consists of Regional Directors, Programme Directors, and managers of the two support departments as well as advisors to the Board.

Hivos has several local entities; that is to say, it is registered in several countries as an organisation, with articles of association and a board. In 2016, nationals from South Africa, Zambia and Malawi started their work as members of the local Hivos board in their respective countries. Local board members are an expression of ownership and enable Hivos to become more firmly rooted in these countries. This increases sustainability as well as leading to more opportunities for effective stakeholder involvement and fundraising. In 2016 it was decided to split off the Hivos South Africa office into a fully independent organisation, and its name will change to Hlanganisa Institute for Development S.A.

### INTERNAL ORGANISATION

We strongly believe in operating in the close vicinity of our partners (including civil society partners), beneficiaries and other stakeholders in the countries in which we work; we therefore have a decentralised structure. In 2016 most programmes were managed from our four regional hubs, located in Indonesia, Kenya, Zimbabwe and Costa Rica. Given the current regional context, our programme in the Middle East

and North Africa is still being managed from our Global Office in The Hague. In 2016 we also had national offices in Bolivia, Ecuador, Guatemala, South Africa, Malawi, Zambia, Uganda, Timor-Leste and the Philippines. These offices implement and manage large-scale programmes, which are mainly financed by institutional donors. From Beirut, our liaison officer supports our programmes in the Middle East and North Africa.

## GLOBAL OFFICE

The two main programme departments in our Global Office are Open Society and Green Society. Open Society programmes are clustered around four focal areas: Freedom of Expression, Transparency & Accountability, Sexual Rights & Diversity, and Women's Empowerment. The Green Society focal areas are Sustainable Food and Renewable Energy. Two departments support our organisation: Finance, Support & Control and Strategy, Communication & Innovation. In addition, we have an HR unit and an independent Senior Controller – these report directly to the Executive Board.

Our Global Office focuses on strategy and policy development, quality control, marketing and communications, and ICT. In 2016 we took important steps in the transition towards a more flexible organisation that is cost-sensitive, entrepreneurial and accountable. Financial management, quality procedures and risk management have been improved.

## CERTIFICATION AND QUALITY

Hivos is dedicated to delivering high-quality services and to being transparent and accountable. In 2016 Hivos invested extensively in improving our operational excellence. We formulated quality objectives to further improve our project based working method. These objectives include conducting a convincing dialogue with stakeholders about substance and processes, and improving the reliability, availability, transparency and accountability of results. Additional quality objectives are: ensuring that financial partners and donors are satisfied; developing good relationships and positive reviews with donors and partners; maintaining a proper balance between direct and indirect

cost; and achieving a high proposal success rate. To achieve these objectives, several actions have been initiated in 2016. An extensive course on the project management working method was developed and all staff followed it, in addition to a DISC (Dominance, Influence, Steadiness and Conscientiousness) training to improve work productivity, teamwork and communication. Hivos also improved its financial procedures, including the pipeline analysis and a re-arranging the financial reporting system, in 2016.

## EXTERNAL QUALITY CONTROL

Externally, there are four control mechanisms in place to ensure that our work is of the highest quality. External auditor PricewaterhouseCoopers (PwC) primarily judges the yearly quality of the financial management and reporting, but also takes into account the quality of the administrative structure. Hivos's 2016 annual accounts were approved by PwC (see statement in the Annual Accounts chapter).

We choose to work with the ISO 9001 quality management system, which guarantees continuous self-reflection and improvement. LRQA carries out an annual review of Hivos's compliance with the international ISO 9001 norm. This involves yearly audits at Global Office or one of our regional offices. In 2016 an audit was conducted at Global Office. The findings mainly highlighted issues in the light of the new ISO 9001:2015, such as further improvements required to the risk management system and the way Hivos conducts its annual review. Our ISO 9001:2008 certificate is valid until 14 September 2018; we are working towards compliance with the new ISO 9001:2015. The new elements in this updated norm are the introduction of a risk management system on both the institutional and project level, and an overview of stakeholder requirements and wishes.

Hivos also holds the Partos 9001 certificate, a sector-specific quality seal defined by Partos, the Dutch association of NGOs working in International Development. This certificate is valid until 14 September 2018. Hivos also signed the Partos code of conduct, a Dutch sector-specific quality norm based on ISO 9001. The Dutch Central Bureau on Fundraising (CBF) checks Hivos's compliance with the CBF norm for

charities. The CBF promotes trustworthy fundraising and expenditures, and also sets fundraising cost norms. The Wijffels Code on good governance of Dutch charities is an integral part of the CBF certificate. In 2016 the CBF framework changed. In July 2016 a group of 350 leading charities, among them Hivos, were the first to receive the revised certificate. Hivos' CBF certificate is valid until 1 May 2017.

## STAFF AND ORGANISATION HR FOCAL POINTS

In 2016 our HR unit focused on updating HR policies and co-operating with HR staff in the regional hubs, both of which aimed to render HR services more strategic and effective, thus contributing to the development of Hivos's staff. The global HR team is working towards global alignment of the HR strategy and optimisation of the HR policies. The following HR policies were part of this international cooperation.

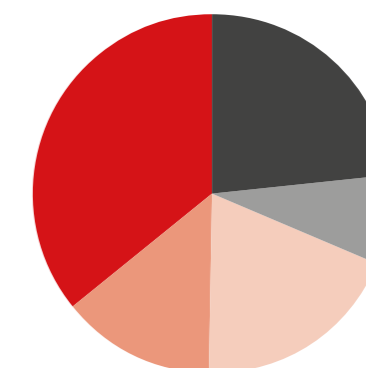
- Safety protocols (global sharing of information about travelling employees)
- Induction programme for new employees (optimising)
- Labour conditions and staff benefits
- Recruitment and employment of new staff
- Performance management

All teams received training in financial resilience, project management and team dynamics. The new performance management system – which puts more emphasis on agreeing and documenting expectations with regard to results, competencies and support needed by the manager – was assessed positively in our Staff Satisfaction Survey. This survey was part of a larger assessment on how staff looked back at Hivos's transition. This evaluation ascertained that Hivos is on the right track, yet follow-up action is needed on some organisational design matters and working methods. These will be addressed in 2017.

## STAFF FIGURES

In 2016, Hivos had a total of 384 employees (2015: 337), of whom 137 were based at the Global Office in The Hague (2015: 131) and 247 worked in the regions (2015: 206). The main reason for this significant increase is the expansion of Hivos's activities, a more labour-intensive role in our programmes, and the associated hiring of programme staff.

Staff per hub



Number of employees

• LA	90
• SA	31
• SEA	73
• EA	53
• GO	137



## TURNOVER

Staff turnover was relatively high in 2016. This can largely be explained by the organisational changes of recent years. A number of employees left Hivos in 2016 as a result of the layoffs due to the 2014/2015 reorganisation. In addition, project staff employment now depends on the availability of funding. In 2016 a number of expiring contracts could not be extended due to funding uncertainty.

In 2017 Hivos will develop policies to increase the staff employability, in order to rebalance staff turnover, increase flexibility and create opportunities for the redeployment of staff between across different programmes.

## DIVERSITY AND INTEGRITY

Hivos wants to make optimal use of the potential of people who can contribute to Hivos's mission and objectives. We see diversity as an asset. Our diversity policy includes principles for diversity in ethnic background and in age, and for a balanced ratio of men and women in our Management Team.

At the Global Office in The Hague 69 percent of the employees are women. At Hivos Southeast Asia 40% of staff are male and in Southern Africa 61% are male. At Hivos Latin America the male to female ratio is 11:89. On our global management team women are the majority with 73 percent.

Of the Global Office Staff 23 percent have a non-Dutch background, and 4 percent of these are expatriates. 22 percent are under the age of 35, while 17 percent are over 55. The Supervisory Board consists of 6 men and 2 women, the Executive Board has a 50:50 percent male to female ratio.

In compliance with the Dutch law on the protection of personal information, Hivos does not document data on disabilities or sexual orientation. We wish to increase employment opportunities for people with disabilities, so we have committed ourselves to improving these in 2017. From a global perspective Hivos has proven to provide a safe working environment for LGBTI (Lesbian, Gay, Bisexual, Transgender and Intersexed) people.

Within our Hivos HR policies we apply the humanist principles, and Hivos core values such as diversity.

We value equality – with room for individual differences – transparency and righteousness. We also value mutual responsibility, room for initiative and creativity, and clarity in rights and obligations. Our integrity policy, which was introduced at the end of 2016, is consistent with these principles.

Diversity is an explicit part of our recruitment policy. No one is excluded from the hiring process. At the same time, we appoint the most suitable candidates based on skills, experience and abilities.

## PERFORMANCE MANAGEMENT AND STAFF DEVELOPMENT

In 2016 the new performance management cycle started, placing more emphasis on a results-oriented way of working and professional development. The cycle includes discussions between employer and employee on the employee's performance throughout the year, and a performance appraisal by the end of the year. It supports the professional development of our staff in line with both the organisation's objectives and the employee's ambitions. This new way of managing performance received has positive feedback from both employees and managers. It gives more clarity on job expectations and goals with respect to personal development of knowledge and skills.

To support staff development, according to the needs of the organisation as well as those of the employees, we organised several sessions at the global level, and employees also attended external training sessions. Some examples are:

- Project management Way of Working
- Writing winning proposals
- Financial model training
- Crisis management training
- High impact facilitation training

The professional development of our staff will continue in 2017. We will use performance management and talent development strategically to achieve the optimum match between our human resources needs and the qualities and competencies of our staff. As stated above the employability of the staff will be another key focus.

## HR HIGHLIGHTS IN THE OFFICES

Besides the global HR strategy, a few highlights are interesting to report on the different offices. New country offices were opened in Kampala (Uganda) Sumba (West and East) and in Manila (the Philippines). The Hivos office in Costa Rica welcomed 10 new staff members, in Southern Africa 15 new staff members were added and Hivos East Africa counted 13 new members of staff. For a new project at the Sumba Iconic Island there has been a massive recruitment at our Southeast Asia office. At Hivos Latin America office, the Global Office and the Hivos East Africa office the induction and on-boarding process for new staff was updated and optimised.

## WORKS COUNCIL

The Works Council at the Global Office viewed 2016 as a turbulent year, as strategic decisions made during the reorganisation were (and still are) being implemented in the organisation. The Works Council's focus has been on how the follow-up of the transition process affected Global Office employees in their daily work. By carefully monitoring and addressing these changes, the Works Council represented Hivos employees as well as possible, despite some membership changes during the year. The Works Council regularly provided the Executive Board with advice to help them create a better working environment for all employees.

The Works Council believes that significant organisational changes should be in balance with a stable working environment for all employees. We will therefore continue to monitor and address these changes in 2017.

In 2016 the Works Council held five meetings with the Executive Board and organised two staff consultations. In January the Works Council discussed the transparency of decision-making within Hivos. In April Hivos employees were asked to discuss the question: "What makes Hivos a good employer?" Both consultations were quite well attended and the results were presented to the Executive Board.

## STAKEHOLDER

### Marinke van Riet, programme manager of Voice **Voice: a consortium truly based on inclusiveness**

In September 2016 Voice was launched, a new innovative grant facility to fight inequality, marginalisation and discrimination. The Euro 50 million fund is managed by a consortium between Oxfam Novib and Hivos and financed by the Netherlands Ministry of Foreign Affairs. Its full name "Voice - nothing about us, without us" already indicates that this programme is about inclusiveness and inclusion, in response to the manifesto in the Sustainable Development Goal to not only Leave No One Behind but also to reach the furthest behind first.

The consortium of Oxfam and Hivos follows this same principle of inclusiveness, says Marinke van Riet, programme manager of Voice. 'our team members in The Hague are equally divided between Hivos and Oxfam employment contracts and we work in both offices, the Steering Committee is made up of one senior manager from Hivos and another one from Oxfam Novib. The team members are continuously encouraged to share experiences and learn from the rich experiences in both organisations'. Voice targets the five following most excluded and discriminated groups: people living with disabilities; LGBTI people; women facing exploitation, abuse and/or violence; age-discriminated vulnerable groups (youth and elderly); and indigenous groups and ethnic minorities. 'Voice does this through building the influencing capacity of civil society organisations to better serve and be more legitimate of these underrepresented voices in their work and organisation', van Riet explains.

Van Riet has been an admirer of the Hivos approach, long before she started working for Voice. 'Hivos is bold and innovative and pushes the boundaries and the status quo. Hivos' work with LGBTI communities and informal groups are just two examples which form a critical component within Voice. Hivos keeps looking for new ways of reaching the most marginalized, sometimes even being exclusive of some vulnerable groups in order to be inclusive and shows boldness by standing by its values and principles even in the most restricted spaces.'

## CORPORATE SOCIAL RESPONSIBILITY

Hivos wants to realise social and environmental impact, not only through its core activities but also through its own operations. To ensure this, Hivos has adopted a Corporate Social Responsibility (CSR) policy, which includes concrete targets and internal measures. The policy is in line with our mission and vision and embodies the Hivos values, with key elements being integrity, diversity and equality, good employment practices, and environmental stewardship. The policy document sets goals and Key Performance Indicators for all Hivos offices and staff. It also covers CSR issues in our interactions with partners, donors, suppliers and private companies. Our CSR policy can be found on our website.

In 2016 we improved our environmental performance mainly through sustainable purchasing, which covers both sustainable products and sustainable suppliers. We chose an eco-supermarket as our food supplier for the Global Office, and we selected a new travel agency using criteria such as ISO 14001 and our aim to reduce our CO<sub>2</sub> emissions. In 2016 we started a full supplier scan to look for areas where we can further improve our sustainability performance. The results will be available in 2017. The Hivos-wide procurement procedure will also be adapted in 2017 to ensure sustainable purchasing where possible.

### CO<sub>2</sub> COMPENSATION

Due to our new focus on innovation for social change and the new, more proactive roles that Hivos is increasingly taking on programmes and projects, the number of flights has increased, despite reduction measures such as videoconferencing and instructions for rail travel within Europe. Hivos staff travel by air to partner organisations, projects and programmes and between the different regional hubs, and for essential in-person meetings. Not all of these flights can be replaced by videoconferencing, but Hivos policy is to keep stimulating staff to plan flights carefully.

Hivos decided to add compensation for other greenhouse gases to its existing CO<sub>2</sub> emissions compensations, enabling Hivos to become a climate-neutral organisation. Hivos compensates through its own biogas programme in Cambodia which is registered under the Gold Standard. This programme ensures a

reduction in both deforestation and air pollution from cooking with wood. Not only does this help to mitigate climate impact, it also helps to improve the lives of Cambodians.

	Total CO <sub>2</sub> emissions	CO <sub>2</sub> compensation
2015	1,919*t	100%
2016	1,929*t	100%

\*these totals are rounded figures based on a calculated estimate of previous emissions and current flight emissions figures

The total CO<sub>2</sub> emissions has increased slightly in 2016. There has been a decrease in flights in the Southeast Asia and Southern Africa hubs due to changes in project portfolios. At the Latin America office flights have increased due to an increase in the total office staff, and at the Global Office flights increased by a minor increase of 10%.

Some of our environmental measures are:

- Duty trips are planned carefully, a videoconferencing system replaces a number of flights, and rail travel is strongly recommended for duty trips within Europe.
- Organic and fair trade products are used as much as possible for staff lunches at the offices, coffee and tea is fair and green, paper coffee cups are reused and recycled.
- Floor coverings are green and fair.
- Waste paper, batteries, printer cartridges, old computers and office furniture are sent for recycling wherever possible.
- Certified paper with an eco-label is used for copying and printing.
- Offices are cleaned with organically degradable products.
- Where possible, Hivos has installed water-saving toilets, water leakage sensors, energy-efficient lighting and motion sensors.
- The Hivos Global Office uses green electricity and gas, and the Regional Office in Zimbabwe partly runs on solar energy.
- All Hivos online channels are hosted green and comply with the requirements of [www.thegreenwebfoundation.org](http://www.thegreenwebfoundation.org).

## SECURITY POLICY

Hivos staff and partners are increasingly confronted with safety and security issues, as are Hivos programme implementations. Hivos's choice to address controversial political and societal topics, to seek co-operation with outspoken partners, and to work in countries with civil, political or social tensions all increase the security risks for Hivos staff and partners. Hivos looks at risks, safety and security in a holistic way, including physical safety, personal wellbeing and digital security.

In 2016 the first steps were taken to overhaul the safety and security guideline in an integral approach. Time was allocated for two staff members to address this issue, and four consultants have been contracted to support Hivos in the renewal and upgrade of its security policy. This process will take up to two years. By the end of 2017 this must lead to an up-to-date security chain: prevention, preparation, mitigation and aftercare. The policy takes a dynamic approach, which enables us to cope with emerging situations and new challenges. All staff members who travel follow a practical security training course in order to be prepared for risky situations in the countries in which they work.



## 7. SUPERVISORY COUNCIL REPORT

Hivos has experienced a year of many new beginnings, in which the sharpening of strategy and internal organisation still called for considerable attention. In this first post-MFS year, the organisation was successful in attracting donors for its new programmes. During the year Hivos signed new contracts worth €134 million. At the same time as the organisation worked to put the new strategy into practice, the finalisation of the Strategic Plan was still ongoing. It was formally approved by the Supervisory Council (SC) in May 2016. The Strategic Plan 2016-2020 outlines what Hivos aims to achieve across its six thematic areas and 26 countries, as well as how its new role as social innovator is translated into different approaches. These approaches include scouting frontrunners and bringing innovations to scale through connecting stakeholders and influencing decision-makers.

In the rapidly changing political and funding context, Hivos must also change its organisational culture in order to be able to deliver results. The Business Plan 2017-18, approved by the SC in December, details what Hivos is doing to adapt its internal systems, processes and ways of working in order to become the flexible, entrepreneurial organisation it wants to be. Important factors such as financial resilience, relationship management, human resources, monitoring, evaluation and learning will be reinforced. The SC is impressed by the insights Hivos has gained during the past year and the changes it has already put in practice. Bringing the internal organisation fully in line

with the new competitive environment and sharpening its view of Hivos's value proposition as a social innovator will also be key assignments for 2017.

During 2016 the SC formally convened seven times, usually but not always in the presence of the Executive Board (EB). The SC's activities were to a large extent concerned with the execution of its fiduciary supervisory role. The SC also served as a sounding board for the EB, particularly in relation to the organisation's strategic outlook, partnering strategy, innovation, risk management and change management issues.

The SC also discussed Hivos's governance structure. The EB seeks the right balance and interaction between controlling the organisation from the centre and placing responsibility and ownership at the regional level, while the SC monitors the checks & balances. It verifies whether legal entities fit into the chosen accountability structure, whether mandates and responsibilities are clear, and whether the EB has strong connections to stakeholders to ensure soft controls where formal authority is not directly available.

Based on the values of self-determination and participation, in its recent vision document Hivos presented the perspective of a decentralised organisation with a strong degree of ownership in the South. A pilot was held during the year involving the recruitment of country nationals for the boards of Hivos's entities in South Africa, Zambia and Malawi. In South Africa,

additional considerations led to the decision to transform the entity into a fully independent organisation.

The SC seeks to keep in touch with developments by engaging in frequent conversations with the Executive Board as well as holding a regular informal exchange with the international Management Team and the Global Office's Works Council. For the second time the EB has organised a field trip for SC members to one of its regional offices. These trips allow SC members to see project implementation with their own eyes as well as meeting local staff and partner organisations, which is considered essential for fulfilling their supervisory role. In November 2016, several SC members visited Hivos's East African hub in Nairobi to witness its work with cultural entrepreneurs and LGBTI organisations on local green energy projects.

We are pleased with the effective collaboration with the EB, which since February 2016 has consisted of Edwin Huizing and Sanne Nolst Trenité. The SC appointed Sanne as Director of Operations to succeed the previous Director of Programmes and Projects. This deliberate decision to put more emphasis on operational performance is already yielding results, such as greatly improved financial insight and management.

We also welcomed a new member to the SC. C.R. Hibbs is a professional based in Latin America and is well-rooted in the American philanthropic field. Our search for another international member of the SC is expected to lead to a new appointment in 2017.

The SC operates two permanent committees – the audit committee and the remuneration committee – to which it has delegated the preparation of specific tasks. The audit committee comprises two members, Marcel Karman (chair) and August Mesker. In 2016 the audit committee met several times and discussed a

number of issues with the Executive Board and the controller: the management information, the 2017 budget, the control environment and the annual accounts. It also consulted the external auditor on the year-end and interim audit findings. The draft Board Report 2015 was considered at the April meeting and the audit committee was informed of the management letter in November 2016.

The remuneration committee consists of Anja van Gorsel (chair) and Jan Ernst de Groot (in September Jan Ernst de Groot was replaced on the committee by Johan van de Ven). The committee evaluated the functioning of the EB in its entirety as well as that of its two members individually. To that end, the remuneration committee held several meetings with the EB members to discuss the dynamic context of Hivos and the functioning and effectiveness of the EB members in this context. As input for these meetings, the committee actively sought and used the input from the other members of the SC, the Works Council and members of the management team, both in the Global Office and in the regions.

As detailed in the annual accounts, the EB members' remuneration is in line with the Standards for Remuneration Act as well as with Hivos's pay scales.

Following clarification of the findings by the external auditor, and taking into account the audit committee's recommendations, the SC approved the 2016 annual accounts and discussed the annual report for 2016. The SC released the members of the Executive Board from liability for their executive duties over 2016.

The SC regularly evaluates its own functioning by way of a self-assessment. The main findings of this year's reflection were a positive assessment of the SC dynamics and atmosphere, management responsiveness, the provision of timely and relevant information,

and the functioning of the SC committees. The SC was not satisfied with the diversity of its composition and experience. It therefore aims to fill the Council's vacancy with an international member, preferably female, with a background in LGBTI, environmental sustainability or the creative sector. Additionally, during 2016, the SC paid significant time and attention to Hivos's values and what they mean in practice, for the organisation, for the SC, and for its individual members.

The unprecedented global tensions and challenges of 2016 have encouraged Hivos to pursue its objectives with renewed energy and determination. The organisation has been able to achieve significant progress and results. On behalf of the Supervisory Council, I would like to thank the Executive Board and all employees for their continued efforts towards Hivos's objectives of a free, fair and sustainable world!

The Hague, June 2017  
For the Supervisory Council,  
Jan Ernst de Groot, chair

Composition of the Supervisory Council/resignation schedule (as of 31 December 2016)

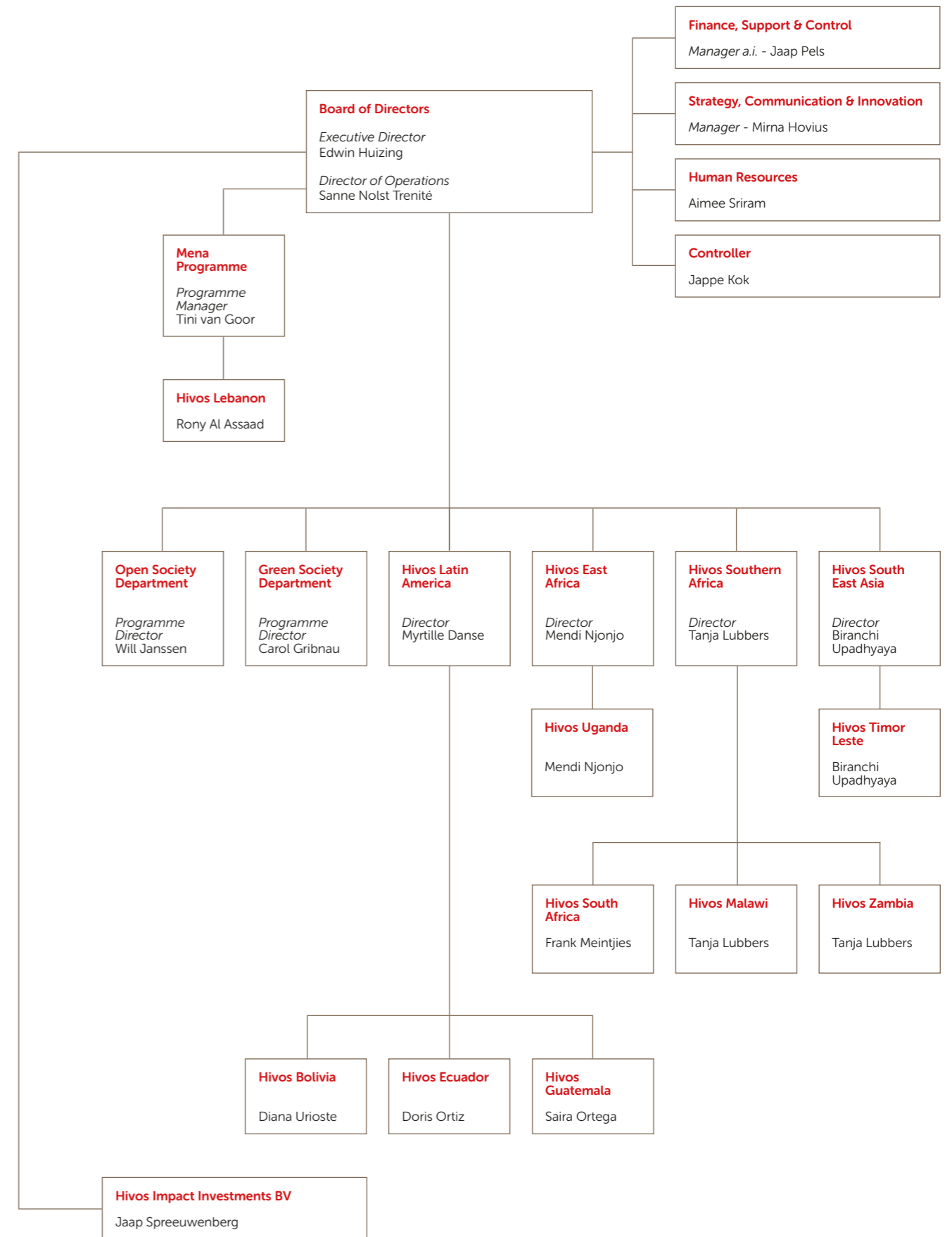
First appointment	Name, function, term (max. three terms)	End of current term	Occupation and other positions
2012	Jan Ernst de Groot (2nd term) Chair	2020	CLO and Member of the Executive Committee, Royal Ahold Delhaize; board member Hermitage Amsterdam
2013	Anja van Gorsel (1st term) Vice chair Chair, Remuneration Committee	2017	Partner, Gerard Wesselo & Partners; Chair of SC Tappan.
2006	Michiel Baud (3rd term)	2018	Director, Centre for Latin American Research and Documentation (CEDLA, Amsterdam); Professor, University of Amsterdam
2011	Marcel Karman (2nd term) Chair, Audit Committee	2019	Advisor Dubois & Co. Registeraccountants; member, Supervisory Council Hivos Triodos Fund; Supervisory board member, Rabobank Groene Hart Noord.
2010	August Mesker (2nd term) Member, Audit Committee	2018	Economist; Deputy Member European Economic and Social Council (EESC); former senior advisor VNO-NCW (Confederation of Netherlands Industry and Employers); former Chair of the Transport Committee Business Europe.

First appointment	Name, function, term (max. three terms)	End of current term	Occupation and other positions
2010	Johan van de Ven (2nd term)	2018	Chief Technology and Innovation Officer and Member of the Executive Board, Bosal International; partner, investment association Oraxys S.A.
2013	Vivek Vivekanandan (1st term)	2017	Secretary, Fisheries Management Resource Centre (fishMARC), India
2016	C.R. Hibbs (1st term)	2020	International consultant in grant-making, strategy development and organisational capacity; board member, American British Cowdray Hospital, Mexico City; board member, Mexican Institute for Competitiveness (IMCO).

Members of the SC are entitled to a fee of €237 per half day for attending formal SC meetings. International members' travel and accommodation expenses are fully reimbursed. The SC's total expenses in 2016 came to €23,098.24 (of which €5,823.09 for attendance fees) compared to €30,968 in 2015. The 2016 expenses include SC members' abovementioned visit to the East Africa Hub.

In accordance with the guidelines of the Dutch Central Bureau on Fundraising (CBF) and the Dutch Good Governance Code for Charities and Cultural Organisations ('Code Wijffels'), it was established that during 2016 none of the individual SC members held primary or additional occupations that were in conflict with their supervisory roles at Hivos.

# ANNEX 1 ORGANISATIONAL CHART 2016



# ANNEX 2

## EXPENDITURES PER COUNTRY

### EXPENDITURES PER COUNTRY 2015 AMOUNTS IN EUROS

Country	Total
<b>Africa</b>	
Burkina Faso	432.632,00
Egypt	71.399,50
Ethiopia	756.004,02
Ghana	688.343,43
Kenya	6.474.354,93
Liberia	220.995,92
Malawi	378.282,85
Mali	140.003,60
Mozambique	195.858,96
Nigeria	117.764,71
Regional: Africa Wide	392.835,02
Regional East-Africa	4.875.164,87
Regional: MENA	30.000,00
Regional Southern Africa	5.553.038,98
Senegal	150.383,26
South Africa	1.438.830,04
State of Libya	47.328,66
Tanzania	8.636.460,95
Tunisia	483.727,36
Uganda	1.780.117,44
Zambia	126.438,10
Zimbabwe	1.433.480,23
<b>Total</b>	<b>34.423.444,83</b>

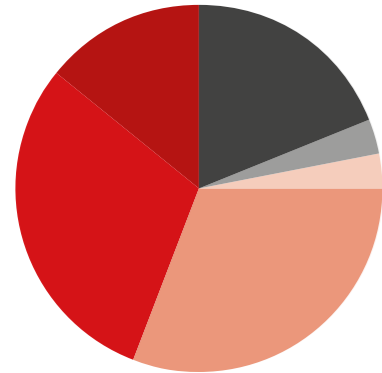
Country	Total
<b>Asia</b>	
Bahrain	137.795,75
Bangladesh	62.747,00
Cambodia	368.284,80
China	50.000,00
India	385.848,26
Indonesia	4.037.158,39
Iraq	672.842,19
Jordan	183.500,00
Lebanon	315.776,04
Malaysia	189.727,38
Nepal	281.166,33
Pakistan	73.913,85
Philippines	1.144.668,47
Regional: Asia Wide	253.766,00
Regional: MENA	5.701.983,80
Russian Federation	198.354,11
Syrian Arab Republic	484.705,55
Timor Leste	139.255,94
<b>Total</b>	<b>14.681.493,86</b>

Country	Total
<b>Latin America</b>	
Bolivia	2.846.760,74
Colombia	40.347,64
Costa Rica	1.823.103,40
Cuba	597.171,62
Ecuador	535.507,91
Guatemala	6.382.344,01
Honduras	89.953,06
Mexico	101.206,80
Nicaragua	136.288,11
Peru	299.118,99
Regional South America	560.479,78
Regional: Latin America Wide	851.577,90
Regional: Central America	281.433,02
<b>Total</b>	<b>14.545.292,98</b>
<b>Worldwide</b>	<b>15.119.874,85</b>
<b>GRAND TOTAL</b>	<b>80.237.709,68</b>

\* Note: If total expenditures in one country are below Euro 35.000 they are put under regional expenditures.

**Key Figures Africa**  
amounts x EUR 1,000

Liabilities- 34.0343  
Number of partner organisations 214



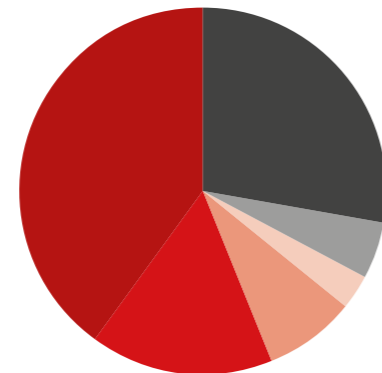
Liabilities Africa by programme

Green  
● Renewable Energy 19%  
● Sustainable Food 3%

Open  
● Freedom of Expression 3%  
● Sexual Rights and Diversity 31%  
● Transparency & Accountability 30%  
● Women's Empowerment 14%

**Key Figures Asia**  
amounts x EUR 1,000

Liabilities- 17.777  
Number of partner organisations 120



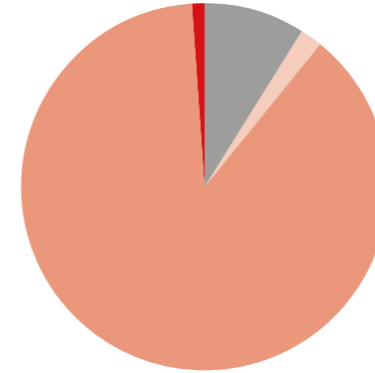
Liabilities Asia by programme

Green  
● Renewable Energy 28%  
● Sustainable Food 5%

Open  
● Freedom of Expression 3%  
● Sexual Rights and Diversity 8%  
● Transparency & Accountability 16%  
● Women's Empowerment 40%

**Key Figures Latin America**  
amounts x EUR 1,000

Liabilities- 21.805  
Number of partner organisations 78



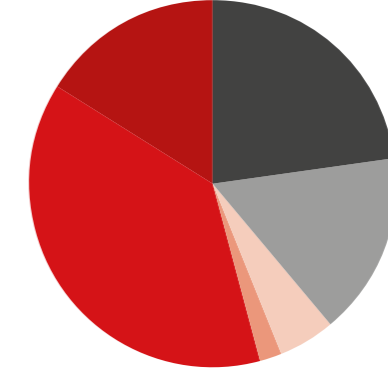
Liabilities Africa by programme

Green  
● Renewable Energy 0%  
● Sustainable Food 9%

Open  
● Freedom of Expression 2%  
● Sexual Rights and Diversity 88%  
● Transparency & Accountability 1%  
● Women's Empowerment 0%

**Key Figures Worldwide**  
amounts x EUR 1,000

Liabilities- 17.702  
Number of partner organisations 33



Liabilities Worldwide by programme

Green  
● Renewable Energy 23%  
● Sustainable Food 16%

Open  
● Freedom of Expression 5%  
● Sexual Rights and Diversity 2%  
● Transparency & Accountability 38%  
● Women's Empowerment 16%



# ANNEX 3

## MOST IMPORTANT NEW OR RENEWED CONTRACTS IN 2016

Most important new signed contracts per funder 2016. Amounts in Euros.

Fund Provider	2015	2016
American Jewish World Service		1.590.909
Arcus Foundation	315,000	
Avina Americas	99,000	
Climate Neutral Group	328,200	700.000
Common Fund for Commodities	1,100,000	
Deutsche Gesellschaft für Internationale Zusammenarbeit	4,139,851	792.168
DFID – Department for international development		4.009.510
EU		2.050.000
Ford Foundation	1,260,000	409.091
Millennium Challenge Account - Indonesia	3,338,915	4.272.727
Ministry of Foreign Affairs Finland	300,000	
Ministry of Foreign Affairs The Netherlands	70,403,738	67.145.747
Mondriaan fonds	240,000	
myclimate Foundation	344,390	1.010.459
Nationale Postcode Loterij (NPL)	1,350,000	1.350.000
Norwegian Ministry of Foreign Affairs (NORAD)	211,719	920.406
Inter-American Development Bank		2.401.364
NWO/WOTRO	300,000	
Palladium International Pty Ltd		1.395.818
Practical Action	1,126,488	
Royal Netherlands Embassy of Costa Rica		2.400.000
Royal Netherlands Embassy Zimbabwe	1,450,000	
SIDA - Swedish International Development Agency	3,457,806	5.086.379
The Global Fund	20,089,138	31.156.419
William and Flora Hewlett Foundation	7,789,500	1.872.727

Hivos innovates  
for social change

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Text: Jacqueline Schuiling

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