



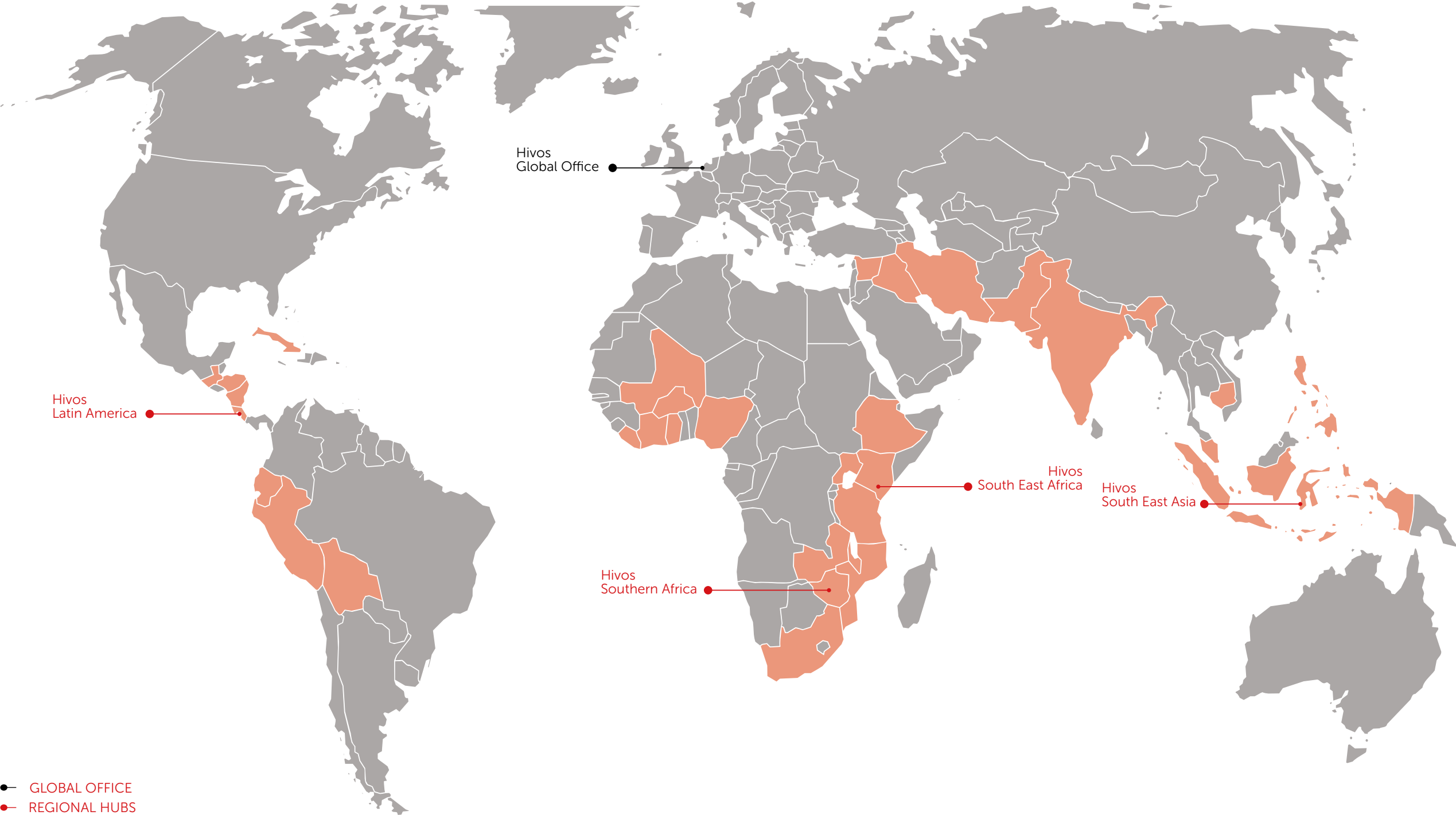
HIVOS
ANNUAL REPORT 2015

Hivos
people unlimited

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

BERTRAND RUSSELL
(BRITISH PHILOSOPHER AND HUMANIST)

HIVOS WORLDWIDE



COUNTRY

AFRICA

- Burkina Faso
- Côte d'Ivoire
- Ethiopia
- Ghana
- Kenya
- Liberia
- Malawi
- Mali
- Mozambique
- Nigeria
- South Africa
- Tanzania
- Uganda
- Zambia
- Zimbabwe

ASIA

- Cambodia
- India
- Indonesia
- Iraq
- Malaysia
- Pakistan
- Philippines
- Syria
- Timor Leste
- Viet Nam

LATIN AMERICA

- Bolivia
- Costa Rica
- Cuba
- Ecuador
- Guatemala
- Honduras
- Nicaragua
- Peru



Hivos believes
in people's
creativity

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1. MISSION AND VISION

OUR MISSION

Hivos is a unique international organisation that works towards more open and green societies in which people can live their lives in freedom and dignity. To achieve this, we innovate for social change.

Based on a track record of almost 50 years of partnering with 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.

In particular, Hivos promotes empowering citizens and helping them achieve the independence necessary in order to execute smart projects in the right places. We enable them to contribute to a fair, free and sustainable world in which green economies and open societies can flourish.

Contributing alone, however, is not enough, and quick fixes don't exist.

Opposition alone, however, is not enough, and quick fixes don't exist. Hivos strives for structural change. We firmly believe that we can only realise this through co-operation between civil society and innovative businesses, and enlightened governments. With these frontrunners, we share a dream of sustainable economies and inclusive societies.

OUR VISION

For social change to take place, we need to foster smart thinking and innovative solutions. Courage, creativity and knowledge are required to build a green and open society.

An **open society** guarantees freedom, diversity, and equal opportunities for all. Women have the same rights as men, and homosexuals have the same rights as heterosexuals. There is room for everyone and every opinion.

A **green society** is a society in which people use natural resources sustainably and to the benefit of all. If our energy and food supply were truly sustainable, not only would we be taking care of our planet but we would also be sharing everything it has to offer more equitably.

OUR CORE VALUES

We are inspired by humanist values. In our vision, every human being has the right to live in freedom and dignity. One person's freedom only ends where another person's freedom begins, and where the earth imposes its limits.

HIVOS'S CORE VALUES IN A NUTSHELL:

- Human dignity and self-determination
- Pluralism and democracy
- Mutual solidarity and responsible citizenship
- Respect for people's cultural and social identities
- Respect for the planet's boundaries

OUR KEY AREAS

Renewable Energy

Hivos works towards a global transition to renewable energy, as a solution to both climate change and poor people's lack of access to energy. We enable poor people in remote areas to access affordable, clean energy such as biogas, and stimulate governments and businesses to invest in the energy of the future.

Sustainable Food

Hivos works towards fair and sustainable food systems across the world. We use new techniques and proven agricultural methods to halt the loss of crop varieties, unfair distribution of food, soil depletion and climate change. We also call upon consumers to purchase sustainable food. Our goal is sufficient, nutritious and affordable food for everyone.

Sexual Rights and Diversity

Hivos has campaigned for the human rights of sexual minorities and people living with HIV/AIDS for many decades. We work to combat the most stubborn prejudices and stigma, provide legal assistance, and prevent new HIV infections. We call on governments to shoulder their responsibility to respect the human rights of all people.

Women's Empowerment

Hivos believes that all women and girls should have control over their lives and be able to participate actively in social, political and economic spheres. Women's rights are a core concern in all Hivos's work. In particular, we work to improve economic justice for women and to achieve more equal and meaningful participation of women and girls in politics and decision-making processes.

Transparency and Accountability

The free exchange of information and the opportunity for citizens to participate in decision-making processes are essential in a democratic society. Hivos offers citizens new possibilities for gaining insight into what businesses and governments are doing and to exert pressure where needed.

Freedom of Expression

For Hivos, freedom of expression is not just a means to achieve its ideals – it is an end in itself. We encourage creative breeding grounds, new podiums and independent media. We work on a free and open internet and offer online tools to protect opinion-formers from state surveillance.

HIVOS KEY FIGURES 2015

amounts in 1,000 euros

	2015	2014
<i>Figures in accordance with regulations Central Bureau on Fundraising</i>		
Total income	67,798	141,627
Income from direct fundraising	1,470	1,550
Income from third-party campaigns	8,820	9,597
Government grants	49,614	135,499
<i>of which MFS-2 grant of Alliance partners</i>	3,765	2,755
Income from investments (in the Hivos Triodos Fund)	4,374	-5,647
Other income	408	186
Programme liabilities (new liabilities)	60,443	137,793
Green Entrepreneurship	18,320	58,534
Rights & Citizenship	16,195	36,499
Expression & Engagement	20,395	32,740
Action for Change	1,768	7,265
MFS-2 alliance partners through Hivos as lead agency	3,765	2,755
Portfolio (per 31 december)		
Outstanding liabilities to partner organisations	72,314	131,777
Loans/participations Hivos-Triodos Fonds (HTF)	78,840	70,464
Number of partner organisations	758	778
Organisation		
Operational cost	19,541	20,470
<i>of which management and administrative costs</i>	2,123	4,457
Results (after appropriation)	282	552
Reserves	7,498	10,863
Number of employees per 31-12	337	343
Liabilities		
Liabilities by programme		
Expression & Engagement	36%	25%
Rights & Citizenship	29%	27%
Green Entrepreneurship	32%	43%
Action for Change	3%	5%
Liabilities by region		
Africa	38%	53%
Asia	26%	18%
Latin America	19%	16%
Worldwide	16%	10%
The Netherlands	1%	3%
Hivos Network		
By programme		
Expression & Engagement	284	274
Rights & Citizenship	291	336
Green Entrepreneurship	168	159
Action for Change	15	20
Total	758	789
By region		
Africa	335	325
Asia	193	210
Latin America	144	149
Worldwide	80	11
The Netherlands	6	9
Total	758	704



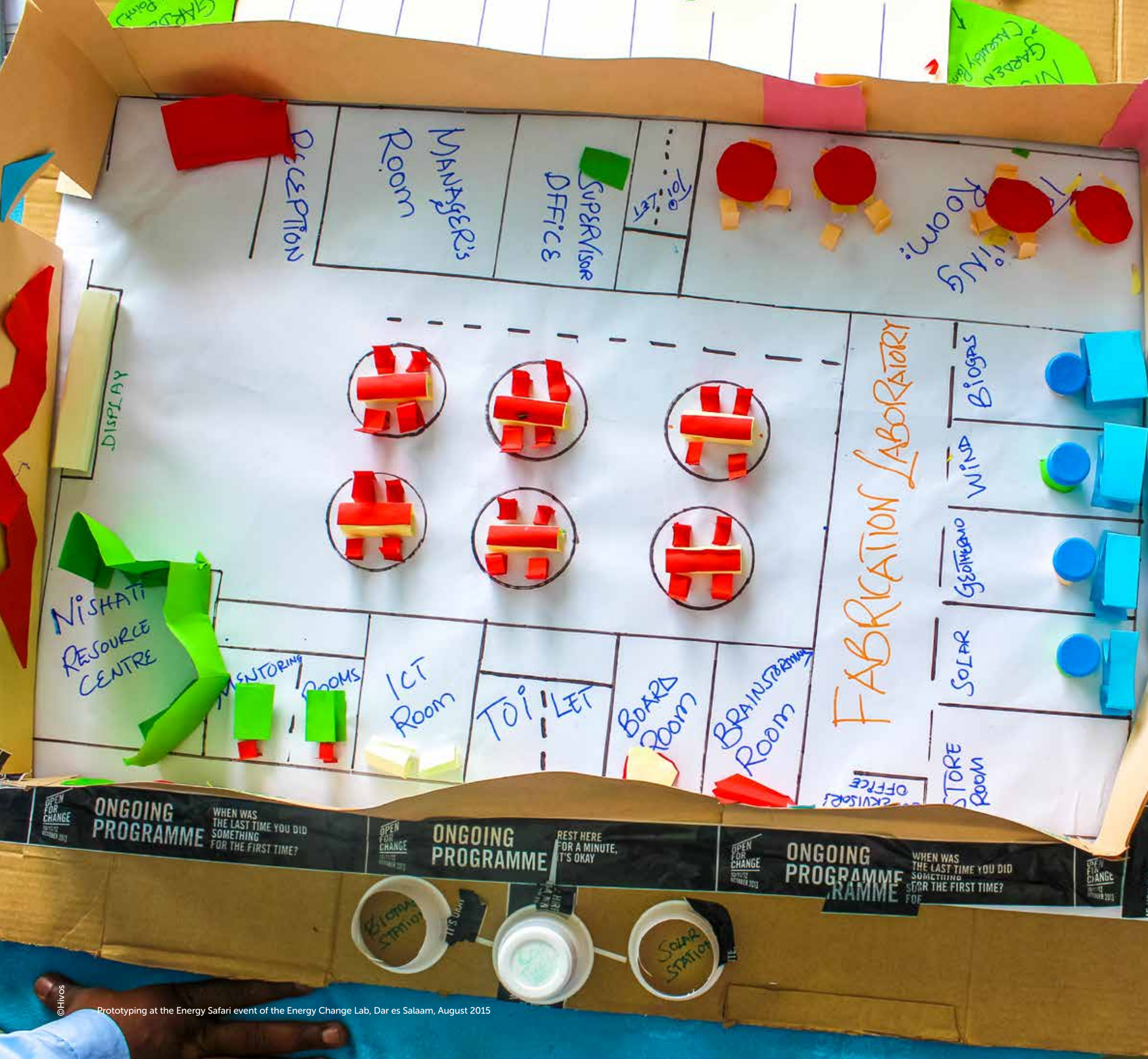
2. EXECUTIVE BOARD REPORT

We are proud to present our 2015 Annual Report. It has been a dynamic year for Hivos. Internally, because it was a year of transition from a Dutch development organisation that was mainly MFS-funded, to a flexible, networked organisation with social innovation at its core. Key external developments have influenced our work too. The attack on the satirical magazine Charlie Hebdo and the terrorist attack in Paris later in the same year shocked Hivos and strengthened our conviction that Freedom of Expression is a crucial value to fight for. This is why Hivos will continue to invest in programmes to foster freedom of expression, such as the Mideast Creatives programme which provides co-working spaces for young creatives. Such programmes often serve as an anchor for communities of frontrunners who are transforming the ways in which people work and live.

Due to the ongoing war in Syria, Europe is seeing the arrival of an unprecedented number of refugees. The struggle to accommodate them has dominated political debates in Europe and has not only effected attention for the root causes of the refugee crisis but also revealed large divides in how EU members view the crisis. Even though Hivos does not work on the refugee issue in Europe, we feel the need to express that the manner in which refugees are treated in some European countries and the way in which we as Europeans respond is in essence a violation of our own values and shows poor historical memory.

Despite the volatile situation in many MENA countries involving the harassment of warring factions, shrinking civic spaces and improper functioning of the infrastructure as well as immense personal suffering, Hivos continues to work in the region to improve human rights, increase female leadership and stimulate entrepreneurship. We have succeeded in attracting substantial new funds and are considering the establishment of a regional hub in the MENA region.

A shrinking space for civil society could also be witnessed in other parts of the world. Various countries, including Bolivia, Nicaragua and Kenya, applied restrictive measures for civil society organisations in 2015. When it comes to the voice which citizens have in influencing debates and government decisions, we see a mixed picture. Connectivity and access to information increase through the penetration of smart phones, but individualism is also growing. Tensions between citizens themselves and citizens and institutions characterise many current societies, whether in the global North or South. This strengthens our view that organisations which can broker effective connections are indispensable: connections between individuals and institutions as well as amongst individuals across diverse dimensions; connections which can also be unusual alliances and involve 'minorities' in the broadest sense. As Hivos we feel inspired by Humanism, which provides a useful angle for making use of existing opportunities and building a vision of how individual rights and solidarity can go together.



A window of opportunity to improve global action towards sustainable development was taken in the Northern autumn of 2015, both through the adoption of the UN Sustainable Development Goals (SDGs) and through the Paris Agreement under the United Nations Framework Convention on Climate Change. As part of the Sustainable Energy for All (SE4All) campaign, Hivos pleaded successfully for the inclusion of a stand-alone energy goal as part of the SDGs. We welcome the political commitment which has been expressed for sustainable development and in particular the measures to reduce global warming, including financial resources for sustainable food and energy. Hivos will play its part in reminding governments that the time has now come to live up to those commitments, for instance through stimulating energy efficiency and providing people with access to sustainable energy.

RESULTS

Our Annual Report presents the main results Hivos achieved in 2015 across the six themes in which we work: renewable energy, sustainable food, transparency & accountability, sexual rights & diversity, freedom of expression and women's empowerment.

Hivos was active in 33 countries. 758 partner organisations received financial support, amounting to 68,5 million. Within our collaboration with Triodos Bank, €28 million of loans has been given to entrepreneurs in the Global South.

As regards the impact of our work, we are proud to share that – as one of the organisations in the Dutch Ministry of Foreign Affairs co-financing scheme – our programmes over the past three years have positively contributed to achieving the Millennium Development Goals, have influenced the policy-makers' agendas, and have helped civil society organisations in the Global South to improve their capacity to influence affairs in their countries. This is the conclusion of a large-scale evaluation of Dutch development programmes, carried out by the Joint Evaluation Trust and NWO-WOTRO.

OUR APPROACH

We innovate for social change. At the heart of this strategy are the frontrunners that operate at the frontline of developments due to their great ideas, new solutions,

high-impact collaborations, and of course lots of guts. We catalyse their innovative, persistent attempts to realise social change. We support and bring to scale their most promising solutions. We link all parties that can and want to be part of these solutions. And we help to create an enabling political environment in which these solutions have a real chance to grow and flourish.

With this new approach, our relationship with key stakeholders has been changing: more than ever we co-create with donors and partners (from civil society, businesses and progressive authorities alike). For a significant part this has been made possible by the professional growth undergone by some civil society organisations, often thanks to long-term institutional support. Great examples of how capacity development and structural support can help to reach sustainability include the former Hivos programmes Tanzania Media Fund and Twaweza, which both became independent organisations in 2015.

Our influencing strategy is also built on many years – and sometimes decades – of engagement with development actors. For instance, through our ten-year involvement with the Global Fund we succeeded in getting the human rights approach accepted as a major entry point to HIV/AIDS prevention and treatment, shifting the focus of its programmes to the most affected groups (including men who have sex with men (MSM) and sex workers). Hivos now works in 26 countries with HIV programmes funded by the Global Fund.

Finally, in 2015 Hivos took several initiatives which help to provide alternative financing models for social change. Together with our long-standing partner Triodos Bank we have developed a new strategy for the Hivos Triodos Fund. The Fund will gradually phase out

microfinance and invest in small and medium enterprises in the ‘green’ market, such as sustainable food and renewable energy. In this way more synergy with Hivos’s energy and food programmes can be reached. Furthermore, private and business investors can contribute to social change through Hivos Impact Investment B.V. and the Mideast Creatives Fund. Finally, carbon credits earned in our various biogas programmes are sold to businesses, which generates additional funds for these renewable energy programmes and helps to cover Hivos’s operational costs.

To sum up, while we are working with a new approach, the elements of this approach build on the experience gained over the past 47 years of Hivos’s existence. Towards the end of 2015 we were successful in securing substantial new funds, which confirms that stakeholders support our new approach. Our current challenges are to implement and shape these new programmes in a way that matches well with our innovation ambitions, including the possibility of trying something new and failing. We still have a lot to learn and need to take further steps towards integrating our Theories of Change and tracking results through a well-designed M&E framework.

INTERNAL ORGANISATION

One important lesson we have learned from the recent past is that Hivos needs to invest more in internal operations in order to deal with the increased risks of our work. These are the risks that come with a more flexible funding base, flexible staff composition and new types of programmes (basket funds, consortia, a mix of grant-making and own implementation), in addition to the risks of a volatile external context. These changes require us to have excellent management information, adequate checks

and balances and a good sense of risk assessment. We have therefore continued to upgrade our systems, internal processes and support.

When Ben Witjes, then Director of Programmes and Projects and member of the Executive Board, left Hivos in December 2015, we opted to recruit a Director of Operations rather than another Director of Programmes and Projects. This appointment was a conscious step towards increasing our attention on operations, but also towards decentralising programme responsibilities, bringing decision-making closer to the regions and programmes.

As we envisaged in 2014, a reorganisation was needed in order to bring the size and structure of our organisation into line with the new requirements. Unfortunately, 2015 saw a significant number of layoffs in both Hivos’s Global Office and Hivos’s regional hubs, and required the merger of our two offices in Latin America. As we succeeded in obtaining funding for new programmes, we were able to take on new specialised staff. More information on our organisation can be found in chapter 6.

STRATEGIC OUTLOOK

Due to the refugee crisis in Europe, a significant portion of official development assistance funding is being redirected to the first-year reception of asylum seekers. This increases competition for funds among INGOs and comparable organisations and supports Hivos’s earlier analysis that INGOs as re-granters of government funds will be losing relevance. Hivos’s strategic choice to seek an active role in leveraging frontrunners, brokering multi-actor alliances and influencing decision-makers will therefore be carried through. At the same time we will use alternative financing models to fund change programmes and engage in a systematic analysis to determine the players with whom we should seek close alliances.

In the following chapters you will find more information on our approach, our results, the other groups with which we work, and how we are organised. We hope you enjoy reading our 2015 Annual Report.

Edwin Huizinga, Executive Director
Bert Witjes, Director Programmes and Projects





3. THE HIVOS WAY

Hivos trusts in the power and creativity of frontrunners worldwide; progressive critical citizens and their organisations, enlightened governments and innovative businesses. They come up with solutions that ensure that people can live their lives in freedom and dignity and ensure sustainable livelihoods while respecting the planetary boundaries. We catalyse their innovative, persistent attempts to realise social change.

Hivos believes in the continuous need – and search – for innovation. We are open to new ideas and solutions, and actively stimulate the creation of new approaches together with frontrunners.

Innovation is not only about developing new ideas or tools, but also about making new connections to unusual communities or people. Hivos connects social entrepreneurs to artists, filmmakers to LGBT activists, and app developers to civil rights defenders.

In 2015 Hivos worked with 758 partner organisations and citizens' initiatives in 33 countries in Africa, Southeast Asia, Latin America and the Middle East. We support them with our knowledge, funds, access to knowledge and expertise, networks, and through jointly setting up programmes and campaigns.

HOW WE WORK

Hivos innovates 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.

IN OUR STRATEGY WE FOLLOW A THREE-STEP APPROACH:

1. We engage with game-changing pioneers and frontrunners that inspire others. We have a keen eye for these innovators and provide them with a platform. We connect them to different networks and provide start-up funding and training, amongst other things.
2. We take action. We organise multi-actor platforms of stakeholders that are willing and able to transform ideas into solutions, and help them to grow and spread. We finance programmes, ensure good monitoring and evaluation, and we incorporate lessons learned in future programming
3. We bring solutions to scale by influencing policies at all levels, and by triggering media interest in alternative solutions to persistent problems.

OUR FIVE INSTRUMENTS

To support partners, pioneers and platforms, Hivos uses five instruments.

Hivos scouts and co-develops intelligent, innovative, creative and daring initiatives and ensures they are properly managed – this is the heart of Hivos's work. This role is necessary in order to address complex problems that require us to scale up our activities.

- Hivos develops **relevant programmes** and ensures they are properly managed – this is the heart of Hivos's work. This role is necessary in order to address complex problems that require us to scale up our activities.
- Hivos develops **the capacity** of organisations to increase their effectiveness. This can range from enhancing basic management and administrative skills, to specialised training on international advocacy, networking and fundraising.
- Hivos engages in **policy advocacy** with governments and the private sector, alone or with others, to support citizens who fight for global justice and sustainability, and to further international co-operation. Hivos uses **communication** strategies, such as thought leadership, campaigning, public and media relations, to create an enabling environment for programmes to thrive.
- Hivos invests in **knowledge and innovation** to trigger change. By staying ahead of the curve in under-

standing social change and crises, we can make our role and programmes more effective.

- Hivos provides grants to partners and projects, and experiments with other **financing mechanisms** such as crowdfunding and impact investing.

HOW DO WE MEASURE THE IMPACT OF OUR WORK?

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? Evaluation, progress monitoring, results measurement and good management are the most important tools to achieve insight into the progress of our work.

ASSESSING RESULTS

The expected results of a project or programme are specified in our contracts with partner organisations. This results agreement forms the basis of the results assessments. Since these assessments must help partner organisations to improve their effectiveness, it is the partner (whenever possible) who determines the indicators and how they're measured – naturally in agreement with Hivos. Based on these indicators, our partners deliver annual progress reports. Our programme officers visit the partners and their projects during the year to discuss the results, possible shortcomings, and related strategy adaptations. Results assessment is a complex process. Measuring

results in the short term is not always possible. Our partners are committed to social change and this often takes a long time to emerge. In addition, it can be difficult to determine the exact contribution of an individual partner. Processes of social change may unfold over a long period of time and involve many different social actors. Despite these 'disclaimers', we believe that our approach provides a solid foundation for monitoring and evaluating our work. We are continuously working to strengthen this foundation in various ways, including regular external research into projects' and partners' results.

VALUE FOR MONEY

Dutch development organisations deliver value for money. That is, essentially, the conclusion of the final evaluation on the results of MFS II, the Dutch Ministry of Foreign Affairs co-financing scheme. Some 200 scientists researched over 200 projects from 64 Dutch development organisations. Their studies covered eight countries and included the projects of 30 Hivos partners. After a thorough investigation that took more than two years, they came up with this very welcome acknowledgement of a sector that is frequently criticised for its presumed lack of results.

According to the research, which was the largest evaluation of Dutch development projects ever conducted, the €1.9 billion they received for their work during the last five years was well spent. The unique evaluation, presented in September 2015, concludes that the organisations are effective and efficient and deliver excellent work. Chairperson of the Steering Committee, Professor Wiebe Bijker, says "The Dutch NGOs and the Dutch Ministry of Foreign Affairs have every right to be proud of this thorough evaluation and particularly of the fact that scientific evidence confirms that Dutch development co-operation is generally effective."

The evaluation was organised by independent academic institute NWO-WOTRO Science for Global Development, which safeguards the scientific quality of the research studies.

The 2015 final report concludes that the development programmes have made a positive contribution to achieving the Millennium Development Goals, and that lobbying and advocacy programmes have clearly

influenced policy-makers' agendas. Positive results are also noted on the capacity-building efforts made by Hivos and its colleagues; many organisations have improved their capacity to manage their own affairs successfully.

EVALUATING CHILD LABOUR, BIOGAS AND LGBT

In June, Swedish consultancy Andante completed the evaluation of our Child Labour Free Zones (CLFZ) work in Africa and India. The team studied 37 out of 77 prospective CLFZs in Ethiopia, Uganda, Kenya, Zimbabwe, Ghana, Morocco and India, and concluded that 22 (60 percent) have made considerable progress towards attaining Child Labour Free Zone status. The evaluation also concluded that the concept of CLFZ – in which all children attend school – is a strong ultimate goal for programme efforts orientation, but not realistic as a yardstick for success.

One of our largest programmes is the Africa Biogas Partnership Programme, in co-operation with the Dutch development organisation SNV. Our goal is ambitious: to develop a market-orientated biogas sector in the five countries in which we operate. In early 2016 ACE-Europe presented an evaluation of the programme based on field studies in two countries, Tanzania and Burkina Faso. The researchers concluded that in both countries a biogas market is emerging, but is evidently not yet mature after only six years of programme implementation. As time was needed in order to develop the required capacity, it turned out to be difficult to achieve the ambitious targets set by the ABPP programme. According to the evaluation, the Tanzania and Burkina Faso programmes did succeed in creating a demand for biogas, strengthening the supply side from a private sector development perspective – which is new in both countries – and advocating for an enabling environment.

As a result of Hivos support, LGBT organisations developed increased capacities and LGBT people are more recognised in society. These positive changes were marked in a synthesis study presented in August. The study was based on twenty external evaluations of our work on LGBT (completed between 2005 and 2015) and a complementary survey. Slight progress, though with limited verifiability, was found in terms of 'favourable laws and policies'. The evaluations reviewed

show how and why the interventions took place, but were unable to validate their impact because all evaluations took place during the programme or immediately after it had finished. However, LGBT partners across all regions value Hivos's overall contribution to all result areas although we still have a long way to go.

INSPECTIONS AND FINANCIAL ACCOUNTABILITY

Hivos requires annual externally-audited financial accounts from its partners, in addition to their progress reports. Only partners with a one-time, short-term contract or organisations that receive less than €25,000 from Hivos are exempt from this requirement. In these annual accounts, partners must detail the financial situation of the entire organisation – not just Hivos's contribution. This gives us an insight into the quality of our partners' financial management, as well as the legitimacy of expenditures. Hivos assesses whether the organisation's financial reserves are reasonable, whether expenditures are in line with the budget, and whether partners obtain sufficient income from other sources.

Hivos also conducts regular financial audits of partner organisations. Suspected fraud can prompt audits, but more often the reason is simply the observation that a partner's financial and administrative management needs some support. If partners fail to disclose their financial situations in a timely manner or, worse, if there is mismanagement or fraud, Hivos applies its sanction policy.

FRAUD POLICY IN PRACTICE

We are proud to say that in 99 percent of our grants, the accountability is satisfactory. However, there are occasional exceptions; here we describe two cases in which it proved difficult – or impossible – to put our zero-tolerance policy towards fraud into practice. In Guatemala, it was reported to Hivos that an organisation paid out its staff in cash and then forced them to return a certain percentage. This percentage was supposedly used to pay the salaries of staff working on projects without funding. When Hivos closely inspected the financial administration, we found more grave irregularities. We stopped funding immediately and demanded that funds be paid back to us. In addition, we organised a forensic audit. What then happened was that Hivos staff received death threats, while the

forensic independent auditors were denied access to the organisation's premises. In a country listed in the top ten for annual homicides per 100,000 inhabitants, Hivos of course takes this threat extremely seriously. We decided not to risk the staff's lives any further by pressing the organisation, and left the case to the police. The organisation has been blacklisted and other donors and civil society organisations working on HIV/AIDS and LGBT in Guatemala have been informed.

In Zimbabwe, a whistle-blower told Hivos that the director of one of its partner organisations had embezzled funds. All payments were immediately put on hold. At first our forensic independent auditors were denied access when trying to investigate this possible fraud. Once they were finally able to enter the office, the organisation was raided by several men who presented IDs from a government service. These men confiscated all servers, computers and documentation in the office, leaving the independent auditors without access to documents that could prove fraud. When we made enquiries, the government service vehemently denied all involvement. Hivos considered filing a report with the police, but dismissed this because the partner organisation worked closely with human rights activists. In Zimbabwe, involving the police could pose serious risks to them or their work. The organisation has been blacklisted and Hivos's partners working in the same field have been informed.

COMMUNICATION REACH

🐦 @hivos followers:

1 jan 2015: 8.639
31 dec 2015: 10.949

🐦 @hivosorg followers

per 1 jan 2015 = 1564
per 31 dec 2015 = 3521

📘 Hivos Facebook fans:

1 jan 2015: 7.691
31 dec 2015: 10.438

Hivos.nl

Pageviews in 2015: 223.473

Hivos.org

Pageviews in 2015: 840.901

"I CAN PROMISE YOU
THAT **WOMEN
WORKING TOGETHER** -
LINKED, INFORMED AND
EDUCATED - CAN
BRING *PEACE* AND
PROSPERITY TO THIS
FORSAKEN **PLANET**."

ISABEL ALLENDE
(CHILEAN WRITER AND JOURNALIST)



School, the best
place to work



4. WHAT WE DO

As a social innovator, Hivos is actively looking for new ideas and societal forces that have the potential to bring about change. In this chapter we introduce some of our large, influential and impactful programs and some of our daring and quirky pioneer initiatives, to demonstrate that Hivos walks the talk when it comes to co-creating social innovation.

Openness and flexibility, just like cross-fertilization and innovation, are part of our DNA. Logically, we forge linkages between our six themes. For instance, in Mideast Creatives we linked artists and journalists who fight for the freedom of expression in their region - people with great ideas but less sense of entrepreneurship - to social entrepreneurs in the region. In 2015 we took this innovative idea to the next level by launching our Mideast Creatives Fund, which provides vital supports to young creative start-ups.

Another example are the food and energy change labs, free spaces where different stakeholders can test and develop new ways to involve people in the food and energy systems of the future. These Change Labs are a fertile coalition between Freedom of Expression, Sustainable Food and Renewable Energy.

Illustrative for our work is also our Women@Work campaign, which we run both in the Netherlands and in the countries we work in: our fair flower campaign, involving Dutch consumers, retailers and the (East-African) flower industry. Together we want to set an example of how to get better working conditions for women all over the world.

As a humanist organization Hivos has been at the frontline of the global open data movement, supporting independent journalists, hacktivists, artists, academics and civic watchdogs. We also play an important role in large global initiatives such as the Open Government Partnership and Making All Voices Count.

These are not the only large-scale programs and funds Hivos is involved in. As a respected thought leader on how smallholder farmers can deal with climate change in the coffee landscapes, Hivos is invited to manage the large SAFE fund in Latin America. And thanks to our early support to LGBT communities and many years of experience in HIV/ Aids, with a persistent human rights approach, Hivos is a trusted principal recipient of the Global Fund to Fight AIDS, Tuberculosis and Malaria, the world's main public private partnership on health.

4.1 RENEWABLE ENERGY

Renewable energy is by far the most affordable and reliable solution for poor people living without access to energy, especially in remote areas. In addition, it offers a crucial way out of the climate crisis, which is mainly fuelled by the widespread use of fossil fuels. For this reason, Hivos opts for 100 percent renewable energy worldwide and for access to energy for all.

MARKET-BASED RENEWABLE ENERGY SOLUTIONS

To contribute to this huge challenge, Hivos has chosen a twofold strategy. We develop viable climate-smart solutions that can directly provide large numbers of people with renewable energy, such as our biogas programmes and the aim for 100 percent renewable energy on the island Sumba. At the same time, we convince people, governments and the private sector of the need for benefits of a more sustainable energy system at all levels.

Thanks in part to Hivos, the market for technologies such as biogas and efficient wood stoves has grown enormously in a number of countries. More and more individuals and businesses are investing in clean energy. Hivos continues to make smart, affordable and clean technologies accessible to people – notably women – in remote and marginalised areas, while increasing the number of renewable energy enterprises and jobs. We are constantly looking for new applications, enhancements to existing technologies, and new partnerships that allow for further scaling of proven renewable energy technologies.

MAJOR BREAKTHROUGH

In 2015 we reaped the rewards of five years of consistent lobbying and advocacy work when Sustainable Development Goal (SDG) 7 was adopted as a stand-alone energy goal. Our joint lobby for this crucial SDG7, which includes an increase of renewable energy, built on our active support – at all levels – for the UN goal of achieving universal access to sustainable energy by 2030 (SE4All). Added to another major breakthrough, the global climate agreement at COP21 in Paris, SDG7 pushes



Energy provided by biogas.

© Sven Tottinn

forward the development of inclusive renewable energy solutions.

FUNDING OPPORTUNITIES

Funding renewable energy, climate-smart solutions and climate adaptation is key in the transition towards a more inclusive and green economy. With the increasing urgency of the climate crisis and the growing acceptance of renewable energy, in 2015 new climate funds and higher budgets for renewable energy have emerged worldwide. Furthermore, the inclusive finance sector is increasingly attaching value to creating environmental impact. This provides new opportunities for Hivos's renewable energy programmes as well as renewable energy businesses emerging worldwide. However, the carbon credits which Hivos uses as an innovative, market-based finance mechanism are suffering due to unreliable prices on the carbon market. We are mitigating the risks of carbon financing by designing several new innovations.

PEOPLE-CENTRED ENERGY SYSTEMS

As a humanist organisation, Hivos puts people centre stage. How can we make sure that a shift to renewables and energy efficiency will provide

ordinary people, especially women, with the energy solutions they need for their households, community services and economic activities? Inspired by our experiences on Sumba, we encourage the development of daring energy solutions that meet the daily needs of men and women, and have the potential to be scaled up through our Energy Change Labs. At the same time, we advocate for green and inclusive energy systems at both national and regional levels. In addition, we support civil society organisations in demanding transparency and accountability on energy policies and funding from their governments.

IN FOCUS

Donor: Dutch Ministry of Foreign Affairs *Successful lobby for sustainable energy*

"Ensure access to affordable, reliable, sustainable and modern energy for all." Hivos has been advocating for this for the past five years, and Sustainable

Development Goal 7 could not express it better. Our active lobbying on both international and national level in support of the UN's Sustainable Energy for All (SE4All) campaign, combined with joint advocacy work, contributed to this success.

TOP-DOWN AND BOTTOM-UP

Hivos has adopted a two-pronged strategy to bring our goal of 100 percent renewable energy closer. We influence key international players such as the World Bank and the European Union, while on the national level we support civil society organisations (CSOs) in influencing and involving their governments and the private sector. This combined top-down and bottom-up pressure has contributed to increased action by national governments; they develop enabling policies, allocate budgets and guide their energy agencies and the private sector towards renewable solutions that serve the needs of all inhabitants.

Meaningful CSO participation in the SE4All initiative is vital to achieving its ambitious goals; CSOs have decades of valuable experience both in energy delivery and as trusted intermediaries between governments, private sector and (poor) energy users. Hivos co-founded the Alliance of Civil Society Organisations for Clean Energy Access (ACCESS), which called for (amongst other things) effective civil society participation at the second annual SE4ALL Forum in May 2015.

CIVIL SOCIETY FOR INCLUSIVE SE4ALL

Hivos has enabled CSOs in twelve countries to lobby their governments and effectively engage in international fora such as SE4All. In collaboration with the Kenyan government we organised a regional workshop, including CSOs from four East African countries, to share knowledge and enhance regional collaboration. In Malawi we focused on capacity building, resulting in a very strong CSO representation at the first national SE4All stakeholder meeting. In Zimbabwe, where Hivos closely co-operates with the government on SE4All, we organised an energy literacy campaign. This campaign provided citizens with knowledge on renewable energy solutions that will help them to save on costs and improve their health, such as the use of biogas or clean cookstoves.

STAKEHOLDER

Ronald Siebes, senior policy advisor civil society, Dutch Ministry of Foreign Affairs

Finding common ground: Hivos and the Dutch Ministry of Foreign Affairs in 2015

The Dutch Ministry of Foreign Affairs' new Dialogue and Dissent programme requires NGOs and the government to work together more closely than ever before. "Gone are the days of government providing subsidies and evaluating afterwards", says Ronald Siebes, Senior Policy Advisor Civil Society at the Ministry and responsible for co-ordinating its strategic partnership with Hivos, Article 19 and IIED. "Working together as strategic partners is a genuinely new way of doing things."

"We started shaping our strategic partnership in late 2014 – early 2015. From the beginning, our conversations revolved around finding common ground and reinforcing each other, with Hivos as a constructive, yet critical partner. For the ministry, this was challenging at times; making policy in collaboration with NGOs, involving different thematic and regional departments. I imagine it looked the same within Hivos. Luckily, I think both of us aren't afraid of a little friction. It is necessary when developing new ideas.

"We chose to partner with Hivos because of its track record on lobby and advocacy, but also because we know Hivos as an innovative organisation, not afraid to take risks and successful in recognising relevant niches. Furthermore, Hivos always takes the human perspective. When they talk about energy, their story isn't a technical one, but focuses on what energy does to improve people's lives. This is what characterises Hivos.

"It is up to both of us now to make this partnership a success. The implementation of the programme started on the first of January 2016, so we have a lot of work ahead of us. All of our energy will be directed to our shared goal of reinforcing local organisations in the global south in strengthening their lobby and advocacy capacity.



100% green energy on the Indonesian island Sumba.

© Josh Estey

We reached millions of people through the radio broadcasting of sixteen live energy dialogues with experts and communities that benefit from renewable energy.

In Nicaragua the government regards Hivos and its renewable energy partners as key players, thanks to their prominent role in implementing SE4All. We lobbied key energy sector stakeholders and managed to bring together the most important stakeholders in a National Renewable Energy Meeting. During this event, they reached consensus on the need for clear policies and programmes to promote renewable energy. Amongst other achievements, this resulted in the extension of the law that provides incentives for renewable electricity generation. Hivos supported a civil society proposal to improve access to sustainable energy for the most vulnerable people and also trained journalists on the subject, resulting in substantial coverage by national media. In addition, we promoted a dialogue on SDG 7 together with our Central American networks; the events on this subject received equally wide media coverage.

PAVING THE WAY FOR CLEAN ENERGY

On the international level, we joined forces with a wide range of development and environmental organisations to lobby for the inclusion of Goal 7 in the Sustainable Development Goals. In September 2015 the General Assembly of the UN agreed on the standalone SDG7. This SDG not only includes access to energy for all, but also aims to increase the share of renewable energy and improve energy efficiency. Added to the global climate agreement – including commitments for climate finance – at COP21 in Paris in December 2015, this paves the way for increased clean energy services for people and businesses in poor and marginalised areas.

IN FOCUS

Donor: Dutch Ministry of Foreign Affairs Emerging markets for biogas

Our biogas programme is steadily expanding, not only in the number of biodigesters installed, but also in the

development of sustainable biogas markets. In 2015 the African Biogas Partnership Programme (ABPP), initiated by Hivos and the Dutch development organisation SNV, installed almost 7,700 new plants in Tanzania, Kenya, Uganda, Ethiopia and Burkina Faso, providing 46,000 people with clean energy and fertile bioslurry.

NEW BIOGAS PROGRAMMES

In 2015, biogas projects were also kicked off in Zimbabwe, where 184 digesters were constructed and 74 masons trained. The Zimbabwe programme aims to establish a vibrant biogas sector, which will benefit more than 67,000 households, in five years.

Two Latin American countries decided to embark on our biogas programmes too. In Bolivia Hivos started off in the highlands, where low temperatures proved to be a challenge. After two years of experimenting, we learned that plastic tubular digesters placed in a trench and covered by a small greenhouse work best in this cold climate. The Guatemalan programme is in its start-up phase. A feasibility study showed that at least 55,000 farming families have sufficient livestock and water to produce biogas and could afford a biodigester. Hivos is now scaling up the existing small programme, aiming at 6,000 installed biodigesters by 2020.

APPRECIATION FOR BIRU

BIRU, the Indonesia Domestic Biogas Programme, realised over 2,500 biodigesters in 10 provinces, reaching a total of almost 17,000 installed plants by the end of 2015. At the 2015 stakeholder meeting in Jakarta, all parties – including the Indonesian government – stressed their appreciation of our biogas programme. BIRU managed to strengthen the application of bioslurry by the introduction of duckweed, which grows well on bioslurry and provides a high-protein element for animal fodder.

VIABLE BIOGAS MARKETS

The pace at which the biogas sector is becoming commercially viable varies per country. Trained mason entrepreneurs continue to create their own markets in Kenya and, to a lesser extent, in Tanzania. In Ethiopia the government still controls the biogas market, leading to few or no entrepreneurial initiatives. In Burkina Faso we are seeing a gradual



Introduction on a biodigester.

shift in the promotion and marketing of biodigesters, from the implementing partners to masons and Biodigester Construction Enterprises (BCEs).

Although it takes time for new entrepreneurs to reach the break-even point, our survey of Tanzanian masons shows that they are very positive about the future. Hivos supports the BCEs with marketing and promotion training, and stimulates links with credit co-operations and farmers in order to increase the sustainability of the sector. Appropriate government regulations are an important condition for a biogas market. In Kenya Hivos partnered with the Kenya Bureau of Standards to spearhead the development of domestic and commercial biogas standards, which were validated in December 2015.

CUSTOMER SERVICES

In 2015, ABPP's Client Service Centre was a substantial step forward in professionalising the sector. This call centre contacts biodigester customers to confirm the BCEs' contract compliance, and structures after-sales service and repair activities. This renders the

work of the BCEs much more efficient, the digester operational and the client satisfied. It greatly improves monitoring, including monitoring for carbon credit verifications. ABPP has embarked on a cloud-based database project that can be fed directly from the field through a mobile phone application. This use of technological innovations offers major efficiency benefits for the East African biogas programmes.

IN FOCUS

Donor: Dutch Ministry of Foreign Affairs *Dutch data centres are becoming greener*

Data centres are the factories of the 21st century. They play a huge role in society and in the global economy, and their importance will only increase. Studies undertaken for Hivos by SOMO and Rank a Brand in

2011 show that data centres are also bulk users of energy in the IT sector, so they are an important factor in the reduction of CO2 emissions in the Netherlands. If we invest now in making this sector greener we will contribute significantly to climate benefits in the future, which will in turn be crucial for poor people in developing countries. This, in a nutshell, was the idea behind the '100% Green ICT' campaign that Hivos conducted between 2012 and 2015.

EYE-OPENER FOR DATA CENTRES

Data centres have already made considerable progress in making their energy consumption more efficient. However, they still use huge amounts of energy meaning that these efficiency improvements pale in comparison to the growth of the sector. The biggest CO2 savings can be achieved if data centres switch to renewable energy sources, which is precisely why Hivos chose to focus intensely on this sector during the last two years of its campaign. In close collaboration with Green IT, a leading service provider in the industry, Hivos encouraged these businesses to purchase locally-generated sustainable energy or energy from newly-built sustainable energy plants in Europe, such as new wind farms in Germany. Another sustainable energy option is for data centres to produce their energy themselves.

For many data centres, the fact that renewable energy is not expensive or unreliable was an eye-opener. In addition, they were often unaware of the differences between genuine green energy and energy which, albeit labelled as 'guaranteed origin', comes from antiquated hydropower plants in Scandinavia. Hivos not only showed data centres how they could reduce their energy consumption but also how they could make their operations truly green, including the use of on-site installations such as thermal energy storage.

BIG DIFFERENCES

In 2014 and 2015, Hivos conducted a survey into the energy sources used by data centres. The differences proved to be significant. A minority of the 28 centres surveyed had a clear sustainable energy strategy. These companies purchased sustainable energy and were transparent about their future energy plans. Other data centres allowed their customers to

choose which energy source to use; they invariably chose the cheapest option. The survey also showed that some major players are clearly lagging behind – they refused to give insight into their energy consumption and the type of energy they bought.

Thanks to Hivos's publications and the expert meetings held, data centres are now much more aware of the benefits and possibilities of renewable energy. The sector is taking this issue seriously and understands the importance of renewable energy. In comparison to before our campaign, they are much more transparent about their energy supply, are seeking sustainable solutions and are more open about the dilemmas this entails.

GAINS FOR THE SECTOR

By now it is clear that switching to sustainable energy no longer means insurmountable price differences for the data centres. These companies' power consumption is so high that the price of the electricity they purchase, regardless of the source, remains low. This means significant gains for the sector and for the sustainability of energy supply in the Netherlands.

Encouraged by these successes, Hivos concluded its campaign and transferred it to Natuur en Milieu at the end of 2015 with every confidence. This Dutch environmental organisation has an impressive track record in campaigning and lobbying in the Netherlands. Natuur en Milieu works extensively with companies, just as Hivos did in the Green ICT campaign. Needless to say, Hivos is pleased with this new driver of sustainability in data centres.

IN FOCUS

Donor: Dutch Ministry of Foreign Affairs *Energy Change Labs*

'Putting ordinary citizens at the heart of future energy systems' – in a nutshell, this is what the Energy Change Lab is about. Hivos and IIED established an Energy Change Lab in Tanzania, where the energy



landscape is undergoing major changes. The Lab is a creative space for experts and practitioners to explore, experiment and co-create innovative energy solutions. Energy solutions that create jobs, business opportunities, energy access and security for the majority of Tanzanians. The Lab builds on our extensive experience on Sumba, a poor Indonesian island where Hivos is the co-creator of what will be a 100 percent renewable energy island, involving all stakeholders. What we learn in Tanzania will also add to our global insights and experience in realising energy systems that serve people's needs.

ENERGY SAFARI

In August the Lab organised an Energy Safari, aimed at young Tanzanian leaders, innovators, entrepreneurs and employees from several disciplines. Over five days, participants explored real-life solutions to the energy problems facing Dar es Salaam's citizens, civil servants and entrepreneurs. Most residents of this fast-growing city experience frequent energy blackouts, depend on dirty diesel and charcoal, or have no access to energy at all. The Safari participants set out into the city to uncover the real energy problems of the citizens. They then built prototypes of alternative solutions, e.g. a smart meter or an app to register power cuts, and returned to the citizens for feedback. Only after refining their solutions, based on the citizens' energy needs, could they start looking for ways to turn their innovations into viable business cases.

IN FOCUS

Partners: Dutch Ministry of Foreign Affairs, Climate Neutral Group, Foundation myclimate
Challenges for carbon credits

Renewable energy programmes require long-term financial support, while donor-funded projects often have a limited time span. To overcome these issues and make renewable energy more affordable to poor people, Hivos uses an innovative, market-based finance mechanism: carbon credits. We

invested heavily in obtaining Gold Standard certification for our biogas projects, which enables us to sell carbon credits: the CO2 emissions avoided by farmers cooking on biogas instead of wood or charcoal. However, the carbon credit market is volatile; the price of a Gold Standard Premium VER has decreased from €8 in 2012 to €3 in 2015.

INNOVATIVE MITIGATION

Hivos mitigates the risk of unreliable prices in two ways. First, we aim to raise the price of our biogas carbon credits by incorporating all societal benefits of biogas. In 2015 we commissioned research to show the true value of biogas to people's livelihoods. Second, and related, is our design of new innovations such as health benefits valuation. Replacing the burning of wood, oil and charcoal with biogas is not only good for the climate, but also for the health of its users. Indoor air pollution leads to 4.3 million premature deaths each year, mainly women and children. In 2015, Hivos measured the pollution in Cambodian farmer kitchens and found that the air in 'biogas' kitchens was significantly cleaner. By quantifying these outcomes, we intend to create alternative 'health credits' and attract long-term flows of funding in new sectors.

WOMEN UNITS

In Indonesia, Hivos and biogas programme BIRU developed a comparable system, counting the number of hours saved on household chores (fetching firewood, cooking) when a biodigester was present. The hours saved are valued in the form of 'women units' and offered for sale through the internet. Another innovation is an add-on carbon credit system, focusing on improving the soil through the use of bioslurry. Soil & More International is designing a project based on an analysis of soil samples from Indonesian bioslurry users.



Energy from biogas.

4.2 SUSTAINABLE FOOD

While the world produces more food than ever, almost 900 million people go to bed hungry every night. At the same time, almost 2 billion people are overweight or obese. And last but not least, the way we produce, transport and consume food places tremendous stress on natural resources. Hivos believes that we must radically change our food system, if we want to realise food security and healthy, sustainably produced food for all.

NEW INSIGHTS AND SOLUTIONS

In the current food debate, the production of sufficient food is the central issue – leaving the quality and sustainability of our food unaddressed. Hivos feels that a citizens' perspective on the food system is desperately needed. In 2015, we involved the creative sector in our search for new insights in the food debate. Two major events we organised, the Food Change Labs and Age of Wonderland, led to inspiring new ideas and practical solutions, ranging from insights into rural-urban linkages to prototype projects on 'forgotten' vegetables and crop diversity.

FROM VALUE CHAIN TO PRODUCTIVE LANDSCAPES

Hivos has supported smallholder farmers through a value chain approach for many years and in many countries, leading to livelihood improvements for many farmer families. However, we have found this approach insufficient to solve the huge social and environmental problems we face today. Think of the widespread focus on one single crop instead of the promotion of diversity on the farm, the continuous loss of water and soil nutrients, and the inability to address the effects of climate change.

These challenges threaten the sustainability of our food system. To tackle this, Hivos has gradually moved from a value chain approach to a productive landscapes approach. In our coffee programmes we have moved from a crop focus to a plot and landscape focus by incorporating issues such as on-farm diversity, soil fertility measures, climate adaptation and land rights, alongside a broader attention to the perspectives of women and youth. Our global grain-based landscapes programme aims to revive the production and consumption of nutritious,



undervalued grains, while enhancing agrobiodiversity and strengthening farmers' resilience against climate change. As a response to seed patenting we initiated an innovative open source seed system, which resulted in an important open source seed network in India.

RESPECTED THOUGHT LEADER

Sustainable food systems are high on the political agenda and Hivos is playing a key role in this food debate. In the coffee sector, where production is under great strain due to climate change, Hivos is respected for its knowledge and experience in working with smallholders. We are a thought leader in the discussion on how to advance innovative mitigation and adaptation trajectories and bring them to scale in the coffee sector. Hivos represents civil society in the world's largest coffee programme – the global Sustainable Coffee Program – set up by IDH and involving large private sector players such as Nestlé, Douwe Egberts and Tchibo.

Likewise, Hivos was approached by the Inter-American Development Bank (IDB) to discuss the future of a sustainable coffee sector, and now manages the Sustainable Agriculture, Food and Environment (SAFE) platform, for which IDB provided the initial funding. SAFE is a multi-stakeholder alliance, founded by Hivos and other NGOs, and private sector partners such as Starbucks and Ecom. Both initiatives are based on the vision that coffee is the 'canary in the coal mine' when it comes to climate change effects on tropical agriculture. Hivos firmly believes that these multi-stakeholder initiatives are the only way to tackle the pressing food issues of our time. More recently, FAO and UNEP asked us to co-lead a new global programme on sustainable food systems under UNEP's 10 Year Framework of Programmes on Sustainable Consumption and Production.

IN FOCUS

Donors: Dutch Ministry of Foreign Affairs, Mondriaan Fund, Dutch Postcode Lottery *Shaking up the food debate*

We have enough food to feed the 7 billion inhabitants of this world, but still 900 million people are hungry and 2 billion are malnourished. Hivos launched two inspiring initiatives to push forward the debate on sustainable food systems: Food Change Labs and a food episode of Age of Wonderland.

FOOD CHANGE LABS

The Food Change Labs collect and connect seeds of transformation that emerge worldwide, from local communities to frontrunner companies, to generate change at both the producer and consumer sides of the food system. The Labs are an initiative of Hivos and the International Institute for Environment and Development (IIED). With the conviction that we need to radically rethink the global food system, the Food Change Labs provide the much-needed space for new, unusual insights into and solutions to persistent problems in the food sector that impact low-income citizens.

In Indonesia and Uganda, we organised Food Change Labs in two rapidly growing cities where governments tend to overlook the importance of the cities' food systems. The Labs brought policy-makers together with street vendors, who play a heavily undervalued but very important role in informal food distribution and the food security of the urban poor. In Fort Portal, Uganda, the Food Change Lab turned out to be 'a true eye-opener' for mayor Asaba Ruyonga, who until then had focused on roads and market infrastructure



A creative teamwork sessions in Bandung Food Change Lab

© Vidour

to solve his food problems. He spoke to street vendors, students, restaurant owners and children to learn that the number of street vendors in Fort Portal had risen enormously. Now the role of food production in his city has a firm position on the City Council's agenda.

Gathering citizen-driven evidence is another one of the Food Change Labs' aims. After all, the people who are most familiar with what food insecurity looks like in their communities are often left out of the debate. In Uganda, Hivos partner KRC gathered 'food evidence' on barriers to a healthy diet from 200 rural and urban low-income families, through their radio programme. Lack of income, lack of information, youth preference for fast foods, and the loss of indigenous knowledge were identified as the main barriers to accessing a healthy diet. In rural Zambia where we organised our third Food Change Lab, citizens from different regions shared their food stories via foodchangelab.org and social media platforms. In addition, the Zambia Food Change Lab arranged food dialogues with farmers and resulted in "forgotten" highly nutritious crops being rediscovered.

All three Labs have gathered their own networks and prototyped a range of possible interventions in their local food systems. We deliberately started small, but our long-term goal is ambitious: to help cities and their rural hinterlands prepare for the population challenges of the 21st century and to feed these experiences into global debates.

AGE OF WONDERLAND

Age of Wonderland is a social innovation programme developed by Hivos and Baltan Laboratories in Eindhoven. In 2015 we invited six creatives from Tanzania, Indonesia, Mexico and Kyrgyzstan to participate in a residency programme in Eindhoven, the Netherlands. They investigated, developed and shared their ideas on this year's theme, 'Balancing Green and Fair Food', with the local creative high-tech community. All six creatives developed innovative projects that add new insights and practical solutions to a more sustainable food system.

Ahadi Katera, an Industrial Engineering student, saw his waste facility start-up in Tanzania successfully embraced by international companies such as DSM

and BAM. Yoyo Yogasmana, an Indonesian artist, won the first ECO coin for his work on preserving 130 rice varieties in Indonesia without the use of pesticides. He was awarded the prize during Dutch Design Week, when the six creatives shared their ideas and research processes dynamically with peers, professionals and the audience at large.

In the same week, Age of Wonderland hosted a provocative Future Food Seminar on social innovation and the design of our future food system. One of our guests was Fort Portal's Mayor Ruyonga, who shared his experiences with policy-makers, designers, researchers, entrepreneurs and consumers from all over the world.

IN FOCUS

Donors: Dutch Ministry of Foreign Affairs *Open source seed systems*

Seed is the soul of agriculture. Yet this soul is increasingly being patented; owned by multinationals that require permission to use or plant the seeds. Without free and continuous access to seeds and plant genetic material, farmers are unable to adapt to market fluctuations and changing consumer preferences or – even more urgently – to the effects of climate change.

Hivos believes in the importance of free access to seeds. The concentration of seed production and sales in the hands of a few profit-driven multinationals is leading to a decline in crop diversity. This patenting threatens our food supply and prevents farmers having free access to genetic variation in plants, which is essential if they are to adapt their crops to cope with climate change and survive plagues.

Control over seeds is control over the entire food supply. Hivos and its partners are determined to get this control back into the hands of farmers.

INSPIRATIONAL SOFTWARE MOVEMENT

For inspiration we looked at the software movement, which struggled with similar problems involving intellectual property regimes limiting innovation in

the sector. Calling on our extensive experience with programmes on open data, Hivos developed an innovative and daring approach to keeping seeds in the public domain and continuing to innovate seeds: Open Source Seed Systems.

Open source seed systems are arrangements that facilitate and preserve freedom of access and use of plant genetic material, prohibit exclusive rights, and – very importantly – also apply to any subsequent derivatives of those materials.

Hivos funded the Indian Centre for Sustainable Agriculture (CSA) to investigate whether and how an open source seed system could be established. Can we develop a viable business case for open source seed systems? Is it possible to evolve legal and institutional systems which can uphold farmers' customary rights over genetic resources and associated landscapes?

OPEN SOURCE SEED NETWORKS

After extensive discussions with a wide range of stakeholders, the answer is: Yes. Open source seed, seed sharers and growers can work together to achieve these aims. By documenting the value of a variety for cultivation and use and building up a pool of open source varieties, network members record what is available in the public domain – and thus cannot be patented as 'new'. Farmers who breed these seeds must agree on free access for the resulting varieties, thereby creating a growing protected commons of varieties that remain freely available.

One challenge involved is the financing of registration and of making information available to the network members; this has to come from the value chain, e.g. by drawing a percentage of the revenues. Another challenge is giving rewards to breeders who invest in and create seed varieties. In India, CSA is already experimenting with a benefit-sharing system.

Good relations with governments and networks can bring together farmers, seed companies, governments and civil society, developing an alternative system which improves access to seeds, using community seed banks crucial to keep the seeds open to smallholders. Governments are a

critical defence line against patenting seed companies. They should support and protect open source seed varieties that are crucial to many farmers in marginal areas. In India civil society organisations did the first step and registered and marketed some twenty open source seed varieties to show that it can work. They work with and share with the government. An open invitation to the government to join in helping to make this a success.

APNA BEEJ

As a result of the Indian project, the world's second open source seed systems network was launched in June 2015: Apna Beej ('our seeds'). By the end of 2015 some twenty varieties in seven states of India had been registered and marketed as open source seeds.

Encouraged by the potential of the initiative in India, Hivos plans to initiate a global programme that supports and builds open source seed systems. In early 2016 we kick-started the first two programmes in East Africa, funded by the FAO Seed Treaty and the Open Society Foundation.

IN FOCUS

Donors: Dutch Ministry of Foreign Affairs, Agentschap NL, Common Fund for the Commodities, IDH, IDB. *Coffee production in times of climate change*

Climate change puts coffee production under great strain. In traditional coffee producing countries, areas suitable for production will decrease substantially by 2020. Rising temperatures also fuel coffee pests and diseases that can ravage coffee plantations.

All stakeholders in the coffee sector are convinced of the urgent need for collective action. To bring global sustainable coffee production and sourcing practices to scale, sustainable trade initiative IDH set up the global Sustainable Coffee Program (SCP). SCP involves industry and trade partners, (local)



Bringing black clams to the market.

governments, NGOs, and standard-setting organisations in the coffee sector. Hivos is the Steering Committee Member for civil society in this public-private initiative. We have a long history of working with smallholder coffee producers and are respected as a thought leader in the discussion on how to advance innovative mitigation and adaptation trajectories, and bring them to scale in the coffee sector.

BIOSLURRY FEEDING COFFEE TREES IN EAST AFRICA

In Kenya and Uganda, Hivos supports smallholder coffee farmers in developing more resilient and viable farms. Methods include diversifying income through commercial dairy, horticulture and biogas activities. We aim to provide over 3,000 farming families with clean energy and fertile organic bioslurry for their coffee trees. In 4@Scale, which strives to create viable coffee-based farming systems for 80,000 smallholders in the region, we co-operate with local subsidiaries of Ecom Coffee, the world's second-largest coffee trader.

LATIN AMERICA: ADAPTATION AT SCALE

In Latin America, Hivos was invited by the Inter-American Development Bank (IDB) to explore ways of promoting the future of a sustainable coffee sector. This resulted in the multi-stakeholder Sustainable Agriculture, Food and Environment (SAFE) platform. The platform is co-founded mainly by private sector participants from the food and agricultural sector, as well as by donors and NGOs.

SAFE will provide catalytic funding for testing approaches that make smallholder value chains resilient. The platform will enable 150,000 regional smallholder farmers to develop their resilience to climate change and other external threats. SAFE initially focuses on coffee and cocoa projects that pilot or scale up innovative value chain approaches.

Hivos will manage the fund of almost €10 million, which is expected to raise another €37 million from counterpart funds. The (mainly private sector) parties can submit proposals, provided they invest in their own proposals. In return they receive additional funding from SAFE as well as valuable knowledge and capacity delivered by NGOs. The aim is to scale up and deepen impact in the sector, while reducing risks for individual companies.

GENDER, YOUTH AND FAMILY FARMING

Women play a crucial role in the coffee value chain as they perform most of the production activities. Hivos successfully implemented the Coffee Partnership for the Tanzania GALS programme (GALS: Gender Action Learning System). As a result, all 6 co-operative societies with over 12,000 smallholder farmers have more than 30% female representation (from a previous performance of less than 10%). As a result of this collaborative effort, a new programme on Gender and Generational Empowerment has been approved by Comic Relief, with total funding of €2 million.

In Indonesia, pests and diseases deeply affect the coffee community by decreasing the quality of yields and thus the primary net incomes of coffee growers. In a new project, funded by IDH on the basis of our current Green and Sustainable Coffee Sumatra programme, Hivos will promote coffee farming as a family business with equal participation from women. We combine the successful GALS method with specific training on the proper handling of environmental aspects. This programme, funded by IDH, targets over 12,000 households in the provinces of Lampung and South Sumatra.

IN FOCUS

Donors: Dutch Ministry of Foreign Affairs, Ford Foundation
Return of the Millets

For decades, governments have focused on the production of single grains like maize and rice. Good for feeding a growing population and for the agricultural industry, bad for the environment and for a growing group of consumers who end up with too little diversity on their plates. Hivos initiated the global grain-based landscapes programme to question this focus on the production of single grains.

Millets in India, for example, are not only more nutritious than rice, but also adapt better to the changing climate. In two Andhra Pradesh districts, partner WASSAN brought together all stakeholders, from farmers to entrepreneurs, kick-starting the

emergence of a true millet sector. Bakers and producers of baking units prepared millet biscuits. Entrepreneurs and fabricators developed a prototype of a processing mill.

NEW TRADER-ENTREPRENEURS

Of major importance were the new trader-entrepreneurs who linked to potential farmers, supplied seeds, provided technical know-how and offered to purchase the millets. These pioneers created their own trade in millet grains, connecting to larger processors and exporters and boosting a substantial expansion of the millet area.

A real lobbying breakthrough was the agreement made with the Department of Agriculture to revive millets in 7 out of the 13 districts. Based on the successful promotion of millets through government demand and business, the return of the millets can provide hundreds of thousands of people with more diversity on their plates.

IN FOCUS

Donors: European Union, Dutch Ministry of Foreign Affairs
Black clams

Black clams are very healthy and contribute to a nutritious diet for people living in the coastal mangrove areas of Peru, Ecuador and Colombia. They are low in fat, high in protein and omega-3 fatty acids. But the populations of these precious clams were declining due to uncontrolled harvesting.

An international protection programme, co-ordinated by Hivos, preserves the black clam populations while providing 3,200 coastal families with a more secure income; on average their incomes increased by 10 percent. For five months of the year, harvesting the clams is prohibited in defined reproduction areas until the clams have reached a certain size. Women in particular, as the main harvesters and sellers, benefit from the introduced preservation measures and the fixed prices set for buyers.

Hivos worked directly with the main fishermen's and harvesters' federations of the three countries. As a consequence, all benefits go directly to the communities concerned. The federations closely co-operate across the three countries and they shared experiences during workshops on mangrove management. The project contributed to the conservation of 24,000 hectares of mangrove forests.

'Before, we had no idea of reproduction and prices. Thanks to the project we are aware about sizes of the clams, clam management and are able to get better prices.'

Doña Eugenia, clam harvester, Ecuador



4.3 SEXUAL RIGHTS & DIVERSITY

'I have the right to be how I feel I am.' The title of this Hivos campaign in 2015, in one of the most dangerous areas in Honduras, plainly expresses our human rights approach towards sexual rights and sexual diversity. Whether you are male, female, gay, straight or anything in between, you have the right to be who you are and express yourself.

Hivos was the first organisation in the Netherlands to support the few courageous, openly LGBT activists in Africa, Asia and Latin America in the 1990s, helping to build a strong LGBT movement. In the same period Hivos was the first organisation to embrace a human rights approach to the HIV epidemic, focusing on groups that are often denied access to HIV prevention and treatment, e.g. sex workers, men who have sex with men, and transgender or transsexual (trans) people. We put an enormous amount of effort into changing the contextual factors and cultural patterns that undermine their full participation in society and restrict their access to services and care.

VIOLATIONS AND IMPROVEMENT IN SOUTHEAST ASIA

On the ground, in the countries we work in, the right to sexual diversity is often violated – though we also see encouraging developments. In Indonesia, LGBT organisations are increasingly visible, acknowledged by the public and openly supported on social media. At the same time, anti-LGBT movements are gaining power (mainly driven by fundamentalist ideas) and an increasing number of LGBT people are being harassed. We see the same development in Malaysia; on the other hand, in the Philippines the environment for LGBT people is improving.

In 2015 Hivos worked with more than 50 organisations in Southeast Asia on sexual rights and diversity. One of our partners, YIFoS, has been working to build an integral understanding of the diversity of faith and sexual identity since 2010. Despite the increasingly hostile environment in some locations, YIFoS

managed to obtain recorded video statements from at least 10 religious leaders affirming their support for Sexual Orientation and Gender Identity (SOGI) and sexual diversity.

EMPOWERMENT IN LATIN AMERICA AND EAST AFRICA

In South America it is the growing fundamentalism of the Catholic Church and a variety of evangelical churches that negatively impacts issues such as the legalisation of abortion and same-sex marriages. Nevertheless, LGBT movements, supported by Hivos, remain active in the region and are progressing in terms of acceptance and rights. Addressing the specific problems of HIV and LGBT in rural, afro and indigenous populations in Central America, the HIV in Rural Areas Alliance managed to integrate rural and indigenous components into the national HIV plans of Guatemala and Nicaragua.

In East Africa, Hivos boosted conversations on LGBT rights by empowering and broadcasting local activists' voices, promoting empathy with LGBTI communities, and challenging citizens to confront their prejudices. Great awareness was raised on transgender issues due to a myriad of court cases by Hivos partner Transgender Education and Advocacy.

CROSS-FERTILISATION OF PROGRAMMES

As in our other programmes, we use the knowledge gained under our other themes (e.g. the use of ICT for civic monitoring of health services related to HIV in Guatemala, or the training of health workers in rural Tanzania) to electronically share patients' records with more experienced health providers in regional hospitals in order to obtain their feedback.

Hivos is proud of its huge and exclusive network of LGBT and HIV/AIDS organisations that trust us and want to work with us. Based on our extensive track record and our experience as a certified grant manager, Hivos became a Principal Recipient of the Global Fund to Fight AIDS, Tuberculosis and Malaria, the world's main public private partnership on health.

IN FOCUS

Global fight against HIV

Almost 25 years ago, Hivos was one of the first organisations to work on HIV and AIDS from a human rights and sexual diversity perspective. We supported and built the capacities of small initiatives in Latin America and Asia, enabling LGBT movements to grow and successfully advocate for their rights and against stigma and discrimination. Today over 100 civil society organisations are leaders in this field, reaching out to more than 500 community-based organisations.

Since 2005, Hivos has been one of the civil society Principal Recipients of funding from the Global Fund to Fight AIDS, Tuberculosis and Malaria. LGBT communities and other civil society organisations nominated Hivos to be their fund manager or Principal Recipient, because of our longstanding support and track record in the south.

HIVOS AS PREFERRED SUPPLIER

In 2015 Hivos acted as Principal Recipient to the Global Fund for four programmes, in Guatemala, Bolivia, Costa Rica and for the Southeast Asian multi-country programme ISEAN. Hivos was also nominated to become PR for two recently-approved GF programmes: ICW Latina, an international network of women living with HIV, and KP Reach, a Southern African network of LGBT networks involving over 100 organisations at country level. Both programmes will be implemented from 2016 to 2018. From 2016 onwards, we will be working in 26 countries with HIV programmes funded by the Global Fund.

In May 2015, the Global Fund selected Hivos as a preferred organisation to provide technical assistance to Global Fund future recipients in Latin America, on the basis of our expertise in human rights, gender and key populations. Technical assistance aims to ensure that all those who are affected by the three diseases play a meaningful role in the development of the proposals at country and regional level. To prepare for this new role, Hivos constituted a Technical Assistance Facility of five staff members and has successfully accomplished the two first assignments.

STRATEGIC CHOICES IN 2015

Hivos's principal aim has always been to give individuals and communities of key populations better access to health care and prevention. Key populations include sex workers, men who have sex with men (MSM), transgender or transsexual (trans) people and people – specifically women – living with HIV. Together with these communities, we advocate for interventions that tackle the underlying factors and cultural patterns that undermine their full participation in society.

From the beginning, the Global Fund has acknowledged the importance of investing in interventions that address human rights barriers to health. Yet in 2015, for the first time ever, it explicitly expressed the need for greater investments in gender, community system strengthening and human rights interventions in its strategy for 2017-2022. Hivos very much welcomed this development and was glad to provide input for the new strategy, by drawing on its experience as an implementer of four large programmes.

GUATEMALA: CITIZENS MENTOR HEALTH SERVICES

Quality health care and access to antiretroviral medication are crucial to people living with HIV/AIDS. However, not all governments are willing to allocate their budgets for responding to the HIV epidemic to health care benefitting the groups most at risk.

In 2013, several organisations fighting for the rights of key affected populations made an effort to track the allocation of funding for the procurement of antiretroviral treatment. In addition, they investigated the implementation of norms, policies and protocols related to HIV. However, these civic monitoring processes were undertaken in a rather isolated manner.

CHALLENGING COLLABORATION

Hivos's Global Fund programme decided to upscale the civic monitoring process and stimulate collaboration among the civil society organisations to create an effective civic monitoring system. In the repressive context of Guatemala, this is quite a challenge. Moreover, it requires courage and agency to develop a common agenda and systematically monitor the public sector.



Hivos invested time and effort, and involved key groups and networks. In this way, we managed to bring together different groups of civil society – people living with HIV, the LGBT community, groups of sex workers, lawyers, women’s advocates and human rights advocates. Furthermore, we brought in lessons learned from civic monitoring in other countries. In 2015, this resulted in the development of a Guatemalan model for civic monitoring of public primary health services.

TRACKING TO HOLD ACCOUNTABLE

Through systematic data collection and analysis, the organisations will retrieve valuable information and publish a tri-monthly report as a tool for decision-making and policy influence. The civic monitoring scope includes health centres, centres for the control of sexually transmittable infections, and health services that specifically address the needs of MSM, female sex workers, transgender people and people living with HIV.

From now on citizens will be able to track interventions, assess services and make sure that

there will be enough resources available to avoid stock-outs of antiretrovirals for those in need. In the long term, this civic monitoring must improve quality and access to services for key populations. We already see that civil society increasingly dares to hold the government accountable, making use of the strategic information delivered through the monitoring system.

BOLIVIA: TIMELY ACCESS TO ANTIRETROVIRALS

In Bolivia, access to antiretroviral drugs used to be very limited, caused by an expensive and unpredictably slow buying and delivering process. People living with HIV could only access this life-saving medication thanks to a few isolated donations or through pharmaceutical companies that charged very high prices. For many, the medication was not available or arrived too late.

Hivos and the Bolivian government took up the task of drastically changing the procurement process for antiretroviral drugs. By 2015, we could safely say this operation had been successful. Which factors were crucial to this success?

- Hivos, as an NGO, took the lead in international drugs purchases, thereby avoiding the time-consuming national tendering alternatives that are required in Bolivia.
- Collaboration with the Bolivian Government was fundamental to accessing key health information on drug consumption data and epidemiological profiles from across the country. These were collected by regional officers through the national monitoring system, and provided to Hivos to determine the demand for drugs to be purchased.
- Hivos strengthened its negotiation skills in order to deal with the suppliers of generic drugs – prequalified by the Global Fund’s Expert Review Panel – and with international manufacturers. In this way we managed to achieve quality antiretroviral treatment at costs below the average reported in the Global Fund’s Price Quality Reporting.
- Negotiation of the shipping route was also required. Hivos asked suppliers to avoid the common, but slow, route over Miami, and instead to use a faster route via Johannesburg and São Paulo. This achieved considerable time savings.

The chosen strategy led to the desired result – ensuring timely access to antiretroviral drugs, below the average costs. Moreover, the collaboration between Hivos and the Bolivian government led to a ground-breaking step: the Ministry of Health substantially increased its budget for these medicines and now covers almost 95 percent of the costs. The drugs that have already been purchased with Global Fund resources provide the necessary backup.

SOUTHEAST ASIA: KEY POPULATION NETWORKS IN FOUR COUNTRIES

The ISEAN Hivos Programme (IHP) supports the broader response to expanding HIV among key populations, with a special focus on MSM and transgender people. IHP is a multi-country initiative, covering Indonesia, Malaysia, the Philippines and Timor-Leste. One of the main challenges in this

region is strengthening community systems to reduce vulnerability to – and the impact of – HIV infection.

Hivos has an explicit mandate for building the capacity of ISEAN – the Islands of Southeast Asia Network – to become an independent implementer. In each country, an organisation has been identified that can engage national community-based organisations (CBO) and networks. Given the absence of such a network in Timor-Leste, Hivos established an implementing unit that supports the formation of a national network. In 2015 one of the results achieved by IHP was the participation of 27 organisations in the programme. IHP also trained 170 CBO members in areas such as leadership, accountability and networking.

NATIONAL SUPPORT FOR LOCAL INVOLVEMENT

IHP is a successful programme which has consistently performed as an A1-rated Global Fund grant during its five years of existence. The national networks help to support the meaningful involvement of local groups in policies and practices that affect their own health and wellbeing.

Civil society organisations in the region by and large appreciate the training sessions and workshops on Sexual Orientation and Gender Identity (SOGI) and Community Systems Strengthening (CSS). Through its ISEAN programme, Hivos conducted training on organisational and programmatic development, strategic planning, leadership and community mobilisation in Indonesia (GWL INA), Malaysia (PT Foundation), and Timor-Leste (CODIVA). In addition, almost 600 healthcare providers received training to enable them to recognise and mitigate the stigma of and discrimination against MSM and TG in health care settings. In addition, and very relevant to sustainability in the long run, there are the many community-based organisations that have developed their own capacity-building plans and organisational strategies for up to five years in advance.

IN FOCUS

Donors: European Union, Hivos *Dangerous cities for LGBT*

San Pedro Sula in Honduras is considered the world's most dangerous city. For LGBT people the risks of being attacked and murdered are particularly high. As Honduran society is extremely machista, with the church having a huge influence in political and public affairs, LGBT people suffer from severe discrimination. Many of them, especially trans people, have no labour options other than being a sex worker on the risky streets of cities like San Pedro Sula.

STRONG, EFFECTIVE LGBT ORGANISATIONS

In this hazardous environment, Hivos and its LGBT partners started a project to change the social perception of sexual diversity in Sula Valley, and strengthen the position of human rights defenders in

LGBT organisations. Unfortunately, they currently lack the power to claim and advocate for their rights.

Hivos offered training courses that resulted in organisational changes, operational plans and plans for personal and institutional security. Furthermore, co-ordination among the five LGBT organisations improved; they acquired more capacity to interact with public powers, the media, and the public in general.

MAJOR RESULTS

The organisations revived a monthly meeting with the public prosecutor, judges and lawyers to follow up on human rights violations against LGBT people. As a result, the number of denounced violations increased, some violators were condemned, and the LGBT organisations were incorporated into the national Coalition against Impunity, creating new spaces for political lobbying. The public campaign 'I

have the right to be how I feel I am' supported the lobbying work of the LGBT organisations in various ways, including by sensitising 106 soldiers of the 106th Brigade in San Pedro Sula.

One major achievement was the policy change in Villanueva, another city in Sula Valley. Villanueva's mayor allocated funds to the sensitisation of citizens, defined certain spaces for sex work, offered psycho-social assistance, created space for political participation in town meetings and employed LGBT persons in the municipality. Moreover, he promised to assist in creating microenterprises for LGBT people, and to improve housing conditions.

SCALING UP TO THE NATIONAL LEVEL

Despite the multiple challenges and security issues, e.g. death threats to Hivos staff, the project was very successful – on the personal level as well as on the social and political levels. LGBT persons felt empowered: after years of not daring to speak out, some are now spokespersons in official meetings, while others have resumed their university studies.

The project, though relatively small in outreach – 850 people directly and 4,500 indirectly – shows the impact that a daring and persistent approach by an experienced organisation like Hivos can have. The project underlined the urgent need for a national platform to take the lessons learned in Sula Valley to the next level. Hivos developed a new, national programme that incorporates the lessons learned in Sula Valley.

'Sex work is no life, but infection and death. There are clients who threaten us with arms and the police does not protect us.'

Sex worker in Sula Valley



IN FOCUS

Donors: SRHR Fund, Dutch Ministry of Foreign Affairs *Youth narratives on sexual diversity*

In Kenya, over 7,000 young people aged below 25 years, including LGBT youth, participated in the 2015 Global Dialogues Scenarios Contest. The contest was part of Connecting Voices of Youth, a project of Hivos and Global Dialogues Trust.

CREATIVE AND EFFECTIVE

Their narratives, turned into film, revealed fascinating and thought-provoking issues on crises in parenting, incest, sexual and gender-based violence, stigma around HIV/AIDS, and weak response to the risk posed by the spread of HIV. Connecting Voices of Youth demonstrated that film is a creative and effective way of breaking taboos on sexual diversity and connecting young people, including (often criminalised) LGBT youth.

SCHOOLS, YOUTH CLINICS AND THE CLERGY

The films were distributed via YouTube, and through DVD copies given to schools and youth clinics. Sexual

rights organisations used the films to incite lively debates, even amongst members of the clergy. Connecting Voices of Youth succeeded in improving the collaboration between youth groups, LGBT, ICT/media experts, filmmakers and human rights organisations.

The new knowledge gained from the scripts continues to inform programming and policy on adolescent and youth reproductive health. Furthermore, the information was used to create new short films – thereby serving young people like the girl who commented on YouTube: ‘I like. More productions please.’

“MOST OF US THINK THAT WE KNOW WHEN **WE DO NOT REALLY KNOW**. IT IS SAD HOW SOCIETY STILL LACKS **THE CAPACITY** TO PASS ON CORRECT INFORMATION AROUND **SEXUALITY**.”

A YOUNG PARTICIPANT IN THE SCENARIOS CONTEST

4.4 WOMEN'S EMPOWERMENT

Hivos believes that every human being has the right to participate in decisions that define his or her life. For decades we have been supporting women all over the world in organising themselves and becoming a countervailing power in their societies. We have learned that there are two areas that can accelerate women's participation: opportunities for decent work, and participation in politics and decision-making processes.

THE RIGHT TO DECENT WORK

To start with the good news: worldwide, the number of women participating in employment has increased. The bad news, however, is that the majority of them still work in informal jobs, in poor working conditions and with insufficient income to cover their basic needs and take care of their families. Low income is not only an indicator of the number of women who are malnourished or going to bed hungry; lack of a living wage also makes women more vulnerable to (sexual) harassment and increases the risk of children being sent out to work instead of going to school.

In East Africa, Hivos has chosen a supply chain approach to tackle this persistent problem of low wages. We involve all stakeholders in finding a sustainable solution, based on thorough research and convincing business cases. This Women@Work project could set an example for the improvement of working conditions in other international supply chains where women workers form a badly-paid majority.

Probably most of the severely exploited women work in the households of families in the Gulf region. Invisible and isolated, these domestic workers are very hard to reach out to. Nevertheless, in the Shelter Me project Hivos found an innovative way to break the isolation of Indonesian migrant domestic workers, carefully engaging with all stakeholders, including the Indonesian government and employers in the Gulf region.

THE RIGHT TO POLITICAL PARTICIPATION

A comparable good news/bad news story can be told about women's participation in politics and peace-building. Despite the fact that nowadays there

are more women participating in politics at the national level, results still fall short of the goals set out in international (UN) agreements. As of August 2015 only 22 percent of all national parliamentarians were female, 11 women served as Heads of State and 10 served as Heads of Governments.

In recent years, national and international conflicts have intensified in several countries. In addition, countries are seeing an increase in sectarianism and polarisation amongst their populations. Extremism and fundamentalism are on the rise in many countries, limiting the movement and rights of women. In others, governments have continued or even intensified tactics of authoritarianism and repression. Nonetheless, many women are working hard to build societies based on peace, equality and human rights. Women on the Frontline strengthens these women to become influential players in seven countries in the Arab world. Hivos is convinced that no real transition to peace can take place without the full and equal participation of women.

IN FOCUS

Donors: Dutch Ministry of Foreign Affairs *Women on the Frontline*

In times of war and conflict, women tend to be the first civilian victims. Yet they are also the first to start a dialogue with all players involved. From Libya to Iraq, women's organisations prove to be important agents of peace and security in their countries. What's more, women can be found in the frontline of civic protest against authoritarian regimes.

WOMEN IN THE ARAB SPRING

Four years ago, people all over the Arab World took to the streets to demand their rights. Women played a crucial role in these protests. In this context, Women on the Frontline started, managed by Hivos and implemented in co-operation with Oxfam and PricewaterhouseCoopers Accountants N.V.. Women on the Frontline strengthens women to become influential players in Tunisia, Yemen, Egypt, Syria, Iraq, Bahrain and Libya, through tailor-made training,



Woman of the Sambura tribe in Kenya.

© LightBox Foundation



Tunisian girls celebrate the fifth anniversary of the Arab Spring.

© Hollandse Hoogte - AP

assistance in building partnerships, and the provision of grants to realise social and political change.

LOUD AND CLEAR MESSAGE

Unfortunately, in many cases the hopes and expectations of 2011 did not materialise. Conflicts deepened, governments intensified repression, and extremism and fundamentalism are on the rise, limiting the movement and rights of women. Despite this, many women and activists work hard every day to build a society based on peace, equality and human rights.

Women on the Frontline enables these women to be heard in the region and by the international community. Their message is loud and clear: lasting peace and democratic change is not possible without women.

STORYTELLING

In the seven countries we work in, the need is clearly more urgent than ever for safe spaces where women can tell their stories of hope and inspiration, countering the dominant narrative of extremism, conservatism and repression. To amplify women's voices, in 2015 Hivos started to invest more extensively in media outreach, storytelling and advocacy activities.

In Yemen, we support a media collective that works on social justice and women's rights. By using creative tools like blogs, participatory film-making and mobile cinema, members of the collective highlight the voices and untold stories of Yemeni people. Despite the current violent conflict, the courageous journalists continue to report from the ground, serving as an important news source for major channels like CNN.

TUNISIA AS ROLE MODEL

In Tunisia, we redoubled our efforts to support the democratic transition that is under attack by frequent terror. With its culture of dialogue and consensus, Tunisia could be an inspiring role model for other countries in the region. We have to make sure this country will flourish and not regress. Women on the Frontline works with Aswat Nissa, a young emerging women's association, which leads three successful political academies engaging twelve political parties.



A woman in Tunis walks past graffiti slogans on a wall.

© Hollandse Hoogte - Panos

STAKEHOLDER

Annelise Hirschmann, regional director Global Fund Latin America

Hivos and the Global Fund: pushing the envelope

Hivos has been a longstanding partner of the Global Fund to Fight AIDS, Tuberculosis and Malaria, the biggest worldwide public private partnership on health. This partnership grew even stronger in 2015, when Hivos became the principal recipient of funding for the Global Fund's International Community of Women Living with HIV (ICW) programme in Latin America. Regional director Annelise Hirschmann has high hopes for the future. "Hivos will do a great job administering the fund."

The ICW fund recognises the vulnerable position of women and girls in Latin American countries when combatting HIV and AIDS. "Women may wait too long to seek medical attention or may not use services at all, afraid as they are of the backlash when they are identified as HIV-positive", says Hirschmann. "It will be Hivos's task to give these women a voice through advocacy and to make sure better policies will be put in place. To do so, it is not only important that money is spent on the right projects and partners, but also to provide technical assistance and policy support to these projects and partners."

Hirschmann has been with the Global Fund since 2009 and was appointed Regional Manager Latin America and the Caribbean in 2015. During her time at the Global Fund, she has worked with Hivos in this region on many levels. "Hivos has always had a good presence in Latin America and is a good implementer because of that. But if anything, Hivos is known for pushing the envelope; always raising important issues. Its focus on so-called key affected populations (people who are most vulnerable to HIV/AIDS, like women) is a testament to that."

Aswat Nissa has trained more than hundred young women, several of whom now occupy leading roles in their parties.

COMICS IN METRO STATIONS

In the current tumultuous context of the Middle East, planning ahead is challenging. Hivos therefore works in a flexible manner to support initiatives and campaigns linked to rapidly-developing political events. In Egypt, we reacted to the shrinking of safe spaces for women by enabling them to voice their demands. One campaign included a series of comics plastered to the walls of Cairo metro stations, depicting the challenges women face on a daily basis in public transport, such as cat calling or remarks on their appearance by men, or men touching or groping them. The comics raised discussions amongst the general public and in national and international newspapers.

INNOVATIVE KURDISH WOMEN

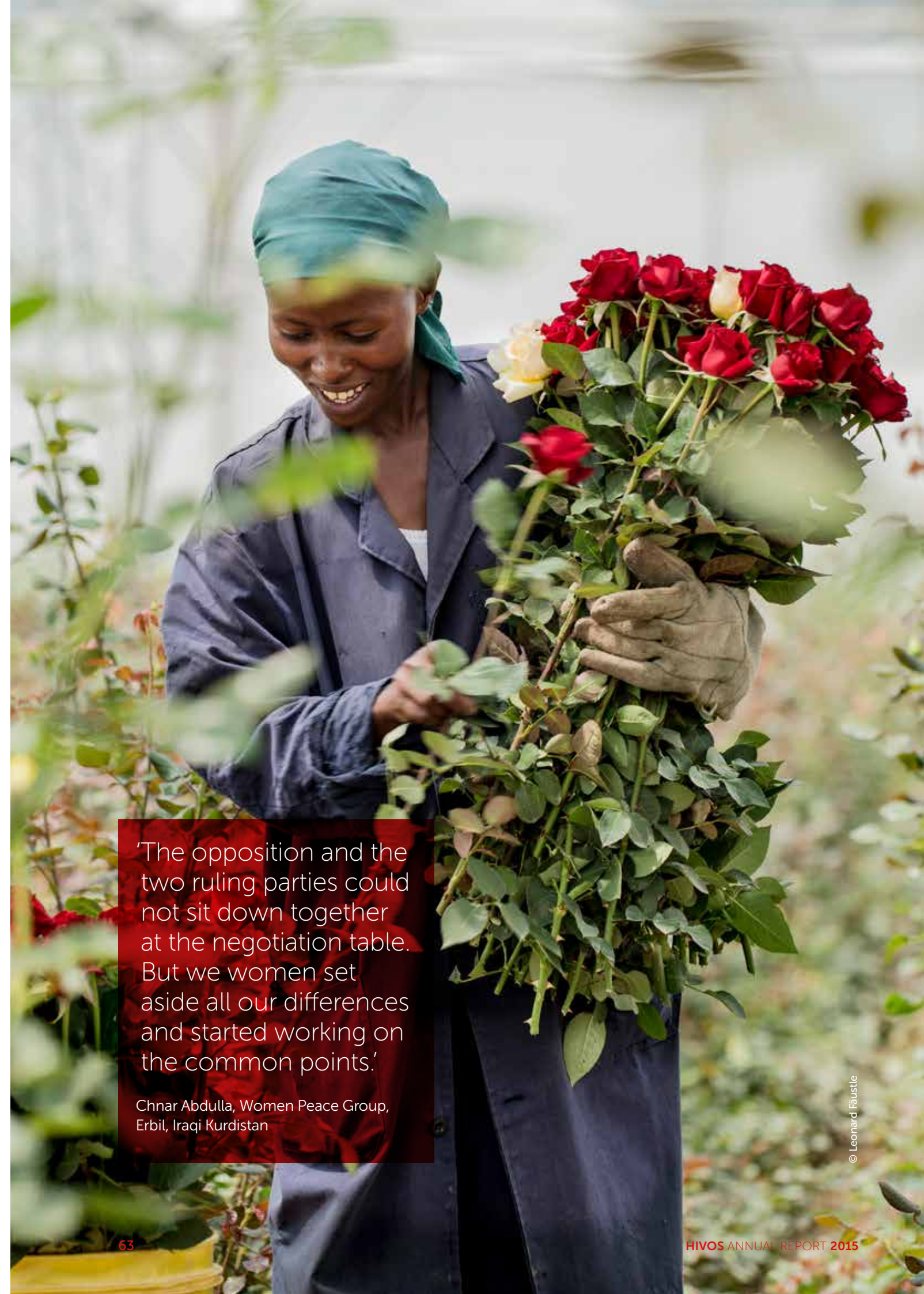
An innovative approach to counter a deeply divided political context comes from women politicians from a range of parties in Iraqi Kurdistan. These politicians joined forces with activists and involved the High Council of Women to collectively enhance women's rights and influence in politics. At the same time, their co-operation offered a new way to build bridges between opposing stakeholders. Working with politicians, civil society and a semi-state organisation in this way could be an inspiring example for the rest of the region. These are the types of promising initiatives that Hivos is keen to support.

IN FOCUS

Donors: Dutch government, IDH *Closing the living wage gap*

Earning a living wage that enables workers to meet their basic needs such as food, shelter and clothing is a universal human right. Yet for growers and retailers in the East African flower sector, it seems a distant dot on the horizon.

To challenge the persistent problem of low wages and poor working conditions for women workers in



'The opposition and the two ruling parties could not sit down together at the negotiation table. But we women set aside all our differences and started working on the common points.'

Chnar Abdulla, Women Peace Group, Erbil, Iraqi Kurdistan

© Leonard Faustle

the flower industry, Hivos takes a value change approach. This entails working together with the different stakeholders in the cut flower supply chain; from the rose growers around Lake Naivasha in Kenya at the beginning of the supply chain, through to the retailers and rose-buyers in the Netherlands at the end of the chain.

THE WOMEN@WORK CAMPAIGN

Our living wage activities are part of the Women@Work campaign, which started in 2011 to improve the working conditions of women in the East African flower industry. Through this campaign Hivos strengthened the lobbying and advocacy capacities of our East African partners, lobbied governments and businesses, and boosted consumer demand for fair flowers in the Netherlands.

THE TRUE PRICE OF A ROSE

Identifying a business case for sustainable rose farming has proved to be a viable basis for Hivos to facilitate productive dialogues, both at the beginning and the end of the supply chain. To this end Hivos works with True Price, a social enterprise which examines the 'true price' of a product by analysing its social, economic and environmental impact. In 2014, True Price's impact analysis of the Kenyan flower-growing sector showed that at the social end, the low wages paid to workers constitute the biggest negative social impact in rose production. It also showed that raising wages to a living wage would not be an easy task for a grower to do alone.

EXPLORING A BUSINESS CASE

Hivos commissioned a follow-up study in 2015, investigating how the living wage gap could be closed with the involvement of the entire rose supply chain. The study explored the business case from both the growers' and the retailers' (supermarket) perspective. The study showed that growers need to reduce costs and increase prices in order to contribute to the wage increase required to close the living wage gap. For supermarkets it would appear to be cost-effective to pay an additional price to close the living wage gap, related to reputational risks, and the branding opportunities provided by selling a 'living wage rose'. Working towards the payment of living wages is a shared responsibility, the study concluded.

FIRST LIVING WAGE LAB

Since living wages are a persistent problem that needs to be tackled in many global supply chains and cannot be solved by the growers alone, in 2015 Hivos and Fairfood International successfully launched the Living Wage Lab. In this lab we bring together different Netherlands-based stakeholders in the agro-food sector to develop and experiment with innovative solutions for living wages in their supply chains.

The first session of the lab took place in November 2015 at the Impact Hub in Amsterdam, attended by participants from government institutions, trade unions, NGOs, certification bodies, researchers and retailers. In 2016 Hivos aims to involve more stakeholders in the lab, facilitate pilot projects on the payment of living wages in the agro-food sector, and share knowledge on experiences and best practices. Successful pilots can be replicated in other supply chains and scaled up to involve more farms, improving the living wages of many women workers.

IN FOCUS

Donor: Hivos *Shelter me*

Indonesian women who find employment in the Gulf region as domestic workers are often exploited by their employers. Even if they are not abused or raped, their fate is deplorable for they have to work extremely long hours, are not allowed to leave the house and get paid a pittance. They have no time off or are required to spend this with the family they work for. 'She comes with me on holiday; that's her time off.'

BREAKING THE ISOLATION

There is no simple solution to this problem. Women have very few rights in the Gulf region and their home country does not sufficiently protect them. They are recruited without knowing where they will end up, and once they arrive at their employer's house their passports are taken away and they are allowed little to no contact with the outside world. In short, they are isolated and on their own. How can we break this isolation and put an end to their exploitation?



Juhairah, a former migrant domestic worker who worked several years in the Gulf region (Saudi Arabia) where she faced abuse and exploitation.

Hivos launched an innovative pilot project that makes use of our experience in IT: Shelter Me. Together with Indonesian Migrant CARE, we developed an SMS network which domestic workers can join. They can learn from their peers' experiences simply by using a hashtag.

UNIQUE HELP DESK

Domestic workers often have a distorted view of their future in the Gulf state. They are totally unprepared for the harsh reality and recruiters want to keep it that way. With the consent of the Indonesian authorities, Hivos set up a unique desk at the airport in Jakarta. We give departing domestic workers information about safe migration and the number of our information network, and we inquire about recruitment practices.

Shelter Me is the first migrant workers' project operating on the ground in the Gulf region. We learned that recruitment agencies do not adequately inform the employers either, so we adapted our

strategy. We started by providing weekly tips for domestic workers, through the SMS network, about local customs and standards for domestic work in the Gulf region. And we decided to do what no other civil society organisation has done before – we involved employers in the project.

ENGAGING EMPLOYERS

Together with partner Majal, Hivos went in search of employers in their own environment, through women's clubs or religious support groups. We gave workshops on migrant workers and heard insightful stories that can contribute to improved recruitment practices in Indonesia. Employers often do not even get to see a photo of their new domestic worker before the recruitment agency drops her off at their door. Only then does it become apparent that she does not speak the language, is poorly educated and has different views on, for example, hygiene. Employers often have no idea of the cultural background of their new housemate, and the feeling is mutual.



Hivos's strategy was not to confront employers but to engage them. We put together a simple but clear employers guide 'to help you develop a healthy and mutually beneficial working relationship with your domestic worker.' The tone of voice is understanding and not only sums up the employer's duties but also points out the benefits of being a good employer: a happy, well-equipped domestic worker performs much better. Which is all the more reason to pay her a normal salary, to give her days off and to make clear work agreements.

MOVING FORWARD

Shelter Me is a daring project. It is a sensitive issue, both in the Gulf region and in Indonesia. To encourage the Indonesian government to take action, we gathered information about the recruitment agencies, which shows that the problem already starts in Indonesia, before the women leave for the Gulf region.

Hivos has built a wealth of experience in this particular project, and we know what we want moving forward. Our aim is twofold – to develop an attractive business case with frontrunners among the recruitment agencies in the Gulf region for a niche market of employers who are happy to pay a little more for skilled domestic workers, and to convince governments of their responsibility.

Now that countries like Indonesia are trying to limit the outflow of migrant workers, recruitment agencies are increasingly targeting East Africa. Hivos is also active in this region and we want to put the lessons learned into practice here too. In the last year of Shelter Me we will involve more employers, including through international companies, we will organise the first multi-stakeholder meeting in Qatar and we will step up our efforts to secure funding to scale up this successful pilot.

'My husband frequently hit me, insulted me, forbade me to visit my family. Finally I divorced him. Now I support other women victims of violence.'

Beatriz, 46 years, mother of three

IN FOCUS

Donor: Dutch Ministry of Foreign Affairs *Rescued from child marriage*

Josephine Kulea is a courageous youth activist and founder of the Samburu Girls Foundation. Her organisation has rescued over 200 girls from child marriage, female genital mutilation and 'beading' – practices that are still widely observed among the pastoralist communities in Northern Kenya. Hivos and UNESCO decided to partner with these brave fighters against the deep-rooted cultural practices that are so harmful for girls and women.

EDUCATION AND SECURITY

Over the years Samburu Girls Foundation has played a pivotal role, both in knowledge-sharing with the communities and in brokering useful linkages with schools, the judiciary and law enforcement agencies. Josephine and her foundation provide the girls they rescue with quality education, shelter and security, so they are able to decide on their own futures. Samburu Girls Foundation then helps the girls to integrate back into their families through a systematic counselling and reconciliation process, helping them to become change agents in their communities.

Hivos strengthens Samburu Girls Foundation's resource mobilisation, communication and advocacy, enabling the activists to reach more girls and create more networks with different actors. An important tool for knowledge exchange with local communities is the collection of stories told by girls as young as 8 years of age who have been rescued from circumcision and marriage.

IN FOCUS

Donor: Norwegian Embassy *Surviving violence in Timor-Leste*

Gender-based violence was a frequent occurrence in Timor-Leste, both in peacetime and during the Indonesian occupation. In this project Hivos works together with Fokupers and ACbit; they train individual survivors in leadership and community organisation and provide them with the skills to assist other victims. At the same time we support organisations in developing an active network of Timorese survivors who can advocate for women's rights and the necessary cultural and political changes. We raise awareness through radio talk shows and activities like 'Survivor goes to Campus'; the survivors' project has found fertile soil since the Timorese Government acknowledged that gender-based violence is a deeply under-addressed problem. The project aims to reach out to 110,000 Timorese women by the end of 2016.

4.5 TRANSPARENCY & ACCOUNTABILITY

As a humanist organisation, Hivos puts people centre stage, empowering them to take their lives into their own hands. Democratic institutions should support citizens in taking control and shaping their society, yet in most countries this is merely a paper reality. Even where elections are free and there are progressive laws in place, poor people in particular suffer from a lack of basic services, corruption, and poor access to information. This has fuelled many of the protests we see around the globe, creating a dangerous vicious circle of governments losing credibility and citizens losing trust.

CITIZENS NEED ACTIONABLE INFORMATION

Governments, businesses and civil society have a mutual interest in closing this gap. This opens up opportunities for multi-stakeholder platforms such as the Open Government Partnership. To their advantage, developments in technology and innovation enable government and citizens to interact as never before. Making All Voices Count makes grants to harness the power and innovative use of these technologies, to make governments more effective and accountable. Hivos plays an important role in both initiatives.

In 2015, the newly adopted Sustainable Development Goal 16 includes the commitment to building effective, accountable and inclusive institutions at all levels. The idea is that citizens must be able to hold their governments accountable, based on data that are understandable and easy to obtain. In short, citizens need actionable information. Hivos engages with independent journalists, hacktivists, artists, academics and civic watchdogs who help citizens to use these (open) data.

PIONEERING WITH OPEN DATA

Hivos has been at the frontline of this global open data movement, supporting the movement in exerting pressure on governments to be more transparent. Members of the movement reveal and denounce the abuse of power and business scandals, and directly involve citizens in 'social change (movements)', using media in a smart way. The first



A young group of Muslim ladies take selfies after the Eid Al Adha morning prayer at the Blue Mosque in Taguig City south of Manila.

© Hollandse Hoogte / Gerard Seguia

projects in which Hivos pioneered the use of ICT in helping citizens to monitor their authorities, reporting issues such as election fraud or violence, are now well-established in a number of East African countries. In an atmosphere of increasing harassment of independent media in this region, in 2015 we supported a new platform for African investigative journalists: Africa Uncensored.

In our efforts to be effective, we broker coalitions between citizens and champions within government institutions and the private sector. One successful example is the Indonesian #HackJak, in which the Jakarta government collaborated with techies, students, graphic designers and app developers to open up government data and turn these into accessible information for Jakarta citizens. In 2015, Jakarta adopted #HackJak as a government programme. Southeast Asia Technology and Transparency Initiative (SEATTI) supported several successful open data projects in Indonesia, such as a land use map using drones. In 2015, Indonesia's rank in the Global Open Data Index rose from 45th to 41st place.

CREATIVE TECHIES, ACTIVE CITIZENS

The vast potential for innovation in transparency and accountability does not materialise automatically. Hivos actively seeks and fosters spaces and processes for innovation, especially in the fields of ICT and media. For example, in Latin America, the MAILA programme connects and stimulates civic coders, hacktivists and journalists to use data in creative, innovative ways. Through analysing, visualising and otherwise making data actionable, they encourage citizens to demand more transparency and accountability from their governments and from private companies.

IN FOCUS

Donor: Dutch Ministry of Foreign Affairs *Open Government Partnership*

Transparency, accountability and being responsive to citizens are in the interest of both civil society and governments. This is one of the fundamental ideas behind the Open Government Partnership. OGP, started in 2011, brings together government and civil society champions of reform, who believe that governments are more effective and credible when they open their doors to public input and oversight.

CIVIL SOCIETY ENGAGEMENT

Hivos hosts and has invested a considerable amount in the 4 year strategy plan of OGP's Civil Society Engagement (CSE) team. As civil society organisations' active and effective participation in the OGP is crucial to its success, Hivos supports the formation of civil society coalitions. We are a trusted broker between governments and civil society, and enable organisations to participate in the creation of National Action Plans. In 2015 we contributed to the global OGP summit in Mexico and contributed to enriching OGP's debates, for example on the role of infomediaries (social actors translating data into understandable and actionable information for citizens).

The CSE team facilitated the addition of new members to the OGP network, bringing the total number of participating countries to 69. Four years after OGP's launch, hundreds of civil society organisations are involved at the country level. In total, governments have made 2,250 policy commitments to promoting transparency, empowering citizens, fighting corruption, and harnessing new technologies to strengthen governance. 2015 also saw the development of OGP

Explorer, a tool that provides free and easy access to the wealth of data that OGP has collected over the years. It could serve as a strong advocacy tool for civil society organisations.

IMPROVED DIALOGUE, RESTRICTED SPACE

At the heart of the OGP is the dialogue between government and civil society. This dialogue seems to have improved in 2015, according to surveys of civil society: 73% of the respondents have become more positive about OGP's potential to deliver change. Nevertheless, civil society is also seeing an increase in restrictions on civic space in quite a number of countries, including OGP members. Civil society communities demand that OGP takes a more active role in taking a stand and pushing governments to strengthen civic space.

NATIONAL ACTION PLANS

In two-year National Action Plans, governments and civil society lay down the commitments resulting from their discussions and negotiations. In 2015 twelve countries submitted a second Action Plan and, for the first time, two countries – the Philippines and the United States – submitted a third Action Plan. To ensure that civil society is included as an equal partner throughout the entire Action Plan cycle, from consultation to assessment, the CSE team placed a special emphasis in 2015 on promoting so-called Permanent Dialogue Mechanisms (PDMs). By the end of the year, PDMs existed in at least 36 OGP countries.

EFFECTIVE PARTICIPATION

Hivos enables civil society organisations to be better prepared in their negotiations with governments on the National Action Plan. In Latin America, our support was crucial to guarantee the effective participation of civil society coalitions in the development of ambitious National Action Plans in Colombia, Panama, Costa Rica, Uruguay and Argentina. Through small grants we provided them with the resources they needed during the limited period of Action Plan consultation, e.g. for a paid co-ordinator or for workshops.

One of many results was the civil society coalition in Columbia's success in pushing forward a commitment in the Action Plan that related to the right to truth for victims of the internal armed conflict. In Costa Rica, representatives from civil society can now apply for four of the eight seats on the National Commission on Open Government. And in Panama, organisations succeeded in lifting up the country from an OGP member that booked no progress, to a case study of co-creation between government and civil society.

IN FOCUS

Donors: DFID, USAID, SIDA, Omidyar Network *Making All Voices Count*

Making All Voices Count (MAVC) promotes transparency, fights corruption, empowers citizens, and harnesses the power of new technologies to make government more effective and accountable. MAVC makes grants to support innovations, scale up existing initiatives, and build an evidence base on what works and what doesn't, to help inform policy makers and influencers. MAVC is a partnership between Hivos, Ushahidi and the Institute for Development Studies.

In 2015 MAVC supported 65 projects, ranging from a low-tech and low-cost SMS system that involves women in village planning, to training of citizen journalists to tackle chronic health issues in South

Africa (see below). MAVC also enabled a year-long research project by WaterAid to help understand why some ICT initiatives to improve water supply in rural areas succeed where others don't – this is why it is a unique programme, with research and learning prioritised as an outcome alongside the implementation of projects.

Some key lessons that have emerged from the supported projects in 2015 are:

- The lines between what we consider to be functional, instrumental and transformative work are not fixed. For example, using SMS to document women's governance issues in rural Indonesia and raising these issues at a local council meeting could be seen as instrumental. But supporting women to take steps to raise their concerns and then ensuring that this becomes an accepted space in council meetings could be seen as transformative, taking steps towards establishing women's voices in public debate. MAVC needs to be careful about how it categorises and frames projects and should support policy-makers,

donors and influencers in doing the same.

- All but two of MAVC's Innovation and Scaling grants are being used to provide information to the general public, or specific audiences. These range from delivering understandable budget data for village meetings in rural Kenya to teenagers interviewing parliamentarians for a television show in South Africa. We see that technology is helping to provide information and information-based services that people are already seeking. Technology is being deployed to strengthen and deepen relationships between individuals and organisations – but it is not being successfully used to create relationships, drive demand for information and services, or change attitudes towards them. Understanding where technology has a role is key if we are to develop better and more effective projects.
- Open Data is understood to be a key element of government transparency, allowing the public, media and civil society to monitor what government is doing, and how well it is being done. Several projects made it obvious that open data standards are by no means clear. Two examples – the SmartGov project (global level) and the Mtaani Initiative (community level) – both ended up struggling with incomplete and outdated datasets. Both project teams advocated for more work on setting open data standards, as well as making sure that projects tackling transparency and accountability are much more data-literate and better able to challenge governments on what they mean when they say their data is 'open'.

MAVC project: Health-e boosts social accountability
In South Africa it seems that medicines are always out of stock, at least when it comes to medicines for poor people. To tackle this chronic issue, Making All Voices Count funded the project 'Our Health', an initiative of Health-e News.

Health-e trained and supported citizens in reporting on local health services in order to make sure that people get the health services the government has promised. Serving 14 rural and marginalised districts across South Africa, the citizen journalists track drug supplies and stock-outs. The Ministry of Health values their information so highly that it is fed directly into their monitoring system.

At the same time the citizen journalists keep the issue

front and centre on the public agenda, creating pressure for change. With three stories a week picked up by national and pan-African media whose combined reach is estimated at 4 million people per month, the team are keen to ensure that their government partners are able to deliver better health services.

IN FOCUS

Donors: Dutch government, SIDA *Media and Accountability in Latin America*

Many innovative and disruptive ideas for civic start-ups or alternative media to enhance government transparency in Latin America never find their way to their target audience. Structural and social barriers in the region usually don't allow the necessary experimenting and prototyping, let alone the testing of ideas before their launch. The result: a general lack of self-sustainability among these frontrunners, and numerous innovative apps that have never been used.

This is only one of the challenges the Media and Accountability Initiative in Latin America (MAILA), launched by Hivos in 2014, tries to tackle. Our main goal is to encourage citizens to demand more transparency and accountability from both governments and private companies. We therefore stimulate organisations and journalists to use data to generate quality information that can lead to more accountability.

LABS TO EXPERIMENT AND LEARN

MAILA offers labs, safe spaces for innovation, where multidisciplinary teams can experiment and develop prototypes. We connect and stimulate civic coders, hacktivists, designers and journalists to use data in creative, innovative ways. Through workshops and brokering networks, we enable the exchange of knowledge and learning. In addition, a fellowship programme with partners such as the International Center for Journalists and the School of Data provides essential training.





In 2015 MAILA supported 24 labs throughout Latin America, providing funding and mentorship to test new ideas or concepts with end users before scaling them up. The grantees were trained on user experience, digital security and open data; in 23 workshops, the School of Data trained 476 people in Central and South America on the use of open data and data analysis. In addition, MAILA organised an exchange event for the 24 grantees during which they shared results, findings and the challenges they experienced in adverse contexts. Daring fund creates 24 experiments

This resulted in 24 innovative ideas being tested all over Latin America. In Nicaragua, a civil society organisation created a digital platform that provides systemised information, tools and databases related to the Nicaragua Inter-oceanic Grand Canal project. A mutual Mexican-Peruvian and Argentinean initiative called PODER & Wingu developed 'Quién es Quién Wiki' (Who's Who Wiki) for Peru. This open data website tracks Latin American companies and corporate elites, and empowers citizen stakeholders to hold them accountable. Innovations are not necessarily digital: Juliana Guerra and her Colombian organisation developed a board game on how to deal with fear in a hyper-militarised context.

With MAILA, Hivos chooses to fund civic initiatives that require the high-risk capital that no other organisation dares to provide. We believe that this is a prerequisite for nurturing an ecosystem devoted to more transparent governments and more participative citizens. This can only happen if we convene and broker relationships among 'unusual suspects' around the nexus of media, civic technology and citizen engagement; different sectors that join forces to make change happen.

IN FOCUS

E-games engage Iranian youth

How to engage young Iranians in defending civil rights, even when the issues at stake do not touch them personally? Edutainment for Youth (E4Y) seems to have found the answer: educational social games, or e-games. Hivos saw the potential of this frontrunner and incorporated its pilot into a bigger programme, thus enabling the realisation of the first four e-games.

Before launching the games, E4Y extensively researched their target audience. The 700 questionnaires returned – a response rate of over 80%! – show that Iranian youth is very enthusiastic about these kind of games. Teachers at the schools where the first two games were tested reacted equally positively.

UNHEARD STORIES

E4Y has developed e-games on discrimination, environment and charity work, which are available online and through apps. The games share unheard stories of real young people in Iran. People like Ali, an Afghan boy living in Tehran, who tells of how he is being discriminated against and harassed by Iranians. At several points in his story, gamers are asked what Ali should do. 'His story made me think', said Raha from Tehran.

After its release and promotion in only one network, the Android App was downloaded over 600 times within a couple of weeks. An established Iranian charity organisation promotes the app in the 5,000 presents it sends to children. Now the challenge is to find the resources to add more features, in order to entice young players to return to the games more often.

IN FOCUS

Donors TMF: Danida, DFID, Irish Aid, SDC. KMP: Danida, DFID, Dutch Embassy, CIDA. Twaweza: DFID, Hewlett Foundation, SIDA, SNV.

Informing citizens in East Africa

Hivos supports several independent media and citizen-centred initiatives in East Africa. Both the Tanzania Media Fund and Kenya Media Programme promote quality journalism that enables citizens to demand accountability. Twaweza works on citizens to exercise agency and on governments to be more open and responsive, as well as enabling children to learn.

GRANTS FOR TANZANIAN MEDIA

In 2015, the Tanzania Media Fund (TMF) became an independent organisation, as was planned at its start in 2008. With Hivos's support, TMF provided 600 grants to journalists and over 120 to media institutions. One of the results of this was that 80% of the content produced by TMF's grantees focused on rural areas, whereas the average Tanzanian media contains only 25% rural content.

SUPPORTING FREE PRESS IN KENYA

While press freedom in Kenya is declining, Kenya Media Programme's (KPM) continued support for alternative media platforms contributed to increased space for journalists to freely publish critical information of public interest. In 2015 KMP supported the establishment of Africa Uncensored, which empowers upcoming investigative journalists all over Africa and offers them a platform to publish their work.

TWAZEZA INFORMS CITIZENS

In 2015, Twaweza's Sauti za Wananchi platform, Africa's first nationally representative mobile phone survey, expanded from Tanzania to Kenya and Uganda. Twaweza's newly-developed 'What Works in Open Government' initiatives focused on shaping electoral campaign discussions away from personality politics. Its interactive debate series, Mkikimkiki, made a significant contribution towards this end.

'I find it very cool to face that we make so many mistakes. Our proposals often start from a number of assumptions, but these are not necessarily what people are looking for.'

Juliana Guerra, Hijos e Hijas por la Memoria y contra la Impunidad, Colombia

"WHAT I'VE **LEARNED BEST**, IS THAT I MUST LOOK AT MY PROJECT FROM THE OUTSIDE. I HAVE TO STOP **FALLING IN LOVE** WITH MY OWN PROPOSAL AND FALL IN LOVE WITH **MY OBJECTIVE**."

IGNACIO ALFARO, ABRIENDO DATOS
COSTA RICA



4.6 FREEDOM OF EXPRESSION

Freedom of expression is the oxygen of an open, inclusive society. Over the past twenty years Hivos has supported many pioneers in their work in defending this human right to speak out, to inform yourself, to be who you are. Freedom of expression is the core value of the work of artists, journalists, bloggers, hackers and human rights defenders, and they are the first ones to defend it.

In many of the countries in which we work, public space is rapidly shrinking and freedom of expression is increasingly under attack. In 2015 restrictions on civil society were reported in no fewer than 95 countries, ranging from gross human rights violations in Syria to increased state surveillance and intimidation in Uganda.

CREATIVE ECOSYSTEMS

In order to reclaim and expand public space, we need daring artists, courageous journalists and innovative entrepreneurs. Creative minds who push the boundaries of imagination and restrictive legislation, and come up with new solutions to persistent problems. And we need them to interrelate; a flourishing creative ecosystem is crucial for a free and open society.

In 2015, Hivos has expanded its co-operation with these creative frontrunners. We offer safe breeding grounds where they can share resources, explore, exchange and experiment. We link them to our worldwide network and initiate multi-stakeholder platforms where they can share their ideas, inspire others and find allies. We broker strategic alliances with donors, governments and the private sector, to enable them to jointly challenge the shrinking public spaces and defend freedom of expression.

INNOVATIVE ENTREPRENEURS

A collective global grassroots movement is emerging, consisting of creative, innovative and entrepreneurial people who start their own small business. Their hubs and labs have great potential to deliver high-impact solutions and drive civic change. Through

programmes like Mideast Creatives, Ubunifu in East Africa and Actors for Change in Latin America, Hivos is on top of this movement and supports it in flourishing and expanding from the capitals into provincial towns.

As less funding is available worldwide, young creatives are increasingly finding their resources in the market. Our support of Zoomaal, the first successful crowdfunding platform in the Arab world, was crucial. In 2015 we took a further step by creating and preparing our Mideast Creatives Fund, providing initial funding and thereby new perspectives for creative youth. With HEVA Fund we offer the same vital support to creative start-ups in East Africa.

INTERNET FREEDOM & DIGITAL SECURITY

The internet is a vital medium of communication; an open and free internet is crucial for freedom of expression. Yet while technology is making it easier for people to speak out in authoritarian countries, it also makes it easier to spy on and attack critical internet users. Furthermore, online and offline journalists are increasingly becoming the targets of violence and killings.

Through our Digital Defenders Partnership Programme and our Internet Governance programme in the Middle East, Hivos has a strategic position in keeping the internet open and free from emerging threats – specifically in internet-repressive and transitional environments. We broker strategic alliances to map and codify internet freedom into law, and we protect the physical and digital security of its (critical) users.

IN FOCUS

Donor: SIDA Funding Mideast Creatives

Artists, designers, journalists and bloggers are not necessarily born entrepreneurs. On the contrary, they often find it difficult to get their ideas and products funded. Nonetheless, the many creatives in the Middle East and North Africa who defend the freedom

of expression would like to be independent and self-sufficient.

Hivos started the Mideast Creatives programme in 2014, with the aim of creating a more sustainable and innovative creative sector in a region where space for the freedom of expression is rapidly shrinking. We provide coworking spaces for young designers, app developers, small media enterprises and many other creatives, to allow them to develop their projects while learning from and collaborating with their peers. Mideast Creatives looks to boost the convergence of the media, culture & the arts, and ICT, supports business training for young creative entrepreneurs, and improves the sorely needed access to finance.

COWORKING, ART AND INNOVATION SPACES

It didn't take long before coworking spaces were buzzing in smaller cities, where young creatives were equally interested in establishing these spaces. In 2015 Hivos decided to support this expansion away from the capitals to smaller cities. Currently 40 percent of the coworking spaces are in non-capital cities. As a result, from the bustling capitals of Beirut and Cairo to the sleepy Moroccan surf town of Taghazout, creatives are congregating within a rapidly expanding ecosystem of co-working spaces, fab labs, makerspaces and art studios. Initially born out of necessity, there are now more than a hundred shared workspaces across the region, of which 20 were directly funded and a lot more trained by Hivos. 88 percent of which were established after 2011 and 30 percent of which were founded in the last year.

More than just a place to work, these spaces serve as an anchor for communities of young, motivated individuals who are transforming the ways in which people work, creating new types of jobs, and reinvigorating the cultural life of their cities. Moreover, there is significant female participation in co-working spaces.

CROWDFUNDING

Creative initiatives do not get off the ground without funding. Decreasing funding possibilities demand a more entrepreneurial approach; increasingly young creatives find their resources in the market. In 2014,

Hivos was crucial to setting up Zoomaal, the first successful Arab crowdfunding platform. Through the Zoomaal platform, projects and organisations in the fields of film, music, animation, women's empowerment, and social change were financially supported by their local communities and could develop further to create change in their societies. In 2015 a total of €1.3 million was invested in 103 successful projects on Zoomaal, creating more than 480 jobs of which 73 percent were filled by women.

Inferring that people are willing to invest in creative projects, Hivos decided to try to link investors to creative entrepreneurs in the Middle East. In the long term, this might provide the necessary alternative funding that is key to the sustainability of future initiatives. Investors could help to unlock the enormous creative potential for growth in this sector, providing the large young population of this turbulent region with employment and a future in their own countries.

HIVOS MIDEAST CREATIVE FUND

In the Northern autumn of 2015, Hivos launched the idea Hivos Mideast Creatives Fund as the first fund under the new Hivos Impact Investment B.V. The fund provides funding for 'early stage growth' or 'missing middle' entrepreneurs in the creative industries in the Middle East and North Africa. It is unique in its combination of investments and programming, aligning with the Mideast Creatives programme and capitalising on each other's networks and events.

News Deeply, a new media company 'dedicated to covering the world's most important and underreported stories' was scouted as the first interesting business case to invest in. Its award-winning online news platforms, including Syria Deeply which covers the war in Syria, combine high-quality content and proactive community management. It is truly representative of the kind of innovative, people-empowering creative initiatives that Mideast Creatives aims to support.

IN FOCUS

Donor: SIDA **HEVA Fund for creative start-ups**

In East Africa an inspiring movement is emerging, of creative, innovative and entrepreneurial people who start their own small businesses. They have little access to banks and micro-finance institutions, and often rely on limited self-finance methods that hold them back from moving past the start-up phase.

To counter this problem, in 2015 the Nest Arts Company proposed the HEVA Fund, a creative finance and business support facility to scale up creative enterprises. 'The Nest' is a collective of artists,

designers, entrepreneurs and financial specialists in East Africa that supports critical thinkers and co-creators in the fields of arts and culture.

Its proposal followed from a feasibility study that recommended the establishment of a business accelerator programme, flexible debt financing and an (early stage) equity investment facility for creative professionals. The researchers found a high demand among creatives for non-time-constrained, transferable financing.

Hivos dared to provide the seed capital for the HEVA Fund, investing in a sector that most lenders are avoiding due to lack of collateral. We are convinced that such a risk is necessary in order to enhance a sustainable creative

industry. Through this innovative financing facility, Hivos and the Nest aim to help build high-value, profitable businesses where new ideas will come to life. Thus we hope to catalyse a strong, sustainable and free cultural sector that is a force for democratic development.

For the first funding cycle in September 2015, we selected sectors that specifically experienced difficulties in accessing finance: fashion, apparel, crafts, music and performing arts. During the selection process Hivos and the Nest noticed that potential grantees needed short-term money to boost their production capacity; without this, they were not able to meet the required production orders, thus running the risk of losing their markets. To ease their cash flow challenges, HEVA Fund created a short-term trade financing facility available to all applicants.

In addition, HEVA supported key crafts exhibitions and art fairs, which provide a ready market for creative professionals and are a key cog in the creative economy value chains. Our support ensures that they are well-organised and can attract both high-quality exhibitors and the targeted customers.

Under the title 'HEVA Accelerator', the Nest provides tailored business support to the selected creative start-ups, combined with pragmatic knowledge and learning programmes. In collaboration with existing market players, the start-ups will also have access to equity investments.

In this first pilot, the HEVA Fund received 95 eligible investment requests for a total amount of almost four times the available funding. Eventually, six creative ventures were financed: two fashion designers, two creators of fashion accessories, a tailor, and a designer of apparel and clothing. For the others, there will be a new chance in March 2016.

STAKEHOLDER

Peeter Kaaman, Programme Specialist at SIDA.

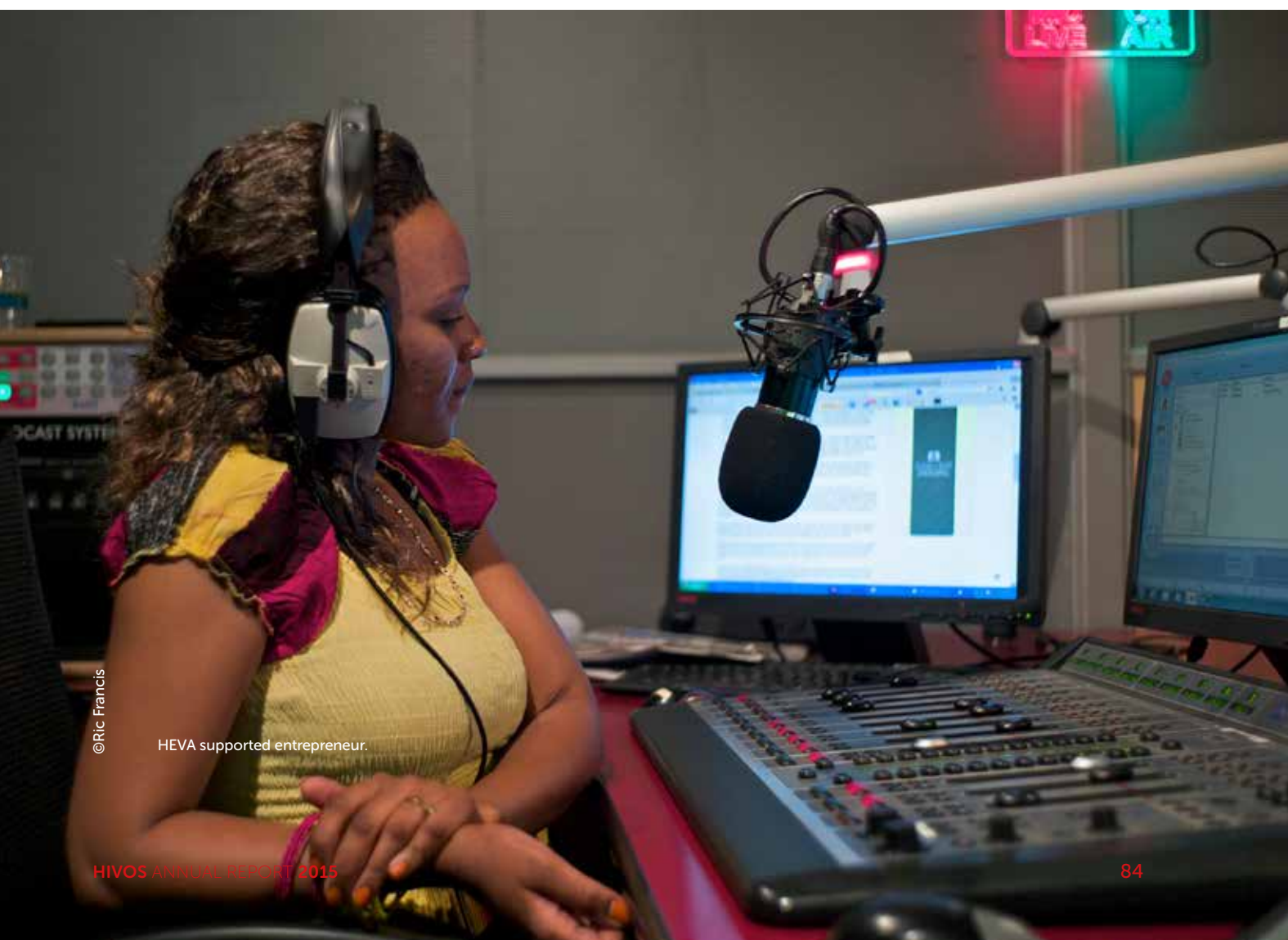
Beyond the numbers: working on Expression and Engagement

The Swedish International Development Cooperation Agency (Sida) has been an indispensable donor in the development of Hivos's Expression and Engagement programme. Some of Hivos's most daring initiatives are supported by the Swedish government agency. "Hivos is known for trying new things, but also for its strong presence on the ground and its eye for ownership", says Peeter Kaaman, Programme Specialist at Sida.

Democracy and human rights are priorities for Sida, with Freedom of Expression being a core value. "It might be the most important right, since it enables people to demand other rights", Kaaman says. Expanding freedom of expression, however, is difficult. "We need to continuously ask ourselves why we do what we do and what we hope to achieve doing it. When we start a campaign, for instance, it is not enough to reach a lot of people. It needs to actually change things. We have to look beyond the numbers."

"What we at Sida like about the Hivos approach is its focus on bringing together so-called 'change agents'", Kaaman continues. "Linking people from different backgrounds, in arts and media for example, has led to the start of promising projects. I am keen to see, for instance, how programmes like Mideast Creatives will develop in the coming years."

More on Mideast Creatives: mideastcreatives.org



'The biggest challenge is financing, because this industry requires you to spend a lot of money before you actually start seeing results.'

Ann Mpinga, fashion designer

'It takes years to establish. Every time you are out to seek financing, you hit a wall.'

Joy Ciru Kayanda, crafts professional

'I would love to learn how to merchandise my products, have more in-depth knowledge on production and shipping. And also how to really structure my business.'

Firyal Nur Al Hussain, fashion designer

IN FOCUS

Donors: Dutch Ministry of Foreign Affairs, U.S. Department of State, United Kingdom, Finland, Estonia, Latvia, Czech Republic, and Sida.

Defending digital safety

Digital security can save lives, as bloggers and human rights defenders in the Middle East know all too well. Many of them face reprisals from both Islamist groups and the regional government. They fear the seizure of very sensitive information in the event of an attack, as many organisations working here have no background in digital security.

One of the Digital Defenders Partnership's (DDP) grantees provided physical and digital security training to the bloggers under threat. These bloggers belong to the 6,000 individuals and 484 organisations that have been supported by DDP since its inception in 2012. In these 3 years DDP has reached over 10 million users through infrastructure, software and hardware solutions in more than 64 countries worldwide.

OPEN AND FREE INTERNET

DDP aims to keep the internet open and free from emerging threats, specifically in internet-repressive and transitional environments. The programme increases and co-ordinates emergency support for the internet's critical users, such as bloggers, cyber activists, journalists, human rights defenders, and other civil society activists. In the event of a digital emergency, DDP can provide direct assistance to mitigate the digital threat, or broker third-party intervention from an extensive network of lawyers, technical specialists and training organisations.

DDP is managed by Hivos and funded by the governments of the Netherlands, the United States, the United Kingdom, Finland, Estonia, Latvia, the Czech Republic and Sweden. Initiated as a grant mechanism for both individuals and organisations, DDP now also provides tools, guides and research.

The organisation builds on the capacity of emergency responders (those who provide services to critical internet users), provides sustainable organisational security, and connects different stakeholders.

EMERGENCY RESPONSE

DDP's grants cover a wide range of emergency response, from legal to hardware and physical support. One example of the possible impact is the strategic grant DDP provided to the Media Legal Defence Initiative (MLDI) in 2015. Thanks to the grant, MLDI was able to set up an emergency support fund and provide high-quality legal aid to persecuted bloggers, journalists and online media activists in 35 cases across 21 different countries.

The combination of making grants and linking & learning activities has proven to be very successful.

Being a sub-granter, DDP has in-field knowledge of the hurdles and relevant issues in digital emergency response. Conversely, DDP is aware of the threats and mitigation methods thanks to the digital expert meetings it facilitates.

LONG-TERM ORGANISATIONAL SAFETY

In the past year DDP has created a new open source programme component, in co-operation with the Hivos network and digital safety experts. The component supports local human rights organisations which have been under attack for a long time in improving their organisational safety and security. It has a holistic approach to security, including digital safety, psycho-socio wellbeing, and emotional safety. Eight organisations have undergone this process so far in 2015.

Grantees reported increased violations against



women and girls. For this reason, DDP started with a tailored approach to women human rights defenders, working with intermediaries who are specialised in support for women under attack. DDP also experienced a huge lack of female expertise in digital security and started working specifically with women in human rights organisations on the digital integrity intervention in 2015.

In 2015 DDP concluded its first three-year programme period with some great successes and a well-established name. DDP has contributed to maturing the digital emergency sector and is viewed as a leader in the emergency response field. DDP recognised the need to continue the programme and managed to secure part of the funding through to 2019.

IN FOCUS

Donor: Sida *Sondeka Festival*

Creatives Garage celebrated the third edition of its Sondeka Festival with over 4,700 participants from all over Africa. For three days, the Kenyan capital was bustling with creative activities. Sondeka is an urban Kiswahili slang word that means 'to create'.

The festival is the first of its kind in East Africa and brings together all forms of creativity to collaborate, co-create and demonstrate skills and social innovations for a sustainable future. The Sondeka Festival is a huge platform that allows for the free flow of ideas and collaborative interaction. Creative entrepreneurs sell their goods and services, attract investment, develop new markets and showcase emerging talent.

CREATIVES GARAGE

Initiator Creatives Garage is a trust that enables creative entrepreneurs to share their work, learn, access new markets, network and inspire more creativity. It is part of a movement in East Africa that advocates for more and better support for creatives who want to make a living out of their profession. Creatives Garage was proud to attract commercial sponsorship for the first time, based on Sondeka's reputation.

Particularly daring was the festival's support to My Mind My Funk, an initiative from an award-winning blogger to provide information on mental health – an unspoken issue in Kenya. Her free text helpline had over 19,000 hits in one year and assisted 8,000 Kenyans.

Hivos co-produced the program and funded nearly 30% of the total budget

IN FOCUS

Donor: Hivos *DataBO*

DataBO is an investigative journalism project of Bolivian digital newspaper La Pública. La Pública was launched in 2014 by journalists and internet activists, with the active involvement of Hivos. It offers a platform for citizen-driven movements like 'Todos con Al-Azar', which was set up in defence of a censored and threatened Bolivian cartoonist. Upon entering La Pública's website, a real-time dialogue box shows what people are saying on social networks, e.g. on violence against women and sexual harassment of youth. Sensitive issues such as abortion, illiteracy and violence against women are openly discussed on the platform. La Pública's mapping of femicide in Bolivia is widely recognised as one of the most innovative in Latin America.

In 2015, after extensive training was provided to 30 journalists and digital activists in open data journalism, DataBO started as an investigative journalism website. The project is an important milestone for freedom of expression in Bolivia, where journalists who dare to question government procedures are usually demonised. Journalists, developers, designers and activists developed several investigative projects, three of which were selected for incubation funding. All three projects are apps – for comparing universities, for opening up data on the personal wealth of cabinet members, and on public contracts (especially on infrastructure) – which will be developed with support from Hivos.

"IF **LIBERTY** MEANS ANYTHING AT ALL, IT MEANS THE RIGHT TO TELL PEOPLE WHAT THEY DO **NOT** WANT TO HEAR."

GEORGE ORWELL
(BRITISH WRITER AND JOURNALIST)



5. OUR STAKEHOLDERS

Innovating for social change, Hivos firmly believes in the added value of coalitions with critical citizens, organisations, businesses and governments. We cherish our long-term relationships with important stakeholders who are willing and able to contribute to our goal of achieving open and green societies. Hivos is committed to being accountable to all stakeholders and adhering to a high standard of transparency.

The majority of our partners are civil society organisations, for instance farmers' co-operatives, artists' collectives, human rights organisations, hacktivists, social entrepreneurs, LGBT groups, and journalists. (We elaborate on our co-operation with these important stakeholders in Chapter 4.) Hivos also works with key actors such as governments, businesses and knowledge institutions, and we count the donors that support our ground-breaking work among our partners. The thing that our partners have in common is that they seek to bring about social change in innovative ways.

PARTNERSHIPS WITH DONORS

In 2015 Hivos signed multi-year contracts worth €76 million with a wide range of international and national foundations and bilateral donors. The development financing world is undergoing major changes. Faced with slashed budgets and new priorities, bilateral donors are forced to seek new funding instruments. Insights in how to best support development are

changing (Aid and Trade) too, leading to different funding channels such as the private sector. American foundations like the Bill and Melinda Gates Foundation influence trends in development finance. These donors prefer an entrepreneurial approach to tackling major global issues – an approach that is increasingly being followed by bilateral and multilateral donors as well. Whilst the grants still prevail, many experiment with different financing instruments, such as impact investing and result-based financing. Hivos is in a good position to respond to this. With our own impact investment fund, carbon loans and carbon credits, we have – albeit in a small way – started operationalizing our ambition to work with a broader range of financial instruments (blended finance).

As in previous years, Hivos's financial partner portfolio is highly diversified and features a broad range of donors (about 30 in total). With a small group of approximately five donors we maintain funding relationships that are long term and strategic. With a wider range of funders we maintain project relations that show potential for the future. Positive is the continuous support from major American Foundations such as the Hewlett, Ford and Omydiar foundations. Also positive is that more and more funds are raised locally within the countries that we work. We will further build on this basis in 2016.

OUR STRATEGIC FINANCING PARTNERS

In 2015 Hivos made a clear choice to build more strategic relationships with a number of financial

partners, to enable us to continue to support those core activities that need more time. We have now started implementing this plan, for instance with the Swedish International Development Agency (SIDA), which finances a number of key arts and culture actions in our key area, Freedom of Expression. The Global Fund has committed €22 million for our programmes aimed at key populations – such as LGBT people and sex workers – in Latin America and Southern Africa. Omydiar Network, USAID and DFID continue to be key financial partners in our key area of Transparency & Accountability, particularly in the Making All Voices Count programme. A new financing partner for Hivos is the Millennium Challenge Account, which has provided €3.7 million to support our green energy activities in Indonesia. The Dutch National Postcode Lottery, with an annual contribution of 1,35 million Euro, continues to support Hivos institutionally, thus contribution to our ability to do our work. For an overview of major donors see annex 4.

DUTCH MINISTRY OF FOREIGN AFFAIRS

Our main financial partner is the Dutch Ministry of Foreign Affairs. To begin with, we are co-operating with the Ministry in the five-year Strategic Partnership (€50 million for five years). As of 2016 the Ministry will also finance part of our activities in the field of start-ups and entrepreneurship through LEAD (Local Employment in Africa for Development). The Ministry also supports our Women Empowered for Leadership programme through the FLOW Fund (Funding Leadership and Opportunities for Women).

Hivos believes that the way the Ministry maintains an open relationship with civil society – through the instruments of Dialogue and Opposition – is an excellent approach. We hope other bilateral donors will follow suit.

NEW FINANCING MODELS

Besides traditional donor funding, other financing models are becoming more important, such as impact investment, result-based financing and climate financing. An example of the latter is financing through carbon credits (see page 92), where biogas installations offset of CO2 emissions and thus yield a number of carbon credits. These can be traded in the voluntary carbon credit market. In addition, Hivos

founded the Hivos Impact Investment BV in 2015. This company manages impact investment funds that are aligned with the programmes of Hivos Foundation. The first fund to be launched this year was the Mideast Creatives Fund (see page 82).

FROM DONOR TO STRATEGIC PARTNER: GLOBAL FUND

Hivos has an impressive track record in the field of HIV/AIDS. Our first paper on the subject dates from 1991; Hivos was already sticking its neck out as an NGO when virtually no other organisation was involved with AIDS. Hivos has also built a strong network among LGBT communities based on its support for 'risk groups'. Both have proved to be valuable assets for the Global Fund.

Small initiatives that Hivos supported in those early days have – thanks in part to our support – developed into leading organisations which are now themselves partners of the Global Fund. Hivos has helped them to develop the professional skills they need in order to meet the requirements of a fund like the Global Fund. Because Hivos has been working with them for as long as 25 years, they often choose Hivos as Principal Recipient.

From the outset, Hivos's focus on human rights has proved crucial for structural change in this area. Our approach is garnering more and more recognition, including within the Global Fund, which for a long time pursued a disease-based approach. Hivos has become a recognised thought leader in this field. We are regularly asked for input on policy documents and as of this year we are a preferred supplier of Technical Assistance for civil society organisations.

Thanks to our many years of good relations both within and with the Global Fund, Hivos can also influence the policies of this large fund. Hivos has a highly participative role in the development of proposals and via fund management. Because of the large scale of these funds, both geographically and in terms of size, Hivos can really make a difference. To date, Hivos has financed programmes in 26 countries through the Global Fund.

NEW ALLIANCES

Joining forces in strategic alliances and building on complementary strengths to achieve impact and scale are crucial to achieving our goals. In 2015 the co-operation with Free Press Unlimited, IUCN NL and Mama Cash in the 'Hivos Alliance', supported by the Dutch Government's co-financing programme (MFS II), came to an end. In the same year, two new alliances were formed.

The Citizen Agency Consortium is a partnership between Hivos, the International Institute for Environment and Development (IIED), Article 19 and the Dutch Ministry of Foreign Affairs. In the coming five years this new alliance will implement four major programmes in the field of lobby and advocacy. Together we strive to increase the influence of activists and civil society organisations that work to ensure more transparency, sustainable food, renewable energy and decent working conditions for women.

Another new alliance, under the same MoFA funding mechanism is Right Here, Right Now, led by Rutgers WPF and including Hivos, Choice, Dance4Life and three southern network organisations. The organisations aim to improve the sexual and reproductive rights of young people.

ALLIANCE2015

In the European context, Hivos continued to actively collaborate with like-minded development organisations in Alliance2015, a secular strategic partnership of seven European development NGOs, of which Hivos is one of the founders. The network is active in more than 80 countries and aims to fight poverty more effectively by co-operating at various levels. Established to strengthen its members' contribution to the Millennium Development Goals, Alliance2015 intends to keep this commitment towards the new Sustainable Development Goals.

BUSINESSES

Hivos has worked closely with Triodos Bank since 1994, mostly through the Hivos Triodos Fund (HTF) and the North-South Savings Plan. HTF combines knowledge about financial services and development processes, which is used for providing microfinance and other services. The HTF portfolio is around €79 million. In 2015 Hivos and Triodos Bank also started co-operating in the

Triodos Sustainable Trade Fund (TSTF), which provides trade finance to producers' organisations.

THE INNOVATION STATION

The Innovation Station (TIS) is a joint venture of Hivos and media company Fast Moving Targets. It is a platform where people can watch, vote, share and upload videos on inspiring social and technological innovations happening all around the world, from green energy to smart cities and sustainable food. Only 7 months after its launch in June 2015, TIS offered over 700 videos to audiences in more than 140 countries on <http://tis.tv>.

PRIVATE DONORS

Hivos worked hard in 2015 to increase its support base. Through eye-catching campaigns, such as 'Free to be me' and our Fair Flowers campaign, we were able to mobilise thousands of people to take action and support our work. We informed our support base through email, Facebook and Twitter and developed a new means of communication. Our supporters receive People Unlimited Post in their mailboxes every quarter.

MORE STRUCTURAL PRIVATE DONORS

In 2015 we carried out a successful pilot to recruit structural monthly giving private donors for our projects. The result is an active recruitment programme through which we hope to substantially increase our revenue from our own fundraising in the coming years. The number of structural donors has already increased by 58 percent. In total, revenue from individuals reached €1.2 million in 2015, including proceeds from bequests. The cost of our own fundraising activities was 20.8 percent of the revenue – well below the 25 percent standard set by the Netherlands Central Fundraising Bureau (CBF). Hivos has adopted the CBF code of conduct and follows the code in its fundraising efforts aimed at individual private donors.

NORTH-SOUTH SAVERS

In addition to donations, citizens in the Netherlands also make funds available for development activities in the South. Through the use of 'North-South Savings Accounts' at Triodos Bank, they enable funds to be provided to microfinance institutions in developing countries. The number of savers increased from 9,230 in 2014 to 11,270 savers in 2015, with a total savings volume of €112 million compared to €1,3 million in 2014.

DUTCH POSTCODE LOTTERY

The Postcode Lottery has proven to be a reliable way of raising funds for charities for 27 years. Last year, thanks to 2.6 million participants, the Postcode Lottery donated 328 million euros to over 100 charity organizations aiming at a just and green world. Without the support from the lottery, some of our initiatives would remain unrealized.

Hivos has been a beneficiary of the Dutch Postcode Lottery since 2007. In 2015, we received €1,350,000.00 in annual funding. We are very grateful for this donation and wish to thank all participants of the Dutch Postcode Lottery who made this possible.

STAKEHOLDER

Private donors **Jeanine and Erik-Jan Houwing**

Jeanine and Erik-Jan: following in grandfather's footsteps

Jeanine and Erik-Jan Houwing have been supporting Hivos for no less than thirty years now. Encouraged by Jeanine's grandfather, they started giving to charity in their student days. "All his life, he gave away 10 percent of his income", says Jeanine. "We followed his example by supporting different charities. Hivos has always been in the mix."

"Hivos is not as well-known as some other organisations", Erik-Jan remarks. "In our opinion, however, Hivos is one of the most important organisations in the Netherlands. Its work is well-thought-through and aimed at structural change. Hivos has a long-term vision and doesn't concern itself with hypes or short-term solutions."

"Because of this way of working, though," Erik-Jan continues, "Hivos might seem a little boring at times. Especially when compared to organisations who work on crises like epidemics or earthquakes. You really need to scratch beneath the surface."

STAKEHOLDER

Margriet Schreuders, Head of Charities, Dutch Postcode Lottery

Similar missions: Hivos and the Dutch Postcode Lottery

In 2016, the Dutch Postcode Lottery donated no less than 328 million to over 100 charities. Since 2007, Hivos has been one of the organisations that receives an annual contribution, and has been awarded extra funding for a variety of projects. "Our mission is similar to that of Hivos, we're both striving for a fair and sustainable world", says Margriet Schreuders, Head of Charities at the lottery.

Unlike many other donors, the Postcode Lottery allows the organisations to which it grants annual contributions to have full freedom in deciding how to allocate these funds. "We understand that not every euro can be spent on projects, and that money is for example needed for maintaining professional standards, communication and fundraising", Schreuders says.

"Hivos uses new approaches to tackle persistent problems", she continues. "A project that proves this – in my opinion – is Omar's Dream, which was awarded funding for the period 2012-2015. Omar's Dream introduced the concept of child labour free zones into the African context. The concept had proven to be successful in India, but it had never been tried in Africa. Omar's Dream started child labour free zones in six African countries. By now it has managed to get more than 43,000 children out of work and into school. By doing so, children have better opportunities for the future and adults can bargain for higher wages and better working conditions as they no longer compete with cheap child labour. This has helped families to escape the vicious cycle of poverty, and communities to boost socio-economic development."



6. HOW WE ARE ORGANISED

Innovation is not just another department at Hivos Global Office; it's part of the DNA of all Hivos employees. They breathe innovation and can spot innovative pioneers and frontrunners from a great distance.

We have a committed staff that is provided with the space to explore smart solutions and scout promising pioneers and initiatives, and that has access to prominent global policy spaces.

Hivos aims to reflect the importance of transparency and openness in its functioning and organisational setup.

GOVERNANCE

Hivos's management is organised according to the Supervisory Council 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.

Our Supervisory Council supervises the Executive Board, acts as its employer and controls Hivos's performance as an organisation (see page 103). Management responsibility in the legal sense rests with the Board of Directors, as per the Foundation's Articles. The Executive Board comprises the Executive Director and the Director of Programmes and Projects.

Hivos has several local entities, i.e., it is registered in several countries as an organisation, with Articles of Association and a Board. In 2015 we started to recruit

local people for the Hivos Boards in Zambia, Malawi and South Africa. Local board members will enable Hivos to become more firmly rooted in these countries, leading to more opportunities for effective stakeholder involvement and fundraising, while also assuring sustainability and ownership.

INTERNAL ORGANISATION

Hivos strongly believes in operating in the close vicinity of our (civil society) partners, beneficiaries and other stakeholders in the countries in which we work; we therefore have a decentralised structure. In 2015 most programmes were managed from our four regional hubs, located in Indonesia, Kenya, Zimbabwe and Costa Rica. Given the current regional context, we made an exception for our programme in the Middle East and Northern Africa. This is being managed from our Global Office in The Hague.

Hivos has increased its presence on the ground in recent years. In 2015 we had national offices in Bolivia, Ecuador, Guatemala, Nicaragua, South Africa, Malawi, Zambia, Uganda, Tanzania, India and Timor-Leste. These offices are used to implement and manage large-scale programmes, mainly financed by institutional donors. From Beirut, our liaison officer supports our programmes in the Middle East and Northern Africa.

GLOBAL OFFICE

As of 2015, the two main programme departments in our Global Office are Open Society and Green Society.

Open Society programmes are clustered around four themes: Freedom of Expression, Transparency & Accountability, Sexual Rights & Diversity, and Women's Empowerment. The Green Society themes are Sustainable Food and Renewable Energy.

Two departments support our organisation: 'Finance, Support & Control' and 'Strategy, Communication & Innovation'. In addition, we have a 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 2015 we finalised Hivos's transition into a smaller and more flexible organisation, and moved towards more entrepreneurship and creativity. We are continuously improving our systems and processes, which are centred on a project management way of working. While staff flexibility has become an important criterion, Hivos works much more deliberately on staff development and personal growth.

CERTIFICATION AND QUALITY

Every year, three independent institutions – each with its own approach and expertise – examine the quality of the way Hivos operates. External auditor PricewaterhouseCoopers Accountants N.V. primarily judges the quality of the financial management and reporting, but also takes into account the quality of the administrative structure. Hivos's 2015 annual accounts were approved by PricewaterhouseCoopers Accountants N.V. (see statement in the Annual Accounts chapter).

LRQA reviews Hivos's compliance with the international ISO 9001 norm every six months. ISO 9001 focuses on the control of process efficiency and effectiveness and the capacity to improve. The current ISO 9001 certificate runs until 14 September 2018 and is valid for all Hivos offices. In addition to the ISO 9001 certificate, Hivos also has the Partos 9001 certificate, a sector-specific quality standard defined by Partos, which is also valid until 14 September 2018.

The Dutch Central Bureau on Fundraising (CBF) checks Hivos's compliance with the CBF standard for charities. This certificate relates to, among others,

expenditure efficiency, management quality and transparency, and the quality of stakeholder communication. The Wijffels Code on good governance of Dutch charities is an integral part of the CBF certificate. Furthermore, the certificate establishes fundraising cost norms. It is granted for three years, with intermittent examination; our current certificate is valid to 1 May 2017. The CBF Certificate is being replaced by the Erkenningregeling Goede Doelen, which is currently being introduced in the Netherlands.

PERSONNEL AND ORGANISATION

In 2015, Hivos had a total of 337 employees (2014: 339), of whom 131 were based at the Global Office in The Hague (2014: 141) and 206 worked in the regions (2014: 185). Hivos employs 10 expatriates. According to Future Calling, 48 employees should have left the Hivos office in the Hague in 2015. Fortunately Hivos got funding for new programmes at the end of the year and therefore 17 employees who were on the redundancy list got a new position at the Global Office. The total of employees that left in 2015 due to Future Calling was deducted to 31 employees.

These numbers include all staff of large Hivos-implemented programmes. Staff members at the regional and local offices – excluding the expatriates – come from the respective regions and are employed on local terms. Expatriate positions come under the Expatriates (Legal Position) Regulations 2010. Hivos's mission and its humanist values direct the Foundation's human resources policy. The policy is based on the following principles:

- Justice: equal treatment and equal opportunities, with room for tailor-made solutions; respect for individuals;
- Legal security: clarity on employees' rights and obligations and on requirements and opportunities within Hivos;
- Open and clear communications;
- Individual responsibility of employees (and management) for the results;
- Space for initiative and creativity.

DIVERSITY

Hivos aims to maximise staff potential. This means that people's specific characteristics, backgrounds and qualities need to be considered. Diversity adds value to the organisation. Diversity covers not just the most obvious differences between people, e.g. sex, age, ethnicity and physical challenges, but also less-visible features such as preferences and needs, sexual orientation, work styles and characters. Hivos's diversity policy is based on recognising and acting upon the importance of diversity. Diversity policy is an integral component of our human resource management, and a positive institutional approach and attitude are essential. Local recruitment of regional and country office staff is a good example of this. The female to male ratio of employees in management positions is 50:50 (including program and project managers with staff responsibility; the ratio is 33:66 at the Global Office. 30 young staff members (aged under 35) were employed at the Global Office in 2015, compared to 37 in the preceding year. Hivos GO still can improve on the diversity according to ethnicity and physical challenges.

ABSENCE DUE TO ILLNESS

Hivos employees are highly involved with their work. While this is a positive thing, it can lead to overwork. Hivos therefore has an active policy towards absence due to illness: we are alert to the initial signals and offer adequate support. In 2015, absence caused by illness was 4.86 percent, where it was 3.5 percent in 2014.

TRAINING AND EDUCATION

Each year Hivos allocates 2.5 percent of our staffing costs to the development of staff skills and competencies. This is done, among others within the framework of the Hivos Academy, through which we provide e-learning modules on the most important themes of our work, such as social innovation, theory of change, multi-actor initiatives, digital security and others. A significant part of the training budget is reserved for individual staff training. As we have adopted project management as our way of working, intensive courses have been conducted both at Global Office and hubs. In addition, in 2015 staff in hubs followed a training on successful proposal writing. This training was hosted by MDF in close co-operation with the Financial Tender & Compliance officers.

WORKS COUNCIL

Global Office and some of the Regional Offices have Works Councils. In 2015 the HO Works Council met six times; in five instances the Council held meetings with the Executive Board, and on one occasion it met with the Supervisory Council. The main topic was the follow-up on the reorganisation. The HO Works Council publishes its own annual report.

CODE OF CONDUCTS

Hivos complies with Partos's code of conduct and with the code of conduct of Alliance2015. Hivos has also signed the code of conduct of the International Federation of Red Cross and Red Crescent Societies (IFRC). To support the employees, Hivos also has an internal confidential Counselor

CORPORATE SOCIAL RESPONSIBILITY

Hivos has a long-standing practice of corporate social responsibility (CSR). Its targets and internal measures were laid down in the Hivos CSR policy 2012. This policy document describes the areas for which we have set goals: integrity and embodying the Hivos values, diversity and equality, good employment practices and environmental stewardship. After two years of reorganisation, Hivos continues to invest in a positive and inclusive work climate in which our CSR goals can be realised.

ENVIRONMENTAL PERFORMANCE

For 2015 we improved our environmental performance through more sustainable purchasing. Our more proactive role in programmes has meant that the number of flights has increased, despite reduction measures such as videoconferencing and instructions for rail travel within Europe. To counterbalance this negative trend, Hivos decided to add compensation for other greenhouse gases to its existing CO₂ emissions compensations.

Details on the Key Performance Indicators, the carbon footprint and CSR performance for each office, and planned actions for 2016 can be found in the upcoming Hivos CSR Report 2015.

CSR MEASURES WITHIN HIVOS

- Duty trips are planned carefully, a videoconferencing system is now operational, 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.
- Waste paper, batteries, printer cartridges, old computers and office furniture are sent for recycling when 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 is partly run on solar energy.
- All Hivos online channels are hosted green and apply to the requirements of www.thegreenwebfoundation.org

SECURITY POLICY

Hivos is active in a number of fragile states. Working in these countries means that staff may be confronted by unsafe situations. Hivos therefore follows a security policy based on an integral approach to all parts of the 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 they work in.

"ELECTRIC POWER IS EVERYWHERE PRESENT IN UNLIMITED QUANTITIES AND CAN DRIVE THE *WORLD'S MACHINERY* WITHOUT THE NEED OF COAL, OIL, GAS, OR ANY OTHER OF THE COMMON FUELS."

NIKOLA TESLA
(SERBIAN AMERICAN INVENTOR,
ENGINEER AND FUTURIST)



7. HIVOS SUPERVISORY COUNCIL REPORT 2015

In 2015, Hivos started to realise its new strategy. This aims to consolidate the organisation as one of the world's leading specialists in social innovation. After lengthy and constructive discussions, the decision was made to focus on two fields that are crucial for today's world: the need for open, democratic and politically transparent societies, and the quest for 'green' societies where sustainable and equal opportunities for access to resources are central. The Supervisory Council (SC) has been involved in major decisions that will help Hivos to achieve its goals. These have entailed both more abstract discussions and the concrete implementation of the new strategy.

Examples of the latter include the two entities that have been set up – Hivos Impact Investments and Hivos Mideast Creatives Fund – which aim to generate funds for creative projects aimed at promoting open societies, through investments by individuals and companies. The Mideast Creatives Fund provides funding for early stage entrepreneurs in the creative industry in the Middle East and North Africa. It connects closely to Hivos's Mideast Creatives programme which pursues similar goals. The SC also played an active role in the shifting strategy of one of Hivos's strategic collaborations, the Hivos Triodos Fund. It moved from providing microfinance, in which played a pivotal frontrunner role in the early days of microfinance, to investing in small and medium enterprises in the renewable energy and sustainable agriculture sectors. This shift means that HTF's activities can be better aligned with Hivos's new thematic priorities. Finally,

Hivos has agreed to host the international secretariat of Energia, the international network on gender and sustainable energy. Hivos's energy portfolio, and particularly its gender dimension, are significantly strengthened by this collaboration.

Following up on last year's self-assessment findings, members of the SC paid a visit to Hivos's Regional Hub in Southern Africa which helped them to get a better understanding of Hivos's work 'on the ground'. Field visits and inspiring discussions with partners and donors helped to inform the SC about issues, successes and challenges. The exchange was greatly appreciated by all participants. Within the SC, it stimulated new conversations on Hivos's transformation from a mainly MFS-financed organisation into the organisation that was pictured in the Future Calling vision. Considering the recent very positive assessment of the impact of Hivos's programmes, carried out by the Joint Evaluation Trust and NWO-WOTRO, the Supervisory Council is confident that Hivos has the capabilities needed to stay at the forefront of social innovation.

As described elsewhere in the annual report, important changes have been implemented on the operational side. The SC remained in close contact with the Executive Board regarding the implementation of the major organisational restructuring in 2015. The Supervisory Council is particularly pleased with the reinforcement of the organisation's risk management and integrity oversight in 2015.

At the end of the year Ben Witjes announced his departure as Director of Programmes and Projects and member of the Executive Board. We are most grateful for his contributions over his many years with Hivos, and for the pivotal role he played in preparing Hivos and its programmes for the post-MFS reality.

Upon Ben Witjes’ resignation, the Supervisory Council spoke with the Executive Director and the Works Council to define the profile of Ben’s successor in the Executive Board. Because of the changing context and Hivos’s Future Calling strategy, the organisation needs strong systems and processes for producing adequate management information. This calls for for specific management attention to operations. At the same time, a further decentralisation of programme responsibilities fits into the new vision of a networked organisation in which, as much as possible, decisions are taken within regions and programmes. The Supervisory Council has therefore decided to create the position of a Director of Operations instead of a Director of Programmes and Projects. The Supervisory Council is pleased to have been able to recruit Ben’s successor on the Executive Board from within the organisation: Sanne Nolst Trénité was appointed to the role of Director of Operations on 1 February 2016.

During 2015 the Supervisory Council started the procedure to recruit an international SC member with a strong profile in international fundraising. Recruitment of SC members is based on a profile approved by the whole Supervisory Council and starts with an informal search within our networks. This 2015 search did not produce a suitable candidate and will be resumed in 2016.

First appointment	Name, function, term (max. three terms)	End of current term	Occupation and other functions
2012	Jan Ernst de Groot chair (1st term) Member, Remuneration Committee	2016	Chief Legal Officer and Member of the Executive Committee, Royal Ahold; board member Hermitage Museum Amsterdam; board member Salzburg Global Seminar
2013	Anja van Gorsel vice chair (1st term) 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; member, Supervisory Council Stichting Het Juridisch Loket; Supervisory board member, Rabobank Groene Hart Noord; board member, Streekmuziekschool Alphen aan den Rijn.
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.
2010	Johan van de Ven (2nd term)	2018	Chief Technology and Innovaton 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

Members of the Supervisory Council are entitled to a fee of €237 per half day for attending formal SC meetings. The travel and accommodation expenses of the international member are fully reimbursed. The total expenses for the Supervisory Council in 2015 came to €30,968.10 (of which €5,903.88 for attendance fees) compared to €13,417 in 2014 and €28,600 in 2013. This year's expenses include the abovementioned visit to the Southern Africa Hub made by SC members.

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 2015 none of the individual Council members held primary or additional occupations that would have been in conflict of interest with their supervisory role at Hivos.

SUPERVISORY ROLE

During 2015, the Supervisory Council formally convened six times. The meetings were attended by the Executive Board and, depending on the topic, by senior managers from the organisation. The SC also met in private session. There were frequent informal meetings and exchanges among Council members and with one or both members of the Executive Board. The Council met with Hivos's Head Office Works Council in October. The chair of the SC has very regular conversations with the Executive Director, whereas the vice chair (who was appointed on the recommendation of the Works Council) is regularly in touch with the Works Council.

The Supervisory Council's activities during the year were to a large extent concerned with the execution of its fiduciary supervisory role. In addition, the Supervisory Council served as a sounding board for the Executive Board. As in the previous year, the Council devoted attention to the implementation of the strategy and its organisational consequences.

The Supervisory Council 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 2015 the audit committee discussed the annual accounts with the Executive Director and the controller. It also consulted the external auditor on the findings for control. The 2014 Board Report was considered at the meeting in March and the audit committee was informed about the management letter in November 2015. The audit committee also consulted the Executive Director and controller about the management information system as well as the principles of budgeting and the new budget model for 2016. The operational figures and budgets and the overall figures and budgets are now integrated in the new management information system. During the year, several cases of fraud within Hivos partners were discussed by the committee. The expected changes in the relationship with Hivos Triodos Fonds were also considered during 2015, and the following year a new draft agreement on the Hivos Triodos Fonds, to be concluded between Hivos and Triodos Bank, was discussed in the audit committee in February 2016.

The remuneration committee consists of Anja van Gorsel (chair) and Jan Ernst de Groot. The committee evaluated the functioning of the Executive Board in its entirety, as well as that of its two members. The committee advised the Council on the remuneration of the Executive Board members. In 2015 the remuneration committee held several meetings with the Board members to discuss the dynamic situation of Hivos and the functioning and effectiveness of the Board members in this context. As input for these meetings, the committee actively sought and used input from the other members of the Supervisory Council, the Works Council and members of the management team, both in Head Office and in the regions. The main themes discussed in the meetings with the Workers Council included the new strategic direction, the related reorganisation and its consequences for Hivos's employees. The remuneration committee held a number of additional meetings in relation to Ben Witjes' resignation, such as an exit interview with Ben and meetings to discuss his successor's profile.

Finally, as detailed in the annual accounts, the remuneration of the Executive Board members is in line with the Standards for Remuneration Act as well as Hivos's pay scales.

Following clarification of the findings by the external auditor, the Supervisory Council approved the 2015 annual accounts and discussed the annual plan for 2016. The Supervisory Council released the members of the Executive Board from liability for their executive duties over 2015.

SELF-ASSESSMENT

The Supervisory Council evaluates its own functioning as part of a regular self-assessment. This self-assessment is underway at the time of writing and will be discussed in one of the SC meetings in the coming weeks.

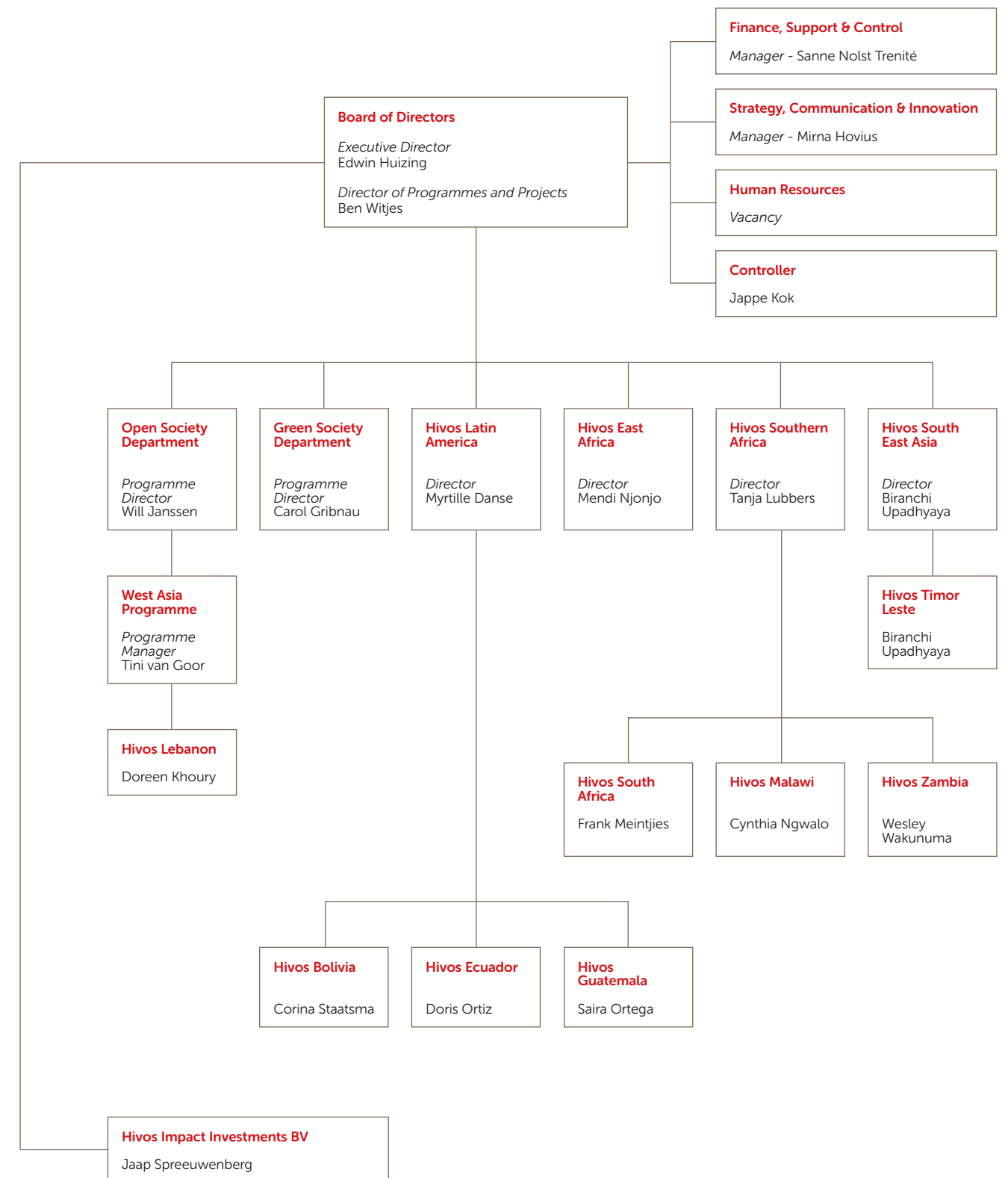
On behalf of the Supervisory Council, I would like to thank the Executive Board and all of Hivos's other employees for their continued efforts towards Hivos's objectives of a free, fair and sustainable world.

The Hague, April 2016

For the Supervisory Council,
Jan Ernst de Groot, chair

ANNEX 1

ORGANISATIONAL CHART 2015



ANNEX 2

EXPENDITURES PER COUNTRY

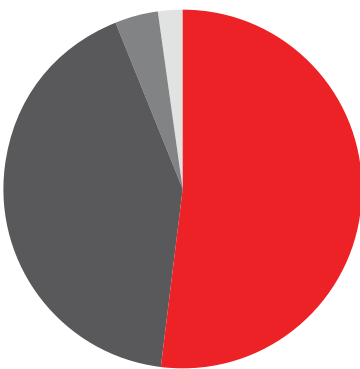
EXPENDITURES PER COUNTRY 2015 AMOUNTS IN EUROS

Country	Total		
Africa		Asia	
Africa wide *	1.398.553,24	Cambodia	506.428,00
Burkina Faso	633.271,00	India	2.503.462,01
Côte d'Ivoire	7.639,24	Indonesia	7.293.168,25
Ethiopia	629.840,00	Iraq	1.201.721,18
Ghana	499.266,18	Malaysia	209.143,88
Kenya	8.089.782,19	Pakistan	52.108,76
Liberia	112.514,22	Philippines	643.090,86
Malawi	1.435.759,95		
Mali	300.669,00	Regional: Asia Wide *	2.099.190,83
Mozambique	26.330,68	Regional: MENA	6.202.914,32
Nigeria	28.349,81	Syria	1.276.946,69
Regional East-Africa *	12.463.397,53	Timor Leste	271.124,14
		Viet Nam	58.332,08
Regional Southern Africa *	2.393.225,31	Total	22.317.631
South Africa	1.339.444,76		
Tanzania	2.058.716,24		
Uganda	2.560.186,45		
Zambia	1.126.665,20		
Zimbabwe	17.504.597,64		
Total	52.608.209		
		Latin America	
		Bolivia	7.370.058,42
		Costa Rica	142.674,84
		Cuba	698.686,33
		Ecuador	561.185,03
		Guatemala	4.874.532,68
		Honduras	721.488,69
		Nicaragua	1.373.815,44
		Peru	553.562,98
		Regional South America *	913.162,43
		Regional: Latin America Wide	318.235,76
		Regional: Central America *	4.403.729,36
		Total	21.931.132
		Worldwide *	15.119.874,85
		The Netherlands	2.058.632,97
		HIVOS TOTAL	114.035.480

* Including Hivos Triodos Fund expenditures

Key Figures Africa
amounts x EUR 1,000

Liabilities- 18,386
Number of partner organisations 335

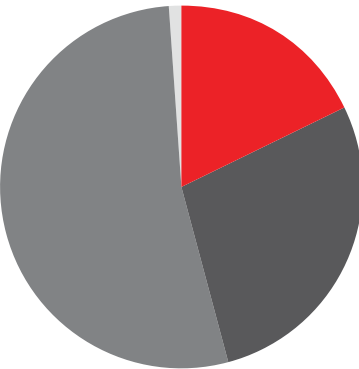


Liabilities Africa by programme

● Expression & Engagement	52%
● Green Entrepreneurship	42%
● Rights & Citizenship	4%
● Action for Change	2%

Key Figures Asia
amounts x EUR 1,000

Liabilities- 12,750
Number of partner organisations 193

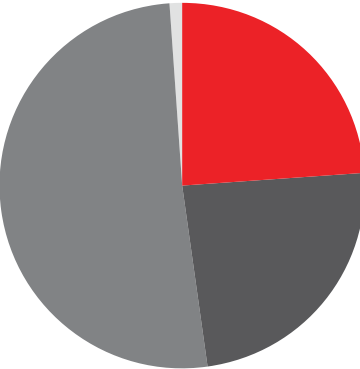


Liabilities Asia by programme

● Expression & Engagement	18%
● Green Entrepreneurship	28%
● Rights & Citizenship	53%
● Action for Change	1%

Key Figures Latin America
amounts x EUR 1,000

Liabilities- 9,119
Number of partner organisations 144



Liabilities Latin America by programme

● Expression & Engagement	24%
● Green Entrepreneurship	24%
● Rights & Citizenship	51%
● Action for Change	1%

Key Figures Worldwide
amounts x EUR 1,000

Liabilities- 7,713
Number of partner organisations 80



Liabilities Worldwide by programme

● Expression & Engagement	43%
● Green Entrepreneurship	28%
● Rights & Citizenship	21%
● Action for Change	8%

ANNEX 3

MOST IMPORTANT NEW OR RENEWED CONTRACTS IN 2015

Overview of most important new or renewed contracts for each fund provider in 2015. Amounts in Euros.

Fund Provider	2014	2015
Arcus Foundation		315,000
Avina Americas		99,000
Climate Neutral Group	680,000	328,200
Common Fund for Commodities		1,100,000
Deutsche Gesellschaft für Internationale Zusammenarbeit		4,139,851
Ford Foundation		1,260,000
King Baudouin Foundation	1,651,455	417,746
Millennium Challenge Account – Indonesia		3,338,915
Ministry of Foreign Affairs – Finland		300,000
Ministry of Foreign Affairs – the Netherlands	7,130,000	70,403,738
Mondriaan Fonds		240,000
myclimate Foundation	214,799	344,390
Nationale Postcode Loterij (NPL)	2,869,100	1,350,000
Norwegian Ministry of Foreign Affairs (NORAD)	2,177,213	211,719
NWO-WOTRO		300,000
Practical Action		1,126,488
Royal Netherlands Embassy Zimbabwe	1,516,440	1,450,000
SIDA – Swedish International Development Cooperation Agency		3,457,806
The Global Fund	13,306,525	20,089,138
William and Flora Hewlett Foundation	2,250,000	7,789,500

ANNEX 4

ACCOUNTABILITY STATEMENT

In this accountability statement Hivos explains succinctly how it gives substance to:

1. The segregation of duties between implementation, management and supervision;
2. Optimising the interaction with stakeholders;
3. Continuously improving the effectiveness and efficiency of expenditure.

A detailed description of these matters is provided in the individual chapters of this report.

1. SEGREGATION OF IMPLEMENTATION, MANAGEMENT AND SUPERVISION

At Hivos, management and supervision are segregated in accordance with the Good Governance Code (Code Wijffels). The two-member Board of Directors (which is also the management board) has managerial responsibility, and the Supervisory Council supervises the Board. The powers and functioning of the Board of Directors/management and the Supervisory Council are governed by the Hivos Articles of Association and Governance Guidelines.

Duties and procedures of the Board of Directors (also the management board under the Articles of Association). The Board of Directors is charged with the management of the Foundation and is accountable to the Supervisory Council.

- Specific duties of the Board of Directors include strategic policy, general coordination and external

representation. In addition, the Board of Directors has broad responsibility for the substantive financial and administrative quality assurance and HR policy.

- Every six months, the Board evaluates the organisation and its operations by means of an End of Term Review and a Management Review on the financial performance and the quality management system. The results of these reviews are discussed with the Supervisory Council.
- The Board reports to the Supervisory Council every six months.
- The Board meets every two weeks with the Programme Directors, Regional Directors and Managers of the support departments in the Management Team meeting.
- This meeting has no decision-making powers; however, Board decisions are prepared as much as possible in the Management Team meetings and adopted accordingly. The Board of Directors also meets separately.
- The members of the Board of Directors receive remuneration in accordance with the applicable guidelines established by the VFI (Fundraising Institutions Association) on the basis of the Wijffels Committee's Code of Good Governance.
- On 31 December 2015, the Board of Directors consisted of the Executive Director (Mr E. Huizing) and the Director of Programmes and Projects (Mr B. Witjes). On 1 February 2016, Mr B. Witjes was succeeded by Mrs S. Nolst Trenité as Director of

Operations. You can read more about this in the Executive Board Report and the Report of the Supervisory Council.

Duties and procedures of the Supervisory Council

The duties of the Supervisory Council are to supervise the policy of the Board of Directors/management and the general affairs of the Foundation. The Supervisory Council also acts as the employer and sounding board of the Board. The Supervisory Council's separate report on its activities, composition and internal evaluation is included elsewhere in this annual report. In this summary, a reference to this separate report suffices, as all the relevant elements are discussed in the report.

2. RELATIONSHIPS WITH STAKEHOLDERS AND COMMUNICATION

The three main groups of stakeholders for Hivos are our partner organisations, donors and the intended audience and institutional donors. Below is a brief description of how Hivos engages with these groups. For a more detailed description, see Chapter 5, 'Our Stakeholders'.

Professionalism and commitment are at the heart of Hivos' relationship and communication with partner organisations. Professional because clear mutual agreements must be made about the expenditure of funds. Committed because the relationship is based on common goals. Partner organisations are visited at least once a year by Hivos. Conversely, Hivos' local offices in the South ensure that partners have quick and easy access to Hivos staff members. Partners are consulted on major policy developments, although the decision lies with Hivos. Hivos has a complaints procedure for partners. Hivos also holds periodic satisfaction surveys among its partners.

Communication with donors and the intended audience takes place mainly through Hivos' own media channels – website, social media and the Hivos Magazine – and at public meetings. The website provides information about all Hivos partners, publishes blogs from the South and offers the opportunity to connect with like-minded people. Hivos has a complaints procedure for donors and the public.

Although the relationship and communication with institutional donors is professional, it is based on agreed objectives and is largely determined by the nature of the agreement between Hivos and the donor. Where possible, Hivos aims for practical and policy-based exchange and coordination. At the half-

yearly ISO audit, specific attention is always devoted to how Hivos takes on board the wishes and ideas of stakeholders. The Hivos annual report and other information about Hivos and its partners are available to anyone on request and on the website.

3. EFFECTIVENESS AND EFFICIENCY OF EXPENDITURE

Hivos has developed a comprehensive set of instruments to monitor the efficiency and effectiveness of its expenditure. During the annual audit, the half-yearly ISO 9001 audit and the project and programme evaluations, independent third parties determine whether these instruments are adequate and whether Hivos adheres to the guidelines.

In accordance with the requirements of the MFS, ISO 9001 and the CBF, Hivos has a long-term plan (business plan) in which Hivos' aims are set out for five years. These are made operational in annual plans for the various organisational units. Within the framework of the annual plans, financial contributions are made to partner organisations on the basis of a financial and substantive analysis of the quality of the application and the organisation. The quality of the implementation is assessed by means of annual visits and financial and substantive reports. Hivos receives annual accounts audited by an external independent auditor for all partners with a long-term contract. In addition, results at the level of impact are laid down in project and programme evaluations.

Besides financing individual partners, Hivos also finances Multi Actor Initiatives (initiatives bringing together multiple organisations), capacity building of partners, knowledge developments and projects under own management, including campaigns. These are accounted for in the same way. Each year, Hivos organises theme-based team meetings and a Reflection and Strategy Week, in which intermediate results are evaluated and goals and strategies are revised where necessary.

A more detailed description of how Hivos follows the results of its partners is given in Chapter 3, 'The Hivos Way', and specifically 'How do we measure the impact of our work'.

Edwin Huizing
Executive Director

Ben Witjes
Director of Programmes and Projects

Hivos innovates
for social change

Colophon

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