



**HIVOS**  
ANNUAL REPORT 2014



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

BERTRAND RUSSELL  
(BRITISH PHILOSOPHER AND HUMANIST)



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Hivos believes in people's creativity

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# 1. MISSION AND VISION

## MISSION

Hivos is an international development organisation guided by humanist values. Hivos works alongside local civil society organisations in developing countries to contribute to a free, fair and sustainable world. A world in which all citizens – both women and men – have equal access to opportunities and resources for development. And a world in which all citizens are able to participate actively and equally in the decision-making processes that determine their lives, their society and their future. Hivos believes in people's initiative, creativity and ability to bring about positive change. Quality, innovation and co-operation are core values in Hivos's business philosophy.

Hivos is committed to poor and marginalised people in Africa, Asia and Latin America. We want to achieve a lasting improvement in their situation: that is the ultimate measure of impact of our work. Strengthening the social position of women is a guiding principle of our philosophy. Commitment to a sustainable environment is also at the core of Hivos's activities worldwide.

## CORE VALUES

- Human dignity and self-determination;
- Pluralism and democracy;
- A focus on both material and non-material aspects;
- Mutual solidarity and responsible citizenship;
- Respect for people's cultural and social identity;
- Responsible management of nature and natural resources.

## APPROACH

Hivos supports almost 800 partners in 27 countries throughout Africa, Asia and Latin America. We provide financial resources, knowledge and advice, as well as political support and access to networks, to these local civil society organisations. We also develop our own programmes and are active in policy advocacy, both in the Netherlands and internationally. As a member of various coalitions and a broker of contracts, Hivos belongs to a large number of networks. Our central policy themes are civil society building and sustainable economic development. In 2014 most of our programmes were implemented from our regional offices in Zimbabwe, Costa Rica, Indonesia, Kenya and Bolivia. The Hivos programme in India has been taken care of by Hivos India Advisory Services. The regional offices manage most of the relationships with our partner organisations. They provide them with advice, strategic guidance, capital, knowledge and contacts. We also stimulate the creation, sharing and application of knowledge for development with our extensive knowledge programme. Hivos has ISO certification as well as the CBF (Dutch Central Bureau on Fundraising) Seal of Approval.

## THEMES

In 2014 Hivos worked in the following areas:

- Culture, ICT & media and transparency (in the Expression & Engagement programme);
- Democratisation, human rights, gender, and AIDS Prevention (in the Rights & Citizenship programme);
- Sustainable economic development (in the Green Entrepreneurship programme);
- Responsible citizenship (in the Action for Change Programme).

## COLLABORATION

Hivos co-operates with many NGOs and other civil society organisations, businesses, public authorities and creative individuals in the Netherlands, Europe and the South. Joining forces with other groups and building on complementary strengths are crucial to achieving our goals. In the Netherlands we co-operate with Free Press Unlimited, IUCN NL and Mama Cash. Together with these organisations we form the 'Hivos Alliance' and participate in the Dutch government's co-financing programme. In the European context, Hivos actively collaborates with like-minded development organisations in Alliance2015. Hivos engages in international policy advocacy on its core themes and in close co-operation with prominent Southern or international partner organisations. Within Partos, a Dutch platform for civil society organisations in the development co-operation field, Hivos collaborates with related organisations as well.

## HIVOS KEY FIGURES 2014

amounts in 1,000 euros

	2014	2013	2012
<i>Figures in accordance with regulations Central Bureau on Fundraising</i>			
<b>Total income</b>	<b>141,627</b>	<b>135,888</b>	<b>118,428</b>
Income from own fundraising	1,550	1,258	1,799
Income from third-party campaigns	9,597	8,586	15,118
Government grants	135,499	128,492	97,100
<i>of which MFS-2 grant of Alliance partners</i>	2,755	2,981	3,605
Income from investments (in the Hivos Triodos Fund)	-5,647	-2,529	3,662
Other income	186	81	749
<b>Programme liabilities (new liabilities)</b>	<b>137,793</b>	<b>132,708</b>	<b>109,729</b>
Green Entrepreneurship	58,534	26,275	28,235
Rights & Citizenship	36,499	55,055	42,869
Expression & Engagement	32,740	45,651	28,318
Action for Change	7,265	2,836	6,701
MFS-2 alliance partners through Hivos as lead agency	2,755	2,891	3,605
<b>Portfolio (per 31 december)</b>			
Outstanding liabilities to partner organisations	131,777	106,804	86,998
Loans/participations Hivos-Triodos Fonds (HTF)	70,464	66,298	69,331
Number of partner organisations	778	722	713
<b>Organisation</b>			
Operational cost	<b>20,470</b>	<b>16,013</b>	<b>15,001</b>
<i>of which management and administrative costs</i>	4,457	1,902	1,846
Results (after appropriation)	<b>522</b>	<b>170</b>	<b>0</b>
Reserves	<b>10,863</b>	<b>8,837</b>	<b>6,848</b>
Number of employees per 31-12	<b>343</b>	<b>338</b>	<b>342</b>
<b>Liabilities</b>			
<b>Liabilities by programme</b>			
Expression & Engagement	25%	35%	
Rights & Citizenship	27%	42%	
Green Entrepreneurship	43%	20%	
Action for Change	5%	2%	
<b>Liabilities by region</b>			
Africa	53%	37%	
Asia	18%	19%	
Latin America	16%	26%	
Worldwide	10%	17%	
The Netherlands	3%	1%	
<b>Hivos Network</b>			
<b>By programme</b>			
Expression & Engagement	274	214	
Rights & Citizenship	336	328	
Green Entrepreneurship	159	158	
Action for Change	20	22	
<b>Total</b>	<b>789</b>	<b>722</b>	
<b>By region</b>			
Africa	325	281	
Asia	210	184	
Latin America	149	157	
Worldwide	11	84	
The Netherlands	9	16	
<b>Total</b>	<b>789</b>	<b>722</b>	



## 2. EXECUTIVE BOARD REPORT

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In 2014 Hivos worked in a world characterised by increasing tension and conflict. Conflicts in the Ukraine, Middle East and Northern Mali persist, and the year saw the rapid rise of the Islamic State and disintegration in Libya, together with unresolved conflicts in Sudan and Afghanistan. All of these issues resulted in huge numbers of deaths, injuries and displaced people. Although Hivos is traditionally not active in fragile states, humanitarian aid, conflict areas, or the very poor countries, the organisation is also affected by these developments. This is not only because we have activities in the Middle East and North Africa, but also because countries like Kenya are increasingly being targeted and the fight against terrorism and for government control often leads to reduced civic rights and less space for civil society.

### **WOMEN IN CONFLICT**

In the Middle East and North Africa, one of the regions where Hivos works, the results of the Arab Spring have been disappointing and the period was followed by a widespread tendency towards disintegration. The Syrian civil war and Islamic State (IS) presence in Iraq are great sources of instability that further diminish the hope for freedom, democratisation and development that so many cherished a few years ago. Women played a crucial role during the uprisings in the Middle East and North Africa, voicing their demands for justice, dignity and democracy to replace decades of repression, corruption and dictatorship in the region.

In 2014, many of these women and men continued to work to help refugees survive and even to increase women's participation and influence in politics, and improve the position of women in society and legislation. With admirable commitment, they refuse to be silenced by repression, tradition or violence even when this results in threats and personal insecurity. Through its Women on the Frontline Programme, Hivos, together with Oxfam Novib and PwC, supports women's organisations and initiatives in the region, both by helping to strengthen their capacity and skills, and through financial support. Together, we voice demands for equal rights and opportunities for men and women on the national and international level.

On another note, and in another part of this region, 2014 saw the start of the Telephone Tree, Shelter Me project. Funded by the Dutch Postcode Lottery, this project aims to improve the working conditions and rights of migrant domestic workers from Southeast Asia in the Middle East.

### **OPEN SOCIETIES AND OPEN GOVERNMENT**

Extending the boundaries of freedom is a challenge. These boundaries are encountered in the streets, on the internet, in theatres and cinemas, from La Paz to Nairobi and from Jakarta to Cairo. In 2014 Hivos supported many organisations, for example through its media programmes in Kenya and Tanzania, and the Mideast Creatives programme, that tried to make their societies more open and transparent. Not only civil society organisations but also activists, artists and local governments received our support.



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Creating a vibrant and open society requires that people can express themselves freely – and are permitted to do so. In 2014, Hivos promoted transparent decision-making, accountable government, diverse and strong independent media, and a vibrant cultural sector. In this way, Hivos stimulated debate in society, encouraged social dialogue, and motivated citizens to take action. These factors are a prerequisite to addressing power relations and ultimately realising change, a more equitable development and a responsive government.

Creating more space for expression is one thing, but enabling and strengthening citizen engagement – to bring about more transparent and accountable government that serves its citizens and ensures development for all – is another.

For a long time – and also in 2014 – Hivos has supported the international movement in which citizens are demanding more access to information and openness, and more accountable and responsive governments. Hivos supports and sometimes leads major initiatives in this field, such as the Open Government Partnership (OGP), the Making All Voices Count programme, and the ICT Election Monitoring programme in, for example, Malawi.

The Open Government Partnership brings together a large number of governments that draw up national action plans to increase their transparency and accountability. What is unique in this partnership is the parity at governance level between government and civil society and the genuine effort to involve civil society at all levels, which is exactly what Hivos supports. In 2014 OGP celebrated its anniversary during the United Nations General Assembly in the presence of Presidents Obama and Hollande and other heads of state, while Foreign Minister Timmermans participated on behalf of the Netherlands. During the meeting, Hivos pledged its support for the implementation of OGP's new 4-year strategy. In addition to this investment, Hivos will continue to host OGP's Civil Society support unit and host some of its staff in our regional hubs, while actively connecting OGP to Hivos activities.

2014 also showed that not all best practices of the past lead immediately to successful new interventions. Making All Voices Count (MAVC), the global initiative

ative that supports innovation, scaling and research to enable citizen engagement and government responsiveness, did not produce the results anticipated. This was mainly because of an overly narrow focus on technology-based solutions to address the 'governance gap', in addition to difficulties in managing this multi-actor programme. For Hivos this experience is disappointing and provides a lesson learned. Improving citizen engagement and government responsiveness requires a closer and more intense process of engagement, brokering and mentoring. Another lesson learned is the need for improved programme management when leading a consortium with vastly different dynamics. Hivos is stepping up efforts for successful continuation of the programme.

In Open Societies, a transparent and accountable government means a corruption-free government. Hivos supports initiatives that aim to root out corrupt practices. For example, Hivos partner Corruption Watch is demanding a change in mentality in South Africa – not just from politicians and officials, but also from the public because, as the saying goes, 'you get the government you deserve'.

### **CITIZENSHIP, RIGHTS & SHRINKING SPACE**

An open society can only exist when fundamental political and civil rights are ensured and respected. For Hivos the rights of women, LGBT people and people living with HIV/AIDS are of particular concern. Hivos has a long-standing record of supporting organisations that fight for fundamental rights and represent the poor and marginalised in their societies. That work can at times be dangerous, as some of our Libyan partners witnessed in 2014, yet their courage and perseverance are key for fair and free participation in society.

In 2014 the space for civil society shrank, and civil society organisations and activists were under increased pressure and political control in many regions. In various countries, governments introduced or proposed NGO legislation to make it possible to control and intervene in organisations' operations. In Bolivia, Alliance2015 partner IBIS had to wind up activities, while in India Hivos has been experiencing difficulties in transferring funds to partners, as the government is trying to get a firmer grip on civil society by curbing financial support from abroad.

This shrinking space is also visible in the digital realm. Freedom of expression and the activities of digital rights activists and bloggers are at stake as they are increasingly monitored, suppressed, harassed, jailed, and see their websites hacked. Hivos has a long tradition of supporting lobby and advocacy work for internet freedom and digital rights. Building on that tradition are, amongst others, the Hivos-led Digital Defenders Programme, the Internet Governance MENA initiative and partners such as Mideast Youth, winner of the 2014 Human Rights Defenders Tulip which was awarded by the Dutch Ministry of Foreign Affairs and Global Information Society Watch.

### **GREEN SOCIETY AND INCLUSIVE DEVELOPMENT**

In 2014, Hivos continued to support partners that strive for a more inclusive and green society that protects biodiversity and combats climate change through, for example, the promotion of renewable energy and sustainable food production.

Our flagship programmes on biogas in East Africa, Indonesia and other regions continued to perform well. Supplying tens of thousands of households with clean energy, liberating women from the daily task of collecting firewood, reducing indoor pollution and reducing deforestation. The Sumba project aims to provide the island with 100 per cent locally-produced energy by 2025 and continued to gain recognition amongst groups like the Indonesian government, donors, and even the Asian Development Bank, which is looking at the possibilities of replication elsewhere.

Climate change brings growing uncertainty. Weather patterns are becoming more unpredictable, and extreme events such as storms, hurricanes and droughts are on the increase. Erratic temperature and rainfall patterns worsen growing conditions and provide favourable conditions for pests and diseases. This will also push many to leave their countries for regions that are less affected by climate change. Countries in Latin America, Africa and Asia are already suffering from climate change. Building up resilience to increasing climate variability is without a doubt the most significant need faced by farmers and society.

The effects of climate change need to be linked to the rising demand for food and energy due to demo-

graphic developments and rapid economic growth in many low and middle-income countries.

We believe that the close involvement of citizens is needed in order to find solutions to persistent challenges surrounding sustainable energy and sustainable food production. For this reason, Hivos partnered in 2014 with the International Institute for Development and Environment (IIED), using social innovation in a change lab environment to look for new solutions and innovations, be they technological, policy-oriented, behavioural change or new business models. In the Energy Change Lab we look for green energy transitions by paying specific attention to citizen-centred solutions to finding energy solutions that lead to job creation, accountability and off-grid energy access, and to improve energy literacy. The Food Lab aims to find solutions for sustainable food consumption, shifting the focus from production to consumption with special attention to the urban poor.

In 2014, Hivos also presented the Coffee Barometer report as part of a wider NGO coffee coalition. The Barometer reflects our goal to reach a sustainable coffee sector that contributes to increased welfare and development of farming households and ensures that youth and women are fully integrated. It discusses recent developments in the coffee market, standards and certification, and the consequences of climate

change. It also provides an overview of case studies advocating adaptation strategies. In addition we organised the International Coffee Conference, gathering a wide array of experts, NGOs, donors, media and the coffee industry to discuss the impact of climate change on the coffee sector and to urge the world's top ten roasters to increase supply sustainability.

### **DUTCH DEVELOPMENT CO-OPERATION**

Following the introduction of the new policy on development co-operation in 2013, last year made clear that the new Dutch government policy of linking trade and aid could have severe consequences for civil society. Building an independent and strong civil society has for decades been a cornerstone of all Dutch development co-operation policies. This 'civil society building' has been substantially inspired by the Dutch model in which government stimulates pluralism in the Netherlands, which has even included the government funding civil society organisations connected to opposition parties.

With the current MFS-II programme on its way out, the new policy framework "Dialogue and Dissent", which was presented in 2014, will from 2016 onwards focus on strengthening the 'lobby and advocacy' capacities of civil society in Least Developed and Lower Middle Income Countries. This is an important niche in which the Netherlands can make a difference





worldwide. However, it remains a niche of Lobby & Advocacy and is very much restricted in scope and funding when compared to MFS-II, in which institutional support and project/programme funding of civil society is possible. At this moment, it is not clear if and to what extent new opportunities will be created to fund and support other activities of civil society in these countries.

The “Dialogue and Dissent” policy framework is about Strategic Partnerships. It is not a tender or grant, but a partnership with the Minister and the Ministry, who will actively be involved in achieving the results which were jointly defined. In 2014 the call for proposals was issued. Hivos submitted a proposal in alliance with IIED and Article 19 covering the thematic areas of Open Contracting, Women at Work, Renewable Energy and Sustainable Diets. Hivos also joined an alliance of seven organisations led by Rutgers/WPF covering the area of Sexual and Reproductive Health Rights and LGBT rights. Both proposals were approved in early 2015 and will be further drafted and negotiated before starting implementation in 2016.

Hivos continued to collaborate with the Ministry of Foreign Affairs on a number of large programmes, such as the African Biogas Partnership Programme, Women on the Frontline, the Digital Defenders Partnership in the field of internet freedom, and two Public Private Partnerships on sustainable economic development in East Africa. In 2014, extra funding was received for extension of the Stop Child Labour Campaign and for Sustainable Energy for all (SE4ALL).

## CAMPAIGNS

Hivos has always regarded promoting global citizenship as one of its core tasks. What consumers, businesses and governments do in one part of the world can have a significant effect on the lives of people across the globe. With our campaigns we aim to influence government policies and the behaviour of citizens and businesses in the Netherlands, so that disadvantaged and marginalised groups in the South will see concrete improvements in their living and working conditions.

The Stop Child Labour campaign launched a new project, ‘Out of Work and Into School’, that aims at expanding child labour free zones in Zimbabwe,

Uganda, Mali, Turkey, India and Nicaragua. These zones are places – villages, farms or plantations – where no child labour exists and all children go to school. In 2014 more than 30 new zones were created and 10,000 children were withdrawn from work and (re)integrated into formal schools. In the Netherlands, we launched a five-year exhibition in the National Heritage Museum in Arnhem to teach children about child labour and global citizenship. With regard to companies’ social responsibility, the Toolkit of Child Labour Free Procurement was presented in Parliament to the Minister of Trade and Development Co-Operation, who promised to promote the toolkit amongst procurement officers of government agencies and municipalities.

The Women@Work campaign advocates better labour conditions for women workers in the East African cut-flower industry. The strategy is to considerably expand the share of certified flowers, as fair trade certification can make a difference for women workers. To achieve this, we co-operate with the flower industry in the Netherlands and East Africa. In 2014 we started a collaboration with Dutch retailer Albert Heijn. That turned out to be a major example for other retailers and traders who now also want to increase the share of fair flowers. In Kenya, more than 30 flower companies agreed to improve their policies on preventing sexual harassment.

Central to the Climate and Energy campaign is the Sumba Iconic Island programme. Involving a large array of stakeholders, government, the state electricity company and civil society, Hivos’s aim is that this Indonesian island will be supplied with 100 per cent renewable energy by 2025. Since the start of the programme in 2007, the electrification ratio has gone up from 24 to 37 per cent. Government policies have shifted as well. In 2014 Indonesia adopted a new feed-in tariff for selling wind energy to the national network, which encourages investment in this type of renewal. In the Netherlands we once again organised the Expedition Sumba competition, which attracted hundreds of candidates including some from Indonesia. We reached more than 200,000 people with a documentary highlighting the Sumba programme process. In addition, we continued our activities to reduce CO2 emissions by Dutch data centres; we observe that operating companies have become more aware of the need to shift to renewable energy.

## INTERNAL ORGANISATION

In 2014, the reorganisation known as Future Calling was rolled out. Against the background of a rapidly changing environment for development co-operation, we have defined a new direction and the changes needed as to the mode of operation and organisational set-up. Under the new strategy Hivos will work towards a more open and green society, adopting a core working process promoting social innovation. Therein the focus will be on the conception, development, testing and implementation of ideas, concepts and models to address people’s and the planet’s needs in the 21st century. The new strategy also coincides with limiting the number of programme themes, reorienting from grant-making to a balanced approach of innovation, co-creation and co-implementation with grant making. Expanding our network and resources beyond the development sector and linking private and public actors for change is another objective.

Regarding internal organisation, the new staff size and composition was determined based on a scenario that predicts a turnover of 70 million euros and a derived operating income of 12.9 million euros. This translates into a future staff level of 199 full-time equivalent (FTE), of which 70 FTE are at Head Office in The Hague. A new organisational structure was designed, new job descriptions drafted and a matching and selection process carried out. The number of regional offices will be reduced from 6 to 4, with the India office already closed at the end of 2013. A merger of the South American and Central American regional offices in 2015 is foreseen. By the end of 2014, all staff had been selected except those at the still-to-be-merged regional office for Latin America. We understand that this process was very emotional for all, in particular for those staff who received a notice that their positions will be discontinued during 2015 and they will therefore be leaving Hivos. In these difficult circumstances, we appreciate and applaud the continued commitment and determination of all staff to support and serve our partners and projects and Hivos at large.

The number of employees at the regional offices and those hired to implement specific projects remained stable. In 2014 Hivos had a total of 339 employees, of whom 198 were at the regional level and 141 in the

Netherlands. This was almost equal to 2013. In 2014 the Hivos Academy developed a number of new training modules for staff development, ranging from digital security to social innovation.

The new external environment of less structural funding and a larger diversity of donors requires excellent internal communication and control. In 2014, the new intranet that serves internal communication, learning and exchange was introduced. A two-year trajectory to implement a project-management-oriented way of working in the organisation was also started. Administrative systems are being adapted to enable closer monitoring of project results and costs. Training modules were developed to train staff in this new way of working and to strengthen collaboration and teamwork throughout the organisation.

While meeting the increasing demands of donors and improving accountability for results, Hivos must also preserve one of the most important assets of its staff: the ability to be unconventional and innovative. This means we should avoid constraining ourselves with an excess of rules. It is our ability to find and support frontrunners in society in particular that makes us different from our competitors.

## RESULTS

In 2014, 789 partner organisations in 27 countries in the South received direct financial support from Hivos. We also continued to invest in capacity development programmes that enable these partners to improve the quality of their work. These organisations and their staff are the main actors for change. Together they assure a more open government and greater participation of the population in development, they strive for basic human rights for key populations, they make renewal energy accessible to more citizens, and not only do they increasingly produce sustainable food, but also put it within reach of consumers in the South. In 2014, 44 partners in the South – mostly MFIs – received capital and advice from the Hivos Triodos Fund (HTF). The volume of the loans to and participation in MFIs by HTF amounted to almost €70.4 million, compared with €66.2 million in 2013. The number of Dutch citizens who indirectly contributed to HTF loans through their savings continued to increase. However, in the context of still-sombre economic predictions, the savings they made available



*Hivos believes in  
people's capabilities*

through the North-South Savings Plan in collaboration with Triodos Bank decreased from €112.4 million in 2013 to €106.8 million in 2014. On the other hand, the number of participants in this savings plan increased slightly to 9,230, against 9,136 in 2013. For Hivos, the savings programme is one of the most important instruments in mobilising the active support of Dutch citizens for its work.

In all, Hivos reached an estimated 18.7 million people with its work. A total of almost €144 million was available for this work, of which €123.9 million was allocated to partners, while €110 million was spent.

Maintaining the financial sustainability of the working organisation remains an important concern. In the coming years, managing income and costs to guarantee continued support to our partners and programmes will be a priority, next to diversifying our funding. In 2014 Hivos maintained a diverse funding base. Again, 62 per cent of our income now comes from funds other than the co-financing system (MFS) from the Dutch government.

## CONCLUSION

In this annual report we render account to our donors, stakeholders and partners. We provide a summary of the most noteworthy activities of Hivos in 2014 – not just the success stories but also those aspects that

were less successful. Development and international co-operation are complex and sometimes volatile undertakings that require a long-term perspective, and this calls for optimism, trust in the power of people, and sustained commitment. Our ultimate goal is to expand freedoms, promote justice and green our economies throughout the world, creating better opportunities for all its citizens.

*The Hague, April 2015*

Edwin Huizing, Executive Director

Ben Witjes, Director of Programmes and Projects

“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)



### 3. THE HIVOS APPROACH

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Hivos trusts in the power and creativity of frontrunners worldwide. They can come up with solutions that allow people to earn their own livelihood, stand up for their rights and shape their own lives. Hivos works with these frontrunners to come up with approaches and initiatives that can address inequality, poverty and injustice -complex global problems- that are rooted in the unequal distribution of power. In 2014 we supported almost 800 partner organisations and citizens' initiatives in 27 countries – not just with funds, but by giving local organisations access to knowledge and networks or by setting up programmes and campaigns with them.

In 1968, Hivos's founders were inspired by principles such as individual freedom, personal responsibility and self-determination. Humanism is reflected in our work by emphasising self-determination, identity, empowerment and the strength of people themselves. Hivos also believes in the need to be open towards new issues, and actively stimulates creating new approaches together with frontrunners. The experiences described in our annual reports are proof of a continuous need and search for innovation. This is a major driver behind the development of our strategy based on social innovation.

#### STRATEGIES

Hivos not only works towards improving the situation of people living in poverty, but also on removing the root causes of injustice and inequality, with a focus on gender. For a long time Hivos has followed a threefold

strategy of direct poverty alleviation, civil society building and advocacy, which are mutually reinforcing. This strategy was largely based on funding partner organisations, along with developing knowledge on their fields of work and improving their access to relevant networks. Although this approach has strengthened the capabilities of civil society to act as a counterforce, it has not, on its own, been sufficient to solve persistent, systemic challenges on a global scale.

We are now in the midst of a shift towards a strategy based on stimulating social innovation. Social innovation involves actively scanning and developing new ideas, testing those ideas through experimenting, and developing them into proven concepts or models. Social innovation has already been part of our way of working over the years, but is now applied more continuously and systematically. Hivos will still work towards addressing people's immediate needs, enhancing their capabilities to act, and helping them to making themselves heard with the powers that be, but in a new form. Within six thematic areas, we aim to create system-wide, sustainable solutions for global issues varying from access to food and energy to sexual rights and freedom of expression. We do this together with creative frontrunners bringing unexpected ideas 'from the margins', but we also take these ideas to the boardrooms of funders, governments and businesses.

Developing the local capacities of citizens and their organisations is still needed in order to sustain their cially independent entities.



ability to address root causes in the face of tough counterforces. In all this work, we also acknowledge the particular relevance of lobby and advocacy together with those most affected. Our aspiration in this field is to push for change using the solutions at hand instead of trying to work against something. Together with local organisations we will connect the local solutions and realities to decision-makers at the regional and international level. Our aim is to get local and regional organisations sitting directly at international tables. In the meantime, we link the local issues to our international network and decision-makers where needed.

### KNOWLEDGE INTEGRATION

Knowledge is essential for development. Since 2007 our knowledge programme has brought together different types of knowledge and made them available to partners and other actors in the field of development co-operation. Our thematic knowledge programmes on areas such as West Asia and biodiversity inform strategic thinking within Hivos, as well as analysis and policy development in government, think tanks and media. The knowledge programme also contributes to our learning agenda and internal staff training worldwide. This has broadened our network and provided useful input to our thinking. The knowledge programmes have generated many ideas on the use of social innovation as a method for effecting social change, and in this way have fuelled the strategic shift as formulated in the Hivos 'Future Calling' trajectory.

### LOCAL PRESENCE

In our new strategy, re-granting towards local civil society organisations will no longer be the major way of working, but will be one of a number of instruments for advancing social innovation. We will continue to work from our regional offices in Latin America, Southeast Asia, and East and Southern Africa, in addition to our Head Office in The Hague. Our two offices in Latin America will be merged into one. The Hivos programme in India is managed by Hivos India Advisory Services. Hivos employees co-operate in virtual international teams. Hivos also operates local offices in countries such as South Africa and Guatemala to enable us to develop and implement large-scale programmes in co-operation with international funding institutions. In due course the local offices will continue their activities as financially independent entities.



## 4. WHAT WE DO: THE FOUR PROGRAMMES

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In the past year Hivos has supported the work of more than 700 local organisations in developing countries, and was active in the South, Europe, the US, and international forums. All these activities took place in the context of four programmes, and contributed in various ways to achieving the programme objectives. This chapter provides a brief overview of developments in 2014 within each of the four programmes, which Hivos will carry out until the end of 2015. From then on, the main themes will be continued as part of the Open Society and Green Society domains.

### 4.1 EXPRESSION & ENGAGEMENT

Creating a vibrant and open society requires that people can express themselves freely, and are equally permitted to do so. The Expression & Engagement (E&E) programme therefore seeks to create space for expression, diversity and artistic freedom. This may be through co-operation with bloggers, artists and activists, for instance, exploring alternative platforms, channels, venues and productions. With this programme Hivos seeks to promote transparent decision-making, accountable government, diverse and strong independent media, and a vibrant cultural sector. In this way, Hivos wants to stimulate debate in society, encourage social dialogue and motivate citizens to take action, which is a prerequisite to addressing power relations.

However, the space for civil society is shrinking and civil society organisations and activists are under pressure and increased political control in various regions where the E&E programme is being implemented. Media often continue to be curtailed, purportedly in response to increased terror activities (in Kenya and elsewhere) or as a result of a continued traditional oppression of and resistance to their independent and critical information role (Central America, Southern Africa). Through its media initiatives like the Kenya Media Programme, Tanzania Media Fund, and the Media & Accountability Latin America programme, Hivos provides support for independent, investigative and critical media, for both traditional and new media players. More space for expression is also created by new, more culture-oriented programmes like Mideast Creatives in a region where Freedom of Expression is strongly under pressure.

Even so, in the digital realm internet freedom keeps being contested in various regions, digital rights activists and bloggers are monitored, suppressed, harassed, put in jail and have their websites hacked. This is happening in many countries and regions. Hivos has a long tradition of support, lobby and advocacy work for internet freedom and digital rights. This work finds its continuation in, amongst other programmes, the Hivos-led Digital Defenders Programme, Internet Governance MENA initiative, and partners such as Mideast Youth, winner of the Human Rights Defenders Tulip 2014 and Global Information Society Watch.

Enforcing more space for expression is one thing, enabling and strengthening citizen engagement to bring about more transparent and accountable government is another – and is the second main objective of the E&E programme. Still, there are many regions where hurdles are complicating the path to more open government and active citizen engagement. One example is the long-standing culture of secrecy that hinders the use of existing Right to Information Laws and training in the use of such laws (in Latin America, East and Southern Africa). More serious still are the attacks on information activists and journalists in various countries, the widespread impunity of perpetrators and the increased self-censorship that occurs as a result (in the Arab region and elsewhere). Nevertheless, there is an unmistakable international trend of citizens demanding more access to information and openness, and more accountable and responsive governments. Hivos supports and sometimes leads major initiatives in this field like the Open Government Partnership (OGP), the Making All Voices Count programme, the OGP civil society support team and the ICT Election Monitoring programme in several countries.

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## RESULTS AND KEY FIGURES 2014 EXPRESSION & ENGAGEMENT

Number of partners: 274

Liabilities: €31,046,000

(25% of total regional liabilities)

People reached: 5.3 million

### Main partnerships:

Dutch government (including MFS-2) | SIDA | DFID | Omidyar Network | Open Society Foundations | SDC | Hewlett Foundation | DANIDA | Irish Aid | CIDA | AVINA | DOEN

### Main results 2014

- Over 750 journalists trained and 50 independent media channels supported, resulting in improved availability, diversity and quality of information and news provision;
  - 600 digital activists and human rights defenders and 120 of their organisations can operate more effectively due to support from the Digital Defenders Partnership and Tactical Tech;
  - More transparent and free elections through active citizen monitoring in Indonesia, Malawi and Costa Rica;
  - The Open Government Partnership is strengthened through national civil society platforms in 12 countries, new action plans in 36 countries, and 200 commitments making governments more open, transparent and responsive to citizens.
- 

Within the E&E programme, Hivos works towards realising three main objectives. These are:

1. An expanded space for (and practice of) freedom of (cultural) expression;
2. An expanded space for citizen engagement in social processes (also towards promoting transparent and accountable government);
3. Increased effectiveness of civil society in advancing a pluralistic society, including developing new forms of citizen activism.

The first objective is reflected in our work within the area of freedom of expression. The second refers to the activities on (citizen-led) transparency and accountability. The third objective is more cross-cutting in character, but specifically relates to developing knowledge of and experimenting with innovative concepts. The sections below provide an overview of the Hivos activities and results related to these overarching objectives.

## 4.1.1 FREEDOM OF EXPRESSION

### INTERNET FREEDOM

Freedom of expression and freedom of the media are a basic requirement if citizens are to stay informed, express opinions and become involved in society. Over the years, Hivos has therefore focused on promoting independent media, providing platforms for cultural expression, and improving the legal and financial preconditions for expression in the cultural, media and digital domains. In doing so, we have learned that safeguarding this freedom necessarily involves consolidating internet freedom. The internet makes it possible to exchange ideas on an unprecedented scale – including ideas that challenge the powers that be. In order to maintain an open World Wide Web that facilitates freedom of opinion, the free exchange of information and active participation in society, Hivos strives to improve prevention and protection for activists. It works to implement better policy on freedom of expression and internet governance, as well as improved privacy measures, and aims to put pressure on governments and companies.

### DIGITAL DEFENDERS PARTNERSHIP

A major instrument in these efforts is the Digital Defenders Partnership (DDP), of which Hivos has

been acting as the manager for over the last two years. DDP is an emergency programme to protect bloggers, human rights defenders and activists in repressive and transitioning countries. The programme is funded by the Dutch, US, UK, Estonian, Latvian, Czech and Swedish governments, and provides rapid support to counter emerging threats to the Internet and its users. In 2014, DDP had a record number of applications requesting digital emergency responses. Digital attacks from governments hostile to internet freedom as well as political interest groups are an increasingly common method of repression and control, a harsh reality reflected in the growing number of relevant grant applications for DDP from organisations and individuals under threat. Out of the 155 grant applications, 36 grants have been awarded over the last 2 years. DDP has estimated that it would be supporting a total of 50 organisations and 900 individuals by the end of 2015, but by the end of 2014 120 organisations and 449 individuals were already directly supported through grants, trainings and advice.

Furthermore, more than six million users have benefited from internet solutions providing secure hosting, circumvention of repressive measures or options for anonymous use. Together with a consortium of organisations, Hivos also created the first Digital First Aid Kit. This is a self-assessment guide on what to do in case of a digital attack, such as when an email account is hacked. DDP also provided emergency response to victims of digital threats and attacks by giving advice and feedback and connecting victims to the right player in the field.

### MIDEAST CREATIVES

Another strategic shift over the last few years refers to the area of cultural expression. As one of the few organisations working in the field, Hivos has supported a vibrant, high-quality and critical cultural sector in many countries as a means of stimulating critical reflection and public debate around controversial issues. More recently, activities have shifted towards cultural activism as well as setting up free spaces. The latter are not restricted to artists, but also include civil society organisations, journalists and social entrepreneurs, in order to promote more cross-sector thinking as well as to increase options for sustainable, yet critical and innovative ventures. In the turbulent

region of the Middle East and North Africa (MENA), this approach has huge potential. In this region, people continue to search for new ideas that will help to address societal problems and trigger economic development, but the political and economic environment is often uninviting.

Hivos's Mideast Creatives programme, launched in 2014, aims to contribute to a sustainable cultural and media sector by supporting creative entrepreneurs, by creating spaces where they can work and collaborate freely, and by supporting mechanisms for creative entrepreneurs to access finance. In 2014 the programme started working towards these outcomes by providing support to co-working spaces, by setting up a business training programme for entrepreneurs in the creative industries, and by improving their access to finance through crowdfunding. An example is the co-working space Cogite in Tunis, a community of 30 entrepreneurs who organised more than 56 events in the field of media, arts, entrepreneurship and social innovation. The entrepreneurship training programme in Tunis was directed at the independent media, while in Cairo it was geared towards the artistic community of designers, cartoonists and animators. Mideast Creatives also contributed to the setting up of crowdfunding platform Zoomaal, through which more than 40 organisations in the field of film, music, animation, women's empowerment and social change were supported by their local communities. Mideast Creatives is supported by the Swedish Development Agency SIDA and will run for three years with a focus on Tunisia, Egypt, Jordan and Lebanon.

### **INTERNATIONAL FILM FESTIVAL ROTTERDAM**

Hivos's work has been extensively visible at the International Film Festival Rotterdam (IFFR). Our support for the Hubert Bals Fund – a Fund which provides support to filmmakers in Africa, Asia, Latin America and parts of Eastern Europe – resulted in eleven films screened at the Festival in 2014, one of which was nominated for the Hivos Tiger Award Competition. Thanks to our collaboration with the Hubert Bals Fund and IFFR, filmmakers are able to address sensitive issues and have their voice heard on the international stage even when freedom of expression in their own countries is limited.

### **HUMAN RIGHTS DEFENDERS TULIP**

Hivos believes that the freedom of expression can be advanced by putting local or regional issues on the global stage in order to gain recognition that will in turn resonate within activists' home environments. We were therefore very pleased with the awarding of the Human Rights Defenders Tulip 2014 to our partner Mideast Youth. The Tulip is an annual award from the Dutch Minister of Foreign Affairs for activists who innovatively address human rights issues. Mideast Youth builds online platforms to create an environment where (young) people can speak on topics such as equal rights for LGBT, for religious and ethnic minorities such as Baha'is and Kurds, and for migrant workers. Hivos was the first supporter of MidEast Youth, founded by Esra'a Al Shafei who is now one of the most influential Internet activists in the Arab world.

### **INTERNET GOVERNANCE**

The main challenge for Hivos's work on freedom of expression in 2014 was, again, the diminishing space for freedom of expression due to repressive government action. While the internet continues to provide access to information for many people in Malawi, Zambia and Zimbabwe, the authorities there increasingly try to stifle the medium. The threat of laws that would restrict online freedom brought partners to mobilise citizens in defending existing rights. Cross-regional learning is an important approach to countering these threats. Hivos will therefore follow the example of the Internet Governance in the Middle East and North Africa (IGMENA) programme in order to co-ordinate local efforts in Southern Africa and get more players involved.

### **ARAB REGION**

IGMENA is taking the lead in amplifying the voices of civil society in the Arab region to play an active role in promoting and safeguarding Internet freedom in the local legislation. The programme supports activists and their organisations in obtaining better governance of the internet in their countries. Hivos does this by providing them with advocacy tools to influence national decision-makers, as well as enabling them to take part in the global policy dialogue on internet governance. Gradually the approach has shifted from training civil society on Internet governance or providing support to oppressed activists, to producing

tools that will advance the Internet policy landscape in the long run. In 2014, IGMENA realised considerable output. It supported 50 civil society activists to take part in the global and Arab Internet Governance Forums and trained over a hundred activists. One of the major outcomes is creating a community of civic actors equipped with the necessary knowledge and strategies to challenge government policies that deny human rights. The programme successfully managed to integrate civil society groups in the regional policy dialogue, which is a necessary step for influencing policy. Bringing Arab governments to the table to discuss governance issues is extremely difficult. In some cases they agreed with civil society demands but made no guarantees on implementation. The recommendations of the Human Rights session were brought to the attention of the Council of Ministers of Telecommunication of the Arab region. At the level of the Arab League of States, IGMENA's Click Rights Campaign and its forthcoming Internet Legislation Atlas will help to define the compatibility of this legislation with Human Rights standards and can also be used as a tool in policy advocacy.

### **KENYA MEDIA PROGRAMME**

The Kenya Media Programme (KMP), a four-year programme started in 2011, aims to support independent and investigative journalism as well as to initiate its own media learning and network activities. Over three years, KMP has awarded 85 small grants to individual journalists, 16 large grants to media organisations, and organised trainings reaching 359 journalists. This support has resulted in their increased skills in investigative journalism, data journalism and reporting, as well as in the publication or broadcast of 102 investigative and public interest stories. These included a number of high-impact investigative stories. KMP also supported the founding of the county-based Turkana Guardian monthly, reaching 200,000 readers in Kenya and Uganda. In total KMP reached an estimated 10 million people weekly. KMP also contributed to increased accountability of the media sector by producing monitoring reports and sensitising actors on legislation, and generated more knowledge on media through studies and training materials.

In the process, we learned valuable lessons and had to reckon with a changing context. New legislation restricting media freedom has increased self-censor-

ship and fear amongst journalists and editors, resulting in the sharp decline of investigative journalism. We learned that tackling the more fundamental issues that prevent media and journalists from doing a good job should be given priority over support to media products, as the latter is often not sustainable. This requires a more proactive approach and long-term commitment. KMP's experiences with the safety and protection of journalists show clear potential. KMP's role here was one of initiating, hosting, facilitating and funding. We brought together organisations working on journalists' safety to commission a study and to collectively follow up on recommendations. This resulted in a National Protocol, signed by government and large media houses, and a manual for journalists.

We also became aware that providing support to produce investigative pieces builds the capacity of individual journalists, but not necessarily of the sector. To boost investigative journalism, more structured collaborations with media training institutions and media houses are essential. There is also a need to provide citizens with access to information outside mainstream media.

Programme implementation was hampered as a relatively large number of individuals failed to deliver proper reports, creating administrative and accountability challenges, and more effort is needed to document developments and experiences.

KMP used these lessons to adapt its results framework and, with the support of donors, allow more experimenting. Lessons have also been used as input for the design of Phase II of KMP from 2015. Due to the changing context and hence the need for more concerted efforts, KMP intends to function as a strategic leader in media development and to involve public, private and civic media leaders in dialogue. KMP also intends to facilitate and co-create sustainable solutions.

### **4.1.2 ACCOUNTABLE GOVERNMENT THROUGH CITIZEN ACTION**

Transparency and accountability are two essential elements of 'good governance'. Since this elusive principle is hard to enforce in a top-down fashion,



We. The people



You should have the freedom to believe and say what you want, to challenge governments and stir up the established order

Hivos's partners use a bottom-up, citizen-led approach. They concentrate on citizens' right to information, monitoring governments' duty to deliver essential services, collective election monitoring and action against corruption. Hivos supports transparency and accountability initiatives because of the impact they have on both the national and regional public spheres, as well as the way they make local struggles resonate on a global level. This approach also reflects the lesson learned, in particular from the Twaweza programme in East Africa, that improving transparency and accountability requires initiatives at scale. Hivos is an active participant in the Open Government Partnership (OGP) initiated by US president Obama, and supports OGP in two ways. Hivos has hosted the Civil Society Co-ordination team of this programme since 2012. In 2014 Hivos also became a major investor in OGP and provided a total of €2 million for the programme. In 2014 membership of OGP grew to 65 countries. Of these members, 36 countries submitted new action plans containing over 900 commitments in total. Of these 900 commitments, 200 were 'starred' meaning that they were notable for progress achieved and potential impact. One example is the improved proactive disclosure of information laws in various OGP countries.

In its new 2014-2018 strategy, OGP has taken on board some of the lessons learned in the first three years of its existence. First, it will make a stronger effort to institutionalise a permanent dialogue between governments and civil society in each of its member countries, as it has been identified as a crucial success factor. Successful strategies will be actively shared with other countries, both with government and civil society. Second, it will prioritise broadening the base of civil society actors using OGP as a way to build a broader agenda and sustainability.

The Civil Society team contributed to the establishment or strengthening of national civil society platforms on OGP in various countries. In this way, OGP is an important instrument in having more citizens actively use the possibilities to critically monitor those in power. This is evidenced by the results we achieved in 2014. At the output level, this related to brokering meetings between civil society and government in Costa Rica and Argentina, resulting in the establishment of a permanent dialogue mechanism. Local

organisations in Uruguay and Paraguay also established a permanent dialogue mechanism with governments. The civil society team contributed to the general outcomes of OGP in various countries. The Philippine Commission on Audit has committed to creating a unit to institutionalise the engagement of CSOs in conducting participatory audits of government projects. Lithuania has committed to drafting a legal regulation on public consultations to promote local communities' active involvement in decision-making. To improve government integrity, fight corruption and strengthen democratic institutions, Tunisia promised to establish mechanisms to report corruption cases and protect whistle-blowers, as well as write laws on asset declaration by senior government officials and on preventing the illicit enrichment of public officials. Chile passed legislation on lobbying disclosure, with the new law providing a solid foundation for the creation of a lobbying register. And in several other countries measures are being taken to increase public participation in budget processes, enable public monitoring of health and other services, and open information on extractive industries.

### MAKING ALL VOICES COUNT

The necessity to help create innovative ideas and to work at scale, involving a large role for internet and social media, is also reflected in the Making All Voices Count programme. In this collaborative effort through the Making All Voices Count programme, Hivos and its co-implementers IDS (UK) and Ushahidi (Kenya) are enabling the development and large-scale deployment of promising citizen initiatives aimed at enhancing accountable government and transparent policy-making. MAVC brings together actors from government, civil society, academia and the technology sector to find, support and learn from innovative ideas on how to improve the relationship between government and citizens. This effort is supported by a consortium of international funders including the US, UK and Swedish governments and the Omidyar Network, which together provide a budget of US \$45 million for four years.

After one year, MAVC supports more than 30 projects in 12 African and Asian countries. These initiatives aim to improve governments' service delivery by gathering feedback from citizens, often through mobile technology. The Bahawalpur Service Delivery Unit (BSDU) from Pakistan, for instance – winner of the

first Global Innovation Competition – developed a mobile application that allows citizens to monitor teacher attendance. This project, an initiative by the Government of Punjab province in Pakistan, aims to improve service delivery in under-resourced areas with a data-driven performance management system. It builds on the successful use of tested initiatives already taken at the provincial level and will engage citizens in collecting, analysing and disseminating data in order to drive performance and contribute to effective decision-making. With the awarded grant, as well as mentorship from Making All Voices Count, BSDU is extending this inclusive and effective public service monitoring system into health, livestock and agriculture at the district level. The vast majority of the more than thirty projects are in their initial stages, which makes it difficult to assess their effectiveness yet, but in the coming 12 months the programme will be sharing information on the key lessons emerging from the projects.

There are, however, lessons the wider programme has already taught us about how to source the ideas and innovations it wants to support. Making All Voices Count started out with an open call for proposals and a Global Innovation Competition, inviting applications from across its 12 focal countries. While both processes attracted hundreds of submissions, it was clear that using competitions to find what the programme terms the 'unusual suspects' on a global scale was difficult. Most of the applications were from larger NGOs and few came from government itself, which is a key area of the programme's engagement. More thought was needed to ensure the inclusion of less experienced groups (who might be daunted by application forms and development language) as well as people who do not have access to the internet or cannot write in English.

As a response, Making All Voices Count has now adopted a mixed approach for sourcing new project ideas. It has maintained the Global Innovation Competition and competitive pitching events in all 12 countries, but started to work more on brokering relationships between governments, stakeholders and potential grantees in six cases.

As a result of revising its strategy and the organisational structure required to deliver it, Making All Voices



GLOBAL

MAKING ALL VOICES COUNT

A GRAND CHALLENGE FOR DEVELOPMENT



13, 2014

Congratulates

Name ASIM FAYAZ & IMRAN BALOCH

Idea BAHAWALPUR SERVICE DELIVERY UNIT

Winner of the Global Innovation Competition.

GBP 65,000.00

Sixty-five thousand British Pounds Sterling

VOICESCOUNT.OF

Count has not realised some of the ambitious goals set for the programme this year. In adapting its approach to finding new project ideas, granting has not been as quick as anticipated. However, changing the programme approach based on lessons learned through implementation is an investment in reaching Making All Voices Count's overall goals. At Hivos, we regard this as a challenge, but also as a useful learning experience as regards complex programmes, managing a consortium of very different actors and the level of expectation that comes with a multi-million dollar programme.

### **MONITORING ELECTIONS**

Hivos also works on transparency and accountability at the local level, particularly through promoting the role of citizens in the monitoring of elections. Having a greater number of citizens involved in monitoring elections will minimise opportunities for bad and corrupt practices. A good example of this is Indonesia, where partners developed MataMassa, a mobile application that allows users to report, rate and comment on the election process. During the parliamentary and presidential elections the app was downloaded by more than 1,300 users – primarily a tech-savvy group of urban people, students, journalists and other opinion-makers – generating more than 2,100 verified entries which have been formally reported to the official election monitoring authority. Recent formal discussion between the Election Supervisory Body and the developers of MataMassa showed appreciation of MataMassa's contribution towards election monitoring. The monitoring authority's lack of capacity was also

acknowledged by the agency itself, which proposed to strategically engage MataMassa for election monitoring in the future.

### **MALAWI ELECTION INFORMATION CENTRE**

In Malawi, election monitoring had an important role in enabling citizens to keep government on the path to democratisation and promotion of human rights. Hivos co-funded the Malawi Election Information Centre (MEIC). On election day, its crowdsourcing platform enabled citizens to send text messages free of charge, to be verified by 4,000 trained observers. Although reports mainly mentioned minor issues like delays in opening polling stations, some cases of violence in isolated locations were shared with the Election Commission and the police, who were then able to take action. Joint press statements from CSOs and the Election Commission also helped to calm the mood. Social media proved important. MEIC's Twitter account became one of the most trusted sources of information and citizens used its Facebook page to actively share their views and observations before, during and after the elections. Information from SMS Observers was disseminated through daily press conferences and by the 63 journalists invited to join the project. All of these outputs contributed to enhancing the quality of the electoral process, an experience that was visible in Indonesia and Costa Rica as well.

### **OJO AL VOTO, COSTA RICA**

The Ojo al Voto ('eye to the vote') initiative in Costa Rica engaged a younger audience in politics, a group of vot-

ers that turned out to be decisive in the 2014 presidential elections. Through Ojo al Voto, a news platform independent from the mainstream media, young voters could find detailed information about political parties and their positions – presented through storytelling and data visualisations – that allowed them to participate in discussions. The most relevant features were published in the weekly newspaper Semanario Universidad and discussed on the radio show Ojo al Voto 96.7. Within a few months, Ojo al Voto managed to influence the public agenda advocating for political transparency and citizens' right to information. Its success showed that a multi-disciplinary team of investigative journalists, designers and researchers can break the political apathy among young voters if it presents quality journalism in an accessible way and finds its audience where they are: in this case, at universities and online.

Ojo al Voto is currently keeping 'an eye' on the functioning of Parliament and its members' voting behaviour, and provides information on proposed laws. Hivos plans to replicate this experience in the Guatemala elections in 2015. The project is part of the Media & Accountability Programme Latin America (MAILA) that Hivos launched to promote the use of open data for transparency, improve accountability processes and foster civic participation. Last year twelve social change groups throughout Latin America started an iterative design process in which they develop the prototype of an approach to an accountability issue in the first six months, validate the prototype's usability with citizens, government representatives, companies, etc. and then

conduct an evaluation to determine whether the idea should be further developed. For example, a group in Nicaragua is currently producing prototypes of how to visualise information on the controversial construction of a new 'Panama canal' in the country, in order to feed public debate.

### **ZIMVOICES, ZIMBABWE**

Zimbabwe provides an example of where our efforts to create more openness are less successful than expected. Although the output of our work together with partners was on track, it did not produce the intended effects in society at large. Zimbabwe has known a bad climate for freedom of expression for a long time. With the Zimvoices project Hivos sought to give voice to communities and promote a culture of active participation on governance and development processes using ICT. This web-based platform proved popular with citizens seeking to improve transparency and accountability, social service delivery, gender relations and implementation of the constitution. Since its launch in February 2014, the platform has recorded 500,000 hits. Organisations use the data to advocate for increased transparency and accountability. Despite the platform's success, the climate of repression and economic stagnation still obstructs local organisations' efforts to actually take action. These experiences have been taken into account in the development of our strategy in Zimbabwe. Hivos will address the blockades to civil society by supporting organisations and networks while promoting independent media and cultural expression.

# Story

## AN OPTIMISTIC UNDERCURRENT IN CAIRO

Four years after the fall of President Mubarak, the only reminder of the Egyptian revolution is the graffiti in the streets around Tahrir Square. There is a pharaoh with a black eye, and further on the skeleton of a soldier with a rose in his mouth. They are remnants from a more optimistic time, for once again a new dictator has been installed. Same troubles, different day? Not quite. In 2014, today's generation idealists came together on a rooftop overlooking the square. They have much in common with the protesters of 2011, but seem to share more of an affinity with the graffiti artists of that time. So what can the Arab world expect from them?

Cooperation, creativity and optimism were the keywords during the 'Co-working Know-How Camp' on that rooftop in Cairo. The enthusiasm of the vibrant, young participants from the Middle East and North Africa was palpable. Sitting on tables and beanbags, looking over the square, they listened to each other and provided

between young, enthusiastic entrepreneurs in the Middle East and North Africa. The programme focuses primarily on Egypt, Jordan, Tunisia and Lebanon. Although these are relatively stable countries, unemployment there is extremely high. The safest and most aspired career choice is still a post in the civil service. For those with more

games and a campaign against racism. Of course, many 'ordinary' businesses also emerge from this collaboration. They often use the Internet for their work, or build and design websites and web content.

### UNDERCURRENT

The optimism and entrepreneurship of the co-workers on the roof



live Twitter coverage of their exchanges. The atmosphere was open and relaxed, but the ambitions were serious. The participants already earned their stripes in this area; they all manage a co-working space in their homeland – a physical place where entrepreneurs can meet and work together.

### COLLABORATING AND CO-CREATING

The operators of co-working spaces were invited to meet up in Cairo by the Hivos Mideast Creatives programme. Mideast Creatives was set up to stimulate creativity and collaboration

ambition, like entrepreneurs, there are few facilities. Co-working spaces hope to fill the gap.

The spaces invite young entrepreneurs to support each other with creative and practical ideas. This has led to successes, for every business founded and every initiative taken has been the result of such cooperation. Experienced entrepreneurs mentor young people and specialists provide tailor-made advice. Most of them work at the intersection of creativity and technology and they collaborate on websites, campaigns or designs. They have created health apps, educational

and the people who visit their spaces clearly show that not everyone in the Middle East and North Africa is engaged in war and conflict. Life in the region goes on, and the entrepreneurs in this story are doing just that – with courage, creativity and perseverance. They are socially engaged, passionate people swimming against the tide as they shape their own lives. Hivos believes that they are ideally suited to create a new, positive undercurrent which hopefully will contribute to the change that this region has been anticipating for so long.

## 4.2 RIGHTS & CITIZENSHIP

The Hivos Rights & Citizenship (R&C) programme supports people in creating a society in which they can participate freely and fully, regardless of gender, ethnicity, sexual orientation or religious beliefs. However, the space for this activism is often limited, and in 2014 more governments took measures to curb the space available for activism. In India the newly-elected government has increased its grip on civil society by reducing the possibilities for receiving financial support from abroad. In several Latin American countries, as well as in some African countries such as Kenya and Egypt, new NGO legislation has been adopted to enhance the options for the state to control and to intervene.

The work carried out by activist citizens and their representative organisations can be dangerous, yet their perseverance and courage are necessary drivers in the struggle towards fair and free participation in society. This free and full participation in society requires governments to create space for everyone and to allow citizens to be involved in decision-making processes. Social recognition and acceptance of everyone's rights must always be central; for Hivos, this particularly concerns the rights of women, LGBT people, and people living with HIV/AIDS. In particular the position of women and sexual minorities is under pressure in public spaces and they are often the first victims of reduced space for civil society. Fortunately we have seen in recent years that the human rights approach in the struggle against HIV has become stronger. International actors like the Global Fund to Fight AIDS, Tuberculosis and Malaria realise that a purely technical and health care approach will not work. Addressing societal exclusion and behavioural factors is also needed for a successful fight against HIV. This is why Hivos uses its R&C programme to support citizens and representative organisations that strengthen fundamental political rights, represent the rights of poor and marginalised groups, and denounce human rights violations.

### RESULTS AND KEY FIGURES 2014 RIGHTS & CITIZENSHIP

Number of partners: 336

Liabilities: €34,391,000

(27% of total regional liabilities)

People reached: 7.8 million

#### Main partnerships:

Global Fund to Fight AIDS, Tuberculosis and Malaria | Dutch Government (including MFS-2) | Mama Cash | Government of Norway | Ford Foundation | Arcus Foundation

#### Main results 2014

- Through different capacity-building programmes more than 3,000 (often young) women leaders were reached, which is an important push to the women's movement and to public articulation of women's rights;
- The nullification of the anti-gay law in Uganda, which resulted from the work of LGBT and women's organisations in close co-operation with the lawyers from Hivos's partner Human Rights Awareness and Promotion Forum;
- After several years of capacity development support, more than 70 LGBT organisations in Eastern and Southern Africa, Latin America and Indonesia have acquired adequate skills and defined strategies that now enable them to voice their concerns publicly and start claiming their rights;
- The Hivos programme against child marriages in Malawi incited the government to launch a nationwide programme to this effect in 2013, and in February 2015 a new bill was passed in Parliament that raises the marrying age from 15 to 18 and carries a 10-year prison sentence for those who defy the ban;
- In Guatemala and Bolivia more than 7,000 men who have sex with men (MSM) benefitted from facilitated access to services (information, condoms, testing, medicines), which represents more than half of those at risk. In addition, 5,000 female sex workers and 300 transgender people were reached with similar services;
- In the 2014 Iraqi parliamentary elections, 17 new female MPs were elected following an intensive training and coaching programme for 300 candidates designed and implemented by Hivos and partner Al-Amal.

Our approach is reflected in the R&C programme's four main objectives:

1. To enable excluded and marginalised citizens to claim space for participation and full citizenship;
2. To obtain greater recognition and acceptance in society of human rights, good governance and pluralism;
3. To bring about legislation and policy that meet international standards and are implemented in a manner that benefits all citizens and reduces existing inequalities;
4. To promote greater effectiveness of civil society organisations and social movements.

These objectives, aimed at individuals, society at large and government, run through all the programme areas. The first objective refers to the ongoing work of strengthening civil society organisations and other civic initiatives. This is the basis for the activities that civil society is capable of performing regarding a shift of opinions and behaviour throughout society (second objective) and engaging in advocacy aimed at policy processes (third objective). The fourth objective refers to the development of knowledge and co-creation of innovative ideas and concepts that make the work of civil society more effective.

Women's Empowerment and Sexual Diversity and Rights constitute the main focus of the R&C programme's objectives.

### 4.2.1 WOMEN'S RIGHTS & EMPOWERMENT

For decades Hivos has been supporting women all over the world to organise themselves and become a countervailing power in their societies. Building in particular on the successful Beijing Conference (1995) initiated by the UN and the subsequent process for obtaining women's rights, the emphasis for Hivos has often been on its third main objective of advocacy for better legislation. As it turns out, this work has been insufficient in itself to effect change in society. Despite encouraging trends in legislation on gender equality, access to education and women's participation in politics, girls and women are still worse off than boys and men. A very serious implication of women becoming more empowered is the increasing backlash from conserva-

tive sectors of society opposed to women's rights. This underlines the relevance of the second objective: societal acceptance of women's rights. Hivos therefore focuses not just on changing legislation, but also on changing public opinion on gender. We support partners that tackle controversial issues, such as abortion, and fight female genital mutilation. In addition, the economic position of women is addressed in joint efforts with the Women@Work campaign (as described below under the Action for Change programme).

Some examples of the work supported in 2014:

#### LEADERSHIP BUILDING, INDONESIA

In Indonesia, women's participation in politics and the economy is not self-evident. Although the number of female members of parliament is now at 18 per cent, the highest number in the country's history, this share in power does not translate into improving women's position throughout society, especially regarding issues such as sexual intimidation and economic inequality. This highlights the need to continue our work in the area of promoting a stronger role for women in formal politics (main objective 1), but also in strengthening women's role in influencing opinion and behaviour in society. We have concluded that leadership-building provides a key to this joint effort.

For this reason, Hivos supports training women who can be future leaders in local politics and society. We acknowledge that this effort will only bear fruit in the long run. The women's leadership programme in East Lombok, however, is a promising example of this approach. It involves the creation of women's forums at municipalities and credit unions to help women set up small businesses. Through public dialogue, the programme has also helped 700 couples to obtain legal status for their marriages as part of the programme's focus on women's rights in public services. The idea is that women who participate in the programme are also enabled to train other women to form new groups and influence decision-making on regional development plans. In 2014, women in 14 villages started participating in the formulation of Annual Village Work Plans. At the district level, women's groups appealed to local government to be more sensitive in responding to women's issues, to develop a local policy on strengthening women's economic position in East Lombok and to allocate a budget for this.

## WOMEN POWER IN POLITICS, IRAQ

In Iraq, the Women Power in Politics (WPP) programme provided training to more than 800 female election candidates from all provinces and from a wide variety of political parties, all of them newcomers. As a result, many of them appeared more skilled and confident during debates, interviews and presentations of their visions and electoral programmes. Ultimately, 17 of these women gained a seat in the new federal parliament. The programme currently offers training and coaching to some 30 to 40 aspiring female members of parliament, which should lead to more capable, effective and influential female representatives in the future.

In addition, we worked with a variety of Iraqi political parties to raise their awareness of women's political participation, and we trained journalists and other media workers to provide more balanced accounts of women in politics, leading to more than 75 publications and broadcasts.

However, the electoral process and the installation of a government with only two women in the cabinet demonstrates the poor political will to actually support women's political participation. Strong stereotypes about gender roles prevail in Iraqi society. Even progressive parties that claim to believe in gender equality and women's rights put men at the top of party lists because they are considered more likely to win.

This shows how important it is to invest much more in influencing the mindsets of the leadership of political parties, media and voters (of whom 50 per cent are male) than we have done in the WPP programme so far.

The WPP programme is realised in co-operation with the Iraqi Al-Amal Association, three Dutch political parties, the Netherlands Embassy in Iraq, the Iraqi Embassy in The Hague and UN Women. As a follow-up, Hivos will explore the possibilities for more focused and systematic work with political parties to promote political participation of women.

## SYRIAN WOMEN REFUGEES, LEBANON

The ongoing war in Syria has led to staggering numbers of refugees. Having fled their country, many women are confronted with sexual violence and forced early marriages. Together with Syrian and

Lebanese partners, Hivos therefore started a new programme for Syrian women refugees in Lebanon. Support group meetings involving more than 400 women and 40 men allowed taboo issues to be discussed for the first time. Although traumas are deep and taboos on addressing them persist, the sessions had a positive impact on women, who for the first time were given the opportunity to talk about their experiences in a safe environment. This is a prerequisite for addressing the topics at a structural level. As a follow-up, Hivos and partners will scale up the programme by organising trauma counselling and awareness-raising for the wider community.

## WOMEN ON THE FRONTLINE, MENA

Hivos Alliance continued its support for women's rights activists through the Women on the Frontline programme, implemented together with Oxfam Novib and PWC. In 2014, the programme provided intensive support to 22 partners. Even as the political and security situation worsened in 2014 in Libya, Yemen and Iraq, partners were able to use this enhanced capacity to create civil society coalitions or participate in round tables with government officials.

In Iraq, the Women Empowerment Organisation was at the forefront of creating an NGO coalition for promoting women's rights and participation related to conflict and future peacebuilding initiatives in line with UN Security Council Resolution 1325. In Syria, Hivos partners were in the lead of a broad women's platform. The Libyan Women's Peace Platform was invited to participate in the UN-led peace negotiations in Libya with both government factions, as the only female civil society representative.

Several of the Women on the Frontline partners were very active in advocacy efforts. Ikram Ben Saïd, the director of the Tunisian organisation Aswat Nissa, was invited to attend a meeting hosted by the UN Secretary General in Tunis, where she addressed the women's perspective on the current Tunisian transition. The input of our Yemeni partners was shared with Dutch MPs in preparation for a special session in Dutch Parliament on the Yemeni transition, resulting in these issues being addressed by the MPs.

Women active in the societal and political arenas take tremendous personal risks by going public about

women's rights and by claiming public spaces. Many of them are forced to flee their country, to go into hiding and to be on the alert constantly. One of them, Salwa Bugaighis, was brutally murdered in Benghazi, Libya, on 25 June 2014.

## TENÍA QUE SER MUJER, COSTA RICA

In Central America, Hivos launched the campaign 'Tenía que ser mujer' ('It must have been a woman'), taking its name from an expression that is normally used in a negative way. The campaign challenged stereotypes of women by using the expression to refer to positive and unexpected female role models. The campaign coincided with the FIFA U-17 Women's World Cup in Costa Rica in 2014. It revolved around a documentary featuring the first women soccer players in Costa Rica along with members of the current national Costa Rica team, presenting strong, determined and empowered women. Its distribution through internet and social media, along with videos about women carving out a promising future in 'non-traditional' professions, led to lively discussions amongst adolescents, of whom 68,000 took part. Actions also included flash mobs, video contests and a 'technobus' taking the message to rural communities, suburbs and schools. The campaign was mentioned by more than 60 newspapers and radio stations and has now been followed by a new initiative to bring girls closer to technology. Hivos is currently working with women's organisations in Nicaragua and Honduras to find out whether a similar campaign may work in these countries too.

## CONEXIÓN EMANCIPATION FUND, BOLIVIA

With the Conexión Emancipation Fund in Bolivia, Hivos supports initiatives that contribute to a more inclusive society where women and men fully exercise their social, political and economic rights, especially in rural areas. Hivos is lead implementer and manager of the Fund, which is supported by the Royal Netherlands Embassy and the Embassy of Canada. Through its 2014 call for proposals, Conexión financed 22 projects for a total of almost US \$1.9 million. A total of 15,000 women were reached through this work.

The projects range from organising the International Day for Sex Work (2 June) to promoting access to justice for victims of gender-based violence, and from strengthening women's entrepreneurial associations

Every human being  
has the right to live in  
freedom and dignity





You can be who you are,  
whether you are male,  
female, gay, straight, or  
anything in between

through to supporting the political participation of women from indigenous minorities. With "Women recovering the public space", the organisation Ciudadania trained 239 women in 9 municipalities in the Itinerant School of Political Leadership. The project resulted in municipality budgets being allocated to projects on gender equity in 7 of the 9 municipalities concerned, as well as the inclusion of gender in the Departmental Strategy for the Patriotic Agenda 2025.

Almost 2,000 women working in agriculture, small enterprises or co-operatives managed to double their income through training on production, design and marketing. Through advocacy, these organisations secured municipal approval for specific policies on food security, school breakfasts and support for economic activities.

LGBT groups supported through Conexión managed to become more visible and put issues on the public and political agendas, but much more visibility and advocacy is needed to change deeply-rooted homophobic attitudes. This was one of the lessons learned in 2014.

#### **CHILD MARRIAGE, MALAWI**

In Malawi, about 50 per cent of the girls marry before the age of 18. The practice of child marriage takes a heavy toll on women, as the imbalances in power often mean domestic violence and sexual abuse, while girls miss the opportunity of education. Since 2011, Hivos and its partners in Malawi have been fighting this practice by rallying parents, local chiefs, religious leaders and officials to their cause. This work focuses on changing prevailing attitudes and, most of all, behaviour (objective 2), but obtaining recognition of the problem and even support for its solution from the government (objective 3) is an essential element as well.

These efforts resulted in a new bill raising the legal age of marriage from 15 to 18 being passed by parliament in February 2015. What contributed to this success was the multi-actor approach that brought together strength in numbers and actors capable of advocating for passage of the bill. Another important step by the Malawian government was the launch of a national programme for the prevention of child marriage. The government thereby took clear responsi-

bility for addressing this persistent problem and engaged various stakeholders, including religious leaders, to promote the programme. To further underline its commitment, the government also chose 'ending child marriage' as a theme for the coming Day of the African Child.

Hivos and its partners actually registered a reduction in child marriages and teen pregnancies before the ban was passed. In the northern region of Malawi, where Hivos works in partnership with the Foundation for Children's Rights, child marriages and pregnancies declined from five cases to two per term, and cases of dropouts due to teen pregnancy have also declined. More parents are now sending girls to school, so enrolment has increased and some classes now have more girls than boys. Parents have also withdrawn girls from marriages, while girls themselves demonstrated that they understood their rights by challenging their parents and refusing to marry.

The issue of child marriage has also become a topic of discussion on the radio and in newspapers. Internationally, Hivos put the issue of Malawi on the global platform through our participation at the Girl Summit in London. In Malawi itself, regional symposiums served to build momentum at community, regional and national levels to take this issue seriously and to advocate for changes in behaviour, mindsets, attitudes and practice.

#### **4.2.2 SEXUAL RIGHTS AND DIVERSITY**

Hivos was one of the first organisations to campaign for sexual rights, including in combination with general sexual health issues. It has a longstanding practice of enabling sexual minorities to organise themselves (objective 1), including promoting the rights of lesbians, gays, bisexuals and transgender people (LGBTs), as well as men who have sex with men (MSM) who do not consider themselves to be homosexual. This work has often been difficult enough by itself. In many countries, repression and discrimination evolve both from government policies and the prevailing attitudes and behaviour throughout society. We therefore combine this work with advocacy at the global level, such as our support for organising the International Day against

Homophobia in as many countries as possible.

#### **HUMAN RIGHTS AWARENESS AND PROMOTION FORUM, UGANDA**

In 2014, the fight to obtain a better legal environment and change governments' attitudes (objective 3) was central to the activities in the area of sexual rights and diversity. In Uganda, where repression of gay people has reached unprecedented heights in recent years, Hivos supported the Human Rights Awareness and Promotion Forum in their legal challenge to the Anti-Homosexuality Act 2014. In August, the Constitutional Court ruled that Parliament's passing of the Act was illegal because there were insufficient parliamentarians present at the time of voting. The nullification of the Act opens new options for human rights organisations to renew their advocacy work to fight a possible new tabling of the draft bill.

#### **LGBT RIGHTS, INDIA**

Legal battles also dominated our India programme. A significant victory was achieved in the recognition of the rights of transgender people, who number around two million. The country's Supreme Court officially recognised transgender people as a third gender and ordered the government to provide quotas for them in jobs and education, in line with other minorities.

This success was welcomed following a previous major setback to LGBT rights with the recriminalisation of homosexuality. The Indian Penal Code, introduced during the British rule of India, criminalises sexual activities "against the order of nature", arguably including homosexual acts. Although the High Court of Delhi declared the relevant law, Section 377, unconstitutional in 2009 with respect to sex between consenting adults, the Supreme Court of India overturned the judgement in 2013. The overturning of the judgement had repercussions across society, as the 2014 increase in rights violations against sexual minorities cannot be seen in isolation from the legal ruling. However, Hivos's partner Alternative Law Forum's fight to contest Section 377 has contributed to a shift in public opinion. This has become visible in the support for LGBT rights by numerous organisations within the feminist movement, the Dalit movement and groups such as the National Alliance of Peoples Movements.





## HIV/AIDS PREVENTION AND TREATMENT, LATIN AMERICA & ASIA

Hivos helps to put controversial politically- and socially-sensitive issues on the agenda as a way of helping all people to have control over their own bodies, their sexual identity and their relationships. AIDS remains a major threat for many groups across the globe. Hivos continued to combat HIV/AIDS through three large-scale programmes in Latin America and Asia aimed at the groups most at risk: men who have sex with men, transgender people, sex workers, and intravenous drug users. Hivos enables them to defend their rights and fight stigma and discrimination. Our aim is to give people in these high-risk groups better access to health care (education, testing, and treatment) and to strengthen their representative organisations. These organisations advocate for their rights and work to provide them with better living conditions and stronger participation in decision-making. Some partners act as watchdogs on governments' budgeting and actual spending on HIV/AIDS prevention and treatment.

## GLOBAL FUND

Hivos implements three large-scale AIDS programmes financed by the Global Fund to Fight AIDS, Tuberculosis and Malaria in Bolivia, Guatemala and Southeast Asia. The key focus of these programmes is to support the most affected populations, i.e. men who have sex with men (MSM), transgender people and sex workers, particularly through institutional funding and capacity development of their organisations.

In 2014 more than 15,000 members of the key affected populations were given access to services (information, condoms, testing, and medication). In Southeast Asia, the programme exceeded its targets in 2014 by financially supporting 360 community-based organisations in four countries and providing training and knowledge exchange to more than 600 activists and 80 health care workers. In Guatemala, LGBT organisations working in the HIV response are quite mature and have successfully advocated for policy changes, such as a specialised office to defend LGBT rights within the Ombudsman's Office. These are considered important steps, because such systems can protect vulnerable groups. A side effect of key populations becoming empow-

ered and fighting for their rights is that discrimination towards them has increased, due to conservative parties which believe the status quo is being challenged.

The biggest advocacy success of the Global Fund programme in Bolivia was a commitment by the Ministry of Health to substantially increase its budget for antiretrovirals. Nearly 90 per cent of the costs of these anti-AIDS medicines are now covered by the Ministry. Progress was also made regarding the treatment of HIV-positive patients. The Global Fund programme is working towards a 90 per cent adherence to antiretroviral treatment, assisting HIV-positive people with developing the routine of taking the medicine. The adherence figure is now 73 per cent, a significant increase on previous years, thanks to intensive support from the buddy programme that fosters behavioural change among key populations.

#### **HUMAN RIGHTS AND DEMOCRATISATION**

In 2014, Hivos's work in the area of human rights and democratisation was strongly related to building up civil society organisations and supporting individual human rights defenders (objective 1). Yet the struggle against improper legislation and oppressive state policies (objective 3) was and remains important in the Middle East, Central and South America and Southern Africa. In future, these issues will be brought more into line with the main Hivos theme of transparency and accountability (see E&E programme above). This includes work on preventing corruption, fostering public debates and campaigns, and monitoring elections. The example of India makes clear that providing checks and balances on those in power demands a strong civil society, but also that NGOs are vulnerable to political pressure, especially when they receive support, financial or otherwise, from international donors.

In 2014, the Indian general elections had an impact on the work of Hivos's partners as they experienced difficulties in organising meetings, training and other activities during the pre-election period. Despite these challenges, our partner the Association for Democratic Reforms (ADR) was successful in increasing public awareness on the electoral process and bringing about transparency and accountability in Indian politics. It provided data that was quoted in an estimated 1,000 media articles about electoral and political reform. ADR received prestigious awards such as the Times of India

Social Impact Award in Advocacy and Empowerment and the CNN-IBN Indian of the Year award for public service.

After the elections, however, the political shift required new strategies and activities, particularly in the fields of advocacy. Just a month after the general election, the government cracked down on foreign funding for NGOs and ruled that the Central Bank must approve international transfers. This action also had an impact on transfers Hivos made to partners. A few funding transactions were blocked and ultimately released, but only after a months-long process and upon submission of additional information.

In Zimbabwe, Kenya, Bolivia, Honduras, Guatemala, Iraq, Syria and Iran, Hivos provides technical, financial and capacity development support to human rights organisations in monitoring and reporting on human rights violations, working on alternative legislation and policies and striving for democratic reform through advocacy and campaigning.

“MY FATHER ONLY  
GAVE ME ONE PIECE  
OF **SERIOUS ADVICE**  
WHEN I WAS  
GROWING UP. HE SAID,  
“SON, **AVOID** THREE  
THINGS AND YOU WILL  
BE FINE: **FIRE, DEEP  
WATER AND  
THE GOVERNMENT.**”

RAKESH RAJANI  
(TANZANIAN CIVIL SOCIETY ACTIVIST)

# PERUVIAN INDIANS ARM THEMSELVES WITH EVIDENCE

A video of two tapirs has become the symbol of the struggle of a group of Indians against an Argentine oil company. It was made with a night camera, deep in the Peruvian Amazon. Although the image quality leaves much to be desired, it is plain to see and hear that the animals are drinking.

A metallic structure can be discerned at the edge of the water hole; one of the animals is licking at it. It is a leaking oil pipe and the tapirs are drinking highly contaminated water.

The oil company didn't want to believe it, but it's true.

Until the mid-1960s, only missionaries had ventured deep enough in the Amazon forest to encounter the Indians of northern Peru. No one else was interested in this extremely remote area between the rivers Pastaza, Corrientes and Tigre, let alone people with night cameras. The discovery of a large oilfield changed everything. Without the Indians being consulted or involved, their habitat was renamed 'oil concession Block 1AB', after which an oil company moved into the forest, built roads, laid pipelines and began drilling. Soon, the first problems arose.

## DETRIMENTAL HEALTH EFFECTS

Huge amounts of wastewater are produced during the extraction of oil. For every barrel pumped, nine barrels of heavily contaminated residual water are produced. This wastewater contains massive con-

centrations of hydrocarbons and heavy metals like lead, cadmium, mercury and arsenic. If ingested, this wastewater can lead to an alarming number of serious health problems. Cancer is the most prevalent disease, but mental disorders and genetic deformities are not uncommon either. During the first four decades of oil extraction, the residual water was simply discharged into the nearest river.

The indigenous groups that live in northern Peru know exactly how dangerous wastewater from the oil industry is. For decades they have opposed the contamination of their drinking water. It was only after a major protest in 2006 that Pluspetrol, the oil company that operates in Block 1AB, started to inject the residual water into deep strata instead of dumping it. A study in that same year by the Peruvian Ministry of Health revealed just how

extensive the damage was. Medical tests among the Achuar Indians, one of the indigenous groups living in the oil block, showed that 98 per cent had too much cadmium in their blood. Too much lead was found in the blood of two out of three Achuar children.

## POWER PLAY

Although wastewater treatment has improved, the Indians' habitat is still contaminated. Cleaning up 40 years of pollution is an ongoing task. In 2006 it was agreed that Pluspetrol would clean up all the pollution, including that of its predecessor. However, the company has undertaken little since then, and has done everything except fulfil its commitments. According to the Indians, who carry out their own inspections, what Pluspetrol has done is of poor quality. The company is trying to duck its responsibilities in every way possi-

ble. All statements to the detriment of the company are challenged with the assistance of a small army of lawyers.

No other oil company is interested in taking over the operation if this is contingent on the responsibility to clean up old pollution. Pluspetrol knows this and threatens to leave if

examples of contaminated food cited is tapir meat. The Indians have known for years that the animals drink from contaminated sources, but according to Pluspetrol this was impossible: tapirs avoid contaminated water.

Thanks to the night camera video, the company could no longer deny

through Google Maps and how to measure water quality with simple, inexpensive means?

## THE LONG ROAD TO SUCCESS

Armed with the knowledge and experience shared through the CoCooN programme, the Indians of the Amazonian countries are



the Peruvian government insists on sticking to its demands. Peru is powerless in the face of this blackmail.

## TAPIR MEAT

An infamous example of Pluspetrol's sabotage is its questioning of research that highlights the relationship between health problems and oil leaks. One such study recently commissioned by FECONACO, a federation of several indigenous groups in northern Peru, shows that almost 80 percent of the population has now become ill as a result of lead and cadmium in their food and drink. One of the

fact. The recordings were made in 2014, and demonstrate how the fight against companies like Pluspetrol must be conducted in the future – down to the minutest detail and with irrefutable evidence. Over the past three years, Hivos has been involved in CoCooN, a programme in which scientists conducted research alongside 300 indigenous leaders and environmental activists from several Amazonian countries. They investigated the legal possibilities and the most effective form of political advocacy, but also sought solutions to very specific questions: how to monitor oil spills more efficiently

now better able to defend their territory and resources. In 2014, this was accompanied by many setbacks and widespread protests, but also by important successes. For example, the Peruvian Environmental Department based its official complaint report against Pluspetrol on 93 oil spills identified by the indigenous groups. This represents an important victory for the Peruvian Indians. Now that their own monitoring is being taken seriously for the first time, they feel encouraged to use their own knowledge and skills to supply the required evidence.

## 4.3 GREEN ENTREPRENEURSHIP

The consumption of both food and energy is set to rise considerably in the coming decades, which will have a considerable impact on the environment. To date, the intensification and expansion of the required agricultural land has led to a loss of biodiversity and fertile soils and an increase in greenhouse gas emissions. At present 52 per cent of agricultural land is considered moderately or severely degraded, while agriculture accounts for 13 per cent of CO<sub>2</sub> emissions. Rising energy demand has also been a considerable contributor to climate change. Biodiversity loss and climate change, in turn, threaten productivity. Ultimately, economic growth itself has a serious impact on our global environment. For instance, in 2008 the world's 3,000 largest public companies were estimated to be causing US \$2.15 trillion of environmental damage. This affects poor people – particularly women – the most. To prevent irreversible damage to the climate and the environment becoming reality, both food and energy consumption need to be made more sustainable, with equal opportunities for all.

The Green Entrepreneurship (GE) programme promotes the role of enterprising men and women in rural areas in green socioeconomic development. While they themselves often face serious problems, these individuals are key to finding solutions to many of the challenges our world is facing today, such as enhancing food security, slowing down climate change, maintaining biodiversity and creating employment. To unleash their potential, Hivos provides technical and financial support to strengthen local entrepreneurship, enhances the emergence of new market opportunities for sustainable food or renewable energy solutions, and advocates for favourable policies for sustainable food production and renewable energy solutions with governments and market parties. Rural entrepreneurs in developing countries serve local markets, use little energy, and take responsibility for the environment on which they depend. They know the difference between profit and exploitation. Sustainable economic development in rural areas is in good hands.

### RESULTS AND KEY FIGURES 2014 GREEN ENTREPRENEURSHIP

Number of partners: 159

Liabilities: €55,239,000

(43% of total regional liabilities)

People reached: 5.6 million

#### Main partnerships:

Triodos Bank | ECOM | IIED | IUCN NL | Oxfam Novib | Ford Foundation | SNV | IDH | Landscapes for People, Food, Nature | Dutch government (including MFS-2) | EU | ENDEV

#### Main results 2014

- Over 200,000 small-scale producers (both men and women) have gained access to relevant services to improve their agricultural production and/or farm enterprises;
- 25,000 households gained access to renewable energy (biogas, improved stoves), while 240 new SMEs started new RE activities;
- Nearly 3 million people gained access to financial services (HTF, TSTF, ZMWF, ProCIF), of which over 75 per cent were women. Moreover, 3.8 million people gained access to micro-insurance.

Following from this approach, Hivos's objectives are to:

1. Strengthen the economic position of enterprising people;
2. Increase the rural outreach and capacity of business development services
3. Create the right conditions, nationally and internationally, for rural entrepreneurs to take part in a dynamic, green economy;
4. Strengthen the position of small-scale producers who are vulnerable to strongly fluctuating conditions (markets, climate).

As with the Rights & Citizenship programme, capacity development of individuals and their organisations has been a main element of Hivos's work in the economic domain. Providing them with specific inputs and services in rural areas is an important enabling factor for this work, as is advocacy for a shift in investment towards sustainable agriculture and renewable energy. The vulnerability of small-scale producers for market fluctuations and climate change has brought us to invest in development of knowledge and in co-creation processes of innovative solutions in these areas. These four objectives pertain to all the themes that make up the GE programme as described below.

### 4.3.1 FOOD AND AGRICULTURE

In 2050, there will be nine billion mouths to feed. Hivos aims to improve food production in a way that is both environmentally sustainable and socially equitable. To achieve this aim we work with various actors involved in food production, including consumers. For years our strategy has prioritised small-scale agricultural producers as the main actors, as they produce most of the world's food. Our strategy has also sought to strengthen small-scale producers' relations with relevant value chain actors. In 2014 we helped set up more than 1,400 agricultural producer organisations and more than 600 groups of women. More than 200,000 producers (both men and women) have accessed the information, training and business advice provided through our programmes to improve production systems and farm enterprises and to connect them to specific (local, regional and international) markets. Over the years we have learned that these efforts require more direct involvement from major market

actors and should be brought to scale. This also includes the provision of business development services that are geared towards social equity (in particular on gender), environmental sustainability and resilience, next to financial sustainability (objective 2). For this reason, over the past few years Hivos has launched a series of programmes in co-operation with businesses, which were themselves motivated by the need to secure their supply of agricultural produce. Our large-scale programmes for improving agricultural chains in East Africa (coffee), Zimbabwe (various products), Indonesia (palm sugar) and Central America have helped to increase the net income of the rural men and women involved. These programmes aim to enhance the viability of farms, as well as to strengthen their resilience in the face of climate change.

These efforts, involving local farmers' associations and NGOs, along with businesses and global consumers, have paid off. In East Africa in particular, thousands of smallholders have obtained better access to markets and income opportunities through a number of large programmes (such as the Coffee Partnership in Tanzania, 4S@scale and the Horticulture and Food Security Programme in Kenya) which Hivos has set up in collaboration with private sector players. These efforts have led to better mutual organisation, stronger engagement of women and youth, and the training of farmers in techniques that increase overall crop yield and quality, as well as farm and income diversity, in a more sustainable way. Our programmes succeed in bringing together the goals of improved income, sustainable production and improved gender relations.

#### COFFEE PARTNERSHIP, TANZANIA

One of these programmes is the Coffee Partnership in Tanzania. The programme is a multi-actor collaboration by the Tanzania Coffee Board, several Tanzanian ministries, NGOs and producer organisations, coffee traders ECOM and Armajaro, the German Development Bank, NGOs Hanns Neumann Stiftung, Solidaridad and Hivos, with the Bill & Melinda Gates Foundation as co-funder. It contributes to enhancing the income and livelihoods of 85,000 farmers, thereby improving the livelihood of more than 500,000 Tanzanian rural poor. The programme has succeeded in enhancing the quality and volume of



coffee, resulting in doubling the farmers' income. Hivos contributes to the programme by developing a curriculum and training for ECOM and Armajaro staff on societal and environmental issues like gender equality, biogas and preserving ecosystems. The introduction of a gender action learning system in particular has benefitted women, as 10,000 of them are now taking part in decision-making within their household firms.

#### **4S@SCALE IN KENYA, UGANDA AND TANZANIA**

Funded by the Dutch Ministry of Foreign Affairs, Hivos also carries out the Sustainable and Secure Smallholder Systems for Scale (4S@scale), which aims to improve the lives of 90,000 farmers in Kenya, Uganda and Tanzania. The programme builds on Hivos's long-term experience in working with coffee trader ECOM and in biogas development. It aims to enhance the viability of coffee farm enterprises and related farmer support services through the use of an interrelated set of interventions ranging from promoting good agricultural practices including the use of biogas and bioslurry, farm and income diversification, access to credit, greater involvement of women and youth, and overall stronger farm co-operatives. The initial year of the programme has focused on building a strong partnership amongst the various partners: ECOM Ltd, farmer support services SMS and Kawacom, and biogas implementation agencies KENAFF and BSU. Outreach to farmers has been lower than expected (3,000 rather than 12,500), in part because of the county-level decentralisation process which resulted in the active engagement of local counties in the coffee market and led to an unexpected disruption in the relationships between co-operatives and commercial traders. We are currently building on the approach, developed in relationship with ECOM, to explore similar programmes in Indonesia.

#### **HORTICULTURE AND FOOD SECURITY, KENYA**

Food is not only produced in the countryside. When the urban population grows by some 10 per cent a year, horticulture (or 'urban gardening') could provide food closer to the consumers, creating new jobs at the same time. In 2014, the Horticulture and Food Security programme in Kenya allowed more than

1,000 urban farmers to increase their incomes by 40 per cent. As their success is accompanied by a more varied and sustainably managed array of food crops, vulnerability to the effects of climate change is also mitigated. Hivos will continue these activities in a new programme that will run until 2019.

#### **FOOD SECURITY AND SUSTAINABILITY, CUBA**

Hivos is one of the few international organisations that is working on food security and sustainability in Cuba. The present government reforms that seek to increase domestic food production provided a good opportunity for us to highlight the benefits of sustainable agriculture. Supported by the EU and the Swiss development fund SDC, the Hivos programme aims to increase food security in rural communities while safeguarding the ecological balance. In 2014, almost 5,000 local producers adopted sustainable agro-ecological practices (e.g. diversification, crop rotation, bio inputs), which are used as demonstration models for other farmers. Technical service provider units and local government officials also take part in the programme. As a result, farmers in the town of Ciego de Ávila can now get access to one-stop technical and educational services, making it a model for other towns.

#### **FOOD CHANGE LAB**

In addition to our local work with small-scale farmers, Hivos aims to influence the entire cycle of food production and consumption in order to come to sustainable solutions, in line with the fourth GE programme objective. Based on our earlier co-operation with the International Institute for the Environment and Development (IIED) within the knowledge programme on small-scale producers in the global market, we joined forces with the IIED again in 2014. Together we started the Food Change Lab to develop new insights on food consumption, urbanisation and rural transformations. The Lab is expected to help influence global debates on food as well as to build food systems that provide access to safe, nutritious, affordable and sustainable food to low-income and vulnerable groups. In order to challenge mainstream thinking about food and agriculture, Hivos also contributed to the food debate in the Netherlands from the perspective of 'diversity in the field is diversity on your plate' in a series of debates with the Dutch Ministry of Foreign Affairs and Oxfam Novib. In addi-

tion, we organised an international food safari with the agricultural biodiversity community (a group of over 30 key civil society organisations from various continents), provided inputs for policy briefs directed at the government, and participated in the Dutch food and business knowledge platform.

#### **4.3.2 ENERGY POWERED BY PEOPLE**

Access to energy offers people clear opportunities to improve their living conditions and start businesses. Decentralised energy systems that allow consumers to become producers themselves are a driving force for local economic development. This requires a strong sector providing installations and related services to household-level energy production, especially in rural areas, in line with the second GE objective. For households with livestock in Tanzania, Indonesia, Nicaragua and other countries, domestic biogas enables cooking and lighting in a way that diminishes greenhouse gases and reduces their dependence on firewood and expensive fossil fuels. It also replaces the expensive and environmentally-unfriendly fuels which billions of people use to cook and to light their homes. Biogas particularly benefits women, who are often charged with collecting firewood and who have to cook amidst the toxic fumes produced by wood fires and kerosene lamps. The slurry left over from the biogas-producing process is an excellent organic fertiliser that can be used to improve crop yields. Alongside biogas, Hivos also promotes the use of energy-efficient cooking stoves and other sources of renewable energy such as solar and micro-hydro power.

#### **BIOGAS DIGESTERS, EAST AFRICA**

Hivos, in collaboration with SNV, has set up large-scale programmes to stimulate the production and use of biogas digesters. This is done by stimulating the development of a self-sustaining, market-based biogas sector. In East Africa in 2014, 8,900 households – and hence women – received access to clean energy in this way, serving 45,000 people within these households. Our ambitions were higher, however, as we had originally hoped to install 16,000 biogas digesters. Once masons and builders were no longer paid through subsidies, the production of digesters slowed down. This was a side effect of our strategy to leave a

commercially viable biogas construction sector in place once the funding from Hivos ended. However, the government of Ethiopia proved willing to support the biogas programmes.

#### **RENEWABLE ENERGY, CENTRAL AMERICA**

With 300 digesters sold, the Nicaragua biogas programme is up and running, while we explore opportunities for such a programme in Guatemala as well. The programme addresses the lack of access to (modern forms of) energy in Central America, which impedes development in rural areas. Even now, one out of two Central Americans uses firewood to cook. In 2014 an additional 23,000 people obtained improved cooking stoves or electricity from micro-hydro plants, with support from German development organisation GIZ/ENDEV. This fits within the Hivos approach to stimulate the market for renewable energy technologies in Nicaragua, Honduras and Guatemala by also supporting micro-finance institutions to provide finance and enabling market conditions. The approach allowed small-scale entrepreneurs to become involved in the renewable energy sector. In Central America and elsewhere, Hivos and its partners continued to work towards a more favourable environment for renewable forms of energy (GE objective 3; see also the 100% Renewable campaign under the Action for Change programme, below).

In 2014 we again encouraged governments to develop regulatory and policy frameworks that are favourable to an energy shift. This did not always produce the intended effect. The government of Honduras, for example, stimulates the introduction of efficient cooking stoves, but distorts the market by donating them. Customers prefer to wait for the installation of a donated stove, which does not lead to the creation of a sustainable sector that would also generate employment. In addition, the drop in oil prices in 2014 had unfavourable effects, as it caused the Nicaraguan government to stop promoting renewable energy. These cases highlight the importance of strengthening our efforts with local partners to advocate with governments on renewable energy. The challenges surrounding these efforts led us to deploy additional strategies as well, in particular activities to mobilise public support, especially amongst the youth, in promoting a policy shift.





## WDOMESTIC BIOGAS PROGRAMME, INDONESIA

In Indonesia, the application of biogas by cattle, pig and poultry farmers is a good example of greening the economy and creating green entrepreneurship and jobs. By relinquishing their carbon credit rights to Hivos, each farmer also supports the sustainability and growth of the programme through the Gold Standard certified carbon mechanism developed under the Domestic Biogas Programme in Indonesia (BIRU). Since 2009 BIRU has reached over 14,000 households, producing 2,861 biogas digesters in 2014. Over 1,000 well-trained biogas constructors were able to build high-quality digesters. Of the 80 construction partner organisations, 50 are still with the programme (some have become independent biogas service providers, others did not succeed). They employ 800 people, while BIRU also provides work for more than 1,000 manufacturers of stoves, suppliers, transporters and micro-credit suppliers. From our annual Biogas Usage Survey we know that 90 per cent of the women using biogas for cooking appreciate the change. A large majority argue that it saves them time in collecting firewood and cooking; around 70 per cent of the women spend this time to socialise and for recreation.

On average, the farmer investment for the digester earns itself back within three years. In the case of Indonesia, microfinance agents serve 1,089 of the 2,861 new biogas users, and 55 per cent of all biogas users have obtained credit for their digester in 9 provinces. The BIRU programme contains a unique co-operation between Hivos and the dairy buyer Nestle. This involves the majority of the 33,000 dairy producers in East Java province, where Hivos manages the construction services and Nestle promotes biogas to their supplying co-operatives and provides interest-free credit, which is repaid through discounted payments for milk deliveries.

After six years, we have learned that letting the semi-subsidised biogas market grow into a strong and independent commercial biogas sector is a big challenge. While we obtained excellent co-operation and buy-in from the national government, the negative side is a tendency to subsidise regional biogas programmes that threaten the development of a market-based biogas sector. BIRU has to go along



with the government, while also advocating that the farmer pay a larger share. Key to the programme's success is the 'investment incentive' in the form of a discount for the farmer to make the investment more attractive. The digester constructor must invoice Hivos for the discounted amount. This gives Hivos the necessary leverage to affect the constructors' performance (quality standards, honesty, after-sales services, etc.), which makes a huge difference in comparison to the hit-and-run practices of constructors seen in regular government tenders.

### 4.3.3 GREENING FINANCIAL SERVICES

Building a banking sector that finances the real economy and focuses on social and environmental sustainability is more necessary than ever. The crisis of the financial system, combined with ongoing climate change and a looming shortage of natural resources, points to this conclusion. Investing in a real economy to the benefit of all is not only morally justified, it is even profitable, as shown by recent research<sup>1</sup>.

For years, Hivos has been working with microfinance institutions (MFIs) that provide small loans to entrepreneurial people, mainly through the Hivos Triodos Fund (HTF). This approach combines the improvement of people's economic position (GE objective 1) and the creation of a viable sector, including incipient MFIs, that provides them with financial services (objective 2), especially in rural areas and with a focus on women as entrepreneurs. This strategy has largely been successful in that we have reached out to an annual 6 to 8 million people for a number of years. This outreach mainly concerned women. Our ambition to reach out to rural areas has also produced results, albeit less than the 75 per cent of MFI clients expected.

#### HIVOS TRIODOS FUND

For the 2011-2015 period, HTF followed two strategies. First, it aimed at the establishment of an inclusive

financial sector focusing on rural areas and women. In contrast to mainstream microfinance actors, HTF supported young, small, talented, and innovative MFIs providing these services, which are too risky to be fully financed by commercial investors. The second strategy aimed at enlarging access to finance for sustainable agriculture and renewable energy.

The targets of the 'access to financial services' strategy were based on figures from clients of MFIs directly financed by HTF and indirectly financed through wholesalers such as Bellwether and Bank Andara. In 2014 the number of clients fell from 6.5 million to 4.5 million. This was to a large extent due to graduating MFIs, which have become more mature and financially too robust to meet HTF criteria, while smaller, less robust but promising MFIs have entered the picture. Furthermore, HTF withdrew from Bellwether in 2014, and internal problems with Bank Andara hampered the flow of reliable information on its client base. In contrast, the goal to increase the outreach of MFIs amongst women was achieved. Standing at 78 per cent in 2014, it surpassed the target of 75 per cent. Outreach in rural areas proved to be more problematic, however.

Against the target of 75 per cent (albeit for 2015), the proportion of rural clients was at 53 per cent in 2014. One major reason for this result is that the wholesalers mentioned above had a high number and proportion of rural clients, as they had been set up for this purpose. We also saw bigger MFIs, (such as Kenya Women Finance Trust, Genesis and AMRET) with high numbers of rural clients leave the HTF portfolio to obtain finance from Triodos Fair Share Fund and other commercial funds. Although this development proves that the 'graduation model' for successful MFIs is functioning well, its influence on total and rural outreach was greater than anticipated. In contrast, the proportion of HTF-supported MFIs with a portfolio in agriculture is at 64 per cent. In line with this development, the proportion of the total agricultural portfolio of MFIs within the HTF portfolio increased from 14 to

27 per cent in 2014. In relation to the total volume of financial services that reach entrepreneurial people in a development context, the increase in the number of micro-insurances by our partner Leapfrog was a promising development. This type of insurance was made available to 3.8 million clients in 2014. Although micro-insurances were not included in our expected results, we regard this as an important contribution to promoting entrepreneurship.

The above shows us that there are other ways to reach rural entrepreneurs than through building rural MFIs. Often bigger, more mature MFIs are in a better position to finance rural clients than smaller rural MFIs. They operate on a larger scale and also have urban activities, which counterbalance the risk and cost of rural finance. Agricultural lending, however, seems to be more related to smaller MFIs in the case of HTF.

The strategy of enlarging access to finance for sustainable agriculture and renewable energy entails an increase of investments in green industries, sustainable production processes, and products. Against the target of increasing the volume of sustainable agri-

culture and renewable energy in the HTF portfolio from 5 per cent in 2010 to 25 per cent in 2015, the result for 2014 was at 17 per cent. We have learned that financing green sectors is difficult when done from the Netherlands. Another obstacle was the limited availability of green enterprises funds. HTF is currently changing its strategy, as the fund will have the proceeds of the sale of the Mibanco shares (and possibly some other exits) at its disposal for reinvestment. This will allow funding for MFIs that are almost ready to leave HTF. In 2015 HTF will remain focused on financing starting MFIs that focus on rural areas, the agricultural sector, achieving gender equality, and sustainability. At the end of 2014, Hivos and Triodos started to develop a longer term strategy which envisages a fund that invests in scalable SMEs contributing to a sustainable, inclusive and green economy.

#### 'GREEN' ECONOMIC DEVELOPMENT

In view of the maturing of the microfinance sector, Hivos has sought to more explicitly link its activities in the field to promoting 'green' economic development. In line with the third GE objective, this has also meant an increase in our lobbying and advocacy work to stimulate attention to social norms within the

<sup>1</sup> Global Alliance for Banking on Values, Real economy, real returns – The business case for sustainability focused banking, October 2014

Hivos Triodos Fund Amounts x 1,000 Euros	2014 Organisations	Amount	2013 Organisations	Amount
Loans	31	44,610	33	34,174
Participations	10	25,854	11	32,080
Guarantees	-	-	-	-
<b>Total</b>	<b>44</b>	<b>70,464</b>	<b>44</b>	<b>66,254</b>
Africa	10	23,697	11	21,194
Asia	12	20,373	11	13,357
Latin America	16	24,663	19	30,189
Worldwide	2	1,731	2	1,514
<b>Total</b>	<b>40</b>	<b>70,464</b>	<b>43</b>	<b>66,254</b>

sector, as well as the use of microfinance to benefit 'green' economic activities. This has played into the microfinance sector's growing interest in renewable energy, green value chains, and solving their clients' environmental problems as business opportunities. Hivos plays a key role in translating this green interest into practice by developing standards, sharing good practices and assisting organisations in the field with developing new, green financial products (such as those promoting green energy). We did this mainly through the Green Performance Agenda, an important instrument for MFIs to assess the 'greenness' of their organisation and develop a plan to move forward in a more sustainable direction. As a result, a quarter of the 21 MFIs supported by Hivos in 2014 are now on track to becoming greener – because they see business opportunities in doing so.

Hivos also provides support to productive activities through a number of larger funds. In Zimbabwe, more than 11,000 smallholder producers obtained loans.

Some of these enterprises process sustainable produce, for example case bananas. This helps to reactivate the agricultural sector in Zimbabwe, with special attention paid to enterprises led by women (one-third of businesses supported). The Hivos Triodos Fund also shifted its activities towards sustainable agriculture (fair or organic certified), biodiversity, eco-friendly coffee farm renovation, and finance for green value chains. Currently 18 per cent of the HTF portfolio is used to finance sustainable agriculture and renewable energy, and we hope to achieve around 23 per cent in 2015. Hivos and Triodos Bank are also partners in the Triodos Sustainable Trade Fund, which in 2014 reached out to almost 80,000 small-scale farmers. The Hivos-supported SME Impact Fund in Tanzania disbursed loans to 9 small and medium-sized enterprises in agricultural value chains that would otherwise be either too small or too big to fund, reaching out to some 1,100 farmers. The SME Impact Fund has a green policy in place.

“WE HAVE NEGLECTED THE TRUTH THAT **A GOOD FARMER IS A CRAFTSMAN OF THE HIGHEST ORDER, A KIND OF ARTIST.**”

WENDELL BERRY  
(AMERICAN POET, ACTIVIST AND FARMER)

People  
unlimited

# Story

## THE COMEBACK OF AMARANTH AND OTHER VEGETABLES

What was amaranth again? How do you prepare African nightshade? And for how long must you cook cowpeas? Many traditional East African vegetables are not eaten as often as they once were. In the Kenyan capital Nairobi, a group of chefs is trying to change this. They demonstrate all the things you can do with 'forgotten' food. Their cooking demonstrations, in supermarkets or elsewhere, are so successful that farmers are unable to keep up with demand from the city. Not only is this good for the farmers; everyone benefits from this development.

Like many city dwellers across the world, Nairobians complain about the awful traffic jams and about the continuous lack of time they experience. Although the supermarket chefs can do nothing about traffic congestion, they do have good news for the modern city dweller. See how easy it is to make an amaranth dish, which you

This means they put nitrogen – a fertiliser – into the soil, while other plants absorb it from the soil in order to grow. Farmers are keen to cultivate these kinds of nutrient-fixing vegetables to ensure that their fields do not become depleted.

Of course, it is good that forgotten

**VEGETABLE MARKETING**  
Because the forgotten vegetables of East Africa are so good for people and the environment, Hivos works with local organisations in the region to increase their popularity. Farm Concern, the mastermind behind the supermarket chefs in Kenya, is one of those organisations. In addition to work-



can prepare and serve in no time. Moreover, it's tasty, incredibly healthy and one hundred percent Kenyan.

### PERFECTLY ADAPTED

Amaranth, known popularly as tereere, is a plant that has grown in East Africa since time immemorial. It's truly local. Like all other native vegetables, amaranth is perfectly adapted to thrive in East African conditions. Not much is needed for the plant to reach fruition and it is not easily daunted by insects or pests. In fact, some indigenous vegetables even repel insects, and many of them are nitrogen-fixing.

vegetables nourish the soil and grow well, but to consumers their nutritious value and flavour are more important. Fortunately amaranth, nightshade and other forgotten crops tick all the boxes. They come in many flavours and are very healthy. Nightshade, for example, is a source of protein and iron, making it an excellent substitute for meat. In East Africa, where many people's diet is too one-sided, as in most of the world, these vegetables are a good option. Although there are few people actually starving, the majority is still unable to achieve a healthy, balanced diet.

ing together with chefs, Farm Concern is interested in collaborating with farmers, shops, restaurants, media and schools to market the vegetables. So far, the organisation's efforts have been a huge success. Around Nairobi, farmers can no longer keep up with demand; in some supermarkets sales of these vegetables have increased by 600 percent. What amaranth is, how to prepare nightshade and for how long cowpeas should be cooked will soon be common knowledge again if this trend continues.

## 4.4 ACTION FOR CHANGE

Economics, politics and culture have become globally intertwined. In many ways this is a positive thing: it creates employment opportunities, new possibilities for overcoming problems, and ways to learn about how other people manage their living environments. But the current world order is also founded on an unequal distribution of power and wealth; on a system in which our behaviour in the North has harmful consequences for people in other parts of the world. Recent crises have once again demonstrated that changes 'there' cannot be made without action 'here'. Global issues require solutions from citizens around the globe. Many local improvements cannot be sustainably implemented unless citizens, businesses and governments – in the South and the North alike – take co-responsibility and take action.

With the Action for Change (AfC) programme, Hivos wants to contribute to the needed changes in the North in order to improve lives in developing countries – changes by governments and companies, but also within individual households. That is not always a popular message, but it is more urgent than ever.

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### RESULTS AND KEY FIGURES 2014 ACTION FOR CHANGE

Number of partners: 20  
Liabilities: €6,749,000  
(5% of total regional liabilities)

People reached: 5 million

#### Main partnerships:

Dutch Postcode Lottery | Dutch government (including MFS-2) | Floriculture Sustainability Initiative (IDH)

#### Main results 2014

- 10,000 children were withdrawn from work and (re)integrated into formal school in six African countries; 30 new child labour free zones were created worldwide;
  - In Indonesia a new wind feed-in tariff was established ;
  - More than 30 flower companies in Kenya agreed to improve their policies on preventing sexual harassment
- 

Within the AfC programme, Hivos aims to:

1. Strengthen the influence of Southern voices and visions on international development issues;
2. Promote energy-saving, and global access and transition to sustainable energy;
3. Abolish of all forms of child labour and enforce the right to full-time quality education for all children;
4. Enforce of the right to decent work for all women who work in the formal and informal economy.

While the first objective relates to a broad range of activities that also encompass themes from other Hivos programmes, the others refer to the three major Hivos campaigns: 100% Sustainable, Stop Child Labour, and Women@Work. A common thread through these objectives is that Hivos aims to strengthen the lobbying and advocacy capacities of civil society organisations in the countries where it operates. In addition, the three campaigns are simultaneously directed towards governments, businesses and citizens/consumers.

### 4.4.1 CLIMATE AND ENERGY

Achieving the ambitious goal of 100 per cent renewable energy requires a major policy shift by governments and businesses, and translating this policy into investments in green energy. At the same time, Hivos promotes universal access to renewable energy for development purposes. These goals are at the basis of the Sumba Iconic Island programme, which is central to the Hivos energy and climate campaign. Involving a large array of stakeholders, Hivos aims to supply this Indonesian island with 100 per cent renewable energy. This not only makes a huge difference to the lives of its 650 thousand inhabitants, but also sets a major example of the feasibility of the kind of large-scale energy shifts needed to prevent further emissions of greenhouse gases. Over the years, the Sumba initiative has produced significant results. It has improved the lives of the inhabitants, as indicated by the electrification ratio in Sumba, which has gone up from 24 per cent at the start of the programme in 2007 to 37 per cent in 2014. All new investment in power production has been in renewables, particularly hydro-energy, solar home systems and solar irrigation. More than 200 biogas installations provide

gas to farmer families and produce bio-slurry as fertiliser, and in 2014 a second micro-hydro installation operated by a local community started producing electricity. Government policies have shifted as well. In Indonesia itself, this was exemplified by the adoption in 2014 of a new feed-in tariff for selling wind energy to the national network, which encourages investment in this type of renewable energy. In addition, an important advisory commission on energy for President Widodo has taken the Sumba example as one of its preferred scenarios. Internationally, too, governments and businesses have adopted Sumba as an iconic example that should be emanated elsewhere. In addition to the Asian Development Bank and the Norwegian government, Danish and French development agencies have started to engage. A third area where results were obtained is the increase in investments by bodies including local (district) government, the Ministry of Energy, donors such as the Danish development agency DANIDA, and companies such as Sewatama. In 2014 they committed to ground-breaking new investments totalling more than €1 million in areas including wind turbines – a project based on Hivos's wind measurements over the last two years.

The Sumba programme's approach to involving a broad coalition of actors and, over the years, to obtaining their commitment to taking concrete steps has made an important contribution to achieving these results. In addition, the experience and research from Sumba has provided a good evidence base for introducing practical green energy solutions.

#### SE4ALL, UNITED NATIONS

Hivos's role in the Sumba programme has also supported our global advocacy work. These efforts build on the opportunity offered by the United Nations' Sustainable Energy for All (SE4ALL) campaign, which aims to provide every citizen in the world with access to energy by 2030. This helps put the spotlight on global sustainable energy solutions, which Hivos has promoted for many years. In Central America the Hivos-led civil society network on energy advocacy has become an important player. This was evident at the 2014 SE4ALL conference in Chile, where Hivos partners were able to ensure civil society's participation in developing national action plans. In East Africa we started the Energy Change Lab to produce energy



School, the best  
place to work

solutions that lead to job creation, accountability and off-grid energy access. The strong relationships we have built with female parliamentarians in Kenya allowed us to push for more emphasis on gender (clean cooking stoves, energy entrepreneurship by women) in Kenyan energy policies.

On the global level, the new civil society platform ACCESS enabled us to more forcefully promote green and inclusive energy policies. In addition to publishing two joint reports, one on (slow) progress at country level and another on the new Energy SDG, we hosted a global civil society meeting on SE4ALL in Leusden. Hivos also co-organised a hearing in the European Parliament to highlight the relevance of renewable energy for rural farmers, which led to favourable responses on the role of civil society.

#### **EXPEDITION SUMBA**

In the Netherlands, we once again organised the Expedition Sumba competition. In this televised event, participants could win a trip to the island and take part in one of the renewable energy projects. The competition attracted hundreds of candidates, including from Indonesia. The selection of candidates for the expedition was extensively covered in a wide range of media. We reached more than 200,000 people with a documentary highlighting the Sumba project's progress, which also received attention at music festivals and on social media. Crowdfunding for Sumba raised more than €15,000.

#### **ELECTRICITY COMPANIES & RENEWABLE ENERGY**

The report published by a group of NGOs, including Hivos, on the differences in sustainability between electricity companies, was widely covered and debated in the media. This attention led the companies to clarify their position on renewable energy. In our activities to reduce CO2 emissions by Dutch data centres, we have observed that operating companies have become more aware of the need to shift to renewable energy. Nonetheless, several datacentres were unwilling to share information, or continue to buy electricity produced by coal and gas. A plan to link up with Dutch local energy associations proved difficult, since most of them focus on local issues rather than relating to the broader global energy movement.

#### **4.4.2 SCHOOL, THE BEST PLACE TO WORK**

The Stop Child Labour campaign aims to eliminate all forms of child labour. Working on the principle that 'no child should work; every child must be in school', it demands formal, quality full-time education for all children up to the age of fifteen. Towards this long-term objective, Stop Child Labour advocates specific goals such as the creation of Child Labour Free Zones by governments, and businesses taking measures against child labour in production chains. Mobilisation of the public and of local partners' capacities are important means in these respects.

Over the years, the campaign has been successful in mobilising support from the EU, the ILO and the Dutch Ministry of Foreign Affairs. The campaign is funded under the Human Rights Fund of the Dutch Ministry of Foreign Affairs for the period May 2014 – April 2017. In Africa, Asia and Latin America the campaign focuses on expanding and strengthening so-called 'Child Labour Free Zones'. These zones are places, villages, farms or plantations where no child labour exists and all children go to school. Our approach is to address parents, children, employers, teachers, unions and governments, so that they change their attitudes towards child labour and embrace the right of all children to education. In 2014, more than 30 new zones were created, with local communities taking leadership and demanding quality education for their children.

#### **'OUT OF WORK AND INTO SCHOOL'**

In Mali, the new project 'Out of Work and into School' was launched in the presence of Ministers and other officials, as well as representatives of international organisations such as ILO and UNICEF. The project aims at expanding child labour free zones in Zimbabwe, Uganda, Mali, Turkey, India and Nicaragua, including CSR initiatives and companies. In addition, the Omar's Dream project funded by the Dutch Postcode Lottery helps create such zones in Kenya, Ethiopia, Morocco and Ghana, as well as preparing partners in Mali, Senegal and Burkina Faso to follow this example. All participants showed commitment, for example in Zimbabwe where Parliament urged the government to take action on the issue. The area-based approach has proven to be successful, as more than 10,000 children

in six African countries were withdrawn from work and (re)integrated into formal education. These experiences have taught us that the approach also led to a decrease in domestic violence and alcohol abuse. Moreover, the implementation of child labour free zones stimulates community dialogue and economic development through village saving and loan associations.

#### **STOP CHILD LABOUR EXPOSITION**

In the Netherlands, the Stop Child Labour programme reached a wide audience of consumers, policy-makers and companies. The International Day against Child Labour was the ideal occasion to launch an exposition at the Nederlands Openluchtmuseum (Dutch history open-air museum) in Arnhem. This generated media exposure on Jeugdjournaal (a youth news TV programme with 280,000 viewers), on national radio and in newspapers, as well as on many websites. With 500,000 visitors to the museum each year, the exposition is set to reach a large audience in the years to come.

#### **CHILD LABOUR FREE PROCUREMENT TOOLKIT**

With regard to companies' social responsibility, the Toolkit for Child Labour Free Procurement was presented in Parliament to the Minister of Trade and Development Co-operation, who promised to promote the Toolkit amongst government agencies' and municipalities' procurement agencies. Companies also received the toolkit positively, as they appreciated the campaign's work to provide concrete solutions.

Following our earlier shoe campaign and in response to similar issues in the garment sector, footwear sector organisations and companies are taking CSR and sustainability more seriously. Companies such as Van Lier and Euro Shoe are in the process of joining CSR initiatives and will share experiences on sustainable production. In co-operation with the Fair Labor Association we will conduct research on the incidence of child labour in the leather footwear sector in Agra, India. Footwear companies have shown interest in being involved in the research and follow-up plans to improve the situation.

#### **4.4.3 POWER OF THE FAIR TRADE FLOWER**

For women around the world, employment equals a better and more independent life. However, unskilled female labourers in the developing world often have to pay a high price, as they face hazardous working environments, long working hours and sexual harassment. Permanent contracts, equal pay and freedom of association remain far-off dreams for many. With the Power of the Fair Trade Flower campaign, Hivos aims to improve the working lives of women in the East African cut-flower industry. The campaign is part of the broader Women@Work programme, in which we advocate better labour conditions for women in international production chains like coffee, flowers and clothes.

A large percentage of 'typically Dutch' flowers is grown in East Africa. Women make up the majority of workers in the flower sector and are often forced to work under bad labour conditions. They are faced with low pay and job uncertainty, in addition to a high rate of sexual harassment, and health risks due to pesticides. Just as with coffee and cocoa, fair trade certification can make the difference here. The fair trade label sets clear criteria for pay and employment conditions. Companies in Africa that grow fair flowers set an example for others to follow. They treat women and men equally and pay them a fair wage. However, only small amounts of these certified fair trade flowers are available in shops. Involving consumers is an important way to convince traders and retailers to increase the amount of fair flowers on offer.

#### **ALBERT HEIJN**

This was illustrated by the campaign on Mother's Day, when Hivos announced its co-operation with the largest retailer in the Netherlands, Albert Heijn. Trade and Development Minister Ploumen subsequently supported the campaign demands, which received considerable media attention in the largest daily newspaper De Telegraaf, amongst other outlets. Working with Albert Heijn allows us to show the public that it's possible to buy fairly-produced flowers, as well as to set a major example for other retailers and traders to increase the fair supply of flowers. As a result fair flowers are now more visible in supermarkets, which account for 20 per cent of flower sales. The campaign also resulted in the Jumbo supermar-



ket chain approaching Hivos to work on a similar consumer campaign promoting a living wage.

Working with the industry to increase the market share of fair trade flowers is another aspect of the campaign. Hivos is a founding member of the Floriculture Sustainability Initiative (FSI) that promotes sustainable production of flowers. FSI is part of the Sustainable Trade Initiative, which works to make production chains more sustainable. Hivos also organised a round table discussion during the international flower fair IFTEX in Nairobi, where we presented the business case 'Investing in Women, it Pays', as well as evidence for profitable investment in social sustainability on farms. Presentations by Hivos partners contributed to better understanding with businesses, and they are now frequently invited by flower farms to help establish gender-integrated workplace policies. At the Bridge the Gap event, which we organised together with FMO and the Ministry for Foreign Affairs, impact investors committed themselves to funding more female-owned business.

Influencing policy-makers and politicians is mainly geared towards Dutch politicians, but increasingly involves government representatives in East Africa as well. By inviting representatives of the Ministries of Labour, Gender and Agriculture to attend our events, we obtained more attention for effective policies to

improve women's labour rights. Southern partners were very effective in lobbying their governments on the prevention and combat of sexual harassment on flower farms. The outcomes of research in four East African countries were presented at high-level meetings, providing a strong basis for our partners to lobby for better legislation. Hivos also reached out to policy-makers by organising a side event at the United Nations Commission on the Status of Women session in New York, in collaboration with the Ministry of Foreign Affairs.

#### TRUE PRICE

Hivos succeeded in establishing a constructive dialogue with Dutch-owned flower farms in Kenya. This was in spite of their initial negative response at the start of the campaign, because they feared it would be a risk to their businesses. Even though differences remain, Hivos is now accepted as a credible partner because we have brought crucial stakeholders to the table (employers, CSOs, workers, government, etc.) and we base our arguments on sound research by respected organisations such as True Price, which presented fair flowers as an attractive business case. Most likely the substantial media attention in the Netherlands and subsequent involvement of consumers also played a role for the Dutch-owned flower farms.

"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)

Story

# JULIA AND TAMBUZI: A FAIR DEAL

Julia Gichuki has worked for the same company for 15 years and has no intention of leaving. She is happy with her salary and the working conditions, workplace facilities and opportunities for participation. She enjoys going to work every morning. However, not all workers in the Kenyan rose cultivation industry share her enthusiasm. Many women in this sector work for a pittance and under poor conditions. What's different for Julia?

For the Gichuki family the day starts at six, while it is still dusk. Julia and Steven's small wooden house is enveloped in a thick morning fog. In the distance, the tip of Mount Kenya gently rises above the mist. Inside, the Gichuki's get ready. After breakfast the children go to day-care and to school, and Julia and Steven (both 32) check in at the Tambuzi flower farm.

Top quality roses are grown in the greenhouses of Tambuzi. Harvesting takes place at a leisurely pace, for picking out the right ones is a precision job. As an experienced employee, Julia is responsible for a

group of about five pickers. She has been trained how to give first aid in the event of an accident. At lunchtime she has two hours off to care for her youngest child, whom she is still breastfeeding. That is a luxury not many working mothers in Kenya enjoy.

### EXAMPLE

Julia has seen the company grow, not only in size but also in how it operates. The employees are more involved in the day-to-day business and, over the years, all kinds of facilities have been added. At Tambuzi, for example, there is a cafeteria and a health

clinic for employees. Employees also have the opportunity to invest in solar panels or gas ovens at reduced rates. When Julia and Steven's old home burned down a few years ago, the company provided them with building materials at a bargain price so that the couple did not end up living on the street.

The measures taken by the Tambuzi management set a good example in Kenya. Far too many flower farms in this country have little concern for the welfare of their employees. The unskilled labour in the greenhouses is usu-

ally done by women, often under poor working conditions. In this sector, basic labour rights are violated, sexual abuse occurs frequently and exposure to pesticides is a great health risk. Women often earn no more than EUR 1.25 a day, which even in Kenya is far too little to live on.

The third sign bears the famous Fairtrade logo. This quality mark guarantees that employees receive premiums that go towards developing the community. Number four is the Fair Flowers Fair Plants quality mark, which unlike Fairtrade is not about premiums but does show consumers that the flowers come from a reliable and sustaina-

Ultimately, that is what the signs at the entrance are all about. Rose growers who operate in a sustainable and equitable way can help poor people in countries like Kenya to improve their lives. But there can be no growers without buyers. This is why the Hivos "Power of the Fair Trade Flower" campaign will continue to tell the



### SIGNS AT THE ENTRANCE

At the entrance of Tambuzi, just below the nameplate, are six signs placed above each other like trophies. They bear the quality marks the company has earned. Two are from the Kenya Flower Council, established by the flower industry itself. The entry level, Silver, shows that Tambuzi abides by the law. Gold, which has only been awarded to three other flower farms in the country, imposes additional requirements in the area of local community development and the environment. Tambuzi has, for example, constructed a water treatment plant.

ble flower farm. The last two signs at the entrance gate of Tambuzi are the logos of Global Gap (sustainable agriculture) and LEAF (Liking Environment And Farming).

### DRIVING FORCE

Julia and Steven have the means to send their children to a good school. When they are older, they may be able to go to university, just like the children of a number of older colleagues. Julia and Steven both earn around 100 euros net each month. This is a decent salary for unskilled labour in Kenya, and it means they can give their children a better future.

story of Julia and many others. Hivos is a driving force behind new legislation, improvements in the flower industry and raising awareness among florists and consumers. And if you look closely, you will increasingly see the logos on the signs at Tambuzi on the roses bought here.



## 5. DOING THINGS RIGHT

As a professional organisation, Hivos needs constant feedback on its efforts: we want to know whether or not our work is having the desired effect. We also want to learn from practice: what works and what doesn't, and under what circumstances. Evaluation, progress monitoring, results measurement and good management are the most important tools for achieving insight into our progress.

### RESULTS ASSESSMENT

Hivos's approach to results assessment is based on results agreements with each partner organisation. These agreements are set down in the initial contract. Our basic principle is that results assessment must help partner organisations to improve their effectiveness. This means that, whenever possible, it is the partners themselves who determine the indicators and methods of their results assessment (albeit in agreement with Hivos), rather than these being imposed by donors.

Our partners give us annual progress reports based on indicators that fit their own situations. Hivos's programme officers visit the partners and their projects in the interim to discuss the results and, if necessary, the lack thereof. Our partners are committed to social change, and this often takes a long time to emerge. With some efforts, the results only become apparent after ten years. It can be difficult to determine the contribution of individual actors, especially when dealing

with processes that unfold over a long period of time and which have involved many different social actors, some of which are Hivos partner organisations. But even when results assessment is a complex process, we believe that this approach provides a solid foundation for monitoring and evaluating our work. We aim to continuously strengthen this foundation and add to it further by regularly asking external researchers to evaluate the results of projects and partners.

### EVALUATIONS

A large part of Hivos's evaluation budget is used for joint evaluations with other Dutch organisations that receive subsidies under the government's MFS-2 scheme. WOTRO, an independent academic institution, is responsible for the evaluations. They cover four areas: MDGs, Capacity Development, Civil Society strengthening, and Lobby & Advocacy. The baseline reports cover more than 200 case studies of Southern organisations in eight countries, including 30 Hivos partner organisations. In 2014 the various evaluation teams completed the end line measurement and started writing their final reports. These will become available in the spring of 2015.

With the help of AIID, an evaluation of the Omar's Dream programme against child labour was concluded. Hivos decided that the variety of country contexts and approaches applied within this programme warranted a more qualitative evaluation

approach than originally anticipated. The scope of evaluation was also expanded to include the work of MV Foundation in India to stop child labour, in both its past activities in the state of Andra Pradesh (with support from Hivos) and the ongoing project in Bihar (supported by Stichting Kinderpostzegels Nederland (SKN)). Hivos and SKN commissioned this evaluation from the Swedish consultancy Andante. The report is expected by mid-2015.

Two researchers from the University of Leuven carried out an evaluative study of the Kenya Media Programme (KMP) and the Tanzania Media Fund (TMF). The study focused on the media products supported by these programmes and their effects on enhancing government accountability. The objective was to test the assumptions in the programmes' theory of change on the conditions that determine an outcome in terms of enhanced accountability. The study found that "regional focus", "media echo" and "covering wrongdoings" help to trigger accountability responses from powerful actors, whereas media products covering "hot topics" seemed less successful in doing so.

Hivos and SNV jointly commissioned and prepared an evaluation of the Africa Biogas Partnership Programme. ACE Europe will carry out this evaluation, focusing on Tanzania and Burkina Faso. The central focus of the evaluation is the programme's ambition to facilitate

and stimulate the emergence and development of a market-oriented biogas sector in the countries of operation, which is the programme's core ambition. The evaluation will be held in 2015.

Hivos also initiated a study of the results of 10 years of support for LGBT movements and organisations worldwide. This study will mainly be synthesising the findings of existing programme and project evaluations carried out in the course of the past years.

The search for evidence is an integral part of the Making All Voices Count programme implemented by Hivos. Up to 25 per cent of resources are allocated to research initiatives that help build an evidence base and test the hypothesis that improving feedback between citizens and government is essential for better governance, enhanced service delivery and strengthening democracy. This research, implemented by the Institute of Development Studies (IDS) at the University of Sussex in Brighton, UK, will help us to understand which interventions work (or don't work) and will make a considerable contribution to learning in the field.

### **INSPECTIONS AND FINANCIAL ACCOUNTABILITY**

In addition to a detailed report, Hivos asks its partners to provide a thorough financial account which has

been externally audited. Only partners with a one-time, short-term contract or organisations that receive less than €25,000 from Hivos are exempt from this requirement. Partners must detail the financial situation of the entire organisation – not just of Hivos's contribution – in their annual reports. 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 be a reason for audits, but more often it is just 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.

In 2014 several potential fraud cases came to Hivos's attention. In Guatemala the financial manager of one of the partner organisations was able to embezzle funds, as the internal checks and balances were weak at the time. The organisation later discovered that funds were missing and took immediate action, bringing the case to court and improving the internal checks and bal-

ances. Hivos was in agreement with the actions taken, and continued the relationship. A more or less similar case presented itself in South Africa. Here as well the fraud was detected by the organisation itself, which immediately took action. Most of the donors, including Hivos, then decided to continue support. In both cases the damage to the projects supported by Hivos was much less than for other donors – around US \$5,000. In Zimbabwe two organisations were inspected as their financial reports showed inexplicable gaps. The inspections found very weak administrative systems, aggravated by a permanent scarcity of financial resources. The organisations temporarily borrowed money from one project to finance others, anticipating revenues from sales of cultural productions, but were much too optimistic in that regard. The inspection report and subsequent forensic audit concluded that there was no fraud. As one of the organisations is a key player in opening up the space for freedom of expression and public debate in Zimbabwe, Hivos decided to give the organisation a final chance to improve. And finally, in Tanzania, a media organisation was not able to provide sufficient evidence of the activities it was supposed to have implemented with Hivos's support. A forensic audit is being organised. At the time of writing this annual report, the results of the audit were not yet known.

*Imagining all  
the people*



## 6. OUR PARTNERS

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Hivos places great importance on the voices of everyone involved in its work. We work closely with a number of important stakeholders. The principal ones are our partner organisations in the South, the Dutch public, the Dutch government, our other donors such as American foundations and bilateral agencies, the business sector and – last but certainly not least – Hivos's own staff.

Hivos has long-term partnership agreements with various organisations, funders, knowledge institutions and businesses, including the Hivos Alliance for the implementation of the Dutch government co-financing programme (MFS-2) and the European Alliance2015 network.

### AMERICAN FOUNDATIONS

Hivos has worked with the Open Society Foundations (OSF), an initiative of philanthropist George Soros, since 2005. The OSF work to build vibrant and tolerant democracies whose governments are accountable to their citizens. That mission is a perfect fit with Hivos's policies. Begun as a partnership on the arts and culture in Central Asia, the collaboration has been moving into the Transparency and Accountability areas. Both OSF and Hivos are members of the Transparency and Accountability Initiative (T/AI), and OSF are a key architect of the Making All Voices Count (MAVC) programme which is co-implemented by Hivos. The Ford Foundation, with which Hivos has various ongoing collaborations, is also a member. The partnership covers a wide range of fields includ-

ing gay rights, women's rights, financial services and sustainable production. Hivos and the Ford Foundation co-operate in East Africa, Southern Africa, Latin America and India.

The partnership between Hivos and the William and Flora Hewlett Foundation began in 2008. They were actively involved with us in the development and funding of the Twaweza programme in East Africa. Like Hivos, the Foundation increasingly focuses on transparency and accountability issues and places high importance on innovation. The Hewlett Foundation is also a partner in the T/AI.

Hivos has been collaborating with the Omidyar Network since 2010. Like OSF, this philanthropic investment company is a major funder of MAVC. Omidyar is also a partner in two regional Hivos programmes: the Africa Transparency and Technology Initiative (ATTI) in East Africa and the Southeast Asia Technology and Transparency Initiative (SEATTI). We also co-operate in the framework of T/AI and within the Open Government Partnership (OGP).

Hivos works with Arcus, a global foundation for social justice and conservation issues, to promote the rights of sexual minorities.

### DUTCH ORGANISATIONS

Hivos also works with a number of Dutch organisations that share similar values. A good example is our long-standing partnership with Oxfam Novib, which

Your freedom only ends where another person's freedom begins, and of course where the earth imposes her limits

covers various fields. In 2009 we took a major step forward by making arrangements about our respective roles in the South. Since 2010, Hivos and Oxfam Novib have jointly managed the thematic knowledge programme on biodiversity and agriculture.

Hivos works closely with SNV on the biogas programmes in Africa, Indonesia and Nicaragua. SNV gained technical experience from similar programmes in Nepal and elsewhere which has been invaluable in this area.

We are implementing the Caminando Juntos programme together with the National Council of City Links between the Netherlands and Nicaragua (LBSNN). This initiative allows Dutch municipalities to contribute to better education and business development in Nicaragua. The programme will continue until December 2015.

We also continued our involvement with STOP AIDS NOW! (SAN!), an initiative of Aids Fonds, Cordaid, ICCO, Hivos and Oxfam Novib. To develop new and effective strategies, these organisations combine their expertise and put their partners in touch with each other. Hivos is a member of Partos, the group for non-governmental development organisations in the Netherlands. Partos has more than one hundred member organisations. It advocates for the sector and works to improve quality among its members. Hivos is a member of the policy advocacy work group. Along with a number of Partos members that also receive funding from the Dutch government, Hivos has co-founded a platform for joint evaluations.

For the Sumba renewable energy project, graduates of Delft Technical University and Partner for Water developed a mechanism to pump water aided by river streams.

### **HIVOS ALLIANCE**

In 2009, Hivos, IUCN NL, Mama Cash and Free Press Unlimited formed a strategic partnership called Hivos Alliance. Together, these organisations implement programmes under the MFS-2 co-financing system, based on a long-term strategic plan for the 2011-2015 period. The Alliance members work together in a number of thematic areas. Until 2014, Hivos and Free

Press Unlimited co-operated with internet provider XS4ALL in the Internet Protection Lab. This lab provides activists, human rights defenders and journalists in authoritarian and transitional countries with tools and methods for free and safe internet access. Hivos and Mama Cash support women's rights and women's organisations worldwide, albeit from complementary angles. Mama Cash funds relatively young, emerging women's and girls' rights activist groups, while Hivos's partners have a broader scope and are often active in policy advocacy. With IUCN NL, Hivos is involved in the Leaders for Nature India initiative. This programme aims to achieve a more sustainable and socially-relevant corporate sector.

### **ALLIANCE2015**

Hivos is one of the founders of Alliance2015, its principal strategic partnership in Europe. The network takes its name from the UN Millennium Development Goals, which need to be achieved by 2015. It is active in more than 80 countries and has 13 joint offices. The other members are Acted (France), Concern (Ireland), Welthungerhilfe (Germany), Ibis (Denmark), Cesvi (Italy) and People In Need (Czech Republic). The Swiss development organisation Helvetas Swiss Intercooperation joined in 2014.

In 2013 (no data are available as yet for 2014) the combined expenditure totalled €575.1 million, against income of €604.5 million. A large part of the Alliance2015 operations focus on emergency relief and rehabilitation.

## **STAKEHOLDERS**

### **PARTNER ORGANISATIONS AND CIVIL SOCIETY IN THE SOUTH**

Hivos organises regular consultations with partner organisations on every continent. These consultations generally take place as part of the preparation of a new business plan or a long-term strategy. Consultations with partners also occur at conferences on specific themes. Regional offices and local representatives organise regular meetings where partner organisations and other local actors can share their views on Hivos policies in particular operational areas. This helps us to identify new issues and adjust our strategy where necessary. The presence of Hivos

offices in Africa, Asia and Latin America is of crucial importance to this process. Their frequency allows these consultations to be relatively informal.

Following its 2011-2015 business plan, Hivos incorporates input from the South's civil society into its policies more formally, while still leaving room for flexibility. The original idea of forming an advisory council for each separate regional office has been replaced by a setup in which different civil society actors are consulted at various points in the Hivos policy cycle. This will ensure that diverse opinions can be expressed. This is also the reason why the Hivos Supervisory Council includes three members from the regions in which we work.

### **GOVERNMENT AND PARLIAMENT**

As Hivos's largest donor, the Dutch Ministry of Foreign Affairs is naturally an important stakeholder. It is important to keep both Dutch politicians and civil servants informed of our work, and about the practice of development co-operation in general. This particularly relates to Hivos themes that are also priorities for the Dutch government, such as women's rights, human rights defenders, internet freedom and LGBT rights. Through its partners, Hivos shared information with Dutch politicians on developments on the ground in countries where it works. Notable were the continued calls for attention to the large number of political prisoners in Syria and the visits to Parliament and the Ministry with partners from Iran, Iraq and Syria. Hivos consistently informed the Dutch government of the situation in several countries (especially Uganda) based on direct contact with local LGBT movements. During the political negotiations for the 2015 budget, Hivos put forward suggestions on climate finance. In May 2014 Minister Ploumen visited the Hivos office to discuss our programmes and future plans.

We place a great deal of importance on maintaining good relationships with the Dutch embassies in the countries in which we work. The staff of Hivos's regional offices are extremely important here.

### **BUSINESS SECTOR**

In recent years we have collaborated more and more with businesses in a range of areas to achieve impact. The importance of the private sector cannot be overstated, given its presence and budget in developing

countries. Furthermore, companies are increasingly open for partnerships with CSOs or local NGOs. A growing number of companies embed CSR into their corporate strategy and operations.

In 2014 we expanded our collaboration with ECOM in developing a more sustainable and viable coffee sector. Next to our Coffee Partnership Tanzania and long term partnership 4s@scale in East Africa, we started the first phase of 'Green and Social Coffee in Sumatra' (GSCS). This PPP aims at developing scalable sustainable innovations for coffee production in Sumatra.

The programme is funded by Hivos, ECOM and the Sustainable Trade Initiative (IDH). Another partnership that is partly funded by IDH is our PPP with Verstegen Spices & Sauces on the sustainable production of white pepper on the Indonesian island of Bangka. In December we submitted a comprehensive proposal for a PPP in Kenya and Uganda at the Facility for Sustainable Entrepreneurship and Food Security of the Ministry of Foreign Affairs.

With Albert Heijn we started a collaboration to increase the share of "fair" (certified) flowers in Dutch supermarkets. This initiative fits into the broader Hivos approach of involving the business sector in activities to improve the position of women labourers in various product chains. With regard to the cut-flower

industry, Hivos is a member of the Floriculture Sustainability Initiative, a platform which includes major businesses in this domain.

Hivos has worked closely with Triodos Bank since 1994, mostly through the Hivos Triodos Fund (HTF) and the North-South Savings Plan. HTF's capital comes partly from Dutch clients who hold North-South accounts at Triodos Bank. HTF combines knowledge about financial services and development processes, which is used for providing microfinance and other services. The HTF portfolio is around €70 million.

Hivos and Triodos Bank also co-operate in the Triodos Sustainable Trade Fund (TSTF), which provides trade finance to producers' organisations.

Hivos co-operates with the Rabobank Foundation to finance loans to farmers' co-operatives in Indonesia and Kenya to finance farmers' investments in biogas digesters.

Together with PwC, Hivos implements the Women on the Frontline programme. The programme empowers women in the Middle East in their political participation and gives Arab women a voice in international political fora.

## DUTCH PUBLIC AND PRIVATE DONORS

We ran a number of public campaigns in order to inform and engage the Dutch public. Engaging can mean signing a petition, 'liking' us on Facebook or buying sustainable flowers, for example. To communicate with the Dutch public we use different types of media, such as paid and free publicity. Besides traditional media we also make use of live events and online media (own websites & social media like Facebook and Twitter). In 2014 our websites attracted 531,000 unique visitors.

Hivos's digital newsletter reached some 6,500 people.

Hivos accounts on Twitter saw a 70 per cent increase in the number of followers. The regional offices gained more followers through the new international Twitter account @hivosorg which is geared towards international donors, civil society, stakeholders, institutes, opinion and policy-makers. The number of @hivosorg followers went to 1,790 in just under a year and the total number of Twitter followers increased to more than 12,000. In comparison to 2013, Hivos engaged 63 per cent more fans through the timelines of our Facebook pages, which means a total of almost 25,000 fans. Some of the major promotional drives of Hivos on social media included our support for the Ugandan LGBT community, the Hivos Social Innovation Award, the Digital First Aid Kit and the #WithSyria campaign.

Humanist Alliance members (of which Hivos is one)

organise annual networking days for staff and supporters. Wereldbericht ('World Message'), the electronic newsletter of humanist broadcasting company HUMAN, also keeps the Dutch public informed about Hivos's work. Our partnership with the Dutch Postcode Lottery allowed us to share our programmes' impact on daily life in developing countries with a wider audience through national TV shows, etc.

## HIVOS STAFF

Hivos's staff are our social capital, and we deliberately foster a sense of openness and active participation. As such, investing in our people is part of Hivos's policy. To further this aim, all activities relating to internal training (whether for individuals or teams) have been gathered together in the Hivos Academy. In 2014 we revamped the Academy and launched the first e-learning modules, which will be expanded over the coming years.

The new intranet HiVoice was successfully launched in April 2014, and all Hivos staff worldwide were trained. The project met all user requirements, stayed within budget and had a delay of only three months. The biggest challenge for 2015 and beyond is for all Hivos staff to become familiar with HiVoice's many features and use them readily to share information, contact colleagues, improve collaboration and ensure a better integration of the work we do in different parts of the world.

People  
are people



## 7. HOW WE ARE ORGANISED

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What does Hivos's internal structure look like, and how is Hivos managed and supervised? Hivos aims to reflect the importance of transparency and openness in its functioning and organisational setup. This can be seen in our management structure, which features checks and balances and a clear separation between supervision, management and implementation.

Hivos's management is organised according to the Supervisory Council model. In its structure we seek to balance the need for flexibility, which is so characteristic of our field, with proper accounting and effective control systems. To achieve this, the Hivos organisation has incorporated internal and external checks and balances.

### GOVERNANCE AND ADVISORY BODIES

The Supervisory Council supervises the Executive Board, acts as its employer and supervises Hivos's performance as an organisation. 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.

The Executive Director represents Hivos on the Hivos Triodos Fund's Supervisory Council. He also serves on the Board of the Alliance2015.

The Director of Programmes and Projects serves as chair of the Supervisory Board of the Triodos Sustainable Trade Fund. In 2013 he also became a board member of the Stichting Gezamenlijke Evaluaties (Foundation for Joint Evaluations) of NGOs that receive funding through the Dutch government's MFS-2 facility.

A council of individual advisors fulfils an advisory function. This council is made up of committees of experts in various fields related to Hivos's themes. New regulations on the Advisory Council's role were introduced in 2013. The advisors provide regular input on policy formulation for Hivos's main programmes. The heads of bureaus shared this advice with the Board.

### INTERNAL ORGANISATION

In 2014 we made a start on adapting our internal organisation and structure to the new vision of Future Calling and the coming strong reduction in Dutch Government funding from 2016 onwards. A future in which grant management would not be Hivos's primordial role, but one of its instruments or strategies, and in which Hivos wants to focus more on engaging and brokering with development actors and stakeholders to find innovations and solutions for persistent challenges. We adopted social innovation as a leading strategy for that future.



In 2014 the structure for 2015 and onwards was developed, consisting of 4 regional hubs, covering Central & South America (Costa Rica); East Africa (Nairobi); Southern Africa (Harare); Southeast Asia (Jakarta) and a head office (The Hague). The new head office structure will consist of two main programme departments, Open Society and Green Society, in which the programmes in the six thematic areas are grouped. Support departments named Finance, Support and Control, encompassing Finance, IT, Tender Support and Control, plus a Department Strategy, Communication and Information, complement the structure. Looking at the upcoming changes and challenges, HR reports directly to the Executive Board as does the independent Senior Controller.

## REGIONAL PRESENCE

Hivos strongly believes in operating in the close vicinity of its civil society partners, beneficiaries and other stakeholders in the South. In the late 1980s we began to delegate responsibility for many of our programmes in the South to our regional offices. By now most programmes are carried out by local Hivos staff in the various regions. In our vision, offices in the South are the hubs in which partners/potential partners, information flows and ideas for potential programmes come together and models for funding them are developed. However, while Hivos aspires to be driven by strong hubs in the South with local ownership, the stringent funding landscape also requires efficient co-operation within the organisation (such as the use of joint systems and knowledge sharing). We are seeking the optimal balance between regional autonomy and centralised management in which the governance and 'ownership' of regional hubs will be discussed in the coming years.

In 2014 there were regional Hivos offices in Southern Africa, East Africa, Indonesia, South America and Central America. After the closure of our regional office in Bangalore in 2013, a locally-established subsidiary organisation in Mumbai became responsible for the Hivos programme in India. Hivos has increased its presence on the ground in recent years with local offices at the national level. In 2014 such offices were located in Ecuador, Guatemala, Nicaragua, Tanzania, Timor Leste and South Africa. Most of these national offices were set up to carry out and manage large-

scale Hivos programmes, mainly financed by institutional donors. Our liaison officer in Beirut supports the development and implementation of the Hivos West Asia programmes.

## HEAD OFFICE

As in 2013, our Head Office placed particular focus on policy development, quality control, marketing and communications, ICT, policy advocacy and knowledge and learning. The regional offices concentrated on effectively managing the majority of our programmes.

In 2014 much energy was given to the transition of Hivos into a smaller organisation that gradually moves from primarily funding civil society organisations in the South to convening partnerships, ideas and funding models for transformative solutions to social problems. For the Head Office this involved a major reorganisation, which will eventually lead to a one-third reduction in its staff when the MFSII programme ends by December 2015. As regards our collective skills and organisational culture of learning, we have started to move towards more entrepreneurship and creativity. We are continuously improving our project management way of working. In 2014 this improvement meant the start of strengthening and adapting our financial systems, our project administration and our HR policies in order to better serve a multitude of donors and stakeholders. To address these challenges, we have been drawing on the internal and external support of specialised consultants, we have developed training trajectories for different groups of staff (making use of our online Hivos Academy, amongst others) and we are stimulating staff development with learning sessions and creative settings.

Alongside the use of communications technology to maintain coherence, Hivos also accentuates staff development. The Hivos Academy's importance in promoting a common outlook and making collaboration easier has been widely acknowledged in 2014; existing and newly-developed e-learning modules in the Hivos Academy are expected to extend this positive development. Staff sessions on Hivos's 'theory of change' were also continued in 2014. This conceptualisation of Hivos's view of change provided common ground for our work worldwide and played an important role in global team-building.

## BUREAUS AND DEPARTMENTS

Hivos began working in the new organisational set-up in January 2015, but during 2014 no major changes to how we were organised had yet been made. A short summary:

The Executive Board was in charge of Hivos's day-to-day management. It collaborated closely with the management team, which included the four programme directors, the head of the Bureau of Audit and Evaluation, and the regional office directors.

Our programmes were co-ordinated (and implemented together with the regional offices) by four bureaus:

- Sustainable Economic Development;
- Democratisation, Rights, AIDS and Gender;
- Culture, ICT and Media, and;
- External Relations.

The bureau of Audit and Evaluation (TEC) was responsible for internal financial control and the structure of the financial and administrative organisation (including ICT). Quality control, monitoring results and organising evaluations were also among the bureau's tasks.

The Bureau of External Relations (BER) was responsible for external communications and fundraising among the public. It also carried out our advocacy campaigns.

The Office for Donor Relations (ODR) assisted bureaus and regional offices in accessing institutional funds.

The Human Resources department was responsible for all matters involving our staff, with emphasis on the reorganisation process in 2014.

## PERSONNEL AND ORGANISATION

In 2014, Hivos had a total of 339 employees (2013: 338), of whom 141 were based at the Head Office in The Hague (2013: 135) and 185 worked in the regions (2013: 203). Hivos employs 13 expatriates. 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

Every human being is entitled to a truly sustainable world

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.

A Risk Assessment and Evaluation of working conditions, mandatory under Dutch law, was carried out at Head Office in 2013. Hivos did well in areas including organising emergency support, staff freedom to influence the organisation of their work, and positive work environment. Issues to be addressed are the formulation of an up-to-date policy on working conditions and absence as part of HRM; the indoor climate, which needs further improvement, and workload. Because of the large amount of work related to the reorganisation, these issues had to be postponed and are being addressed in 2015.

## 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; the ratio is 53:47 at the Head Office. 37 young staff members (aged under 35) were employed at the Head Office in 2014, compared to 33 in the preceding year.

## 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 2014, absence caused by illness was 3.5 per cent, a significant reduction compared to 4.9 per cent in 2013.

## TRAINING AND EDUCATION

Each year Hivos allocates 2.5 per cent of our staffing costs to the development of staff skills and competencies. This is done within the framework of the Hivos Academy, the main feature of which is an internal education trajectory for programme staff. The Hivos Curriculum is now entering its second phase, and the new setup is in line with the requirements following from the Future Calling trajectory. This includes the development of e-learning modules. Other main features of the Hivos Academy include training and courses for programme teams or individual employees which are aimed at specific skills, such as language courses. New staff follow an introductory programme on Hivos's humanist roots. The introductory programme was made available online in 2014.

## WORKS COUNCIL

Head Office and some of the Regional Offices have Works Councils. In 2014 the HO Works Council met seven times; in seven instances the Council held meetings with Executive Board, and on two occasions it met with the Supervisory Council. The main topic was the reorganisation. In view of the drastic changes and anticipated staff reduction, there was close collaboration and co-operation, with respect for the different positions and roles of the Works Council and EB, respectively. The HO Works Council publishes its own annual report.

## CERTIFICATION AND QUALITY

The quality of the way Hivos operates is examined by three independent institutions each year. Each of these institutions has its own approach and expertise. External auditor PricewaterhouseCoopers (PwC) primarily judges the quality of the financial management and reporting, but it also takes the quality of the administrative structure into account. Hivos's 2014

annual accounts were approved by PwC (see statement in the Annual Accounts chapter).

LRQA reviews Hivos's compliance with the international ISO 9001 norm. The related certificate is granted for a three-year period, with intermediary inspections at Head Office and the Regional Offices. ISO 9001 focuses on the control of process efficiency and effectiveness and the capacity to improve. The current ISO 9001 certificate runs until 31 December 2015. In addition to the ISO 9001 certificate, Hivos also has the Partos 9001 certificate, a sector-specific quality standard defined by Partos, the Dutch association of NGOs working in International Development. The Partos 9001 certificate is also valid until 31 December 2015. The recertification process for both certificates starts in May 2015.

The Dutch Central Bureau on Fundraising (CBF) checks Hivos's compliance with the CBF standard for charities. Apart from expenditure efficiency and – in particular – which percentage of resources mobilised is used for fundraising costs, this certificate relates to management quality and transparency as well as communication quality. The Wijffels Code on good governance of Dutch charities is an integral part of the CBF certificate. The certificate establishes fundraising cost norms. It is granted for three years, with intermittent examination. Hivos's current certificate is valid to 1 May 2017.

## CODE OF CONDUCTS

Hivos has signed Partos's code of conduct and the code of conduct of Alliance2015. Hivos has also signed the international code of conduct of the International Federation of Red Cross and Red Crescent Societies (IFRC).

## 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. The policy document describes the four areas for which we have set goals for ourselves: integrity and embod-

ing the Hivos values, diversity and equality, good employment practices, and environmental stewardship. Where corporate social responsibility refers to our people, we use staff satisfaction surveys to monitor progress. It does not require a survey, though, to know that last year's reorganisation has had a large social and emotional impact. While we put considerable effort in assisting those who had to be laid off on their way to a new future, the Executive Board realises that this change poses a large burden for those concerned. We continue to invest in a positive and inclusive work climate in which our CRS goals can be realised.

Where CSR regards environmental stewardship, we have formulated a number of concrete measures for the following years. For example, we compensate for the carbon footprint of all Hivos offices through our biogas programmes. However, mere compensation is not enough. Our goal is to reduce the total amount of pollution as well. To reduce greenhouse gases, we had set the target of reducing our number of flights by 10 per cent in 2015 compared to 2012. In order to create a baseline for this goal, a detailed inventory of air travel per organisational unit was made. It has become clear that it will be very difficult to meet the target. Due to the growing number of programmes in distant locations and more programmes directly managed by Hivos, CO2 emissions by flights saw a 35 per cent increase. Nevertheless, duty trips are now planned more economically, a video conferencing system has become operational and for duty trips within Europe, travel by rail is strongly recommended. In 2014 a monitoring system was launched that will enable us to get more insight in the reasons for flights, with the aim of defining realistic goals and accompanying measures. A new standard needs to be developed in 2015 that can be flexible and is related to the composition, geographic dispersion and size of our programmes and staff.

Continuing earlier CSR measures, organic and fair trade products are used as much as possible for staff lunches at the offices. We purchase fair and green coffee and tea, and we use paper coffee cups which are reused and then recycled. Waste paper, batteries and printer cartridges are all sent for recycling. Certified paper with an eco-label is used for copying and printing. Offices are cleaned with organically

degradable products. Where possible we have installed water-saving toilets and energy-efficient lighting, including very economical LED lamps, and motion sensors. The Hivos Head Office uses green electricity and gas, and the Regional Office in Zimbabwe is partially run on solar energy. Details on the Key Performance Indicators, the carbon footprint and CSR performance per office, as well as planned actions for 2015, can be found in the Hivos CSR Report 2014 that is available online.

## SECURITY POLICY

Hivos is active in a number of fragile states. Working in these countries means that staff may be confronted with unsafe situations (these can of course occur in other countries too). They need to be prepared for these situations, so Hivos has developed and formulated the 'Safety matters!' security policy. This policy is based on an integral approach to all parts of the security chain: prevention, preparation, mitigation and aftercare. It is dynamic, which enables it to cope with emerging situations and new challenges. Every year a number of staff follow a practical security training in order to be prepared for risky situations in the countries where they work. In 2014 the policy was updated, with a focus on countries where Hivos staff are most likely to face security issues.

**"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)



in supporting specific activities and campaigns, such as the Hivos LGBT rights programme, the Sumba initiative and Stop Child Labour. These contributors are found among humanists and others who place great importance on self-determination, emancipation and sustainability. They may also be groups that organise fundraising activities. In 2014, the total number of individuals who supported us grew by 7 per cent to 8,546. We are pleased to observe a growing involvement of Dutch citizens with our work on LGBT rights.

In other domains as well, the activities of Hivos and its partner organisations continued to appeal to sections of Dutch society. Some of our supporters want to contribute to specific themes; other individuals organise themselves as volunteers. For more than 25 years, Hivos has been able to count on the support of the volunteers of the second-hand bookstore in Barneveld. Thanks to their efforts, Hivos could enable more children to go to school. Stichting Samen Verder from Eindhoven supports various specific projects with their yearly Easter action. Stichting Ontwikkelingssamenwerking De Bilt started enthusiastically in 2014 and raised funds to build extra biodigesters on the island Sumba. The Xandra Fund is one of the private funds of our individual donors. The fund stimulates women's entrepreneurship with a clear green, sustainable profile. Hivos is thankful for this initiative because the empowerment of women has an important focus in our strategy. We are very grateful to all of them for their efforts.

Income from individuals to benefit Hivos projects amounted to €1.6 million in 2014 (2013: €1.2 million). The cost of fundraising activities in the Netherlands was at 15.6 per cent, a substantial decrease compared to the 22.3 per cent in 2013 and well below the 25 per cent norm set by the Dutch Central Bureau on Fundraising (CBF). Hivos has adopted the CBF code of conduct and follows the code in its fundraising efforts aimed at individuals.

Apart from donations, Dutch citizens also make funds available for development efforts in the global South. Triodos Bank's North-South Savings Scheme, which provides credit to microfinance institutions in developing countries, is one such option. The number of savers rose from 9,136 in 2013 to 9,230 in 2014, with the total savings of €106.8 million, against €112.4 mil-

lion in 2013. In all, almost 18,000 people contributed to realising Hivos' objectives in various ways.

### **BENEFITS FROM THIRD PARTY ACTIONS**

Actions by third parties provide an important share of the funding that Hivos receives from private sources. In 2014, this resulted in a total of almost €9.6 million.

### **NATIONAL POSTCODE LOTTERY**

Major Dutch government budget cuts have highlighted the importance of private fundraising organisations such as the Dutch Postcode Lottery. The Postcode Lottery has proven to be a reliable way of raising funds for charities for over 25 years. Last year, thanks to 3.5 million participants, the Postcode Lottery donated 312 million euros to 90 charity organisations aiming at a just and green world. The present government intends to alter its policies on games of chance. We hope that there will still be room for the Postcode Lottery to continue its successful fundraising. Without the support from the lottery, some of our initiatives would remain unrealised.

Hivos has been a beneficiary of the Dutch Postcode Lottery since 2007. In 2014, we received €1,519,100 for the Telephone Tree proposal in addition to €1,350,000.00 in annual funding. Telephone Tree, Shelter Me is a project to help overcome the isolation of Indonesian domestic workers in Arab Gulf countries.

We also appeared in the Dutch Postcode Lottery year calendar (2.4 million people received the calendar) that offers a variety of discounts and coupons to lottery participants. Our contribution this year was discount tickets for the International Film Festival Rotterdam. An article about our 'Free to be me' campaign website was published on the Lottery's Facebook account (155,000 followers). We are very grateful for this donation and wish to thank all participants of the National Postcode Lottery who made this possible.

### **INSTITUTIONAL FUNDS**

In the last few years, Hivos has strengthened its relationships with a number of international private funding organisations. This has resulted in several large-scale programmes that continued through 2014. Important funders-cum-implementing partners are

the William and Flora Hewlett Foundation, the Omidyar Network, the Open Society Foundations, and the Ford Foundation (figures on amounts involved are included in the table 'Fundraising from Private Sources'). We also collaborate extensively with the Global Fund to Fight Aids, Tuberculosis and Malaria. In a number of countries, Hivos acts as Principal Recipient and fund manager of funds from the Global Fund.

In 2014, Hivos managed Global Fund programmes in Bolivia, Guatemala, and four countries in Southeast Asia. The programmes aim to reduce the vulnerability of most-at-risk populations, in particular sexual minorities, and the impact that HIV and AIDS has on them. The regional programme in Southeast Asia is in its second phase, for which the Global Fund allocated an additional amount of more than US \$6 million for a three-year period. The Bolivia programme involves US \$14 million until 2015.

### **GOVERNMENT SUBSIDIES**

Hivos received €53 million in 2014 from its principal funder, the Dutch government, as part of the MFS-2 subsidy arrangement, but for years Hivos has also received funds from other government and public institutions. In 2014, we received a total of €82 million from these sources.

Bilateral agencies accounted for the largest share. In 2014, Hivos received €11.9 million from the Danish government, and SIDA (Sweden) contributed 5.2 million for the Expression and Engagement programme, amongst others (see the section in this Annual Report on the Expression and Engagement programme). Together with the US, UK, Estonian, Latvian and Czech governments, SIDA also contributed to the Digital Defenders Partnership (DDP) to secure the freedom of digital activists in repressive states. The Dutch Ministry of Foreign Affairs is the major funder of the African Biogas Partnership Programme, involving €20 million (for details on the programme, see the section on the overarching Green Entrepreneurship programme).

US\$ 45 million was made available for four years for Making All Voices Count by a donor consortium including USAID, SIDA, the UK government agency for development DFID (lead), and the private fund Omidyar Network.



## 9. HIVOS SUPERVISORY COUNCIL

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### REPORT 2014

The changing landscape of development co-operation is affecting Hivos in many ways. 2014 has been a year of delivering results on existing programmes, building new partnerships and initiatives, phasing out some activities, and researching new opportunities.

The Supervisory Council welcomes the Minister of Foreign Affairs' decision to develop a Strategic Partnership with Hivos. It will mean a much smaller budget than the current co-financing scheme – which was Hivos's main source of funding for many years – but it is a continuation of a productive collaboration and reliable relationship. It is a harsh reality, however, that the budget which the Dutch government wants to invest in critical civil society in the South has suffered such severe cuts. The prospect of a much lower budget has forced Hivos to phase out its office in India and to prepare the merger of two offices in Latin America. At the same time the organisation implements large-scale programmes in the areas of transparency and accountability, and sexual rights, amongst others. These programmes need continuous engagement to be successful. The Supervisory Council is happy to see that Hivos has engaged with different institutional funders and adjusted and improved its organisation and way of working. Finally, the Supervisory Council was pleased to see that Hivos is dynamically exploring new areas such as investment management and its new approach towards 'Green societies'.

Hivos's strategic outlook calls for an organisational structure and governance model that matches the new vision. For the Supervisory Council this has meant increasing its international profile. Three new members with expertise on social change issues in India, Southern Africa and Central America joined the Council in 2013. Unfortunately two of them, Alda Facio and Trevor Ncube, had to resign at the end of 2014; we thank them for their valuable contributions. Action is being taken to organise their replacement. The Supervisory Council has approved the forming of local boards, beginning in Southern Africa. We consider such a change to be a necessary step to strengthen Hivos's roots in the societies the organisation works in.

2014 has also been a challenging year for the organisation as it had to prepare a significant reduction of its staff. The Supervisory Council has been in close contact with the Executive Board and has consulted with the Works Council to make sure this task is managed in a transparent and responsible manner. While the consequences became clear towards the end of the year, we expect to feel their impact for another year as the remaining staff face a high work load and the need to acquire a different organisational culture.

The Supervisory Council is confident that the organisation will grow stronger and more efficient through this period of transition and that Hivos will stay on the forefront of social innovation.

Accession, or reappointment in	Name (terms of membership)	Resignation resp. reappointment in	Functions
2012	Mr J.E.C. de Groot LL.M. chair (1st term) <i>Member, Remuneration Committee</i>	2016	Managing Director & General Counsel, TNT Express N.V.; chair supervisory council, Wetlands International; board member, Hermitage Amsterdam; board member, Salzburg Global Seminar; advisory board member, Staatsbosbeheer; ambassador, Platform Biodiversity Ecosystems & Economy, VNO-NCW/ IUCN.
2013	Ms A. van Gorsel M.A. vice chair (1st term) <i>Chair, Remuneration Committee</i>	2017	Chair, Albeda College; vice chair, board Rotterdam Offensief; board member, Maintenance Education Consortium; chair of board, VKBBO; board member, Skills Nederland
2014	Mr Prof. M. Baud (3rd term)	2018	Director, Centre for Latin American Research and Documentation (CEDLA, Amsterdam); Professor, University of Amsterdam; co-chair, South-South programme for Research on the History of Development (Sephis)
2013	Ms A. Facio (1st term)	2014	International consultant on Women's Human Rights, Costa Rica

Accession, or reappointment in	Name (terms of membership)	Resignation resp. reappointment in	Functions
2011	Mr M. Karman (1st term) <i>Chair, Audit Committee</i>	2015	Public accountant; partner, Dubois & Co. Register-accountants; 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.
2014	Mr A.P. Mesker M.A. (2nd term) <i>Member, Audit Committee</i>	2018	Economist; former senior advisor VNO-NCW – MKB Nederland; Chair, Transport Committee Business Europe.
2013	Mr T. Ncube (1st term)	2014	Executive Chairman Alpha Media Holdings (Zimbabwe); Executive Deputy Chairman of M&G Media Pty. Ltd. (South Africa)
2014	Mr Dr J. van de Ven (2nd term)	2018	Director, Bosal Emission Control Systems; member, Group Council Bosal International; partner, investment association Oraxys S.A.; member, Advisory Council Molecular Sciences, R.U. Nijmegen.
2013	Mr V. Vivekanandan (1st term)	2017	Secretary, Fisheries Management Resource Centre (fishMARC), India





Members of the Supervisory Council are entitled to receive an attendance fee of €237 per half day. The travel and accommodation expenses of the international members are fully reimbursed. The total expenses for the Supervisory Council in 2014 came to €13,417 (of which €8,295 for attendance fees) compared to €28,600 in 2013 – the difference being that some members did not invoice for their fee and/or travel expenses. 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”), we have established that during 2014 none of the individual Council members held primary or additional occupations that have given rise to conflicts of interest with their supervisory role with regard to Hivos.

## SUPERVISORY ROLE

During 2014, the Supervisory Council formally convened six times. The meetings were attended by the Executive Board and occasionally, depending on the topic, by senior managers from the organisation. There were also frequent informal meetings and exchanges among Council members and with members of the Executive Board. The Council met with Hivos’s Head Office Workers Council in April and October.

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 2014, 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, and on the processing and the valuation and

presentation of the HTF participations. The audit committee also consulted the Executive Director and controller about the principles of budgeting for 2015, and the revised accounting system. Last but not least, the audit committee discussed the proposal for the establishment of the Hivos Mideast Creative Fund and Hivos Impact Investment Management B.V. with the Executive Board.

The remuneration committee consists of Anja van Gorsel (chair) and Jan Ernst de Groot. The committee performed the evaluation of the functioning of the Executive Board in its entirety as well as that of its individual members. The committee advised the Council on the remuneration of the Executive Board members. In 2014 the remuneration committee held several meetings with the Board members to discuss Hivos’s dynamic situation and the functioning and effectiveness of the Board members in this context. As input for these meetings, the committee actively sought and used the 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 Works Council included the new strategic direction, the related reorganisation and its consequences for Hivos’s employees.

Following clarification of the findings by the external auditor, the Supervisory Council approved the annual accounts for 2014 and discussed the annual plan for 2015. The Supervisory Council released the members of the Executive Board from liability for their executive duties over 2014.

## SELF-ASSESSMENT

The Supervisory Council has evaluated its own functioning as part of its annual self-assessment. It was found that there are a few points where we can do better. While the contributions and commitment of the international members are highly valued, the Council feels that their added value is sometimes compromised by the time and attention required for addressing the formal duties of the Council in its statutory and fiduciary role. The self-assessment also revealed a desire among Council members to become more involved and informed about Hivos’s

regional programmes and developments. Both findings will be addressed during 2015.

On behalf of the Supervisory Council, I would like to thank the Executive Board and all of Hivos’s other employees for their continued hard work towards Hivos’s objective of a free, fair and sustainable world, in spite of the uncertainties inherent to the current process of strategic change and organisational transformation.

*The Hague, April 2015*  
For the Supervisory Council,  
Jan Ernst de Groot, chair

# ANNEX 1

## GOVERNANCE

This annex provides an overview of the governing bodies of the Hivos Foundation as per 31 December 2014, mentioning the members' professional affiliations and expertise.

### SUPERVISORY COUNCIL

An overview of the Supervisory Council members, their functions within the Council and relevant professional affiliations are provided in Chapter 9 of the Annual Report.

### BOARD, STATUTORY MANAGEMENT

Mr E. Huizing (chair)	Executive Director
Mr B. Witjes	Director Programmes and Projects

### SUPERVISORY COUNCIL HIVOS TRIODOS FUND

Ms E. Aubel-Bezemer	Business Manager Product & Portfolio Management, BNG Bank
Ms N.C.C. van den Berg	(chair) Publicist / columnist
Mr J. de Groot	Executive Director, UTZ Certified
Mr E. Huizing	Executive Director Hivos
Mr M. Karman	Public accountant, Dubois & Co. Registeraccountants
Mr Drs. P. Valks	Member supervisory council, Open Universiteit

### BOARD OF ADVISERS

The Board of Advisers is chaired on the basis of a rotation system.

#### *Sustainable economic development*

Ms Hedwig Siewertsen	Managing Director DOB Equity
Mr Volkert Engelsman	CEO Eosta, Nature & More
Ms Gemma Crijns	Consultant / adviser (human rights, sustainable development); member of various boards and advisory councils

#### *Gender, women and development*

Ms Edith van Walsum	Director ILEIA – Centre for Learning on Sustainable Agriculture
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#### *Human rights and democratisation*

Mr Maurits Berger	Professor of Islam in the Contemporary West, Leiden University
Mr Boris Dittrich	Advocacy Director LGBT program, Human Rights Watch (Berlin)

#### *HIV/AIDS*

Mr Russell Kerkhoven	Formerly Senior Programme Officer IRC, International Centre on Water, Sanitation and Hygiene; Consultant / social entrepreneur Blue Leaf.
Mr Paul Janssen	Consultant HIV/AIDS & international public health management
Ms Anita Hardon	Professor of Health and Social Care, University of Amsterdam

#### *ICT and media*

Ms Valerie Frissen	Principal Scientist, TNO / Professor ICT & Social Change, Erasmus University Rotterdam
Ms Sarah Cummings	Knowledge Ecologist and Editor-in-Chief, Knowledge Management for Development Journal
Mr Erwin Blom	Co-founder media enterprise Fast Moving Targets

#### *Arts and culture*

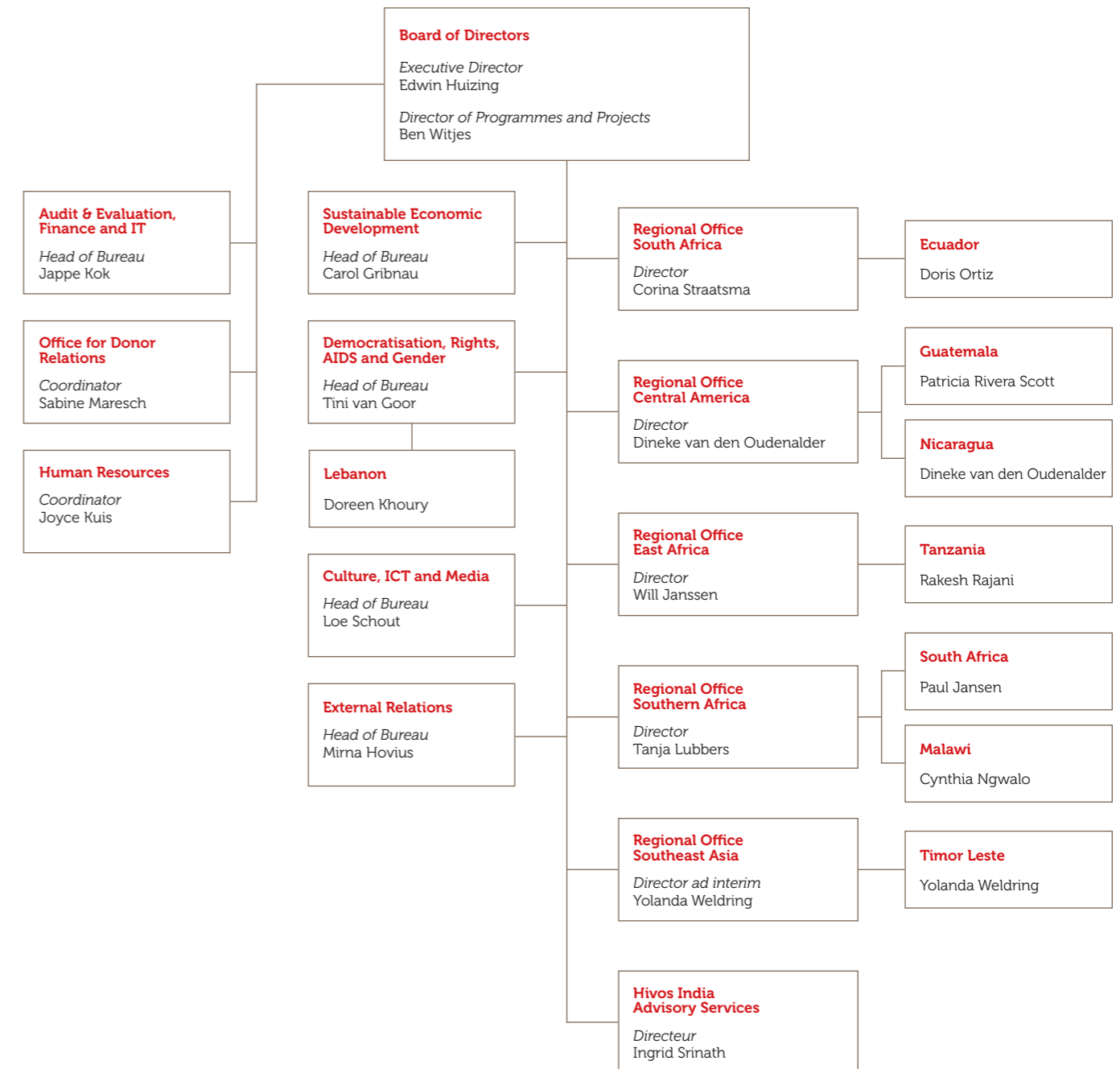
Mr Chris Keulemans	Writer, journalist, artistic director Tolhuistuin (centre for the arts and catering industry, Amsterdam)
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#### *Communication and lobby*

Mr Bart Westra	Board member, Wereldwinkel Abal Amsterdam
Ms Inge de Zaaijer	Senior managing consultant, Berenschot BV
Mr Gé Key	Director/partner, Animal Farm Amsterdam

# ANNEX 2

## ORGANISATIONAL CHART 2014



# ANNEX 3

## EXPENDITURES PER COUNTRY

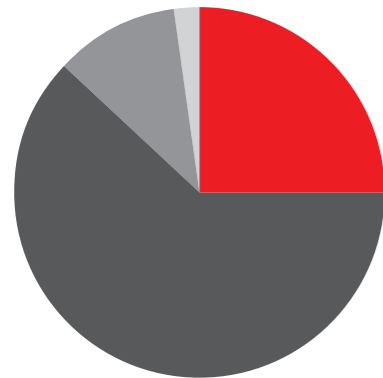
### EXPENDITURES PER COUNTRY 2014 AMOUNTS IN EUROS

Country	Total				
<b>Africa</b>		<b>Asia</b>		<b>Latin America</b>	
Algeria	13,905	Bahrain	112,440	Bolivia	4,175,561
Africa-wide *	1,225,064	Bangladesh	6316	Brazil	250,408
Benin	14,913	Cambodia	619,112	Colombia	205,333
Burkina Faso	661,766	India	2,640,288	Cuba	1,033,810
Cameroon	66,515	Indonesia	6,850,654	Ecuador	742,106
Côte d'Ivoire	19,243	Iran	2,099,640	El Salvador	29,700
Egypt	268,540	Iraq	1,058,776	Guatemala	7,496,040
Ethiopia	596,034	Jordan	12,000	Honduras	719,533
Ghana	194,498	Kyrgyzstan	45,000	Nicaragua	3,590,512
Kenya	9,150,571	Lebanon	345,982	Peru	685,562
Liberia	189,302	Libya	76,090		
Malawi	1,571,640	Malaysia	231,048	Regional South America *	1,112,237
Mali	309,082	Myanmar	41,595		
Mozambique	6,937	Pakistan	50,467	Regional: Central America *	4,275,528
Nigeria	26,397	Philippines	481,603	<b>Total</b>	<b>24,316,331</b>
Regional East Africa *	8,560,034				
		Regional: Asia-Wide *	2,151,168	<b>Worldwide *</b>	<b>14,724,844</b>
Regional Southern Africa *	2,450,349	Regional: MENA	1,888,048	<b>The Netherlands</b>	<b>1,759,242</b>
South Africa	1,044,715	Sri Lanka	2,746		
Tanzania	5,096,050	Syria	1,121,814	<b>HIVOS TOTAL</b>	<b>110,153,298</b>
Tunisia	36,000	Thailand	34,173		
Uganda	1,912,216	Timor Leste	239,428		
Zambia	1,121,159	<b>Total</b>	<b>20,108,387</b>		
Zimbabwe	14,709,644				
<b>Total</b>	<b>49,244,493</b>				

\* Including HTF expenditures

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

Liabilities- 67,333  
Number of partner organisations 325

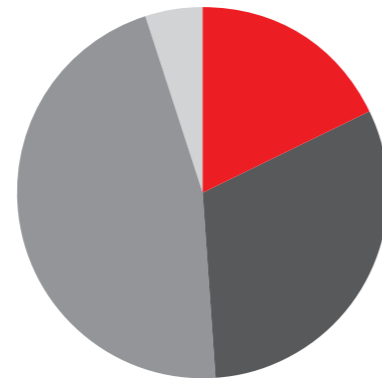


Liabilities Africa by programme

- Expression & Engagement 25%
- Green Entrepreneurship 62%
- Rights & Citizenship 11%
- Action for Change 2%

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

Liabilities- 22,130  
Number of partner organisations 210

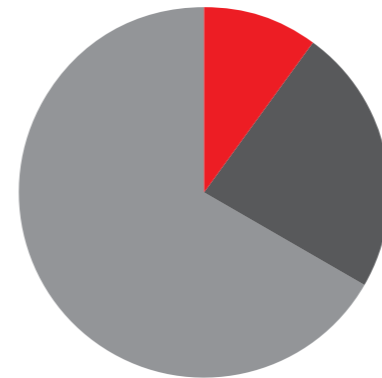


Liabilities Asia by programme

- Expression & Engagement 18%
- Green Entrepreneurship 31%
- Rights & Citizenship 46%
- Action for Change 5%

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

Liabilities- 20,644  
Number of partner organisations 149

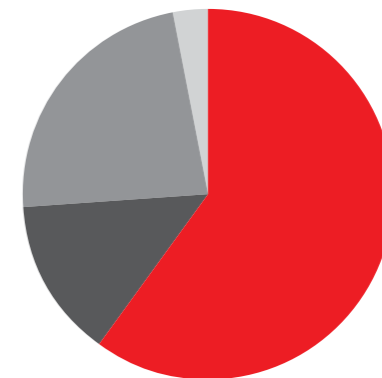


Liabilities Latin America by programme

- Expression & Engagement 10%
- Green Entrepreneurship 23%
- Rights & Citizenship 66%

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

Liabilities- 13,066  
Number of partner organisations 94



Liabilities Worldwide by programme

- Expression & Engagement 60%
- Green Entrepreneurship 14%
- Rights & Citizenship 23%
- Action for Change 3%



*Hivos works on structural solutions*

## Colophon

Hivos Head Office  
Raamweg 16  
2596 HL The Hague  
The Netherlands  
+31 70 376 55 00  
[www.hivos.org](http://www.hivos.org)

Concept & design: Sazza

**Hivos**  
people unlimited