



HIVOS
2017 ANNUAL REPORT



WHERE WE WORK

Focus Countries

- Bolivia
- Brazil
- Burkina Faso
- Colombia
- Costa Rica
- Cuba
- Ecuador
- Egypt
- El Salvador
- Ethiopia
- Ghana
- Guatemala
- Honduras
- Indonesia
- Jordan
- Kenya
- Lebanon
- Malawi
- Mexico
- Nepal
- Nicaragua
- Peru
- Philippines
- Rwanda
- Senegal
- South Africa
- Syria
- Tanzania
- The Netherlands
- Timor-Leste
- Tunisia
- Uganda
- Zambia
- Zimbabwe

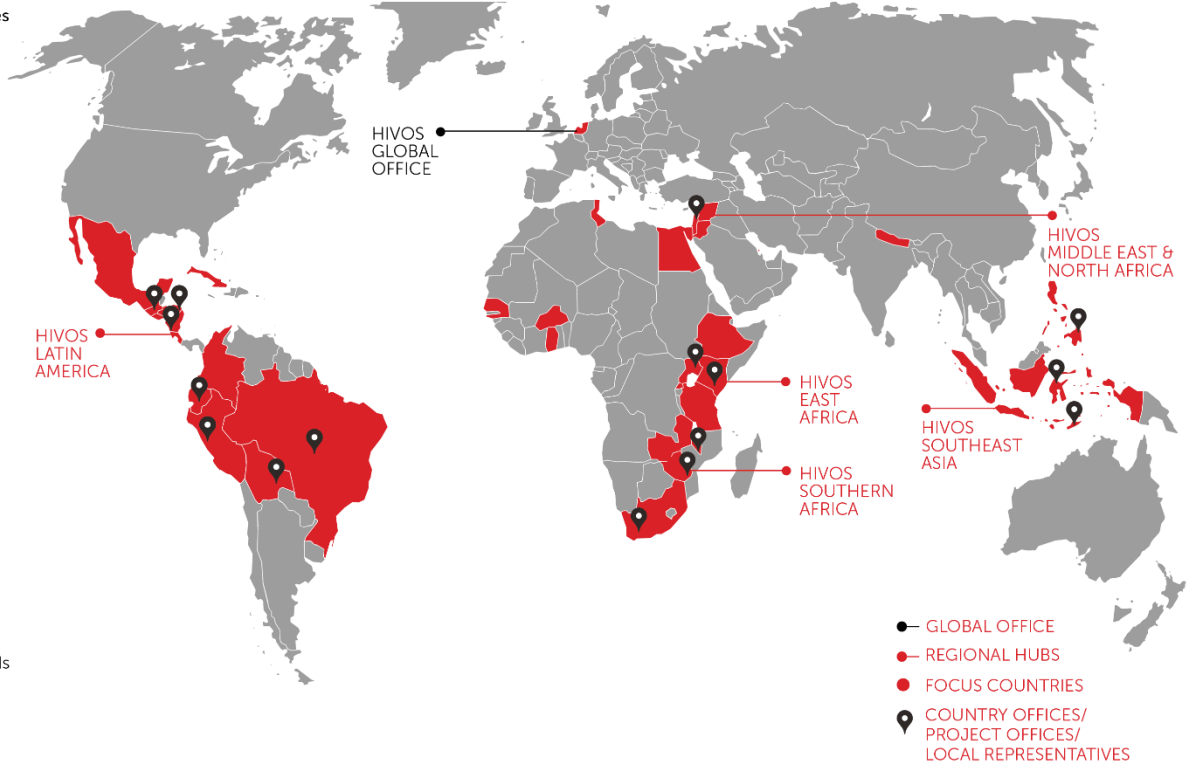


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1. Values, Vision and Mission

Our values

We believe that human life in its many forms is valuable, and that people are filled with potential. Living a life in freedom and dignity, with respect for each other and the planet, leads to greater individual wellbeing and fair, vibrant societies. We value:

- Freedom & Dignity
- Sustainable Use of our Planet's Resources
- Self-determination & Diversity
- Equality & Social Justice
- Responsible Citizenship

Our vision

Hivos believes that every human being has the right to live in freedom and dignity, and that we are all free to be who we are, with respect for our individual gender and sexual identity. Living such a life means feeling free to believe and say what you want, to challenge governments and influence the established order. In exercising that freedom, we also carry the responsibility of not impinging on the freedom of others, and of respecting the natural limitations of the earth.

We believe in

open societies, in which freedom and diversity are valued individually and collectively. Such a society welcomes diversity and offers equal opportunities to all. We also believe in *green societies*, in which the environment and the planet's natural resources are protected and used sustainably to the benefit of every living creature on the planet. Open and green societies are interwoven: together they create a free, fair and sustainable world.

Our mission

Based on a track record of 50 years of partnering with frontrunners in daring, innovative and impactful development programmes, Hivos seeks new and creative solutions to persistent global problems; solutions created by people taking their lives into their own hands.

We offer a positive counterbalancing force against discrimination, inequality, abuse of power and the unsustainable use of our planet's resources. Our mission is to innovate for social change. With smart projects in the right places, we work towards more open and green societies.

Hivos key figures 2017

amounts in 1,000 euros

Figures in accordance with regulations Central Bureau on Fundraising.
Comparative data for 2016 adjusted to reflect change in accounting principles as implemented in 2017.

	<u>2017</u>	<u>2016</u>
Total income	58,289	
124,446		
Income from private individuals	1,622	2,278
Income from companies	679	564
Income from lottery organisations	8,371	
1,350		
Income from government subsidies	34,590	
78,952		
<i>of which MFS-2 grants of Alliance partners</i>		
242		
Income from other non-profit organisations	7,792	
8,480		
Income from investments	2,952	32,250
Other income	772	
1,190		
<i>Exchange risk gain/loss</i>	1,511	-619

Programme liabilities (new liabilities)

Open

Transparency & Accountability	15,771	14,454
Freedom of Expression	2,328	
1,942		
Sexual Rights & Diversity	276	22,523
Women's Empowerment	34	7,279

Green

Renewable Energy	4,090	
7,657		
Sustainable Food	598	
1,146		

MFS-2 programmes of Alliance partners
242

Portfolio (per 31 December)

Outstanding liabilities to partner organisations	30,196	78,477
Number of partner organisations	484	
445		

Organisation

Operational cost	25,827	23,636
of which management and administrative costs	9,268	
6,929		
Results (after appropriation)	(4,378)	
31,279		
Reserves	84,440	88,394

Liabilities

Liabilities by programme

Open

Transparency & Accountability	68%	26%
Freedom of Expression	10%	4%
Sexual Rights & Diversity	1%	41%
Women's Empowerment	0%	13%

Green

Renewable Energy	18%	14%
Sustainable Food	3%	2%

Note: the above numbers refer to new commitments to local partners. A low percentage of commitments for a theme does not mean that no work has been done on that theme in the calendar year – a partner may have been contracted in a previous year or the contract was classified under one main theme, whereas the activities address more than one theme.

Hivos' Carbon Footprint

	2015	2016	2017
Total amount of CO ₂ produced (tonnes)	2,158*	1,990	2,119
Total amount of CO ₂ compensated (tonnes)	100%	100%	100%
CO ₂ per employee (tonnes)	6.40	5.18	5.79

* figure adjusted in 2017 (was 1,929 tonnes of CO₂)

2 Message from the Executive Board

We apologise for the late publication of the 2017 Hivos Annual Report. This is due to the choice for a new approach of accounting for our income and expenditures, coupled with the implementation of a new way of working, in combination with the further decentralisation of the financial management of projects in the regions in 2017. This required adjustments to our financial systems and as a result, the presentation of the 2016 comparative data, which had already been audited and therefore required careful scrutiny. All these changes and their consequences took longer than expected.

Whenever we meet the people and partners who work with Hivos to innovate for social change, we return feeling proud and determined. Proud of their inventiveness and creativity in solving problems – or finding ways to go around them – and in claiming the right to fair and equal treatment. Proud of the way that people take their lives into their own hands if only they're given the chance. We are determined to continue supporting them with all we have and can, by making sure we adapt to a changing world and donor landscape, and to still find the space to keep innovating for social change.

Populism and people power

One of the major changes that influences our work is the rise of populism and polarisation around the world. Political and religious leaders who claim to speak for 'the people' dominate the political and societal scene in many countries. They blame minorities, migrants and dissidents for economic problems and insecurity, play the identity card and seek to impose their norms and values by authoritarian tactics. What's more, they seek to exclude women, youth and LGBTI people from full participation in their own societies and instead fuel the growing polarisation.

Political populism goes hand in hand with the closing down of spaces for population groups that these same politicians should be serving. Critical and independent voices increasingly meet repression, harassment – including online harassment – and violence. In Kenya and Uganda, NGOs and independent media are being attacked. In Indonesia, LGBTI people are being harassed. The level of violence and impunity is still high in Guatemala and Honduras. In Turkey two of our close partners in digital security, Peter Steudtner and Ali Gharavi, were imprisoned for four months charged with affiliation with a terrorist organisation because they gave a digital security training.

So much for the bad news of 2017. The good news can be found at the local level, where resilient women and men seize every opportunity to improve their lives, and refuse to accept the shrinking civic space – such as the Kenyan transgender people

who took their government to court to obtain the right to formally register their organisation, TEA. These people can be found amongst the usual suspects such as brave human rights defenders and experienced women's organisations, but also in more unusual circles such as techies and social entrepreneurs.

There are also hopeful developments at the national and international levels. Long-time authoritarian leader Robert Mugabe was forced to step down from power in Zimbabwe, and right-wing populist parties failed to come to power in France and Germany. Mayors, governors and CEOs took initiatives in American cities, states and companies to implement the Paris Agreement after President Trump's announcement that the US was withdrawing from the climate treaty. These people represent the voices of reason and the advocates of diversity and pluralism, things that we currently need more than ever.

New developments and valuable lessons

Building on our experience of supporting green entrepreneurship and co-working spaces, in 2017 Hivos started to support social entrepreneurs in building their green and open businesses. In June, during our Disrupt!FOOD! event in Harare where we coached twelve social entrepreneurs in sustainable food, a successful collaboration between Hivos Foundation, Hivos Impact Investment and Welthungerhilfe was launched; Welthungerhilfe joined Hivos as an investor in the Hivos Food & Lifestyle Fund. This collaboration was the start of a major Hivos investment in developing a Social Entrepreneurship Support programme from 2018 onwards. The programme not only helps social entrepreneurs realise their business investment objectives, but also aims to stimulate the entrepreneurial culture that we hope will create employment and stimulate development, while it also makes an additional contribution to active citizenship.

Another inspiring and daring development is the new programme All Eyes on the Amazon, which we started in 2017 thanks to €14.8 million of funding from the Dutch Postcode Lottery and an additional €0.5 million from the Swedish Postcode Lottery and the People's Postcode Lottery (UK). Hivos and Greenpeace took the initiative of bringing together a coalition of eleven parties, each of which bring in a number of local partners. In managing such a complex programme, we are able to build on the major lessons learned from taking the lead in another large and impactful programme, which came to an end in 2017: Making All Voices Count (MAVC). In its first year MAVC seemed almost too complex for Hivos to manage, but we kept on improving the consortium, engagement with donors as well as questioning implementation strategies and operations. All, because we realised how impactful the programme could be. We made radical changes both to the team and to our strategy, operating much closer to potential projects and beneficiaries; this definitely contributed to MAVC's impressive results after 4.5 years.

MAVC taught us not to underestimate the importance of aligning our systems, processes, skills and structure with our ambitions. This lesson is strongly interlinked with our internal change processes of the past few years, which result from what probably was the most impactful transformation in our almost 50 years of existence: from a re-granting organisation to an organisation stimulating social innovation. As a consequence, we do not merely seek funding to finance the activities of our partners; we also seek funding for our staff to design and implement programmes, find and encourage frontrunners, organise 'coalitions of the willing', and advocate for the environment in which innovating for social change can thrive.

Improved control framework

Innovating for social change implies experimenting, prototyping and collaborating with unusual players who do not always meet the usual accountability standards or fit into a regular control framework. Hivos is constantly seeking to achieve the best balance between compliance and control measures on the one hand, and trust-based relationships on the other. We are not afraid to make mistakes – and we make them – but we are committed to learning from them and improving on them. Yet we also know that without courage there can be no innovation, and without failure there can be no success.

In 2017, after some critical audits and incidents of irregularities and fraud, we improved our control framework considerably; we have introduced stricter rules for partners who receive grants, but also clear requirements for our own financial management. All projects and programmes must cover their costs, and the responsibility for this lies with the programme manager and the unit manager. They have a central role in budgeting, quarterly reporting and forecasting. A milestone in 2017 was the development of Hivos' own Result Framework by our international team of Design, Monitoring, Evaluation and Learning officers, enabling us to provide coherent evidence of our added value in each thematic area.

In 2017 Hivos was confronted with a case of sexual harassment at Ushahidi, a long-term Hivos partner and member of the MAVC consortium. Eventually, the Board of Ushahidi fired the perpetrator, who was the Ushahidi CEO. This led to renewed attention within the East Africa Hub for harassment and Hivos's integrity policies and mechanisms. At the end of the year, after a discussion in Nairobi with Hivos ED, MAVC staff and the Ushahidi interim CEO, we concluded that we need to explicitly state our stance on harassment and its consequences in all our contracts, and terms and conditions.

Staff development

As every organisation knows, internal change trajectories come with setbacks and disappointments. In our case, we struggle with the implementation of changes in our project administration system, and we need to improve the internal discipline that is needed for it to succeed. We encourage our staff to think out of the box, but we do demand the discipline that is needed for us to deliver on our goals. To increase the support for and understanding of these internal changes, and to facilitate the functioning of our global organisation, we decided to invest more in internal communications. One way we did this was by appointing an internal communications officer based at our Southern Africa Hub. Another area in which we definitely want to improve in 2018 is our human resources policies and processes, followed by a sound staff development and talent management programme in 2019; after all, our dedicated and experienced staff is our most important asset. In 2018, the HR team was renewed and the goals achieved. Finally, an important staff development in 2018 was that Sanne Nolst Trenité, Director of Operations decided to leave Hivos. And a new COO will start in January 2019 on 1-1-2019

Up-to-date strategic plan

At the beginning of 2018, following a mid-term review, the revised Strategic Plan 2016-2020 was approved by the Hivos Supervisory Council (SC). Frontrunners remain at the heart of our strategy, but we have sharpened our goals to ensure that they stay fit for purpose in the coming years. Hivos will continue to identify and foster innovative solutions to make inclusion, equality, fair use of power, and sustainable use of our planet's resources a reality. However, we need to collaborate much closer – or even merge – with other international NGOs and civil society organisations if we want to reach impact at scale, realise our ambitions and effectively respond to shrinking civic space, forced migration, and climate change. To this end, we are also considering becoming more active on the European continent, the place where decisions are made and policies that have a significant impact on the lives and futures of people all over the globe are developed.

We consider ourselves fortunate to have our strategic financial partners, all of whom share our aim to innovate for social change, and who encourage our ways of working with frontrunners and coalitions of the willing to develop new solutions to structural problems. We wholeheartedly thank them for their trust and co-operation. We also thank our dedicated staff, our partner organisations and our other stakeholders, ranging from government allies to private sector parties. Together we work towards a free, fair and sustainable world.

Due to the late publication of the Annual Accounts and subsequently the 2017 Annual Report, we are at the moment, able to indicate that the Annual Plan and 2018 Budget are on track for successful implementation. Together with staff

representatives, Hivos EB will also continue to pursue serious discussions about strategic partnering and building a new global organisation that will focus on the narratives of the future and bring into practice southern ownership for sustainability. We expect to present a feasibility study on this to the organisation and the Supervisory Council in early 2019.

Edwin Huizing, Executive Director

3 The Hivos Way

Frontrunners are at the heart of Hivos' strategy; progressive critical citizens and their organisations, enlightened governments and innovative businesses. People who operate at the frontline of developments due to their great ideas, new solutions, high impact collaborations and a lot of guts. We catalyse their innovative, persistent attempts to realise social change. We support them in bringing to scale their most promising solutions. We link the parties that can, and want to, be part of these solutions. We help to create an enabling – political – environment in which these solutions stand a chance and can actually flourish. We innovate for social change.

Innovating for social change in practice

In 2017, Hivos introduced the innovative idea of open-source seed systems in East Africa, engaging multiple stakeholders to restore food diversity in the field and on people's plates. We organised Disrupt! events to support small and medium-scale entrepreneurs that can make a difference in their food sectors, and brought together multiple and diverse stakeholders in our Change Labs to mutually explore solutions to complex problems. In Southern Africa, KP REACH managed to break down the silos of LGBTI networks and started to change the common narrative on LGBTI, supported by the renowned communication specialists of M&C Saatchi.

With 'All Eyes on the Amazon', Hivos and Greenpeace connected a wide range of environmental, human rights and indigenous organisations to fight deforestation in the Amazon rainforest in an innovative way, combining state-of-the-art technology and the age-old knowledge of indigenous peoples. And in Voice, which we manage together with Oxfam Novib, we successfully reach out to the most marginalised people. We do this by constantly listening to their voices and adapting our ways of working, for example they can apply for grants using audio or video, and we developed animated videos in local and sign languages to introduce the grant facility.

Our three-step approach

1. **We support frontrunners and develop ideas.** We engage game-changing pioneers and frontrunners that inspire others. We have a keen eye for these innovators and offer them a platform, connecting them to different networks; among other things, we provide start-up funding and training.
2. **We connect multiple stakeholders and co-create solutions.** We organise multi-actor platforms, 'coalitions of the willing' that are able to transform ideas



into solutions and help them grow and spread. We finance programmes, ensure good monitoring and evaluations, and incorporate lessons learned into future programming.

3. **We influence policies and scale solutions.** We bring solutions to scale by influencing policies at all levels of government and by triggering media interest in alternative solutions to persistent problems. We also scale out successful solutions to other countries and regions.

In 2017 we revised our strategic plan 2016-2020, following a mid-term review that assessed Hivos' legitimacy in the light of external trends and drivers. In addition, we reviewed the feasibility of the goals that we had set ourselves for 2020. The conclusion was that our frontrunner strategy was still fit for purpose, but we needed to sharpen our goals. Amongst other changes, Hivos decided to merge two thematic areas which were already closely interlinked – transparency & accountability and freedom of expression – from 2018 onwards. Another observation related to our aim of innovating for social change is that doing so demands continuous linking and learning by Hivos' staff, and that Hivos can improve on creating an environment that is conducive to the staff embracing innovation.

Accelerating innovative ideas

Hivos has a long history of social innovation and support for innovative initiatives; innovation is part of our DNA. So when the MFS funding ended in 2016, establishing our own Innovation Fund was a logical step. The Innovation Fund is open to creative projects that could help to solve persistent problems. One year later we added the Idea Accelerator, which aims to enable fruitful ideas from our own staff to flourish at an even earlier stage.

Hivos staff fit the organisation very well; they are creative, they like thinking out of the box, and are attracted to the disruptive and unusual. So why not use our employees' 'extra' competence in a new Innovation Fund? The objective of this fund is to create a thriving competition amongst Hivos colleagues to come up with

winning plans. Being selected means that you receive funding for one or two years to test your potential solution, based on which Hivos is able to develop a full programme that can be funded by external donors.

Mini-grids and women's eyes

Since its inception in 2016, the fund has supported 22 initiatives totalling almost €2 million. In 2017 the Innovation Fund enabled, amongst other projects, the development of solar powered mini-grids in remote Tanzanian villages, using blockchain technology to enable people to pay for the energy generated by their neighbours' solar panels. Another project is Colourful Workplaces, which engages Kenyan and international decision-makers and companies in promoting diversity and inclusion in the workplace. Furthermore, the Innovation Fund supports citizen-driven cities, in which Hivos connects with frontrunner City Makers to find bottom-up, inclusive and concrete solutions to big-city problems. One example is the question posed in the pilot 'La Paz, city with women's eyes': how can a transforming and growing city meet the needs of women?

Creative potential

Many Hivos employees come up with great ideas at the office, while travelling, or relaxing at home; ideas that are never fully developed due to time constraints and pressing priorities. But their 'not-yet-worked-out' plans on how to improve internal processes or make life easier for people in the countries in which we work, deserve better. To take full advantage of the creative potential of Hivos' staff, we developed the Idea Accelerator, funded from our Innovation Fund.

In the Idea Accelerator, Hivos staff can pitch and tweak their ideas, test them and grow them into fundable projects. A dedicated team supports staff with personal mentoring and coaching, access to external specialists and finance, and the opportunity to prototype their ideas. To keep the Accelerator easily accessible, the only conditions attached to sending an idea is that it must be serious and shareable – be it a rough sketch, a detailed drawing, a video or a written document. In its first year of existence, the Idea Accelerator received 25 ideas in two rounds. Based on five simple criteria such as originality, urgency and potential beneficiaries, a light committee awarded funding of €20,000-40,000 to four (first round) and eight (second round) ideas. This budget enables the submitter to do things such as develop activities, hire experts, buy staff time or conduct research.

Designers shake up seed systems

Two examples illustrate the added value of our Idea Accelerator. In the first round, one of the winning ideas was 'Arrive on time': provide transport to hospital for pregnant women living in remote areas. After brainstorming with the support team, a pilot started in Limpopo, South Africa, testing a cloud-based helpline, a social

enterprise business model and safe, reliable and cost-efficient transport. 'Design an(d) open-source seed system' was a winner in the second round, exploring how design thinking can accelerate innovation in building open-source seed systems. This unusual combination appears to be a great match: the young, creative designers are preparing to effectively shake up the rather conservative thinking of the seed sector, opening it to new approaches to and solutions for the tremendous challenges the sector faces all over the world.

One unintended and positive result of the Idea Accelerator is that some of the ideas that we help to flourish go on to be copied, adapted and financed by other programmes and projects. This illustrates the power of the Idea Accelerator: like dropping a stone into a pond, supporting a good idea can create a far-reaching impact.

Despite these initiatives, we still have to improve the number and quality of proposals. Additionally, as organisational change can be tedious and a long-term process, even at Hivos, we need to look into how we transform from designing and implementing innovative activities towards actually becoming an innovative organisation.

4. Our work

Hivos strongly believes in the power of people to take their lives into their own hands, once they are given the chance. 'People Unlimited' actually says it all: we believe in the frontrunners we partner with and in their ability to find new and creative solutions to persistent global problems. These partners include the food entrepreneurs we coach in our Disrupt!FOOD! events, for instance, or Helem, the first LGBTI organisation in Lebanon.

We believe in the willingness and ability of different stakeholders (read: people) to jointly explore innovative ways to break seemingly vicious circles. Inspiring examples can be found in the wide range of parties we bring together in our Food and Energy Change Labs, and the eleven organisations we connect in our Central American human rights initiative Nexos.

Together we challenge powerholders and counter discrimination, inequality, abuse of power, and the unsustainable use of our planet's resources. Hivos advocates at all levels to bring about the enabling environment for the people, organisations and networks that work towards a free, fair and sustainable society. In our Women Empowered for Leadership programme we support women in challenging patriarchal norms and structures in media, trade unions, political parties, and tribal leadership. And in the international funding arena, we convince development banks and governments to redirect financial flows, in order to live up to their promise of energy access for all.

Hivos has a keen eye for innovative developments, and tweaks and twists them until they are ready to work for social change. Think of the concept of open-source software which we designed into open-source seed systems, countering the seed patents of agri-multinationals such as Monsanto and bringing seeds back into the hands of farmers. Or the 178 projects through which MAVC delivered evidence on the effective – and less effective – uses of tech to enhance democracy.

While innovating for social change, we increasingly cross the 'borders' of our green and open domains and our thematic areas. Our Open Contracting programme is benefitting our HIV/AIDS work in, for example, Latin America by using open data to eliminate barriers to quality and affordable antiretrovirals. And in Hivos/ENERGIA's Women's Economic Empowerment programme we kill two birds with one stone by supporting female entrepreneurs who realise renewable energy solutions in remote areas.

Donor: Dutch Ministry of Foreign Affairs

Change Labs enhance inclusive social innovation

Fort Portal is a small town in Uganda, slated to grow from 50,000 to 500,000 inhabitants by 2040. Yet the food system of the city and the surrounding Kabarole district is unprepared for such rapid growth. In a Food Change Lab organised by Hivos, IIED and convening partner Kabarole Research and Resource Centre, small farmers, urban food dwellers, street vendors, city planners and municipal authorities jointly explore the related problems and come up with innovative solutions. Now, after more than two years of co-creating positive change, the city is well on its way to adapting the food system and Lab members successfully advocate for national policy changes to support these interventions.

Hivos' lab history

Hivos' history with social innovation labs goes back a long way, to the many creative spaces, tech hubs and cultural centres we have supported all over the world. In our labs, we combine this experience with our rich history in working with frontrunners and multi-stakeholder platforms. In 2015 Hivos and IIED launched three Food Change Labs and an Energy Change Lab, followed by a Living Wage Lab which was set up with Fairfood in 2016. The latter brings together Netherlands-based stakeholders in the agri-food sector, to explore ways to realise decent wages in their supply chains.

Citizens in the driving seat

In essence, a Hivos Change Lab is a social innovation process. It offers a safe and inclusive space where a rich variety of stakeholders mutually explore a complex problem, and jointly prototype solutions. Problems such as lack of access to food and energy affect citizen's daily lives, but these citizens are rarely given a seat at the decision-making table – our Labs tackle this by putting citizens in the driving seat and connecting them to decision-makers.

Hivos' long track record of dealing with change processes pays off in the way we are able to bridge sectors, discourses and target groups in our current Labs. Bringing together both the usual and unusual suspects ignites new change and inspires people in an unprecedented way. In Fort Portal this resulted in local authorities and informal street food vendors burying the hatchet and moving to collaboration. Starting in 2017, the municipality began to provide safe and hygienic spaces for selling food, while the newly-formed street vendors association has committed to selling safe and nutritious food to low-income consumers.

Inclusive lobbying

In Hivos labs, participants think *and* do; they process relevant research, discuss options and angles, and join each other on food learning journeys or energy safaris. Through this intense process of immersion and co-creation, the solutions they come up with enjoy broad support. Most Hivos labs result in both concrete interventions and advocacy messages. In Zambia, for instance, the Food Change Lab has focused its attention on national food policies, as these support the problematic practice of maize mono-cropping. Putting 'the food system in one room', from young farmers to national authorities, resulted in Zambia's Minister of Agriculture publicly supporting the need for diversification with her historic phrase: "I don't want to be the Minister of Maize."

This so-called 'inclusive lobbying' is an integral part of the Hivos Change Lab approach. Most lab-developed solutions cannot do without the legislative and regulative support of the authorities. For this reason, we invite decision-makers into our Lab process from early on. The Energy Change Lab invited a representative of the Tanzanian regulator to visit community-owned mini-grids in Bangladesh. The Lab is developing a bottom-up people's grid in Tanzania that connects solar home systems in a remote village, enabling citizens to generate extra income by selling their surplus energy. This idea is being hampered by government regulations, so mutually exploring possibilities with the regulator involves inviting them to get involved at an early stage in the innovation cycle.

Food for innovation and advocacy

Experimenting with the lab approach has also served Hivos' own innovation and exploration ambitions. The Energy Change Lab is exploring decentralised energy in urban and peri-urban areas and accountability mechanisms in energy, which has informed our broader strategic plan. The Food Change Labs assess a consumption perspective to our food programmes and move Hivos into the city's food system. In addition, the labs provide a wealth of new knowledge, insights and networks which feed into and strengthen the lobby and advocacy work of our major food, energy and Women@Work campaigns. Our next challenge is to accelerate change and bring the Labs to scale, change their outcomes into impact, and make our lab approach available to others.

Transparency & Accountability

Governments and their institutions should support citizens in taking control and shaping their society, but in most countries this is merely a paper reality. Poor people in particular suffer from a lack of basic services, corruption, and poor access to information. This creates a dangerous vicious circle of governments losing credibility and citizens losing trust; governments, businesses and civil society therefore have a mutual interest in closing this gap. Transparency and accountability are key to restoring citizens' trust and creating a truly open society.

International initiatives: OGP and MAVC

Closing the gap between governments and their citizens has been – and continues to be – a major goal for international initiatives such as the Open Government Partnership (OGP). Hivos hosts the civil society engagement team of this multi-stakeholder initiative, which aims to make governments more open, accountable, and responsive to citizens. Another large Hivos-led programme aimed at supporting effective and accountable governance came to an end in 2017: Making All Voices Count (MAVC).

Designed in an era of great tech optimism, MAVC provided a reality check for the assumption that new technologies can enhance citizens' agency and governments' responsiveness. After four-and-a-half years we concluded that although tech is not a 'one size fits all' solution, MAVC definitely ended on a high. The 178 projects implemented across twelve countries delivered a great number of innovations and positively impacted the communication between citizens and governments. There was Amandla.mobi for instance, an information platform that allows ordinary people in South Africa – and marginalised black women in particular – to monitor government performance. Or the Accountability Lab, through which MAVC enabled Pakistani youth to bridge the gap between government spending and the actual needs of their communities.

Actionable information

Transparency is key to informing people of what is happening; only informed people can effectively enforce change. Hivos applauds the widespread recognition of the right to access information that has spread the last decade, culminating in the adoption of SDG 16. Yet citizens who want to hold governments and businesses accountable, and to fight corruption and poverty, need *actionable* information: data that can easily be obtained and are understandable. The next step is therefore to translate this transparency into accountability.

This is exactly what Pakistani youth are doing in the Accountability Lab: their first step is to get an accurate picture of what is happening on the ground. These young

women and men gather evidence of public service delivery and share their findings through blogs, photos and short videos. By mapping specific service delivery progress and failures on their website – regarding health, education, water and sanitation – they help ordinary people to obtain a clear view of what their government is achieving (or not achieving) on their behalf.

Hivos has been at the frontline of the global open data movement for a long time, supporting it in exerting pressure on governments to be more transparent. We engage with and connect 'infomediaries': independent journalists, hacktivists, artists, academics and civic watchdogs who help citizens to use data, and to reveal and denounce abuses of power and business scandals. We support independent media outlets that reveal corruption and hold powerholders to account, through whistle-blowers and investigative journalism.

Open Contracting engages citizens

The UN Office of Drugs and Crime reports that corruption and fraud account for 20 to 25 per cent of governments' procurement budgets; this is all wasted taxpayers' money. Hivos is convinced that more transparent, smarter and fairer government contracting will help to modernise governments, fight corruption, reform markets, and foster business innovation and entrepreneurship. In our Open Contracting programme, we empower local civil society groups, journalists and other infomediaries to uncover open contracting information and public revenue flows, and translate these into meaningful information for citizens.

In 2017, eighteen carefully selected and well-trained partners in Indonesia, the Philippines, Kenya, Tanzania, Malawi and Guatemala started to disclose and use this information for public scrutiny and advocacy campaigns. Bantay Kita in the Philippines, for instance, has developed local learning resource kits that transform relevant mining data; these data can be used by indigenous communities to demand accountability from their governments and the mining companies. Given the five main sectors targeted by Open Contracting – health, extractives, construction, energy, and food and water security – the work of partners like Bantay Kita can have a huge impact on the lives of the citizens to whom they provide actionable information.

Donors: Dutch Postcode Lottery, Swedish Postcode Lottery, People's Postcode Lottery (UK)

All Eyes on the Amazon

In 2017 Hivos and Greenpeace launched a very ambitious programme to stop deforestation in an Amazon rainforest area of eight million hectares and protect the indigenous people living there. We mutually developed All Eyes on the Amazon with the Co-ordinator of Indigenous Organisations of the Amazon River Basin (COICA), the International Institute of Social Studies, Digital Democracy, the World Resources Institute (Global Forest Watch), the University of Maryland, INTERPOL LEAF, Both ENDS, WITNESS and ARTICLE 19. All coalition partners have a long history of fighting environmental crimes and working with indigenous people. In a unique attempt to deal a serious blow to the drivers of deforestation, we decided to strategically link up and integrate our actions, from local to global and back.

Expose forest crimes and protect indigenous people

In a nutshell, our plan is to work with indigenous communities to collect evidence of forest crimes using satellite images and indigenous monitoring teams on the ground. We will train these teams to safely produce videos and images with smartphones and drones, and to digitally map and document these data so that law enforcers and local authorities can undertake appropriate action. If law enforcers and local authorities fail to respond, we can lobby at all levels, offer legal support, involve national and international authorities, investigate supply chains and money streams, expose forest destructors, and mobilise our supporters.

Since All Eyes on the Amazon aims for sustainable solutions, we lobby for the acknowledgement and enforcement of land rights of indigenous peoples both nationally and internationally. Moreover, we will record and share our lessons and new insights through systematic linking and learning, thus enabling eventual upscaling to other regions.

The challenge: eleven organisations

Once the Dutch Postcode Lottery awarded us their exclusive Dream Fund in February 2017, we started to prepare for the implementing phase. We realised that the number of hectares we strive to protect would not be our only challenge; ensuring effective co-operation amongst eleven partners is no less challenging. Despite the fact that we are all very experienced and have collaborated in complex environments before, our main internal challenge was to build a strong partnership. We have to get used to each other's ways of working, and learn to trust both each other and the (local) organisations that each partner has brought into this relationship.

One important achievement was the agreement that all partners reached in June, covering fifteen technical criteria for the selection of project sites; these criteria range from an urgent need for support and high external pressure on intact forest landscapes, through to a minimum level of active communities with the capacity to lead local processes. Combined with analyses of geographic information systems – how accessible is the area, how much forest cover is left, are we able to spot mining activities nearby, etc. – we delivered a useful set of criteria to prioritise nine project areas in Brazil, Ecuador and Peru.

Indigenous Forest Guardians

We designed implementation plans for all sites and partnered with fifteen local and national indigenous organisations, five NGOs and a research centre, creating a network of practitioners to make the struggle of indigenous people on the ground more visible. A good example is the Turiaçu and Araribóia Indigenous Lands Mosaic (TAILM) in Brazil, 1.9 million hectares of conserved forest. TAILM is seriously under threat from illegal loggers, land grabbers and mining companies, who are emboldened by the current Brazilian government's weakening of forest protection and indigenous rights. The 11,000 indigenous people living in this territory have a long history of activism; they organised themselves as Indigenous Forest Guardians, recognised at both the national and international level.

In TAILM, at least five national, regional and local indigenous organisations with strong advocacy and engagement capacity have joined forces with our coalition. Brazilian NGOs have already taught them how to use technologies and mapping for environmental monitoring and reporting, and they are experienced in community monitoring. Combined, these factors make TAILM a good case for the broader struggle for rights and forest protection in which we can prove the unprecedented added value of All Eyes on the Amazon.

Foundations for a unique co-operation

The partners were able to demonstrate this added value in 2017. In June INTERPOL created a forestry crime working group in conjunction with civil society organisation, with forty member countries taking part. Prior to COP23 in Bonn, COICA joined an international indigenous peoples' tour in Europe to emphasise their crucial role in forest protection and combatting climate change. We presented our programme and explored co-operation with the Ecuadorian and Peruvian Ministries of Environment. Later, when the Brazilian government opened up seven national parks and two indigenous reserves for mining, Greenpeace Brazil, indigenous federations and the Brazilian Attorney General successfully lobbied the Supreme Court to suspend the mining concessions. By the end of 2017, we were able to jointly lay the

foundations of a multi-annual strategic plan including impactful actions for the coming years.

[highlight MAVC]

Donors: DFID, USAid, Sida, Omidyar Network

Can technology create more democracy?

In December 2017, a large and important Hivos-led programme came to an end: Making All Voices Count (MAVC). For Hivos, MAVC was one of the most challenging programmes of the past four years, causing us both headaches and moments of great pride. Looking back, we learned a great number of lessons from managing MAVC, while the programme provided an extensive evidence base for civil society, tech communities and governments on the role of technology in enhancing citizen engagement. What works, and what doesn't? MAVC provided a reality check in times of high expectations concerning what tech innovations could contribute to promoting transparency, fighting corruption, empowering citizens and making governments more effective and accountable.

Innovate, scale and research tech solutions

Hivos learned important lessons at the organisational and management levels. How should we work effectively with a large, international consortium, organise efficient decision-making processes, and ensure performance-based resource management? Yet the biggest change we made was strategic; after a year of struggling with the disappointing results of a global open call for proposals, Hivos made drastic changes to its strategy and team. Not only did these changes benefit MAVC, but they also gave Hivos the confidence that we are well-equipped to run such a complex programme.

MAVC worked in twelve countries across Africa and Asia, using a US \$45 million fund (which was reduced to US \$40 million in the final year) to support the development and spread of innovative approaches to amplifying citizen's voices and enabling governments to listen and respond. The managing consortium consisted of Hivos, Ushahidi and the Institute for Development Studies. MAVC made grants for innovation, scaling and research projects, brokering unusual linkages between techies, NGOs, governments, social activists and the private sector. But the programme also included an important research component, led by the Institute for Development Studies, aimed at testing whether technology actually had the power to make governments more open and responsive and engage citizens in improving policies.

Impressive results

After four-and-a-half years in operation, MAVC has delivered extensive research and an impressive number of impactful cases. From its inception in June 2013, the programme enabled 178 projects:

- 72 innovation projects, focused on finding and testing new ideas;
- 38 scaling projects, taking proven concepts to scale;
- 7 tech hubs, supporting a wider technology for development environment;
- 61 research projects, exploring the roles that technology can play in securing responsive, accountable governments.

Throughout its life cycle, MAVC communicated lessons learned from publications, events and fora, to inform new grant cycles and shape action on the ground. At the end of 2017 MAVC presented its legacy, harvesting fourteen key messages that reflect the most important – operational and substantive – lessons learned. These range from 'Transparency, information or open data are not sufficient to generate accountability' to 'Technology can help to empower citizens and strengthen their agency for engagement'.

MAVC's legacy: lessons learned

Message five, for instance, says 'Technologies can support social mobilisation and collective action by connecting citizens'. An example of this is the multifaceted campaign implemented by Local Empowerment for Good Governance (LENGGO) in Kenya, sensitising the public to the county budgeting process. The campaign included murals, theatre, a 'digital bus' and a two-way SMS platform. This platform sent bulk messages with budgetary information to targeted groups and crowdsourced citizen-generated updates. Citizens used the online platform to mobilise themselves and participate (offline) in budget hearings. The SMS platform has a database of 100,000 users, which increased LENGGO's legitimacy and has significantly improved the government's responsiveness to, for example, complaints about public services.

Message nine states: 'Technologies alone don't foster the trusting relationships needed between governments and citizens, and within each group of actors'. In Indonesia, Suara Kita ('Our Voice') empowers ordinary women to play a role in the shaping of policies. Amongst other things, it gathers their views on local priorities by conducting SMS surveys. An evaluation of the project found substantial increases in mutual trust between citizens and the local government. However, a government representative described how, even once social media channels with citizens had been opened, he needed to carefully 'nurture' the communication through repeated responses and encouragement, in order for people to become 'braver' in approaching him.

The conclusion (which was endorsed by the independent Evaluation Management Unit) of all this programming is that the initial "tech optimism can now be reappraised", thanks to the wealth of experience and documentation delivered by MAVC. MAVC's legacy is a large and rich contribution to this body of evidence, which may in turn enable a more sober and mature position of tech realism.

Freedom of Expression

In October 2017, after four months of imprisonment, Ali Ghavari and Peter Steudtner were released from their Turkish prison. The two were arrested during a Hivos-funded holistic safety workshop on digital security and information management for eight Turkish human rights defenders. All trainees were detained and only seven of them were released in October; the president of Amnesty Turkey was still imprisoned at the time of writing.

Shrinking online and offline space

According to Freedom House, 2017 was the seventh consecutive year of overall decline in internet freedom. One of the more invisible – and therefore often neglected – digital threats is the increasing online surveillance carried out by governments. Other threats, such as blocking websites, shutdown of mobile internet services, cyberattacks and online harassment, are part of their more visible toolkit of censorship and oppression. On top of that, fake news – or disinformation – pollutes the content of both digital and print media. Hivos's Digital Defenders Partnership exists to counter this repression and defend online freedom of expression; in 2017 we supported almost 3,000 individuals and over 300 organisations worldwide.

Online and offline, shrinking civic space is a global problem. Civic space is being seriously curtailed in 106 countries, over half of which are United Nations (UN) members. Attacks on freedom of expression range from sheer violence to legal barriers against civil society activities. If we are to realise free and open societies, the reclaiming and expanding of public space is imperative. We need daring, creative minds, people who push the boundaries of imagination and restrictive legislation, coming up with new solutions to complex problems.

Disrupting mainstream narratives

Hivos strengthens the countervailing power of independent media, social activists, creative entrepreneurs and human rights defenders, who monitor the exercise of power in societies, investigate mainstream media narratives and popular beliefs, and question notions of truth. We support creative hubs and makers' productions that

disrupt mainstream narratives in the public debate, link them up to multi-stakeholder platforms and jointly advocate for policies that enhance the freedom of expression.

Hivos collaborates with frontrunners like Girls in Tech Indonesia. In 2017 we connected this group to women's organisations and organised Hacking for Humanity, a global initiative centred on women facing sexual violence and street harassment. It was the first time that the female techies had worked with established women's organisations. As a result of the collaboration, they developed a new app to support victims of sexual and gender-based violence. Hivos is now developing a platform for female makers, women from the creative industries, and women's organisations, to allow them to work together to design innovative interventions and campaigns that address women's issues.

Collaboration for human rights

In Central America, Hivos is well-connected to the growing number of infomediaries such as online news outlets Nómada, El Faro and Confidencial. These use new technologies and business models to keep the public informed on issues like corruption and human rights violations, and they hold decision-makers to account. In Nexos, Hivos successfully strengthens the regional collaboration between these independent media outlets and a wide range of human rights defenders, which is quite a new phenomenon in Central America. In East Africa, where press freedom is increasingly under siege, Hivos was one of the organisations that supported a regional conference in November 2017. We brought together 120 delegates from ministries, media associations, civil society and regulatory bodies. As a result of the conference, the parties agreed on regional parameters for establishing national mechanisms for the safety of journalists.

Hivos offers safe breeding grounds where creative frontrunners can share resources, explore, exchange and experiment. Our Mideast Creatives programme provided co-working spaces for young designers, app developers, small media enterprises and other creatives in the MENA region, focusing on non-capital cities. In 2017 we organised the third edition of the global Co-working Summit, where 80 co-working spaces and collaborative hubs exchanged knowledge, built relationships and shared resources – representing spaces from all over Africa for the first time.

As a follow-up of our Expression & Engagement programme, in which we supported hundreds of creative entrepreneurs, independent media outlets, hacktivists and other infomediaries, Hivos started R.O.O.M (Resource of Open Minds) in mid-2017, in partnership with Sida and the British Council. R.O.O.M supports the critical creative work created by artists, musicians and culture producers around the world. Working at the intersection of art, design and technology, R.O.O.M is the place for a new generation of creative futurists with a critical mindset and a do-it-yourself attitude.

Among the first projects supported are a Kenyan game examining the conditions of late capitalism in the country, and rappers from Zanzibar who challenge gender stereotypes.

[Highlight DDP]

Donors: The Ministries of Foreign Affairs of the Netherlands, Finland, Estonia, Latvia, Canada, Germany and the Czech Republic, Sida, and the US Department of State.

Defending champions of a free internet

Operating in an authoritarian or repressive state has always been dangerous for human rights defenders, independent journalists and critical social activists. But in the past few years civic space has been shrinking rapidly all over the world, both online and in real life. Defenders of internet freedom were increasingly monitored, criminalised and persecuted in 2017. More bloggers and online journalists than ever before were physically attacked or even killed for reporting on corruption, crime or abuse.

Emergency grants

The Digital Defenders Partnership (DDP) exists to counter this repression and defend the freedoms of expression and information. We use grants, fellowships and advice to help activists all over the world to operate more safely on the internet. The DDP provides different types of grants. The holistic security training provided to a transgender organisation from Siberia that was under threat is a good example of the incidental emergency grants (up to €10,000) we made in 2017. In total, DDP awarded eleven grants of this type in 2017.

Our sustainable emergency grants concern more comprehensive advice and support over a larger period of time, for example the grant made to an organisation in Pakistan which has set up the nation's first cyber-harassment helpline. It was initially intended to offer only legal support, but the incoming calls made clear that a more holistic approach was needed. The helpline team has now been expanded to include a digital security expert and a mental health counsellor, and has a referral system for victims of online harassment. The helpline provides a judgment-free, safe & confidential, gender-sensitive environment for all its callers. Thanks to the DDP grant (one of the four provided in 2017), the team was thoroughly trained as well as expanded, enabling them to extend their opening hours. This increased the monthly calls from 82 to 123, bringing the total answered calls in 2017 to 1,551.

Holistic trainings

The DDP aims to provide holistic training, offering internet users essential skills for managing information safely, but also awareness of and tools for dealing with stress and trauma. Many of our trainees face high workloads and are confronted with death, violence and threats on a daily basis; this seriously affects their personal wellbeing and their professional capacities. These trainings are often part of the capacity-building grants DDP offers: long-term grants to organisations, covering the costs of things like security audits or software migrations to more secure systems.

Human rights organisations often deal with sensitive information. It is of utmost importance that they have the skills and knowledge to protect themselves and the individuals and communities they serve. In our Digital Integrity Fellowships, digital security experts guide carefully selected organisations-at-risk through a fully customised digital safety and security transition, lasting eight to fourteen months. To ensure that the organisation does not lose its security focus in the long run, they also train champions like Graciela Pérez Rodríguez of the Mexican association Milynali. After her daughter, brother and three nephews disappeared, Pérez Rodríguez established this citizen-led organisation for families and researchers who, despite incredible risks, investigate the disappearance of their loved ones. In December 2017, the Dutch Government awarded her the Human Rights Tulip.

Networks of dedicated specialists

The number of threats and attacks on activists is far too large for DDP to handle on its own. For this reason we also broker third-party interventions from our extensive network of lawyers, technical specialists and training organisations. We have strategic partnerships with the Media Legal Defence Initiative (legal support), Front Line Defenders (immediate short-term protection) and VirtualRoad (infrastructural support). Together, in 2017 we supported 2,937 individuals and 318 organisations worldwide.

DDP also co-ordinates the Rapid Responders Network. Through this network, we exchange information and share lessons learned, to offer more effective support and meet the specific needs of groups including women, LGBTI people, and ethnic minority organisations. To increase our visibility to the outside world and our findability for internet activists at risk, we will make more use of storytelling; this is part of our future strategy – which we are currently co-developing with our key stakeholders – to defend a free and safe internet.

[highlight Nexos]

Donor: Dutch Embassy in Costa Rica

People power against human rights violations

A unique initiative started in Central America in 2017: eleven organisations from across the region joined forces to sustainably improve the human rights situation. Central America has never been known for its respect for human rights, but in recent years discrimination, intolerance, and violation of fundamental freedoms have been the order of the day. Human rights defenders, environmental activists and social leaders are being criminalised, threatened and even killed on a frightening scale.

Effective and broad network

Nexos uses the power of people to oppose this trend. Initiated by Hivos and supported by the Dutch Embassy, Nexos was launched at the end of 2016 and has already achieved an impressive number of results. For example, in Honduras 44 students, activists and human rights defenders were imprisoned, abused and tortured for demonstrating against the National University's authorities. Thanks to the network of lawyers and human rights organisations linked to Nexos, today 43 of them have been released and acquitted of all charges. In addition, we provided psychosocial support through Nexos-related therapists.

Independent media such as Nómada in Guatemala and El Faro in El Salvador are part of Nexos, together with experienced human rights organisations, women's organisations, defenders of LGBTI people's rights, and organisations of indigenous peoples. Hivos is also working to get the private sector on board, in collaboration with Alterna, the Central American centre for social entrepreneurship and innovation. In 2017 we supported a regional entrepreneurship and human rights competition. Next year Nexos will work with companies on more inclusive spaces and initiatives, such as a 'Free of stigma and discrimination' certification for Guatemala's banana companies. This is one of the eight projects selected by Nexos in its second call for proposals in December 2017.

Shelter city San José

Nexos is a two-year pilot to showcase what co-creation and networking can do to strengthen the rule of law, increase safety and stimulate the investment climate in this violence-plagued region. Nexos is a granting mechanism, a platform, and initiator of (urgent) actions. It is unique not only for its broad regional coverage, but also the solidarity between groups in society that have not previously co-operated at this level. We now see indigenous people standing up for LGBTI people's rights and vice versa.

Nexos initiates and implements a broad range of activities, meaning that not only do its staff have to work very hard, but they must also operate cleverly and strategically. A good example of this is the first Latin American Shelter City, which was copied from a similar programme in the Netherlands. The Costa Rican capital San José has

committed to offering shelter to human rights defenders who have to flee their countries (whether temporarily or permanently), which means the sustainability of this project is guaranteed. Nexos supports the first phase of this Shelter City.

Making a difference at international and local levels

The programme has become an important intermediary for civil society and human rights defenders at the international level. Nexos facilitated the participation of civil society before UN human right rapporteurs of indigenous peoples, women and LGBTI communities did, and supported these groups' participation in thematic hearings at both the UN and national levels in Guatemala, Honduras, Nicaragua and El Salvador. Moreover, Nexos organised a meeting of Central American, Dutch, Spanish and Belgian organisations to implement an emergency and protection fund for human rights defenders.

LGBTI women and indigenous people suffer from inequality, racism and scarce access to justice, on top of the widespread violence and impunity that affects all LGBTI people. To hand them the tools to defend their rights, Nexos arranged for mobile units that travelled to remote areas in Guatemala and provided almost 450 people with legal advice in Mayan and Spanish. Thanks to its success, the initiative will be replicated in El Salvador. Nicaraguan women in poor and remote areas such as Corn Island can count on legal support from the 35 defenders, assembled by Nexos to accompany victims of violence and harassment. And in Guatemala some 30 Kaqchikel female community leaders were trained to help prevent violence against women in their area.

Women's Empowerment

An increasing number of countries has adopted positive anti-discrimination policies and legal frameworks to address violence against women. Still, the achievement of gender equality and empowerment for women is largely an unfulfilled promise. Globally, almost half of women are in paid employment – as opposed to 79 per cent of all men – and on average men are better-paid than women. The part-time, low-paid and informal jobs of this world remain reserved for women; jobs that often come with poor working conditions and sometimes physical or sexual exploitation.

Living Wage Lab

In its Women@Work programme, Hivos encourages companies, governments and civil society actors to enforce better working conditions for women working in global horticulture value chains such as flowers and fresh vegetables. Advocating persistently for decent wages and a safe workplace for women in the flower industry since 2011, we have managed to involve key stakeholders in both East Africa and in

the Netherlands. Last year, Women@Work began working in other horticulture sectors and had more than 100 flower farms commit to the sexual harassment policy, which we developed with multiple stakeholders. As a result, women were better-paid, were promoted, and benefited from improved working conditions. In 2017 we expanded this successful programme to Southern Africa.

As low wages for women are a persistent problem in many global supply chains, Hivos and Fairfood set up the Living Wage Lab in the Netherlands. We brought together a wide array of stakeholders to jointly prototype new solutions: producers, retailers, governments, trade unions, NGOs, certification bodies and research institutes. Together these stakeholders test and develop new technologies, policies, business models and other forms of collaboration to address the issue of living wages. For instance, Wagagai, one of the largest plant-cutting companies in Uganda, introduced a plan at the Living Wage Lab to improve its employees salaries. At the start of 2018 the Living Wage Lab celebrated its second anniversary, and started to explore ways to replicate itself in Africa.

Meaningful participation

True equality and gender inclusiveness means that women are able to participate at social, political and economic levels. Yet despite this, women worldwide are systematically underrepresented and do not have an equal voice in decision-making processes. In 2017 about 22 per cent of all national parliamentarians were women, and only around 18 per cent of government ministers were women. Just as the number of employed women has increased, *but* they dominate the low-paid jobs, women's participation in politics has increased, *yet* they are still only a small percentage of the whole and are rarely in leadership positions. In short, the lack of gender inclusiveness is far from resolved.

In Women Empowered for Leadership, Hivos challenges the patriarchal culture and political structures in Lebanon, Jordan, Zimbabwe, Zambia and Malawi. We broker alliances between local civil society, political parties, trade unions and media, in order to increase women's chances to seek leadership positions. Without a presence and voice in sub-national politics or the senior management of influential civic organisations and public administration, women's ability to put their needs and ideas on the agenda remains limited. In 2017 we organised nationwide campaigns in several countries, performed media monitoring, fuelled public debate, and managed to persuade political parties to adopt quota systems and commit to gender audits.

Child marriage loophole closed

In 2017 Voice supported the most marginalised people, including women who face exploitation, abuse and violence, such as female entrepreneurs with a disability, female little people in Mali, and a persistent fighter against child marriage in

Tanzania. Hivos and Oxfam Novib manage this innovative grant facility, which closely involves its hard-to-reach target groups in all its actions and learnings. Although 2017 was its first fully operational year, Voice showcased its added value by reaching out to groups that had not been reached by the mainstream development sector.

Over the past few years, Hivos in Southern Africa has been advocating for a legislative framework to stem the problem of child marriages in Malawi. Hivos has supported numerous community and national initiatives and created spaces and platforms to raise awareness about the negative effects of child marriages. In 2017 this work paid off: Malawi made a historic amendment to the constitution, closing a loophole that still allowed children under eighteen to marry. Yet, despite this legal success, law enforcement will remain a challenge as long as the traditional and cultural practices that promote child marriage remain unchanged.

[highlight WE4L]

Donor: Dutch Ministry of Foreign Affairs

Women challenge their patriarchal societies

The Middle East and Southern Africa are far from cultural lookalikes. But when Hivos organised the first Women Empowered for Leadership linking and learning event in Zimbabwe in 2017, the eighty women participating were surprised about how much they had in common. The hard-to-eradicate dominance of men in political leadership, the patriarchal culture, the negative portraits of female leaders in the media, but also the high standards women impose on themselves ... Enthusiastically the participants continued to share experiences and information.

Middle East adopts Southern African gender barometer

As a result, linking clearly prevailed over learning in Zimbabwe. This is a lesson learned that we will bear in mind for the next event. However, there were still some important learning moments. One of these was the gender barometer, which serves as an important lobbying tool for women in Southern Africa, and will now be adapted for use in the Middle East. This evidence-based tool provides information on the real political and economic participation of women in a country or region.

Hivos wants women to have equal opportunities and capacities to fully participate in decision-making processes. Women should be recognised and supported as leaders and agents of change. To this end, Women Empowered for Leadership joins forces with and influences women's organisations, trade unions, political parties, tribal leaders and media in Jordan, Lebanon, Zambia, Malawi and Zimbabwe. We train,

coach, network and build coalitions, deliberately operating at the sub-national level; this is where decisions are made and policies are implemented that directly affect people's daily lives.

Stories of success in Lebanon

In its second year, Women Empowered for Leadership was able to build on the solid foundation laid in its initial year. As a result, in Lebanon two major parties committed to a participatory gender audit, as well as promising to make their internal regulations more gender-sensitive and to work on gender equality. In addition, fifteen women from the Kataeb Party became more outspoken on women's political participation, challenging the scepticism of their male party members.

In 2017 we also launched a nationwide grassroots and media campaign in the country, aimed at changing public perceptions of women's political participation. Some 300 local officials and leaders engaged in often intense debates on gender stereotypes in politics. After a gender equality camp in the summer of 2017, seventy young participants – both men and women – stated they were more supportive of gender equality and women's political participation. Hivos and its partners launched a TV ad challenging traditional gender roles assigned to women, as well as a corresponding series of online success stories that reached over 20,000 people on social media.

Fuelling public debate in Jordan

In Jordan, space for civil society is shrinking and it is becoming more difficult to mobilise people on political issues. In this context, our partner 7iber managed to fuel the public debate on women in leadership positions and the challenges they face. On their request, fourteen women published articles such as 'The Double Burden on Working Mums'. In seven governorates we organised Café Talks to stimulate public debate on female leadership. We monitored both municipal and governorate elections and trained 20 elected women in gender mainstreaming and gender-responsive budgeting.

Progress in Southern Africa

As a direct result of the engagement and lobby by our partner in Zambia, in 2017 five out of eight political parties targeted developed gender equality plans with quota systems for women. In Zimbabwe, we managed to cross the party lines with 17 mentorship cafes, enabling 33 aspiring female leaders from different parties to share experiences and knowledge with 17 established female politicians (Councillors, Members of Parliament and Senators).

In Malawi, which ranks 173 out of 188 on the UN's Gender Inequality Index, few women hold decision-making positions. The public statement made by a local

councillor (in a 100 per cent male council) was revolutionary: he will not re-contest his seat, but instead will support a female candidate in the 2019 elections. This was a direct result of the advocacy and training of Women Empowered for Leadership in Malawi. Another breakthrough was the appointment of two female chiefs in Northern Malawi, as a result of intensive community engagement by our partner.

In 2017 we revisited Women Empowered for Leadership's theory of change, using it as a tool for reflection. The outcomes confirmed that it is essential for Hivos to work with a variety of partners, and stick to the dual approach of tackling change from the bottom up and the top down.

[highlight Voice]

Donor: Dutch Ministry of Foreign Affairs

Nothing about us, without us

Voice is an innovative grant facility managed by Hivos and Oxfam Novib. Its grants support the inclusion of the most marginalised and discriminated-against people who are not reached by mainstream development. Voice specifically targets five groups that are in the 'last mile' of the Sustainable Development Goals' aspiration to leave no one behind: people with disabilities, LGBTI people, women facing exploitation, abuse and violence, vulnerable groups facing age discrimination, and indigenous groups and ethnic minorities.

10 countries, 5 target groups, 71 grantees

Launched in late 2016, as of March 2017 the programme was fully operational in ten countries in Africa and Asia. In 2017 Voice contracted 71 organisations, informal groups and consortia, allocating €9.9 million from its €35 million grant fund.

Illustrative of the programme is that Voice involves its main target groups in all its actions and learnings, whether it concerns empowering their peers or designing the linking and learning process. Voice specifically focuses on people who face double vulnerabilities, e.g. disabled transgender people or young exploited women, and promotes a key role for women and youth in all its work.

Voice's approach gives the buzzword 'innovative' its original meaning back. Voice *has* to be inventive and constantly adapt its way of working, in order to reach out to unusual groups like Indonesian youth with Down syndrome or female little people in Mali. To introduce the grant facility to all target groups, Voice developed animated videos in local languages and in sign language. Organisations can apply for empowerment grants, the smallest of the four Voice grant types, via audio or video, and can report on the results in their local language.

Little women in Mali

There are 29 grants that specifically support women facing exploitation, abuse and violence. In Mali, for instance, Voice awarded a grant to a consortium of two Malian organisations that support little women. Since it's hard for these women to find clothes that fit (which prevents them going outdoors), the organisations collaborated with Malian fashion designers who created appealing clothes and organised a fashion show for little women, thereby significantly increasing their self-esteem. In November 2017 another grant was awarded to an association of disabled Malian women, funding a programme to have successful female entrepreneurs mentor twenty colleagues with a disability over a two-year period. Initiatives to support these women had previously run aground due to a lack of coaching.

Many target groups lack the information, skills and organisations to make their voices heard. In 2017, Voice strengthened the influencing capacities of 71 organisations at all levels. In Tanzania, for instance, the girls' rights organisation Msichana won a landmark legal case to raise the minimum age of marriage for girls to eighteen (bringing it in line with boys). Now Msichana is advocating to have this High Court ruling enforced; the government has refused to change the law accordingly. With the Voice grant, Msichana was able to have the juridical language translated into accessible information, thus enabling everyone to understand what the ruling means.

LGBTI couples present themselves

Influencing at the community level is also extremely important for the people to whom Voice strives to give a voice. In Cambodia, Voice grantee CamASEAN found 100 LGBTI long-term couples who were prepared to tell their stories and pose for photographs of their daily lives. The couples organised photo exhibitions in their homes and invited their neighbours, representatives of police and local government; in most cases all invitees showed up. This is a small but important success: making discriminated people visible and 'human' is a crucial starting point in overcoming obstacles which hamper their societal inclusion.

Besides grant-making, Voice's main goal is to link and learn across countries, organisations and target groups. To enable this, Voice opened a specific call to recruit organisations and social enterprises interested in national level linking and learning ('Making Noise for Voice'). In the first Inclusion Innovation Indaba and now through storytelling on the Voice website, grantees and stakeholders are encouraged to jointly explore, test and scale innovative approaches and new knowledge. Voice takes learning seriously, which led to the unusual move at the end of 2017 to explicitly change grant criteria and processes based on the feedback from prospective grantees who had been turned down. 'You shared, we listened' was Voice's message to them, and Voice publicly listed the changes made.

Sexual Rights and Diversity

In Lebanon LGBTI people waved their rainbow flags celebrating the 13th Pride Week in 2017, in Kenya transgender people were for the first time able to vote with a new name on their identity cards and in Costa Rica same-sex marriages are now legally recognised. In recent decades LGBTI communities and their organisations have become stronger, more diverse and more visible. Supported by Hivos from early on, they now are better able to claim, defend and promote their rights. An increasing number of countries recognise and respect LGBTI rights, and this is reflected in their laws and policies. And even in countries such as Lebanon, surveys show increasing public support for the LGBTI community.

Breaking down silos

However, there is still a world to gain for LGBTI people when it comes to the right to live their lives in freedom and dignity – especially in countries where conservative forces join hands with extreme religious groups. LGBTI organisations in Lebanon organised Pride Week on a joint platform for the first time, but this strong movement also encountered a strong backlash from extremist groups. In Kenya, authorities continue to obstruct High Court rulings that order them to adhere to the law and respect the rights of LGBTI people.

In this context Hivos continues to support LGBTI communities around the globe. We strengthen their organisations, facilitate networking and cross-regional learning; we support safe spaces where people can freely express themselves and be who they are, as well as initiatives to get out into the open and work on public support. We support courageous people like the long-term LGBTI couples in Cambodia who organised local photo exhibitions about their daily lives (see the Voice highlight under Women's Empowerment). And on a larger scale we support the Southern African networks of key populations, such as sex workers, men who have sex with men, women who have sex with women, and transgender people, who broke down their silos in the KP REACH programme to build a stronger, collective voice. This voice will be heard throughout Southern Africa, thanks to the engagement of communication company M&C Saatchi. Together with key populations, the company co-created an innovative campaign to tackle stigma and discrimination against LGBTI people and sex workers. The campaign will be launched in 2018.

Human rights approach to HIV/AIDS

Central to KP REACH's approach is Hivos's human rights perspective towards HIV/AIDS. In our view, the world's global targets on health for all (SDG 3) will never

be met without addressing the underlying drivers of the epidemic, including discrimination against and stigmatisation of key populations. Key populations are often excluded from access to health services due their continued marginalisation. This huge programme, funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria, is therefore of major importance; the same is true of the Latin American programme ICW Latina, which was also made possible by funding from the Global Fund. To empower key populations, ICW Latina successfully linked women with HIV to the experienced feminist movement. At all levels, from basic self-help groups to the regional ICW organisation, unique women's alliances were built in eleven Latin American countries.

"Many women have had to shut up. But while I am alive I will continue to raise my voice for women with HIV. They will not silence me," is how a Salvadoran woman stressed her strong engagement with the programme. ICW Latina strengthens women with HIV to advocate for their human rights. In 2017, this resulted in women's sexual health rights and HIV issues being incorporated into the policies of at least seven countries, and the creation of a virtual tool that gathered all data from the extensive mapping studies carried out by the women. Furthermore, 124 women were trained to facilitate the 59 HIV+ women's empowerment groups currently operating in the countries.

Sexual health rights of youth

Young people often lack access to sexual rights and health rights services. Governments and conservative groups in many countries effectively block these rights, supported by deeply rooted biases among the general public. Hivos, in a coalition of seven parties led by Rutgers, supports the LGBTI community, girls and young women in promoting and claiming their rights at the political level. 'Right Here, Right Now', a strategic partnership with the Dutch Ministry of Foreign Affairs, works in ten countries and one region. In 2017 we formed country-tailored and inclusive platforms, connecting hundreds of community-based organisations to local and national governments; this kind of linking and incubating is an excellent fit for Hivos. We work with unusual allies such as religious groups to create an enabling environment for the solutions devised by the platforms.

[highlight KP Reach]

Donor: The Global Fund to Fight AIDS, Tuberculosis and Malaria

Key populations unite to counter stigma

One year after the start of KP REACH, an innovative programme to reduce HIV infections among key populations in eight Southern African countries, the efforts and achievements of the four combined regional networks and their partners at community level are truly impressive. KP REACH effectively broke down the silos of the LGBTI communities and networks, built their capacities and provided the resources to change from volunteer-run groups into strong professional networks, ready to make a real difference in the lives of LGBTI people and sex workers.

Not only do the networks now have a stronger, collective voice and platform, KP REACH also managed to create a new regional network for the transgender community. We have developed joint advocacy plans and a well-functioning regional mechanism for sharing and learning. Furthermore, we built an evidence base on health services and human rights violations for informed lobby and advocacy, filled with 275 cases by November 2017.

Professional communication to fight stigma

In KP REACH, Hivos engaged the regional networks of AMShE, ASWA, CAL and Gender Dynamix to join forces and partner with Positive Vibes, SAfAIDS and M&C Saatchi. Together, we aim to shift the social norms and attitudes that keep alive the stigmas attached to key populations. This really is a huge challenge in a region with some of the most hostile environments towards the groups we particularly target: transgender people, sex workers, men who have sex with men and women who have sex with women. Having renowned communication company M&C Saatchi on board was key to a successful response to this challenge. In close co-operation with the key population's networks, M&C Saatchi co-created an innovative communication campaign to reduce stigma and discrimination. The campaign will be launched in 2018.

Six key findings

So this story is not about the amazing results of this well-crafted campaign, but about the way it was co-created. Key population representatives collected their peers' own experiences, while M&C Saatchi performed formative research, including an extensive survey on how people respond to different messages. An important eye-opener was that the rights-based discourse often used by NGOs proved unhelpful for reaching out to the public; interviewees were much more receptive to the benefits involved in the community of key populations having access to health services, rather than to 'what's best for the individual'.

This revelation and five other key findings that came from the working group's testing of hypotheses and creative concepts proved that the winning route was role-modelling change of 'people like them'. In real life this meant: telling stories that touched on universal feelings and emotions, humanising key populations, and at the

same time leveraging positive values. The stories told were disruptive stories to remind people – especially the 'moveable middle' – of their belief in being non-judgemental and in the common humanity of all people, and to help them to reconcile and adopt new behaviour, embracing LGBT people and sex workers.

Key correspondents share unheard voices

Nineteen citizen journalists ('key correspondents') were trained to produce these types of stories, and they shared them locally, regionally and internationally via keycorrespondents.org. The tales included stories of parents making different choices when confronted with their child's homosexuality, and a story about a lesbian couple who adopted a child and shared their experiences of the everyday trials of parenting. Stories that portrayed key populations with confidence and agency; Unheard Voices which, supported by national communications toolkits, formed a sound basis for the upcoming social change media campaign.

Meanwhile, the key population communities began to fill the KP REACH platform with data and case studies on their experiences with building connections to non-key populations, to enable linking and learning. Botswana women's organisation H.E.R., for instance, shared how its members collected school uniforms for underprivileged children who faced humiliation, just like H.E.R.'s lesbian and HIV-positive members. The effective campaign increased H.E.R.'s visibility in a positive way. Furthermore, KP REACH selected a total of 48 champions from health, justice, political, religious and traditional sectors who now speak out and take action when acts of discrimination or human rights violations occur.

KP REACH ends in December 2018, but is determined to continue – if sufficient funding is obtained – the successful co-operation between the united networks. Their plans and actions offer good opportunities to counter stigma and discrimination, thereby removing one of the greatest barriers to key populations' access to quality health care services.

STAKEHOLDER César Núñez, Regional Director UNAIDS Latin America and the Caribbean

A pioneering approach to tackle HIV/AIDS

César Núñez and Hivos go back a long way. A few years after 'long-standing friend' Hivos opened its office in Costa Rica in 1994, it co-organised a meeting on the rights and health needs of sex workers at a time when this was still a real taboo, Núñez recalls. "This absolutely was a pioneering approach," he affirms, "While the media were reporting very negatively and condescendingly about sex workers, Hivos was basically giving a voice to the voiceless."

Hivos's vision on tackling the HIV epidemic is strongly rights-based, focusing on the human rights of key populations and vulnerable groups, including women and young people. Núñez sides with the approach which Hivos is putting into practice in collaboration with ICW Latina, a network of women living with HIV/AIDS: "For instance, we acknowledge that the relationship between violence against women and HIV is evident, and that it is important to lift women out of the 'HIV-silo'." Tackling stigma and involving youth are two more of the priorities that Hivos and UNAIDS share.

"Stigma is a killer, it is the hidden epidemic," Núñez states clearly. He has witnessed how parents are afraid to reveal HIV status to children who have been born with HIV: "I know a case of a mother who gave her daughter antiretroviral medication, but told her it was just vitamins or something. Now the daughter has grown up and is aware of her health situation. She is active on social media and deals with it in such a natural way."

As a result, Núñez is happy to see that ICW Latina and Hivos both consider 'succession planning', by securing a space where youth can voice their concerns. "[It's important] to make sure new, especially female leaders are prepared to stand up and are well aware of their rights in an often conservative environment."

[highlight SOGIE]

Donor: Arcus Foundation, Hivos private donors

Advancing the right to be who you are

LGBTI communities have become stronger and more visible in recent decades, raising awareness amongst decision-makers and to a broad audience, and fighting for their recognition and legal rights. Hivos is proud to be among the first organisations to have supported the few courageous LGBTI activists in the 1990s and thus to have helped build LGBTI movements in Africa, Asia and Latin America. Despite this, a lot remains to be done when it comes to advancing human rights related to sexual orientation and gender identity and expression (SOGIE).

SOGIE human rights

In September 2017 the project 'Advancing SOGIE human rights in the global south' took stock of its achievements. In this two-year project, Hivos accompanied and supported LGBTI organisations in the Middle East and Northern Africa (MENA) and Kenya, amongst other places, in taking significant steps forward. Despite the ever-narrowing civic space for these issues, LGBTI frontrunners and movements managed

to engage new allies and supporters, influence decision-makers and successfully use strategic litigation.

Lebanese LGBTI activists

In Lebanon, for example, we supported the new community centre for Helem, the country's first LGBTI organisation. With the centre, Helem provides a safe space for Beirut LGBTI people to meet, helps to build national alliances, and organises campaigns. Helem is open each weekday for LGBTI visitors (on average 65 per month) who need basic services like a shower, the use of a washing machine or a kitchen to cook their meals, but it is also a place for them to receive legal support and meet with peers, and is somewhere that they do not have to hide who they are. The centre offers an increasing range of activities, such as movie screenings, sexual health information and women's activities. An emergency committee provides crisis assistance when people are, for example, kicked out of their homes or facing detention. Helem's hotline receives 150 calls a month, more than the anticipated 120.

Helem deliberately encourages visitors to move from 'beneficiary' to activist – and with success: over 50 per cent of the current volunteers initially visited the centre to take advantage of its services. People are able to find each other in Helem's safe space, which has resulted in unanticipated positive effects such as the emergence of a youth group and a transgender group; this increases the strength and diversity of the LGBTI community. The volunteers' engagement was clearly visible during Lebanon's 13th Pride Week. Following threats by conservative religious groups and inaction of security forces, the event venue's owner decided at the last minute to cancel an event to celebrate IDAHOT (International Day against Homophobia, Transphobia and Biphobia).

Within twelve hours, volunteers and staff organised a successful counter-campaign. Livestreaming the blocked event on Facebook got them over 50,000 viewers and garnered overwhelming public support. An online campaign video was viewed 126,000 times and was highlighted in the evening news on LBCI, Lebanon's most-viewed TV station. Private donors from Hivos made a significant contribution to Helem's success by adding €50,000 to the Arcus grant.

Sudanese video

The Arab Foundation for Freedoms and Equality (AFE), which operates across the MENA region, supported five smaller projects which contributed to raising awareness of LGBTI communities. In Sudan, for instance, a short video was launched at the end of 2017 that showed LGBTI people talking about their daily lives and experiences. Fear of repercussions led to many people withdrawing their co-operation, but the persistent project co-ordinator managed to realise the film anyway.

Hivos supports groups that operate in highly volatile and violent contexts, which sometimes means that we are not able to realise our objectives, or realise them only partially. Such was the case with IraQueer, an LGBTI organisation in Iraq, which was forced to cancel a training session. However, the organisation was nonetheless able to maintain its website, providing much-needed online support and advice to its at least 8,000 monthly visitors.

Legal recognition in Kenya

In August 2017, twelve transgender people in Kenya voted with their new identity cards for the first time in their lives. This landmark moment was the result of years of persistent lobby and advocacy by Transgender Education and Advocacy (TEA). Supported by Hivos, TEA and five transgender people sued the state for failing to recognise their chosen names on their identity cards. As a result the High Court ordered the Registrar of Persons to process these applications and issue new identity cards within fourteen days. In 2017 TEA won another court case, obliging the NGO Co-ordination Board to approve their registration as an NGO; this made TEA the first formally registered transgender-led organisation on the African continent.

Renewable energy

Let's start with the good news of 2017. Amongst the global energy fora that count, there is widespread agreement that we need decentralised renewable energy solutions in order to fight climate change and achieve energy access for all. And in the development fora that count, decision-makers know that without energy access for all, poverty reduction – and consequently all Sustainable Development Goals – will remain a distant dream. It is also encouraging to see the growing awareness among governments, donors and businesses that women play a crucial role in delivering the so-called 'last mile' energy solutions; solutions that provide the hardest-to-reach people with clean, affordable and reliable energy.

Funding energy access for all

Despite this, there is still a long way to go before these ambitions are put into practice and we achieve green and inclusive energy access for all. In 2017, Hivos/ENERGIA and IIED continued to advocate for one of the most important prerequisites to energy access for all: public funding for decentralised renewable energy solutions. It is imperative that institutions such as the World Bank actually 'walk the talk' and move away from the huge, centralised energy projects they continue to finance. At international conferences Hivos showcases the ways this can be done, joining forces with influential private sector parties and national

governments in our newly-established Brooklyn Coalition. At the national level, we are pushing governments to deliver on the Paris Agreement and enable rapid uptake of decentralised renewable energy.

Female entrepreneurs

Meanwhile, there is a quiet but steady revolution going on in the renewable energy field: female entrepreneurs are slowly taking over. Supported by Hivos/ENERGIA's successful Women's Economic Empowerment (WE) programme, some 4,000 women have overcome major barriers to establish micro- and small energy enterprises. These frontrunners don't wait for the big money to come in; they have already started to distribute their renewable energy solutions to the remote areas in which they live and work. By the end of 2017 they had reached 2.6 million consumers in Africa and Asia.

Whether we're talking about energy access for all, gender equality or poverty reduction, the WE programme has clearly proven the business case: investing in women and their energy enterprises pays off. In the second half of 2017 we therefore explored the potential to replicate the WE programme in Central America. We are convinced that female Latin American entrepreneurs can, just like their African and Asian colleagues, enhance energy access for all while empowering themselves and reducing poverty.

Biogas market development

Entrepreneurship is also one of the focal points of our biogas programmes in Africa and Asia. In Indonesia alone, the BIRU programme constructed over 2,200 biodigesters in collaboration with the 49 biogas masons it had trained, and it instructed more than 2,600 biogas users in 2017. Moreover, research indicates that an independent biogas market is developing, which is a major goal of Hivos's biogas programme. For every three biodigesters built within the programme, one BIRU model is built by a BIRU-trained constructor outside the programme. People are becoming increasingly aware of the added value of bioslurry, a by-product of biogas and a powerful fertiliser, and this is creating new business opportunities. In 2017, we supported 825 farmers in four Indonesian districts – of whom 525 were women – in applying integrated farming and waste management systems, and creating small businesses from the processing and trade of bioslurry.

The African Biogas Partnership Programme continued its steady rollout in five countries. One remarkable success in 2017 was the Burkina Faso government's promotion of bioslurry as an efficient means of mitigating desertification. Burkina Faso even began to support neighbouring countries in introducing biodigester technology; the regional conference organised by the country led to ten governments committing to promoting the technology.

Energy Change Lab

In our Energy Change Lab in Tanzania we explore complex energy problems and prototype innovative solutions with local stakeholders. As a result, in 2017 we piloted crowd-grid electricity in a remote Tanzanian village, connecting solar home systems that together are able to deliver energy for productive use. The pilot was set up with local partners and a German enterprise, and we are now working to bring the Tanzania regulator on board before embarking on a larger-scale implementation. The involvement and collaboration of all parties is key to our renewable energy approach, for which Sumba Iconic Island continues to serve as a successful example (for example at COP23 in Bonn).

STAKEHOLDER **Liz Carlile, Director of Communications IIED**

Practical think tank enables citizens' agency

Hivos and the International Institute for Environment and Development (IIED) had their collaborative breakthrough when they started the knowledge programme *Small Producer Agency in the Globalised Market* in 2009. The three-year programme integrated the knowledge of researchers and practitioners working or trading directly with small producers across three continents.

IIED's current Director of Communications Liz Carlile considers this to have been the starting point of a great partnership: "It was quite an innovative programme that brought together the best of our combined skills." Carlile reflects on the variety of expertise as being an added value for the partnership: "Hivos leans more towards an advocacy approach, whereas IIED as a think tank looks to support policy-making with evidence. It is a very nice complementarity, it plays to both our strengths."

IIED is currently involved in strategic partnerships with Hivos on sustainable food and renewable energy. Carlile feels comfortable in these partnerships, as they enable close and active engagement between IIED, Hivos and local citizens. "Citizens' agency is what makes us interested in this work; we want to make sure that the voice of local people is fairly represented in decision-making."

Although Carlile is enthusiastic about the partnership, it can be challenging to create enough space for all actors to have sufficient input into collective results. "We have a challenge between taking the time to implement the programme, ensuring genuine participation with all our stakeholders while representing different partner perspectives."

Carlile values the shared belief of taking enough time to achieve better bottom-up results: "What we like about working with Hivos is that there is a commitment and energy to keep things moving, but there is also the courage to say let's give this time. Hivos has a flexibility and openness, meaning that we have been able to stick with an idea and see it materialise rather than running away from it."
[e/box]

[highlight Green & Inclusive Energy]
Donor: Dutch Ministry of Foreign Affairs

Speeding up decentralised renewable energy solutions

Access to energy is a human right and is one of the Sustainable Development Goals (SDGs) adopted by world leaders in 2015. But 'energy access for all' will remain a hollow phrase as long as these leaders fail to significantly invest in decentralised renewable energy; that is the only way for more than a billion people to obtain access to reliable, affordable and clean energy.

Two lobby battles won

On taking stock of several years of intense lobby work, Hivos/ENERGIA and IIED – partnering with the Dutch Ministry of Foreign Affairs in the 'Green and Inclusive Energy' Strategic Partnership – conclude that we have 'won' two important battles. First, there is now widespread agreement that we will not achieve energy access for all without decentralised renewable energy solutions. Second, and more recent, is the acknowledgement by institutions such as the World Bank that there is an enormous lack of funding for these solutions. Yet, as Hivos and IIED reported back in 2016, only a few 'walk the talk': the bulk of energy funding is still directed towards large-scale, centralised energy projects in middle-income countries.

This was confirmed by a 2017 SEforALL report, which stated that only one per cent of financing commitments went to affordable decentralised energy solutions. This fact seriously hampers the uptake of decentralised renewable energy solutions. On the basis of this, Hivos decided to do what it is good at: to demonstrate to reluctant investors the ways that this problem can be solved. How can we scale the financing of decentralised renewable energy? What new financing models have been developed by frontrunner countries? Hivos found that both Kenya and Nepal had developed structures and mechanisms to redirect financial flows from centralised to decentralised energy solutions. Best practices, which we presented at international and high-level conferences along with our partners, showing other countries and donors the way forward. We advocated for comparable solutions with key

stakeholders such as the World Bank, regional development banks, the UN, the EU and the Dutch government.

Brooklyn Coalition

We managed to increase our advocacy power at the international level by joining forces with like-minded private sector parties in 2017. At the SEforALL Forum in April, Hivos worked hard to establish the Brooklyn Coalition, which consists of representatives from the Dutch, Nepalese and Kenyan governments, Schneider Electric, SELCO India, ENERGIA and SNV. Together we intend to speed up progress towards universal energy access by promoting existing and new solutions. Both SELCO and Schneider are private sector frontrunners who push for market activation and better regulations, with the aim of expanding the solutions available to the currently underserved poor living in remote areas. One of the coalition's key objectives is to break down the financial barriers – such as the availability of major funding, while it is small local solutions that are needed – that prevent this expansion.

The Sustainable Development Goals (SDGs) are an important entry point here. We followed up the successful lobby of recent years – for an SDG on clean and affordable energy – with a strategy for raising political awareness of the co-benefits that SDG 7 has for other development areas, such as health, jobs, and food security. A recent review of all SDGs indicates that energy is interconnected with 74 per cent of them. Monetising these co-benefits could serve as an incentive to enhance a non-profit approach to serving the extreme poor. We will therefore intensify our co-operation with non-energy partners, and train and support media on the subject. In addition, at the beginning of 2018 Hivos and the Brooklyn Coalition will bring these co-benefits and the need to fund decentralised renewable energy to the table at the Global SDG 7 Conference.

Dutch National Climate Fund

At COP23 in Bonn, it became clear that many National Determined Contributions (NDCs), as agreed under the Paris Climate Agreement, were of poor quality. This means that it will be difficult for them to obtain funding from, for example, the Green Climate Fund. Hivos and its partners have stepped up their efforts to influence NDCs and other policies in countries such as Indonesia, Tanzania and Guatemala, in order to enhance the finance options for decentralised energy. A notable Hivos lobby success was the approval of a motion in the Dutch parliament to focus the new National Climate Fund on climate and development projects in low-income countries, including renewable energy for the poorest. This motion will most probably serve as the basis for the design of the new Dutch National Climate Fund.

[highlight ENERGIA]

Donors: Sida, Norad, Dutch Ministry of Foreign Affairs

Female entrepreneurs go the last mile

When it comes to energy access for all, women are an important part of and route to the solution. This is basically what ENERGIA's Women's Economic Empowerment (WE) programme has convincingly demonstrated in the four years of its existence. With the right support, female entrepreneurs are eminently qualified to scale up the delivery of energy products and services to remote areas.

Training and hand-holding support

But what is the 'right support'? This is where ENERGIA, a global network of which the international secretariat is hosted by Hivos, has collected an enormous amount of experience. ENERGIA works with five key partners: Energy 4 Impact in Senegal, Kopernik in Indonesia, Practical Action in Kenya, the Centre for Rural Technology in Nepal, and Solar Sister in Nigeria and Tanzania. In all countries, female entrepreneurs face gender-related sticking points such as low education, difficult access to finance, and restricted mobility. For this reason, collective training is mostly followed by individual mentoring and hand-holding support. Step by step, our partners guide the women through the process of building up a profitable, resilient and scalable business.

The women learn to promote and sell their modern lighting, off-grid electrification solutions, and clean cooking technologies and fuels. WE supports them in exploring markets, developing sound business plans and obtaining finance, but also in solving specific gender-related challenges such as not being able – or allowed – to drive a car and transport their products. WE links them to suppliers, informing these about the mutual advantages of opening up this 'last mile' energy market, and about the specific payment conditions that work for poor female entrepreneurs. In addition, ENERGIA connects the start-ups to savings and credit groups and other networks in which women encourage and support each other.

Replicating successes

Sharing and learning is an important aspect of the WE programme. Despite working in different countries the partners still have a great deal in common, as is showcased during annual meetings, online information-sharing, and visits to each other's project sites. One example of this is the specific knowledge acquired by Energy 4 Impact on issues such as payment systems, which was then shared and followed up with the other partners. Another is the successful door-to-door selling introduced by Kopernik, which led to partners coming to Indonesia for a learning visit.

An important lesson was learned in Senegal, where the local economy, including the energy businesses of women WE supported, centred on a gold mine. But when the gold mine closed everyone lost their jobs – and the women's enterprises went down along with them. In this case ENERGI A realised that it had acted like an NGO, beginning with baseline studies rather than the market assessment it should have carried out.

Spectacular results

ENERGI A's goals are ambitious. Besides contributing to energy access for all, the network strives to empower women and alleviate poverty. The impact of women selling energy products and services is huge – not only on the levels of energy access, but also on their own lives and those of their families and communities. WE engaged over 4,000 female entrepreneurs, who employ more than 5,000 people and sold almost 600,000 energy products; 70 per cent of the women run a profitable micro- or small enterprise.

In total these women-led enterprises brought solar lanterns, fuel-efficient cookstoves, and solar water pumps to the doorsteps of 2.6 million rural customers. All these clean energy products and services saved their consumers half of the time usually spent on collecting wood for fuel, and reduced their expenditure on fuel for cooking and lighting by approximately 50 per cent. Running their own businesses brings the women income, but it also gives them a stronger position in the household. Over 70 per cent of the female entrepreneurs now co-decide on household investments and purchases.

Enabling environment

The evidence built up on the ground in the WE programme serves as an important advocacy tool in the national, regional and international energy arenas, in which ENERGI A plays an active and influential role. As an active member of the SEforALL advisory board, ENERGI A plays a prominent role in the SEforALL People-Centered Accelerator, launched in 2017. At the regional level, ENERGI A's persistent advocacy work in West Africa paid off with the adoption of gender mainstreaming in all energy programmes of the ECOWAS member states. Furthermore, ENERGI A launched public campaigns in all countries to advocate for and raise awareness of the important role of female energy entrepreneurs, reaching more than fourteen million people.

Sustainable Food

"I don't want to be the Minister of Maize," the Zambian Minister of Agriculture Dora Siliya states firmly in the Hivos-IIED video *Life Beyond Maize*. She is very much aware

of the threats the current maize mono-cropping poses to both food security and nutrition. A stunning 40 per cent of the children in her country suffer from malnutrition, while overweight rates are at 23 per cent. Yet, despite her awareness, most government agricultural funding is still spent on programmes promoting maize production.

Radical change

If we don't radically change the current food system, many African Ministers of Agriculture will remain Ministers of Maize. Our global food system not only causes hunger, but also a lack of diversity on the plates of millions of people. Moreover, it depletes ecosystems and erodes agro-biodiversity, threatening future food security. Climate change and a growing world population will only put more pressure on our food system.

In its sustainable food programmes, Hivos strives for a world where all people have access to 100 per cent sustainably-produced food. This requires a total reshaping and rethinking of the current systems. Starting with the soul of agriculture, seeds, Hivos promotes the belief that seeds should remain in the public domain: open-source seed systems. At the core of this belief is the ability of farmers, local breeders and seed companies to save, reuse, exchange and improve their seeds. Many governments fail to protect open-source seed systems; instead they allow big agricultural companies to monopolise seed selection and even patent seeds.

Being at the mercy of these commercial giants means that farmers cannot breed the seeds they need in order to adapt to climate change or the shifting tastes of their customers, and to provide their communities with nutritious food. Still, when world leaders agreed on the Sustainable Development Goals (SDGs), they included SDG 2, acknowledging that maintaining the genetic diversity of seeds is key to ending hunger, achieving food security and promoting sustainable agriculture.

Diverse, high-quality diets for all

Open-source seed systems like the one Hivos supported in India can help to restore diversity in the fields and on people's plates; they promote the freedom to use seeds and they stimulate breeding, diversification and resilience. In 2017, Hivos took its Indian experience to East Africa, where we returned diversity to the fields of 1,000 farmers in a first pilot and engaged governments, farmers, breeders and frontrunner seed enterprises in coming up with joint alternatives. Hivos believes in the power of frontrunners and multi-stakeholder initiatives to create the food system we need: a system that produces diverse, high-quality diets for all.

In our Food Change Labs, we use and build upon the knowledge and practices of all stakeholders – and in particular citizens – to reshape food systems. In Zambia we

brought together over 60 different stakeholders, obtaining the public support of the Minister of Agriculture, amongst others. The Food Change Labs are part of the Strategic Partnership that Hivos and IIED have with the Dutch Ministry of Foreign Affairs: Sustainable Diets for All. This five-year advocacy programme uses evidence such as the outcomes of the Food Change Labs to help low-income communities in Zambia, Uganda, Bolivia and Indonesia to improve their access to sustainable, diverse and nutritious food.

Our international advocacy efforts connect our national agendas to global policy forums. Co-leading the United Nations Sustainable Food Systems Programme under its ten-year framework, Hivos contributes to reshaping the international debate on food.

Green entrepreneurs

Innovative, micro-, small and medium-scale entrepreneurs play an important role in enhancing a future-proof food (and energy) system. In 2017 Hivos and strategic partners enabled impactful enterprises to fulfil their role as agents of change. We invested in local business support structures such as co-working spaces and digital platforms; we offered direct and online training and mentoring; and we provided access to finance, expert knowledge and markets. During Disrupt!FOOD!, we coached twelve food entrepreneurs to strengthen their businesses and helped them to link to potential investors. In 2017 we also launched the Hivos Food & Lifestyle Fund, which supports promising start-ups in the food sector. Hivos and Welthungerhilfe are the first investors in this lean impact investment fund.

[highlight OSSS]

Donor: Open Society Foundation, Benefit-Sharing Fund of the FAO Plant Treaty
Open-source seed system spreads its wings

In recent decades, the world has neglected one of its most valuable assets: the diversity of seeds. Since time immemorial these seeds have been selected and improved by farmers, mostly women. But today seed selection has been monopolised and varieties are even patented by profit-driven companies, supported by governments that focus on the productivity of just a few major crops. By now only 25 per cent of the varieties of important food crops like rice and maize remain.

From India to East Africa, farmers need access to seeds

To make things worse for farmers in places like East Africa, in an effort to guarantee uniformity and quality, governments only permit registered seeds to be sold. Since farmers manage 80-90 per cent of all seeds that are used and bred – and without any government support! – this leaves them at the mercy of illegal or semi-illegal

channels if they wish to sell their seeds. Without access to a rich diversity of seeds, farmers cannot adapt to climate change, new diseases or consumer preferences.

Hivos promotes and initiates open-source seed systems in which farmers have the freedom to save, breed and sell seeds, thus allowing them to increase their access to diversity. The first open-source seed system that Hivos supported was developed in India in 2015; Apna Beej is now a thriving and successful network which has registered twenty open-source varieties of crops and grains to date. Hivos then took this experience to East Africa, where we joined forces with Bioversity International and several national gene banks. In 2017 this partnership piloted field trials in Kenya, Tanzania and Uganda, aimed at bringing important, 'forgotten' food crops back to the fields and plates of smallholders and their communities.

Multiple actors improve seed systems

In 2017, a total of 1,000 farmers received over 400 different seeds so that they could try them and select new varieties of millet, sorghum and beans. The trials clearly showed farmers' ability to enhance the use of high-quality seeds that grow into nutritious, tasty, climate-resilient crops. At harvest time we found them rigorously selecting the seeds that best served their requirements. Community seed banks play an important role in preserving and disseminating seed varieties. Given that Apna Beej has a lot of valuable experience in developing and managing seed diversity, we invited farmers and staff from seed-saving networks in Tanzania and Kenya to travel to India and exchange experiences with their open-source seed colleagues.

Open-source seed systems need supportive policies and legislative frameworks, as well as buy-in from various parties. In 2017 we set up multi-actor meetings in all three countries in order to improve current seed systems in favour of open-source seeds; this was supported by broad media attention which significantly increased awareness on open-source seed systems in East Africa. In Kenya, the Seed Savers Network now leads the documentation and registration of farmers' varieties in order to safeguard the seeds, ensure that other users are made aware of their best characteristics, and ensure that they remain in the public domain. Unfortunately our meeting in Uganda failed as a result of insufficient preparation and planning. However, a noteworthy result here is one community seed bank's plan to declare a specific bean variety to be open source. This is due to take place in 2018.

Social seed enterprises

Socially and environmentally responsible seed enterprises can play a key role in scaling up access to seeds for smallholders. To support these frontrunners, we organised the first Disrupt!SEEDS! event in early 2017, in collaboration with the Kenya Climate Innovation Centre. Eight social seed entrepreneurs with scalable initiatives enjoyed this business acceleration training and exposure to impact investors. As a

result, the Seed Savers Network was able to develop a tissue lab to increase the quality of planting material; this lab will eventually serve over 40,000 member farmers.

Hivos plans to expand the programme to Southern Africa, a region which also suffers the disadvantages of not taking care of its seeds. We are also establishing a global alliance of open-source seed networks, through which we will kick-start initiatives in other countries. The alliance opposes a food system in which a handful of multinationals dictate what millions of people around the globe produce and eat. Hivos wants to enable farmers, socially responsible companies and concerned consumers to take care of valuable seeds again, to improve harvests and feed the world with a wide range of tasty and nutritional products.

[Highlight Disrupt!FOOD!]

Funded by Hivos Innovation Fund

Disrupt!FOOD!

Hivos is convinced that social entrepreneurs can help to bring about the radical change in food production and consumption that the world so urgently needs. Through Disrupt!FOOD! we scout and support agri-food initiatives that banks are not (yet) interested in, but that are at the forefront of a new generation of social food entrepreneurs. Disrupt!FOOD! is an inspiring part of a broader approach to support Green & Social Entrepreneurship. In Disrupt!FOOD!, Hivos helps entrepreneurs to take their first steps or roll out their innovative solutions and learn how to scale their impact and value.

Southern African food entrepreneurs

People all over the world want to eat healthier, more tasty food. Just as they do everywhere, innovative entrepreneurs in Africa are developing new, market-based solutions to existing food problems. Zimbabwean Jennifer Mayer, whose Hutano Foods produces healthy, high-quality and easy to enjoy snacks, is one of these. She uses local ingredients such as millet, sorghum and marula nuts, sourced directly from the farmers. By creating a new market for these crops, she contributes to the desperately-needed diversification of the maize-dominated food system. Mayer is one of the entrepreneurs Hivos supported through Disrupt!FOOD! in 2017 to become a change-maker in the Southern African agri-food sector.

Nonhlanhla Ajayi also took part in the Hivos event. Her Umgibe Farming is a carbon-saving, ecological, organic, income-generating vegetable growing system which provides a platform for market vegetables grown by grassroots farmers from the underprivileged townships of South Africa. The two passionate entrepreneurs share a

dream with many other green business owners: why not combine social and business objectives and earn a decent living out of solving social and environmental problems?

Business acceleration training

Hivos believes that the Southern African food future lies with frontrunners like Mayer and Ajayi. They can provide the necessary shift towards a local, more sustainable and diverse food system in their increasingly food-insecure region. Yet while many decision-makers agree on the importance and role of these players, governments and investors rarely offer the necessary long-term support. This is where our support programme steps in.

In July, twelve entrepreneurs from Malawi, South Africa, Zambia and Zimbabwe, sourced from our extensive local networks, enthusiastically joined us at Disrupt!FOOD! in Harare, Zimbabwe. In this business incubation and acceleration event, we brought together the best of traditional business training and new insights and tools from design thinking. In our view, entrepreneurs' drive and passion are just as valuable as the financial viability of their business plans. During the three-day masterclass we not only supported the development of their business plans, but also had them tell their stories: why are you in this business and what is your business model? What problem in the food system are you addressing? What is your social value proposition?

Proving that Africa can look after itself

Supported by mentors and high-level trainers, financial experts and communication specialists, the entrepreneurs strengthened their value propositions, developed essential business capacities, improved their investment readiness, and gained confidence and skills on how to present their stories. On the third day, the freshly-trained entrepreneurs were given the opportunity to pitch their tweaked business ideas in front of a crowd of experts, practitioners, investors and interested spectators. By then, they had already learned so much and gained so much more confidence, that they all felt like winners. "We all learned something from each other. We are now connected and I would not be surprised if we already see some inter-company trades between Malawi, Zambia and Zimbabwe. If that happens, as was the ultimate goal, then everybody goes home a winner."

During the Southern African Disrupt!FOOD! event, Hivos and Welthungerhilfe launched their co-operation in the Hivos Food & Lifestyle Fund. This lean impact investment fund is one of the financial instruments we initiated to support the growth plans of entrepreneurs like those who joined us at Disrupt!FOOD! Exceptional business owners like Emma Harvey, the overall winner of the pitch in Harare and the owner of Zambezi Pineapples. Harvey is not only looking forward to

scaling up her business and reaching many more members of the local community, but also “to setting the standard”, as she puts it. “We are proving that Africa can look after itself, that we are able to do it with each other, for each other and by each other.”

STAKEHOLDER Emma Harvey, General Manager at Zambezi Pineapples

Social entrepreneur wins Disrupt!FOOD! pitch

Young social entrepreneurs are bursting with innovative solutions to existing food problems. Emma Harvey, General Manager of Zambezi Pineapples, is one of the twelve social entrepreneurs scouted by Hivos for its Disrupt!FOOD! event (see In Focus: Disrupt!FOOD!). Emma was the proud overall winner of the pitch. Her company solves the problem faced by local farmers whose pineapples rot away because the costs of transportation are too high and the distance to the markets is too far. Zambezi Pineapples pays farmers a fair price and processes the fruit into affordable and healthy juice and dried pineapple snacks, which are sold in supermarkets in the region and in Lusaka.

Emma Harvey was excited to win the pitch as the strongest business case. “It is a validation that what we are doing is the future, and that was most incredible feeling for me.” After the workshop she says she felt like a completely different person, more confident about herself and her brand and, even though she always has faith in the product, the workshop reinstated her feeling. During the workshop, money could be “a scary thing hanging over [her] head” but the Hivos team was there to refocus her in the right direction: remembering how much she loves what she does and the people that she serves.

Many other innovative entrepreneurs presented their businesses at Disrupt!FOOD!, ranging from beauty products to earthworm farming for alternative fertilisers. Emma underlines the importance of the great network she is now part of: “Being diverse made us better. We all learned something from each other.” Thanks to the experts' support at Disrupt!FOOD!, she can expand her business and is excited to do so: “We are just really looking forward to upscaling and being able to reach so much of the local community we serve and look after.”

Chapter 5 Our partners

Whether we're exploring solutions to complex food problems in our Food Change Labs, identifying decentralised renewable energy options in the Boston Coalition, fighting deforestation in the Amazon rainforest, or co-creating an innovative programme with one of our institutional donors: collaboration is at the heart of Hivos' approach. We embrace the 'coalitions of the willing' that share our mission to innovate for social change; only joint efforts will bring about the free, fair and sustainable world Hivos strives for.

Our partners range from women living with HIV to social entrepreneurs, from progressive funders to enlightened authorities, and from girls in tech to indigenous peoples. Whatever the nature of our collaboration, Hivos adheres to high standards of transparency and accountability with all our stakeholders.

Partnerships with institutional donors and foundations

Hivos maintained a healthy and diverse donor portfolio in 2017. We cherish our long-term strategic financial partners: the Dutch Ministry of Foreign Affairs, the Dutch Postcode Lottery, Swedish Sida UK/DFID and the Global Fund to Fight AIDS, Tuberculosis and Malaria ('Global Fund'). This has led to several exciting new initiatives, such as the Dutch Postcode Lottery's funding of 'All Eyes on the Amazon', 'Solar Services for Sumba Iconic Island' funded by the Dutch Ministry of Foreign Affairs, and a Hivos Fund for adolescent sexual and reproductive health rights (SRHR) in Southern Africa funded by Sida. Hivos greatly values the exchange of knowledge and ideas on how to improve our programmes that we share with our financial partners. We increasingly strive to co-develop projects and programmes.

Changing donor landscape

In the reporting year, the ongoing challenges around migration in Europe and around the world, continued to influence funding streams. The new Dutch Government formed in the fall of 2017 made it a leading theme for development cooperation, as well as for selecting regions and partners. The new government also indicated that support for civil society organisations will continue.

As a result, more European Union initiatives were focused on jobs for youth in the MENA region, and bilateral donors such as Norway and Sweden shifted their development funding to domestic support for asylum seekers and migrants.

Another event that impacted the donor community was the United States' resurrection of the so-called Global Gag Rule, requiring that any overseas organisation receiving USAID health funds must not have anything to do with abortion. In response, the Dutch government initiated SheDecides, a movement and fund which received support from multiple governments, companies, foundations and individuals, raising €390 million in 2017. Although Hivos has not immediately felt the impact of the GAG rule, we decided not to sign contracts with the US government that would force us to denounce our core values on bodily integrity, sexual rights and the right to self-determination. On a positive note, donors such as Canadian CIDA are increasingly recognising the role of women and girls in their development strategies.

Although Brexit has had an incredible impact on many aspects of British government, the British Department for International Development (DFID) seems to be remaining relatively unscathed. Nevertheless, in the UK too, we are seeing shifts in the development budget towards migration and security issues. Furthermore, DFID is also increasing its efforts to use the British aid strategy to support development through the stimulation of trade and private-sector-led development.

New contracts, stronger relations

Despite these developments, the success rate of Hivos' funding proposals was 53 per cent, a slightly higher score than the 50 per cent we reached in 2016.

An overview of new contracts with strategic funders:

- Dutch Ministry of Foreign Affairs: 'Getting down to business' for child labour free zones (€2 million for two years);
- Dutch Ministry of Foreign Affairs: 'Strong in Diversity, Collaborating for LGBTI Equality' (€1,990,392 for three years);
- Dutch Ministry of Foreign Affairs: 'Solar Services for Sumba Iconic Island' (€1,429,967 for 19 months);
- Dutch Postcode Lottery: 'All Eyes on the Amazon' (€14,825,000 for 3.5 years);
- Global Fund: one-year extension for the programme in Guatemala for US \$4,909,342 and US \$310,000 for the Country Co-ordinating Mechanism chairmanship in Costa Rica;
- Sida: Hivos Regional SRHR Fund 'Adolescent Sexual and Reproductive Health and Rights in the Southern Africa Region' (US \$9,000,000 for four years and three months);
- Sida: 'The R.O.O.M. – Freedom of Expression in the 21st century' (€4.6 million for 3 years).

In 2017, of our total income of €58.7 million euro, €51.4 million was received from governments, organisations, companies and the lottery. We have invested in

relationships with some American foundations and hope these will grow stronger, leading to more strategic partnership opportunities such as that with the Open Society Foundation. We also welcomed new relationships, for instance with the Bloomberg Foundation which supports a media programme in East Africa.

Dutch Postcode Lottery

For over ten years we have been able to count on the loyal support of the Dutch Postcode Lottery, which plays an important role in funding Dutch charity organisations. Last year alone, thanks to 2.8 million participants, the Postcode Lottery donated €341 million to 110 organisations in the Netherlands. We were very happy and proud in February 2017 when the Dutch Postcode Lottery announced that Hivos and Greenpeace Netherlands had been awarded the special Dream Fund, in addition to Hivos' annual funding of €1.35 million. Together we received €14.8 million to realise our 'All Eyes on the Amazon' programme and an additional €0.5 million from the Swedish Postcode Lottery and the People's Postcode Lottery (UK). A broad coalition of eleven environmental, human rights and indigenous organisations will take significant steps to stop the deforestation of the Amazon rainforest.

Increasing role of private sector

The donor environment continues to change towards a more diverse palette of funding instruments, with a growing role for result-based financing and impact investment, and an increased role for the private sector. Governments tend to raise additional funds from private sources, which leads to multi-funder partnerships; improved fund efficiency is leading to increased demands for recipients' accountability and control. Furthermore, financing is increasingly being linked to results – for example through impact investing and blended finance (a mix of financing instruments, including loans, often created with the aim of leveraging private capital in developing countries).

With Hivos Impact Investment and Hivos Triodos Fund, but also with more stringent accountability and control measures, Hivos is better equipped to harness these new financing opportunities. To help us to become even more future-proof, Hivos will review and adapt its financial resilience plan in 2018.

STAKEHOLDER Karel Nierop, fund manager, Hivos Triodos Fund

Sustainable business models

Almost 25 years ago, the Hivos Triodos Fund (HTF) saw the light of day. By investing in microfinance institutions, it made small loans available to entrepreneurs in low-

and middle-income countries. HTF's current fund manager Karel Nierop reflects: "When the fund was set up, microfinance did not exist at all as a sector, but over the years it has attracted an enormous amount of private and institutional money. HTF really played a catalysing role there."

This is exactly the rationale behind the recent strategic shift undertaken by HTF. "To help catalyse change in the sustainable food and renewable energy sectors, we now specifically direct our investments towards green entrepreneurs. Hivos has given up its seat on HTF's investment committee, but it has always been in the front seat when it comes to setting priorities. Think of rural, marginalised areas and businesses that have a clear gender policy."

Of course HTF is not only about having a positive impact on society, but also about return on investments. Nierop values the discussions he has with Hivos about the balance between profit and impact: "We are constantly looking for the sweet spot between those two. While Hivos never loses sight of the social goal, my dream is to bring our investments to scale and attract more private capital."

Nierop is also a member of the advisory board of Hivos Impact Investments (HII), where he uses his experience as an investor to support the Hivos Food & Lifestyle Fund: "For me it is interesting to peek over the team's shoulder and see a business develop from its very early stages." HII's investment range is €50,000-500,000. "HTF's investments start at €500,000, so we don't compete with each other. More importantly, there's trust and a shared vision. We both want to see lasting results, and the best way is investing in companies with sustainable and scalable business models."

Private donors

Private donors are of increasing importance to Hivos' work. In 2017 we continued our successful recruitment of new donors and improved our relationships with our current financial supporters. We are proud to say that the number of active regular pledge donors increased substantially from 4,949 in 2016 to 7,466 in 2017.

Personal approach

We inform and inspire our private donors through all available channels, ranging from weekly updates via Facebook, Twitter and Instagram to a monthly e-mail newsletter. Three times a year donors receive our journal *People Unlimited Post*, which is packed with news and background articles on our work. In 2017 we invited our donors to special Hivos events during the Roze Filmdagen ('Pink Film Days', the Amsterdam LGBTQ Film Festival) and Dutch Design Week. As an additional benefit of these face-to-face meetings, our donors share their thoughts and ideas on Hivos'

work with us. We keep in touch with our supporters via direct mail, e-mail and telemarketing, and make sure we respond to their questions or requests within two working days.

Fundraising for Hivos needs a personal approach. It's not always easy to explain the importance and scope of our work through impersonal mailings. Our most important fundraising method is face-to-face recruitment, followed by telemarketing. A team of our recruiters is active at special events and is present in Amsterdam's city centre on an almost daily basis. Hivos is in close contact with these recruiters to ensure that they have the necessary skills and knowledge to represent Hivos well. Most of them are personally involved with the campaigns for which they seek support, which makes them particularly credible and motivated for the job of raising awareness while securing funding for our work. Apart from street fundraising, we engage new supporters via social media and our website.

Fundraising close to the heart

Our active regular pledge donors are the strong, loyal basis of our private donor income. In 2017 private donors supported our work with a total of almost €735,000, an increase of some €150,000 compared to 2016 (€576,000). This includes the periodic donations, important, five-year commitments to support Hivos' work that are made by 195 private donors; an increase of 46 compared to 2016. The total amount of income from legacies was €210,000 in 2017 (2016: €763,000, which was considerably higher as we received an unusually large legacy in this year).

In line with our personal approach, our supporters can choose to donate funds for a specific issue that is close to their hearts. A special labelling procedure enables us to guarantee donors that their donation will be spent on the theme or project of their choice. Most supporters opt for a gift that is earmarked for Hivos' work on LGBTI rights: 40 per cent of private donor support goes to LGBTI projects, five per cent to projects on women's empowerment, and eight per cent to other projects. Almost half (47 per cent) of our private donors choose to support Hivos' overall work.

Offering the opportunity to make earmarked donations is time-consuming, but it is most certainly worth the effort and is very much appreciated by our supporters. As we are able to keep track of the individual funding stream of a project, it also serves as an effective source for our results-based donor communication. As such, private donors are an important element in our work for social change. In 2018 we want to make full use of this fundraising opportunity and expand communication on private donor funding projects. We will also be building a successful case for recruiting new donors online, further developing major donor giving, and, of course, complying with the new European privacy regulations.

North-South savers

Dutch citizens can also make funds available for development activities in the South by opening a 'North-South Savings Account' at Triodos Bank. By doing so, they enable loans to be made to small and medium enterprises for sustainable food and energy. The number of savers decreased from 11,386 in 2016 to 9,144 in 2017, with a total savings volume of €114.7 million (2016: €116.3 million). In 2017 the interest earned further decreased to €12,533 (2016: €17,606), due to the ongoing falling interest rates.

"Hivos can be proud of its work!"

Hivos has been campaigning for human rights for 50 years, working with courageous people around the globe. And our private donors are the people who help us to do just that. What drives them to support Hivos?

Anouk Vee, Private donor

Anouk, aged 19, decided to become a donor last year. "When I heard about everything Hivos does, I thought, 'Wow, this is so cool. I am behind all of it 100 per cent!'" The young donor considers human rights the most important topic in the world. "I have some gay friends, and my brother is gay as well. All too often we hear about violence and discrimination against gay people, and in some countries there is even the death penalty on homosexuality, which is horrible. An organisation that stands up for gay rights, and gives people a voice, that's really wonderful I think." The fact that for Hivos people are key appeals to her. "Using the power of people as a starting point – I really like that."

Ellie and Gerrit Wolfswinkel, Private donors

Ellie and Gerrit, who are in their early 70s, have been Hivos donors for more than 30 years. The themes that Hivos campaigns for and the cohesion between them have always appealed to them. "Good labour conditions, freedom of religion, freedom of sexual preference: they are all related in the end." They particularly value the attention for women's rights – a subject that Hivos began to campaign for at a very early stage. Ellie and Gerrit realise that the problems that Hivos is working on won't just disappear overnight. "You can't simply invest some money and solve them overnight. We understand that long-term, structural changes are necessary to make things better." The couple hopes that Hivos' work will become more widely known. "Hivos is too modest, really. Which is good in a way, but Hivos can be proud of its work and show it more!"

[e/box]

Partner organisations

Hivos is convinced that we need to connect and collaborate if we want to realise a free, fair and sustainable world. In all of our projects and programmes we look for partners and allies to join us in innovating and developing solutions to persistent problems and bringing them to scale. A good example in 2017 was the launch of All Eyes on the Amazon in which Hivos, Greenpeace and COICA (the Co-ordinator of Indigenous Organisations of the Amazon River Basin) have joined forces with the Institute of Social Studies, Digital Democracy, the World Resources Institute (Global Forest Watch), the University of Maryland, INTERPOL LEAF, Both ENDS, WITNESS and ARTICLE 19.

Alliance partner Welthungerhilfe joined us in 2017 as an investor in the Hivos Food & Lifestyle Fund, providing €500,000 to support promising food start-ups and scaling businesses. Hivos increasingly works with the private sector to bring about social change. Examples are the Boston Coalition, in which we work with Schneider Electric and SELCO India to advocate for decentralised renewable energy solutions and M&C Saatchi, which is helping us to design a convincing communication campaign in KP REACH.

If there is one area in which we urgently need to join all possible forces, it is the shrinking civic space. Without the space to express and inform oneself and to hold those in power to account, we will not realise the open and green societies we strive for. Together with governments and civil society organisations all over the world, Hivos (lead), Ushahidi and the Institute for Development Studies managed the global programme Making All Voices Count (MAVC). In the 4.5 years of its existence, MAVC made a significant contribution to the increase of civic space and citizens' agency.

To counter the increasing threats to freedom of expression, the right to know and the right to be who you are, Hivos took the initiative for a project proposal in December 2017, together with ARTICLE 19, Both ENDS, Cordaid, Free Press Unlimited, and Oxfam Novib. These partners aim to use action research on joint activities to strengthen civic space in Burundi, Egypt, Kenya, Uganda and Central America. In addition, Hivos and the Robert Bosch Stiftung started preparations for a Vital Civic Spaces Lab to be held in 2018, to bring together other foundations, creatives, cultural actors and policy-makers. In a lab setting, they will explore what foundations can do to promote vital civic spaces in Europe.

In 2017 Hivos worked with 484 partner organisations and citizens' initiatives in 43 countries across Africa, South East Asia, Latin America and the Middle East.

Network partners

Our partner Social Innovation Exchange (SIX) is the world's primary network focusing on social innovation. In 2017, Hivos organised the City Maker session during the SIX Wayfinder conference on social innovation in London. The meeting aimed to explore the impact of active citizens, the 'city makers', on social innovation in cities. The session was attended by the deputy mayor of Athens and a representative of the Mexican Government.

Hivos is one of the founders of Alliance2015, and works to fight poverty in collaboration with the aligned organisations ACTED, Cesvi, Concern, HELVETAS, People in Need and Welthungerhilfe. Alliance2015 is our principal strategic partnership in Europe; its strength lies in influencing policies and public opinion in Europe through campaigning and advocacy.

Hivos also belongs to the Humanist Alliance, a network of Dutch humanist organisations, which includes the Humanist Association, Humanitas, HUMAN Broadcasting and the University of Humanistic Studies. In 2017 Hivos was part of the 'Alliance Academy', a series of meetings organised by five different humanist organisations with the objective of learning more about each other's work: what do humanism and humanist values mean for the various organisations, and how do they become manifest in their work?

Triodos Bank

Hivos has worked closely with Triodos Bank since 1994, mainly through the Hivos Triodos Fund (HTF) and the North-South Savings Plan. Since 2016 the HTF has shifted from supporting microfinance institutions to pioneering loans to small and medium enterprises for sustainable food and energy, further elaborating on Hivos's innovative strategy. While Triodos takes care of the management of the fund, Hivos nominates four of the six members of the Supervisory Council.

Strategic partnering

In line with the new strategy that we revised in 2017 (see Chapter 3), in recent years Hivos has been examining whether strategic partnering is desirable and feasible. Based on our analysis of trends, our own strengths and weaknesses, and the challenges and opportunities in our sector, we started to explore strategic partnering at the end of 2016. In 2017, discussions took place with several Dutch and international organisations and networks, amongst which the Alliance2015, to explore potential strategic collaboration, partnership and merger. This might very well lead to Hivos becoming more involved at the European level. After all, freedom and equality are increasingly under threat on the European continent, with serious implications at the global level. Our exploration is an exciting process but not an easy one, and decisions should not be taken overnight; we will therefore be continuing our efforts in 2018.

Chapter 6 How we are organised

In Chapter 3, The Hivos Way, we formulated our ambitions and outlined our strategy to realise open and green societies. In this chapter, we describe how we organise our operations, our monitoring and learning, our communications, and supporting processes and systems in such a way that we can deliver on these strategic ambitions. In 2017, Hivos moved forward in its process of changing from a re-granting organisation into a more entrepreneurial driver of social change. This not only requires a huge effort in terms of time, money and energy, but also in terms of an organisational learning process and culture change, and comes with progress as well as backlashes.

6.1 Organisation

Governance

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

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

The Executive Board in 2017– consisted of Executive Director Edwin Huizing and Director of Operations Sanne Nolst Trenité, who is entrusted with the management of the organisation. Their respective duties and powers are detailed in the Board Regulations. The Executive Director is the chair of the Executive Board. The EB is supported by a Management Team that consists of Regional Directors, Programme Directors, and managers of the two support departments as well as advisors to the Board. Besides holding positions in Hivos entities, Edwin Huizing is a board member of Power of Art House and member of the Supervisory Council of the Hivos Triodos Fund. Sanne Nolst Trenité is a board member of Stichting Global Inside. Director of Operations Sanne Nolst Trenité opted to leave Hivos in 2018.

Hivos has several local entities and is registered in several countries as an organisation, with Articles of Association and a Board. Since early 2017 the Hivos South Africa office has been a fully independent organisation, operating as Hlanganisa Institute for Development S.A. Nationals of Zambia and Malawi are members of the local Hivos boards in their respective countries. Local board

members are an expression of ownership and enable Hivos to become more firmly rooted in these countries. This increases sustainability and leads to more opportunities for effective stakeholder involvement and fundraising.

Internal organisation

Self-determination, equality and diversity are Hivos values that inspire our drive to create ownership and governance at the lowest possible level in our organisation. Furthermore, we strongly believe in operating in the close vicinity of our partners and other stakeholders in the countries in which we work. Added to these two principles is the reality of how donors organise their funding at global, regional and /or national level, for which Hivos must improve its organisational agility. Together, these factors explain why Hivos operates in a decentralised structure. Increasingly, we work with global teams that have a collective goal and responsibility while operating from different Hubs.

Decentralising

In 2017 most programmes were managed from our four regional Hubs, located in Indonesia, Kenya, Zimbabwe and Costa Rica. Given the current regional context, our programme in the Middle East and North Africa is still being managed from our Global Office in The Hague. In 2017 we also had national offices in Bolivia, Ecuador, Guatemala, South Africa, Malawi, Zambia, Uganda, Lebanon and Timor-Leste. These offices implement and manage large-scale programmes, which are mainly financed by institutional donors.

Finding the right balance between a centralised and a decentralised organisation is a complex, sometimes painful, but rewarding process. Divesting authority and responsibility away from the Global Office requires boldness, an open attitude and a lot of flexibility from all involved. Staff in Hubs and the Global Office have to overcome differences in culture, as well as become used to constantly working in different time zones and not being able to physically meet and work together. But despite the challenges, we strongly believe in stimulating all staff to develop their talents and in the added value of diversity in ideas and people. We support our staff in this process and provide them with technical solutions to enable them to co-operate across countries and regions. This is the way we want to operate, because this is Hivos: People Unlimited.

Global Office

We manage our global programmes from our Global Office. These include advocacy activities and campaigns to make laws, regulations and markets work in favour of marginalised groups. The two main programme departments in our Global Office are Open Society and Green Society. Open Society programmes are clustered around

four focal areas: Freedom of Expression, Transparency & Accountability, Sexual Rights & Diversity, and Women’s Empowerment. The Green Society focal areas are Sustainable Food and Renewable Energy. Two departments support our organisation: Finance, Support & Control and Strategy, Communication & Innovation. In addition, we have a HR unit and an independent Senior Controller – these report directly to the Executive Board. Our Global Office focuses on strategy and policy development, quality control, marketing and communications, and ICT.

Communication

Clear messages, transparent information, and inspiring stories that put people centre stage are key elements in Hivos’ relationship-building with its stakeholders. We strive for transparent, effective and impactful communication in order to raise awareness of our work, to mobilise supporters for social change, and to inform donors about our impact. The way in which we communicate with our different target groups depends on our relationship with them and on their information needs. For example, a substantial number of our supporters are interested in specific Hivos programmes or themes; we try to tailor our information to their interests.

Our website and social media are important tools for informing and interacting with our stakeholders. In 2017 we created an Instagram account to reach out to and increase engagement with the mostly young adult audience that use this social networking service. Just as in previous years, our reach through online communication increased in 2017.

Online outreach

	2016 total	2017 total	Increase
Hivos.org users	261,311	278,774	6.68%
Twitter@hivos	12,900	15,236	17.2%
Facebook@hivos	13,881	15,506	11.7%
Hivos LinkedIn	5,018	6,755	32.5%

Offline we engage with our stakeholders and private donors through *People Unlimited Post*, the magazine we publish three times a year, and during events, network meetings and conferences. Via op-eds, free publicity and campaigns we raise awareness of the threats to an open and green society and of the creative and bold ways that Hivos and its partners challenge these threats.

Corporate campaigns

Prior to the 2017 Dutch parliamentary elections, Hivos took the lead in a campaign with a broad coalition of civil society organisations – ActionAid, CARE, Cordaid, Greenpeace, Human, Humanitas, OneWorld, Oxfam Novib, Partos and the Humanist Alliance – driven by a mutual concern about the increasing polarisation in the Netherlands. Core values such as freedom, openness and equality are under pressure and call for action to defend freedom and equality. In a short campaign video and a special website we challenged all Dutch voters to answer the question: if we lose each other, where do we meet? We reached more than 64,000 people through our Facebook posts, more than 8,000 people visited the campaign website, and the long version of our campaign video had over 6,000 views.

In May 2017 we launched a global social media campaign drawing attention to the International Day Against Homophobia and Transphobia (IDAHO). On all Hivos channels we promoted a rainbow mask, which symbolises the hidden life many lesbian women, homosexual men, bisexual, transgender and intersex people have to lead. We encouraged people to make a statement by posting pictures of themselves wearing the mask on their social media accounts, reaching more than 90,000 people.

Storytelling

In 2017 we made a lot of effort to design our positioning, internal brand experience and the consistency of our story. An important step was the development of effective and inspiring materials which effectively communicate Hivos' position, such as the internal 'We are Hivos' booklet, and an internal training session on our corporate identity. In addition, to reinforce the internal communications process, Hivos recruited an internal communications officer based at our Southern Africa Hub.

In 2018 we will develop a new hivos.org website that strategically positions Hivos, using storytelling as one of the main communication drivers of the website. Making Hivos more visible to our stakeholders and targeted audiences requires an increased internal understanding and awareness of our brand identity. To this end, we will develop a platform with our communication guidelines, templates and tools, thus facilitating our staff to communicate results and stories, offering a clear branding strategy for all projects and making our corporate branding more consistent.

6.2 Our staff

In the course of 2017 Hivos took the first steps towards a Human Resources (HR) global way of working to increase its effectiveness and create a robust platform for sharing ideas and best practices. We shared our ideas on standardising and rationalising HR practices across all Hubs, and planned monthly global HR meetings in 2018 with the goal of achieving clear plans and concrete action.

Employees

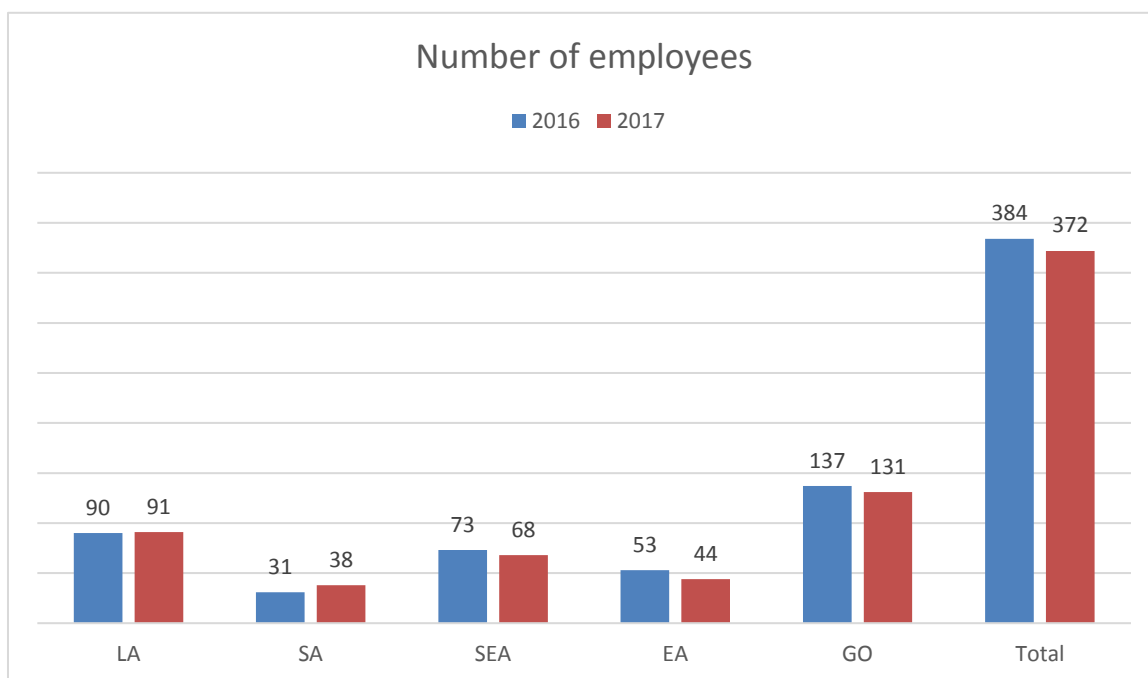
Hivos aims to cultivate a diverse and inclusive workforce through equal employment opportunities for all. Teamwork and leadership help to create a positive working environment and to maintain our common core values and goals. Development of staff is another key element in managing employees and helps them to realise their full potential.

Though several changes in HR staff increased the department's workload, the team managed to become more advice- and service-oriented, which in turn enabled integral management. In 2017 a start was made to evaluate and clarify all processes by visualising these and defining the person responsible for each process. This has been further implemented in 2018.

Managers at Global Office started to implement the performance management cycle for a more structured and clear trajectory in our employees' performance. The HR team in South East Asia began improvements to their recruitment cycle and database and payroll systems. The Latin American team went through several staff changes due to shifts in project funding. This Hub developed an institutional climate assessment and improvement plan, in order to create a better working atmosphere. In Southern Africa the HR team changed the labour contracts to better align them to available funding. Together with the workers' committee, the management committed to open communication and feedback with the aim of facilitating a collaborative environment. In East Africa the HR team implemented an online performance appraisal tool, which has significantly reduced both time and paper usage.

Staff figures

In 2017, Hivos had a total of 372 employees (2016: 384), of whom 131 were based at the Global Office in The Hague (2016: 137) and 241 worked in the regions (2016: 247).



LA: Latin America, SA: Southern Africa, SEA: South East Asia, EA: East Africa, GO: Global Office

Turnover

Staff turnover within Hivos was quite high in 2017, as a result of project staff employment dependent on the availability of funding. As an employer, Hivos prefers to hire staff for longer periods; whenever Hivos has a vacancy, priority is given to existing staff. To prepare our staff better for their next career steps, we have included employability in our performance management cycle. Depending on the outcomes, staff can align their training to their future plans, as we have decentralised the budgets for individual training to the unit level. Furthermore, we stimulate the temporary deployment of internal staff for shorter assignments, to create new opportunities for gaining or increasing experience within Hivos.

Turnover	Total	GO	Hubs
Employees leaving Hivos	82	24	46
Employees joining Hivos	67	30	40

Absenteeism

Hivos employees are highly involved with their work; though this is a positive attitude, it can also lead to overwork and absenteeism due to illness. We are alert to initial signals and offer adequate support. At the global level it is difficult to compare figures on sick leave due to differences in legislation and sick leave administration.

The sick leave percentage at Global Office is quite high due to the long-term illness of a few employees.

Sick Leave percentage	South East Asia	Latin America	Southern Africa	East Africa	Global Office
	2%	0.12%	0.4%	0.6%	5.33%

Staff development

Hivos encourages staff development in various ways, including through the performance management cycle, which emphasises results-oriented working and professional development. This cycle includes discussions between manager and employee, and considers both the organisation’s objectives and the employee’s ambitions. Training and coaching, both at the team and the individual level, are Hivos’ primary means of supporting staff development, but ‘training on the job’ is also an option. In 2017, we organised several trainings (globally or at Hub level), e.g. on the project management way of working, financial resilience, managerial skills & leadership, safety & security, and team dynamics.

Diversity, inclusion and equality

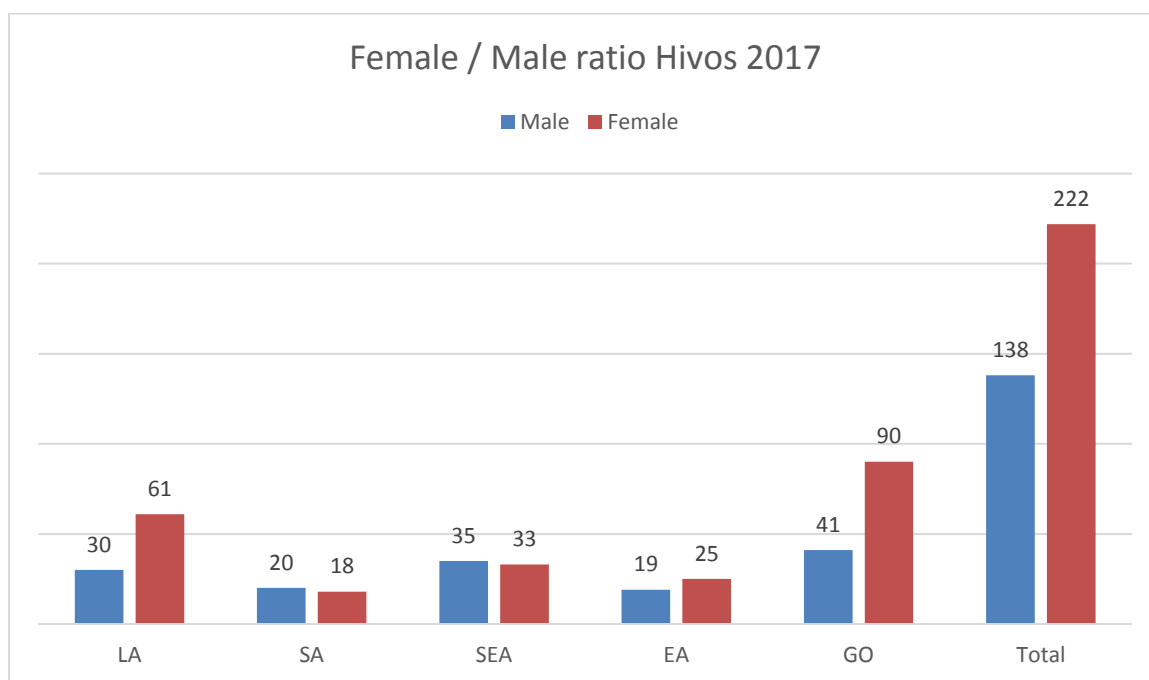
Hivos places a high value on diversity, inclusion, equality (with room for individual differences), transparency and social justice; we make sure to apply these principles when we are recruiting new staff. Of course the position always goes to the most suitable candidate, but we explicitly do not exclude anyone from the hiring process. From a global perspective, Hivos has proven to provide a safe environment for pluralism and LGBTI people. Our induction programme is designed to ensure that all staff embrace this diversity; we see diversity as an asset.

Our policy includes striving for diversity in ethnic background and in age and for a balanced ratio of men and women, especially in our Management Teams. At all offices our staff have a range of nationalities; they mostly hail from the countries and regions in which they work. Numbers range from three different nationalities at the South East Asian Hub to twelve at Hivos’ Hub in Latin America. In Southern Africa our Hub has staff from four different nationalities and the East African Hub has mainly Kenyan staff and employees from Tanzania and Uganda. At the Global Office we are proud to have fifteen different nationalities.

Range by Age	South East Asia	Latin America	Southern Africa	East Africa	Global Office	Total
< 20 yrs		2				
20-30 yrs	13	12	3	2	11	

31-40 yrs	28	29	19	27	41	
41-50 yrs	23	34	10	13	40	
51-60 yrs	4	12	6	2	29	
61+ yrs		2			10	

All in all, female staff greatly outnumber their male colleagues at Hivos: globally we count 222 women and 138 men.



LA: Latin America, SA: Southern Africa, SEA: South East Asia, EA: East Africa, GO: Global Office

Starting in 2018, Hivos Global Office will join forces with an organisation working with young professionals who are disadvantaged on the labour market, mainly due to psychological issues and sometimes to physical issues. These professionals can be well-integrated in several positions within the Hivos environment.

Integrity policy and Code of Conduct

Hivos adheres to the highest possible integrity standards in all its operations. Our staff policy principles – justice, legal security, openness and clarity, individual responsibility and room for initiative, diversity and creativity – also serve as the basis for our integrity policy. All our staff must comply with this policy, consisting of a code of conduct, an internal complaints procedure and a whistle-blowers procedure. Furthermore, Hivos employees are obliged to meet legal requirements, and conform to common social norms and values.

Hivos realises that integrity is not a matter of simply drawing up rules of conduct. Attitude and the inherent wish to “do things properly” are also important aspects of integrity. Integrity has a hard side, consisting of internal and external regulations, and a soft side, which is determined by the organisational culture. We believe that integrity within an organisation is defined by openness, mutual respect, honesty, and having senior staff set a good example.

Since 2016 an external confidential counsellor has been available for Hivos staff at the Global Office, complemented by an internal confidential counsellor in 2017. These counsellors support and advise employees who are confronted with unacceptable behaviour, giving them assistance with approaching the situation. Sometimes they guide the staff towards legal processes. In 2017 the confidential counsellors (internal and external) addressed six notifications by giving advice on how to prevent a conflict; providing a listening ear, emotional support and advice; providing referrals to professional care providers; and offering consultation on how to develop sexual harassment policies for Hivos' partner organisations.

Looking ahead

In 2018 Hivos will continue to facilitate the professional development of its staff. We will organise training sessions, develop talent and assist with career management, and provide mentorship and coaching. Other HR priorities for the coming year include choosing and implementing a new global HR system (with room for local flexibility), standardising HR reporting to enable decision-making, and increasing networking across HR in the Hubs.

Works Council

In 2017, the Works Council at the Global Office still faced a few challenges following the reorganisation process that took place in 2014. As this reorganisation had far-reaching implications for staff, structures, ways of working, and culture, adjusting has taken some time for all involved. By carefully monitoring and addressing these changes, the Works Council represented Hivos employees as well as possible.

The Works Council regularly provided the Executive Board with advice to help them create a better working environment for all employees, for example by ensuring the availability of a confidential counsellor, and advising on HR policies and other significant changes that influence working conditions. The Works Council believes that significant organisational changes should be in balance with a stable working environment for all employees. Good working conditions and happy staff are key to a healthy organisation. In 2017, the Works Council (amongst others) monitored the implementations carried out to achieve better working conditions, which were based on the outcomes of the 2016 staff satisfaction survey.

To strengthen its capacities and adjust its strategy, the Works Council participated in a strategy day in 2017. Minutes and other important updates regarding the meetings with the Executive Board are published on Hivos' extranet HiVoice to keep stakeholders informed. In 2017 there were six meetings with the Executive Board and three meetings with the Supervisory Council. A new member joined in 2017, so the Works Council now consists of six members and a secretary.

Safety and security

Hivos innovates for social change, working with frontrunners on sensitive topics in risk-prone areas and repressive countries. Obviously, safety and security issues are intrinsically linked to our work. In 2017 civic space decreased even further all around the globe and the threats related to digital developments increased. A growing part of our daily lives is being recorded, assessed and processed, changing the very nature of personal threats to include things like identity theft and fraud, the risk of destroying a credit history or ruining a reputation. For the communities of LGBTI people, women, migrant workers and human rights defenders with whom Hivos works, these digital threats can easily translate into physical consequences such as harassment or imprisonment.

Holistic approach

In order to prevent this happening, Hivos has developed a holistic approach towards risks, safety and security, which includes physical safety, personal wellbeing and digital security. All staff members who travel follow a practical security training course, to ensure that they are prepared for risky situations in the countries in which they work. In 2017 we continued the two-year process that started in 2016, an overhaul of our safety and security guidelines in an integral approach. Four holistic security consultants have visited all Hubs to assess risks, provide security training in collaboration with local trainers, and mentor on local focal points. Together with the Centre for Safety & Development (CSD), Hivos is currently upgrading its training on crisis management and physical security, and reassessing the way forward with regard to its holistic security process.

6.3 Quality and accountability

Certification and quality

Hivos is dedicated to delivering high-quality services and to being transparent and accountable. To match this dedication with practical action, we developed the Hivos Quality Objectives. These include conducting a convincing dialogue with stakeholders about substance and processes, and improving the reliability, availability, transparency and accountability of results. Delivering high quality means ensuring that financial partners and donors are satisfied, and that we develop good relationships and positive reviews with donors and partners. Other important aspects are: maintaining a proper balance between direct and indirect cost, and achieving a high proposal success rate.

What did we do in 2017 to increase the quality of our services and ensure that we remain transparent and accountable? Hivos has invested extensively in risk management and in its financial reporting system. One important action was the introduction of Risk Based Grants Management. This entails applying custom-made conditions to our partner contracts, depending on the risk level of the collaboration. In addition, we further elaborated our project management way of working, piloted a Customer Relationship Management (CRM) system, introduced crisis management and analysed our procurement system.

External quality control

Ensuring that our work is of the highest quality also implies that we have thorough external control mechanisms in place. First of all, we have regular accounting controls. In 2017 PricewaterhouseCoopers (PwC) stimulated Hivos to further improve its internal financial processes. As a result, Hivos adopted new accounting principles relating to income that better reflect our actual financial position by presenting income and expenses for programme costs and operations on the basis of actuals instead of (multiyear) commitments, which was the practice until the end of 2016.

The extensive and intensive audit process for 2017 which was impacted by these changes and the need to prepare proper comparative data for 2016, has resulted in many lessons learned that will be implemented in the coming years.

For starters, Hivos will invest in new accounting software that will facilitate and expedite accountability.

Since it is good practice to change auditing firms periodically at intervals of five to seven years, Hivos has contracted with a new external accountant. In the coming years Deloitte will assess the quality of our financial management and reporting, as

well as the quality of related processes and administrative structure for all Hivos offices.

With the help of Deloitte, Hivos has analysed its legal structure and has implemented several changes in its annual accounts in accordance with the findings of this analysis, as well as in line with the change in accounting policies described above.

Secondly, for many years Hivos has worked with the ISO 9001 quality management system, which guarantees continuous self-reflection and improvement. Lloyd's Register Quality Assurance (LRQA) audits the Hivos Global Office and two regional offices against these standards on an annual basis. In 2017 Hivos further improved the way it conducts the annual review. We also performed a transition audit for ISO 9001:2015. The new elements in this framework of standards set in 2015 are the introduction of a risk management system (at institutional and project level) and an overview of stakeholder requirements and wishes. From 2018 onwards DNV-GL will take over the audits from LRQA.

Thirdly, Hivos complies with Partos 9001, a sector-specific quality seal developed by Partos, the Dutch membership body for organisations working in international development. This certificate is valid until 14 September 2018. Hivos also signed the Partos code of conduct, a Dutch sector-specific quality norm based on ISO 9001.

The Dutch Central Bureau on Fundraising (CBF) checks Hivos' compliance with the CBF norm for charities. The CBF promotes trustworthy fundraising and expenditures, and monitors fundraising by charities. The Wijffels Code on good governance of Dutch charities is an integral part of the CBF certificate. In 2016 the CBF framework changed; Hivos was among the first to receive the revised certificate, which was renewed in 2017.

Monitoring and learning

Hivos is proud of its track record of almost 50 years in realising daring, innovative projects and large, influential programmes. As innovators for social change, it is imperative that we know what works and what doesn't. Are we as impactful as we aim to be? Our efforts – our support to bold frontrunners, our gathering of usual and unusual suspects, our disruptive thinking, our networking and advocacy – do they work, do they help to realise more open and green societies?

Result and learning frameworks

Measuring results and impact is not always easy, given the complex, changing and often adverse environments in which Hivos operates. It is precisely for that reason

that we have made new efforts to develop a high-quality and meaningful monitoring and evaluation framework. In all Hubs, the Global Office and some of our larger programmes, we have introduced specialised Design, Monitoring, Evaluation and Learning (DMEL) staff. Amongst other things, they support an increasing number of new programmes in starting with a Theory of Change (ToC) during their design phase. In 2018 Hivos will offer its staff an advanced training course on ToC development.

In 2017, an international team of these DMEL officers developed a customised Result Framework for Hivos, which needs to enable Hivos to provide coherent evidence of its added value in each thematic area. In the process, the team came up with valuable suggestions for reformulating Hivos' long-term goals at outcome level – making them easier to track – and to better compare and learn from the use of its approaches and instruments (see Chapter 3) across programmes and themes. Furthermore, under the guidance of the Jakarta-based knowledge and learning manager, Hivos developed an internal Knowledge Management and Learning framework. In 2018 both frameworks will be consolidated and anchored in our programme management cycle and related quality systems.

Outcome Harvesting

After adopting Outcome Harvesting as a monitoring approach in 2016, Hivos trained its staff and partners in the principles of this methodology. Outcome Harvesting is especially useful for collecting evidence of what has changed in the complex programmes Hivos supports and implements. It can evaluate and measure both intended and unintended outcomes, mainly by working 'backwards': Outcome Harvesting determines whether an identified change is due to the programme's intervention. By the end of 2017, we had collected 88 outcome stories for the four programmes under our strategic partnership with the Dutch Ministry of Foreign Affairs. In 2017 Women Empowered for Leadership and Voice also adopted Outcome Harvesting as a monitoring approach.

So far, Outcome Harvesting has proved to be a good tool for capturing stories of change and Hivos' contribution to these changes. The challenge now lies in being able to forge a rich palette of context-specific outcome stories into more generic outcome results, and to do so frequently. Outcome stories not only serve as basis for reporting, but also as important input for the annual reflection and planning involved in Hivos' programmes. Besides Outcome Harvesting, several evaluation studies were carried out in 2017, including the Digital Defenders Partnership, ENERGIA, Stop Child Labour and TERANG (Sumba Iconic Island and Indonesia Domestic Biogas Programme).

Outcomes harvested in Uganda

In August 2017, four chefs, seven food vendors, five restaurant owners and two school canteen attendants from Buikwe District in Uganda signed an agreement to promote proper diets and diversified meals. Hivos brought together these unusual partners in its Food Change Lab, and this agreement was one of the outcomes. The partners promised to serve nutritional local dishes, produced with respect for biodiversity and ecosystems. The chefs' involvement is important, as they are key to linking consumers to food that is nutritionally adequate and safe; chefs are the best interpreters of local food products and can promote these with skill and creativity.

During their reflection on the year 2017, Hivos and its two Ugandan partners in Sustainable Diets for All evaluated the programme through Outcome Harvesting. The exercise revealed that the formation of the Buikwe alliance was to a large extent the result of this programme's interventions. Hivos had launched the Food Systems Solution Platform in May 2017 in collaboration with Slow Food Uganda, bringing together multiple stakeholders with the aim of countering the myriad food problems in the region. After an extensive mapping and identification of chefs in Buikwe, twenty chefs visited the platform and formulated their possible contributions to an improved food system in their district. As a result, four of these chefs took further action and joined the new alliance. The Outcome Harvesting will enable Hivos to better plan activities for 2018 in light of the changes we would like to see in the lives of low-income consumers.

Evaluating the Digital Defenders Partnership

An external mid-term evaluation of the Digital Defenders Partnership (DDP) programme praises the impact of DDP. There is a strong need for digital safety support for critical internet users and improved response mechanisms in the event that critical internet users are attacked. According to the evaluators, it is evident that the Digital Defenders Partnership has an important role to play in addressing these needs. "We can conclude that almost all individuals and organisations consulted for this evaluation feel that they have benefited from the support." DDP stands out for its holistic approach which puts it, according to one expert "at the top of the pile" of present funders.

The evaluators conclude that DDP appears to be a trendsetter on two points: "They played an important role in setting up a convening space, in particular for rapid responders. Secondly, DDP's acknowledgement that critical internet users making changes to their digital safety behaviour is a lengthy process that takes time (and could be better addressed via a digital integrity fellowship) was also innovative. Experts and responders consulted in this evaluation confirmed that this holistic sustainable approach is legitimate and sensible and is recognised by many others in the digital safety community as a necessary step."

Risk management

Not only does Hivos operate in risk-prone regions, but we work on sensitive topics such as LGBTI issues, sexual and reproductive health rights, open contracting and digital safety. Moreover, our approach to innovating for social change implies that there will be failures, part-failures, and unexpected effects. Taking calculated risks is in our DNA; we are convinced that without the courage to make mistakes there can be no innovation. It is important however, that we admit to having made these mistakes, that we learn from them, and we are transparent about the lessons we have learned.

Improved control framework

Despite this clear appetite for risk, we do of course analyse and manage both internal and external risks carefully and develop appropriate mitigation measures. In 2017 Hivos improved its control framework in order to reduce risks with regard to fraud, other financial irregularities and ineligibility of costs (see below as well as our Annual Accounts). This framework describes measures to increase controls on budget planning and financial management, grant management and risk management.

In 2017, globally and in the Hubs, all staff were trained in project planning and budgeting using the internal project management way of working. To enable us to respond to the changing aid environment we also invested in staff competencies worldwide, including performance management geared more towards responsibilities, mandates and results. Our internal financial management procedures were customised, and we translated stricter donor requirements into more explicit conditions and obligations for implementing partners. We also made project-related risks more explicit to donors.

The planned introduction of an integrated risk management system was delayed, because we decided to prioritise risk assessments of partners and contracts. This decision was taken as a result of actual risks that emerged in 2017 (see below).

Sensitive areas

The imprisonment in Turkey of two independent trainers with whom Hivos has worked intensively demonstrated once again the risks of operating in countries where civic space is rapidly decreasing. We must be prepared for situations in which we are unable to provide direct support to our partners in politically sensitive and disaster-prone areas. In such cases Hivos will continue its support from the Netherlands or neighbouring countries, or through local partners and networks that are still able to operate in these areas. In 2017 Hivos provided comprehensive security training to its staff.

Hivos has differentiated its risk assessments per region and unit, because we are convinced that risk assessment and risk management are best done at the lowest possible level. We don't just provide training in order to raise risk awareness amongst Hivos staff; we are also constantly discussing control and risk issues at management level, at the global office and in the Hubs. However, we still need to improve our internal communications about the new control framework, and to improve staff awareness of and compliance with donor contract requirements.

Lessons learned

In 2018 Hivos will revisit the integrated risk management system chosen earlier, given the lessons learned from irregularities and audits (which did improve our control framework in 2017). We will also continue to focus on risks related to donor and partner contracts and partner selection. This includes re-evaluating some risk assessments in current projects and contracts; we will also build the capacities of programme staff in order to improve Hivos' way of working. Based on the arrests in Turkey, Hivos needs to rethink what it can offer staff, consultants and partners in terms of safety and security. This will be part of our Holistic Security project in 2018.

Improving our financial accountability

The most significant development related to financial accountability in 2017 was the implementation of our new grants management control framework. Hivos has been diversifying its sources of funding over the past few years. Different donors require different project approaches and each prescribe their own explicit conditions, which in turn determine the eligibility of expenditures incurred by Hivos and all subcontracted partners. Given that this increases the risks involved (including financial and reputational risks), Hivos was forced to improve its risk management policies and procedures by making use of a wider range of instruments for assessing and monitoring risks at all levels.

New control framework

Within the new control framework, Hivos introduced additional risk-based financial intake procedures for the assessment of sub-grants. We apply different modes of assessment for incremental levels of grant thresholds. The outcomes of such an assessment (alongside the donor requirements) form the basis of contract conditions, monitoring and external audit options. Hivos customises partner contracts according to the risks identified in pre-assessments and the risk appetite of the back donor.

In 2017 we revised our general conditions, including minimum standards for financial management. Our partners are obliged to implement adequate anti-fraud, corruption and bribery measures; this includes maintaining a whistle-blower facility. The new measures also comprise additional tools for improved financial monitoring; furthermore, we adjusted external audits to respond to different risk levels and donor requirements. In this way, the choice of the type of audit required for partner contracts is based on the assurance levels required by the back donor, in combination with the partner's risk profile.

The new framework maintains Hivos' institutional approach: we will continue to review risks and financial management of partners at an institutional level, even when the contractual relationship and reporting are based on a project approach. Thanks to the changes we have implemented and the fact that the risk mitigation way of working is being used widely in all Hubs and units, we have improved our management of financial risks. Moreover, we are now able to maintain a higher level of accountability across all grants, and have more guarantees to comply with our donor requirements.

Mitigating fraud risks

Although in principle Hivos operates on the basis of mutual trust and accountability, we draw a clear red line when it comes to fraud. In 2017 we experienced two cases of fraud in Uganda and Tanzania. These anomalies were uncovered through whistle blower reports and our improved Monitoring and Evaluation (M&E) framework. These developments subsequently necessitated forensic audits to confirm the irregularities and put in place remedial measures to address financial impropriety. This informed the basis for further actions to be taken with regard to the affected parties which, in principle, were partner organisations actively co-operating with Hivos and other stakeholders. We discussed these cases from the start extensively with funders.

Hivos has a clear zero tolerance policy towards fraud and corruption. Furthermore, in order to deter fraud and to enable timely detection, we have amended our contractual conditions: the whistle-blower clause now forms an integral part of all partner contracts. In addition, Hivos is working towards strengthening the internal integrity and conflict of interest policies in order to mitigate the risk of internal fraud. This is to ensure donor funds are utilised in a legitimate and transparent way in line with our accountability principles.

Corporate Social Responsibility

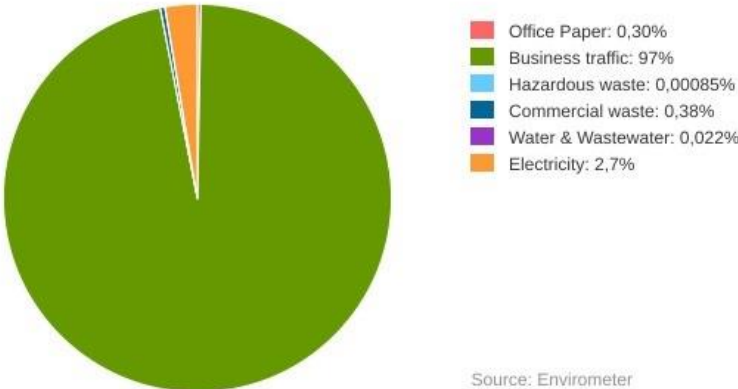
Hivos adheres to high standards when it comes to integrity, diversity, equality and environmental stewardship, keeping true to its core humanist values of restoring human dignity and practicing responsible citizenship. This includes good

employment practices, which we apply to our own organisation, partners, financiers and suppliers.

Monitoring our performance

A regular check on staff satisfaction with Hivos’ adherence to its CSR commitments is made in the form of the surveys conducted at the Global Office and in all Hubs; in 2017 Hivos scored a mean 3 out of 5. To monitor our environmental performance, we use the Envirometer (see illustration) which analyses the annual data we collect on business traffic, waste and water use, and electricity consumption. One challenge Hivos has yet to solve is that the exact data on electricity use and waste for some of our Hubs are difficult to obtain (since these are included in the total rental price); in such cases we make a reasonable estimate. Based on all available data, we then produce a carbon footprint report and compensate all carbon emissions through our own biogas programme in Cambodia, which is registered under the Gold Standard.

2017 Hivos Environmental Impact



Hivos’ Carbon Footprint

	2015	2016	2017
Total amount of CO ₂ produced (tonnes)	2,158*	1,990	2,119
Total amount of CO ₂ compensated (tonnes)	100%	100%	100%
CO ₂ per employee (tonnes)	6.40	5.18	5.79

* figure adjusted in 2017 (was 1,929 tonnes of CO₂)

The main explanation for the rise in CO₂ emissions in 2017 is the increased number of flights from the South East Asia Hub, due to its heavy involvement in a number of multi-country programmes. These require a lot of international coordination and

training activities. In 2018 this Hub will make an even bigger effort to limit travel by making more use of improved online conference call facilities and ensuring that carbon footprint offset is secured for unavoidable staff travel.

Some of the environmental measures already in place are:

- Duty trips are planned carefully, a videoconferencing system replaces a number of flights, and rail travel is strongly recommended for duty trips within Europe;
- Organic and fair trade products are used as much as possible for staff lunches at the offices, coffee and tea is fair trade and green, paper coffee cups are reused and recycled;
- Floor coverings are sustainably produced;
- Waste paper, batteries, printer cartridges, old computers and office furniture are sent for recycling wherever possible. In 2017, the Latin America Hub hired a computer recycling specialist;
- Certified paper with an eco-label is used for copying and printing;
- Offices are cleaned with organically degradable products;
- Where possible, Hivos has installed water-saving toilets, water leakage sensors, energy-efficient lighting, and motion sensors;
- The Hivos Global Office uses green electricity and gas, the Southern African Hub runs partly on solar energy and the Latin America Hub has saved energy since moving to a new building with more natural light (2017);
- All Hivos online channels use green hosting and comply with the requirements of www.thegreenwebfoundation.org.

To boost our CSR performance, Hivos appointed a CSR co-ordinator in 2017. This resulted in the development and adoption of a comprehensive CSR work plan, which will be rolled out in 2018. The plan includes measures to promote sustainable purchasing and green driving, and minimise paper use. Additionally, in 2018 we will revamp Hivos' CSR policy, key performance indicators and baseline status in order to align these with the new way of working as defined in the revised Strategic Plan (see Chapter 3). Hivos is also searching for more sustainable premises for its Global Office in The Hague since transforming its current location into a "green" work space is too expensive,

Chapter 7 Supervisory Council Report

During the reporting year 2017, the Supervisory Council has engaged in a number of strategic discussions with the Executive Board. Hivos committed to reviewing its running programmes in relation to its strategic objectives as part of its aim to sharpen the Strategic Plan 2016-2020. Against the background of the continually shrinking space for civil society organisations in many countries, tight donor markets and broadening of the basis of providers, we believe that Hivos needs to keep asking itself whether it is achieving the impact for which it strives.

We are positive about the direction in which the organisation is heading. We have encouraged the Executive Board to put even more emphasis on programme focus, strengthening its innovative power and distinguishing capabilities as well as reaching for scale by collaboration with others. An initiative such as Hivos' collaboration with indigenous organisations, Greenpeace and other partners in the 'All Eyes on the Amazon' programme is the type of multi-thematic approach the organisation wishes to implement more often. The programme – described elsewhere in this annual report – has the high ambition of protecting the Amazon and the land rights of its people. It presents a complex programme with many different actors as well as the sensitivity that is inherent to the involvement of large business interests. As Supervisory Council, we seek to think along with the Executive Board and managers to assess the related risks carefully. Our goal is to ensure that Hivos improves the management of these complex multi-stakeholder programmes. Risk management in general has been an important theme throughout the reporting year.

During 2017, the Supervisory Council formally convened six times, including one full day strategic session, in the presence of the Executive Board members. We are pleased with the effective collaboration with the Executive Board. We have also engaged in the informal exchanges with the international Management Team and the Works Council of the Global Office. We have seen the Executive Board taking swift measures to reduce the risks of financial irregularities and fraud. These measures ranged from stricter planning requirements for partners, and the implementation of improvements to the organisation's financial management processes. By now, digital security and physical security are considered equally important.

Following clarification of the findings by the external auditor, and taking into account the recommendations by the Audit Committee, the Supervisory Council approved the 2017 annual accounts and discussed the 2017 annual report. The Supervisory Council has released the members of the Executive Board from liability for their executive duties over 2017.

It is regrettable that the completion of the 2017 annual accounts has taken longer than planned. We have discussed the progress several times with the Executive Board as well as with the external auditor. We have concluded that one of the main reasons for the delay is an outdated operating system, which will be replaced. The reporting process was also impacted by the departure of the Director of Operations.

The Supervisory Council also continued discussions on Hivos' governance structure, especially in relation to setting up new legal entities in Lebanon and Indonesia. The Executive Board seeks the right balance and interaction between controlling the organisation from the centre, and placing responsibility and ownership at the regional level. The Supervisory Council monitors the checks & balances. While the political dynamics in countries can call for specific formal structures, our aim is to ensure that the mandates and accountability are clear and that the chosen setup allows Hivos to realise its vision and mission in the societies where rights are most under pressure.

In order to secure Hivos' effectiveness and financial resilience into the future, we have encouraged the Executive Board to start exploring the potential and options of strategic partnerships with likeminded organisations. A list of partnership criteria was developed to that end. These explorations are continuing through 2018.

After the reporting year, in May 2018, the Director of Operations Sanne Nolst Trenité left the organisation. We wish to thank Sanne for her efforts and contributions to Hivos and its mission.

For the third time, the Executive Board organised a field trip for Supervisory Council members to one of the regional offices. This type of trips allow them to see project implementation with their own eyes and to meet local staff and partner organisations, which is considered essential for fulfilling their supervisory role. In November 2017, several SC members visited Hivos' Latin America Hub in San José (Costa Rica) as well as the country office in Guatemala. Overall, we were impressed by the motivation, enthusiasm and quality of the regional staff. The restructuring of Hivos in recent years has been difficult and sometimes painful, but the regional organisation seems to have adapted and built upon the changes quite successfully. The local leadership made a strong impression and demonstrated its ability to build cohesive teams as well as solid external relations with both NGOs and several key public representatives. The local staff showed great motivation, displaying a variety of themes, perspectives and expertise. In addition, they have proven to be successful in generating funds.

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 2017 the Audit Committee met several times and discussed the management information, the 2018 budget and the control environment. The Audit Committee was also closely involved in the selection of a new external auditor, Deloitte. Both the previous and the new auditor have been consulted on the year end and interim audit findings.

The Remuneration Committee consists of Anja van Gorsel (chair) and Johan van de Ven. The Committee prepared the evaluation of the functioning and remuneration of the Executive Board in its entirety, as well as that of its two members individually. To that end the Remuneration Committee held several meetings with the Executive Board members to discuss the dynamic context of Hivos and their functioning and effectiveness within this

context. As detailed in the annual accounts, the Executive Board members’ remuneration is in line with the Standards for Remuneration Act as well as with Hivos’ pay scales. As input for the annual evaluation, CBE Group conducted a 360-degree assessment involving responses from all members of the Supervisory Council and the international Management Team, the chair of the Works Council, and staff members who closely support the Executive Board members.

The SC regularly evaluates its own functioning by way of a self-assessment. For 2017, we considered the composition and diversity of the Supervisory Council to be unsatisfactory. Remediation has in the meantime resulted in attracting two members, from Uganda and Indonesia, both having ample experience in the field of operations. Other findings included the desire of having more exposure to Hivos staff beyond management team level, and the need for clarifying our involvement and visibility of (non-financial) risk and control. Both actions are pending.

In 2017, the Remuneration Committee initiated the recruitment of two new SC members, for wider diversity in line with Hivos’ geographical scope and type of activities. We are very pleased with Elizabeth Lwanga and Claudia Surjadjaja who officially joined the Supervisory Council in May 2018. The full composition of the Supervisory Council is set out below.

Composition of the Supervisory Council /scheme of resignation (as of 31 December 2017)

First appointment	Name, position, term <i>(max. three terms)</i>	End of current term	Occupation and other positions
2012	Jan Ernst de Groot <i>Chair (2nd term)</i>	2020	Chief Legal Officer, Ahold Delhaize; Executive board member VNO-NCW; Supervisory board member ADG Dienstengroep; Board member Hermitage Museum Amsterdam.
2013	Anja van Gorsel <i>Vice Chair (2nd term)</i> <i>Chair, Remuneration Committee</i>	2021	Partner, Wesselo & Partners; Chair of SC Tappan.
2006	Michiel Baud (<i>3rd term</i>)	2018	Professor in Latin American studies, University of Amsterdam and Centre for Latin American Research and Documentation (CEDLA).

2011	Marcel Karman <i>(2nd term) Chair, Audit Committee</i>	2019	Advisor, Dubois & Co. Registeraccountants; member, Supervisory Council Hivos Triodos Fund; supervisory Council Stichting Juridisch Loket, board member Stichting Living Landscapes.
2010	August Mesker <i>(2nd term) Member, Audit Committee</i>	2018	Economist; Member European Economic and Social Committee (EESC); former senior advisor VNO- NCW (Confederation of Netherlands Industry and Employers); former Chair of the Transport Committee Business Europe.
2010	Johan van de Ven <i>(2nd term, Member Remuneration Committee)</i>	2018	Chief Technology and Innovation Officer and Member of the Executive Management Committee, Bosal International; strategy partner and chair investment committee, sustainable private equity association Oraxys S.A.
2016	CR Hibbs <i>(1st term)</i>	2020	International consultant in grant- making, strategy development and organisational capacity; board member, American British Cowdray Hospital, Mexico City; board member, Mexican Institute for Competitiveness (IMCO).
2018 As of May 2018	Elizabeth Lwanga <i>(1st term)</i>	2022	Director of Africa Development Alternatives. Innovations in development; Search for alternative approaches to Africa's development; Leadership development; Creative talent promotion; Gender and development

<p>2018 As of May 2018</p>	<p>Claudia Surjadjaja (1st term)</p>	<p>2022</p>	<p>Executive Director ALERTAsia Foundation; Project Director/ Principal Investigator US Centre of Diseases Prevention and Control, Global Health Security Agenda; Regional Adviser for Asia Pacific UNAIDS Technical Support Mechanism, Board Member Yayasan Gerakan Sayang Ibu (Safe Motherhood Program); Public Health Specialist and Monitoring & Evaluation Expert the Global Fund for AIDS, Tuberculosis, and Malaria (GFATM) through Pricewaterhouse Coopers and UNOPS; Peer reviewer WHO Bulletin; Lecturer in Medical Ethics and Environmental Health; independent consultant for various donor agencies</p>
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In accordance with the guidelines of the Dutch Central Bureau on Fundraising (CBF) and the Dutch Good Governance Code for Charities and Cultural Organisations, it was established that during 2017 none of the individual Supervisory Council members held primary or additional occupations that were in conflict with their supervisory role at Hivos.

In 2017 the Supervisory Council decided to introduce a regulation for financial compensation of its members. Pursuant to this regulation, if they wish, the members of the Supervisory Council can each apply for compensation of max. €1,500 (excl. VAT) per year based on attendance of at least six regular meetings. The chair of the Supervisory Council, the chair of the Remuneration Committee and the chair of the Audit Committee, if they wish, can each apply for compensation of max. €3,000 (excl. VAT) per year, based on attendance of at least nine meetings (including regular Supervisory Council meetings and Committee meetings). The travel and accommodation expenses of the international members are fully reimbursed. The total expenses for the Supervisory Council in 2017 came to €20,527.76 (of which €10,281.95 for attendance fees) compared with €23,098.24 in 2016. This includes the above-mentioned visit by several members of the Latin America Hub.

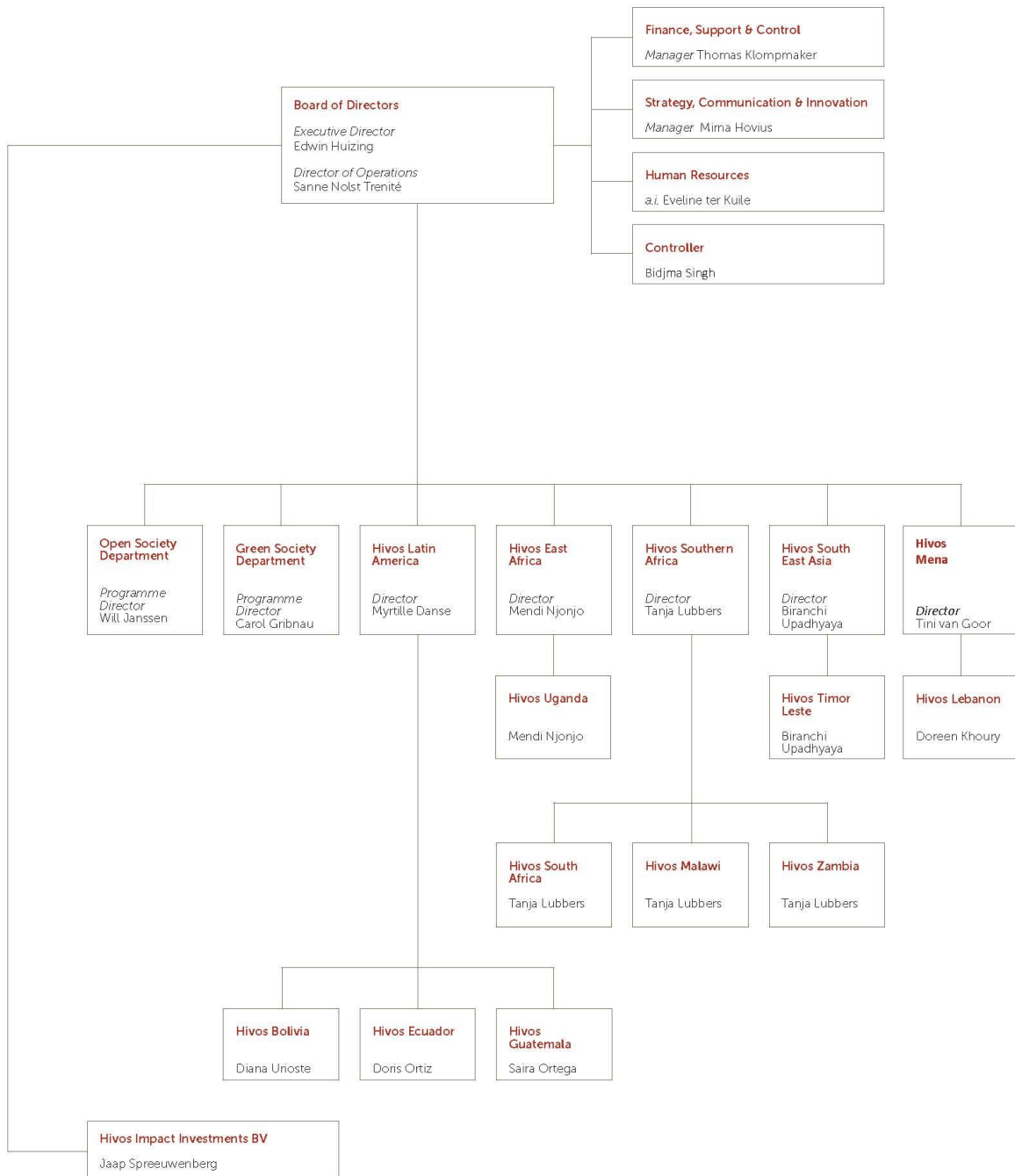
Fifty years after its inception, the vision and objectives of Hivos are still spot on as people across the world are exposed to shrinking civic space and to the ecological and social impact of climate change. On behalf of the Supervisory Council, I would like to thank the Executive Board and all employees and partners for their continued efforts towards a free, fair and sustainable world!

The Hague, 21 December, 2018

For the Supervisory Council,

Jan Ernst de Groot, chair

Annex 1 Organisational Chart 2017



Annex 2 Liabilities by programme and region

Key Figures Africa amounts x EUR 1,000

Liabilities 17,106

Number of partner organisations 201

Liabilities Africa by programme

Green

Renewable Energy 54%

Sustainable Food 0%

Open

Freedom of Expression 1%

Sexual Rights and Diversity 37%

Transparency & Accountability 8%

Women's Empowerment 0%

Key Figures Asia amounts x EUR 1,000

Liabilities 3,043

Number of partner organisations 119

Liabilities Asia by programme

Green

Renewable Energy 70%

Sustainable Food 25%

Open

Freedom of Expression 0%

Sexual Rights and Diversity 1%

Transparency & Accountability 4%

Women's Empowerment 0%

Key Figures Latin America amounts x EUR 1,000

Liabilities 13,566

Number of partner organisations 117

Liabilities Latin America by programme

Green

Renewable Energy 0%

Sustainable Food 2%

Open

Freedom of Expression 10%

Sexual Rights and Diversity 28%

Transparency & Accountability 60%

Women's Empowerment 0%

Key Figures Worldwide amounts x EUR 1,000

Liabilities -10,618

Number of partner organisations 47

Liabilities Worldwide by programme

Green

Renewable Energy 70%

Sustainable Food 4%

Open

Freedom of Expression -8%

Sexual Rights and Diversity 93%

Transparency & Accountability -58%

Women's Empowerment -1%