

Hivos Annual Report 2010



Hivos
people unlimited

Hivos
people unlimited

Alliance 2015
towards the eradication of poverty

Hivos
Annual Report
2010

Hivos in Brief

Mission

Hivos is a Dutch development organisation guided by humanist values. Together with local civil society organisations in developing countries, Hivos wants to contribute to a free, fair and sustainable world. A world in which all citizens – both women and men – have equal access to opportunities and resources for development and can participate actively and equally in decision-making processes that determine their lives, their society and their future.

Hivos trusts in the creativity and capacity of people. Quality, cooperation and innovation are core values in Hivos' business philosophy. Hivos is committed to poor and marginalised people in Africa, Asia and Latin America. A lasting improvement in these people's situation is the ultimate measure for the work and efforts of Hivos. One of the guiding principles of our philosophy is strengthening the social position of women.

Core Values

- o human dignity and self-determination
- o rejection of dogmatism and authoritarian rule
- o pluralism and democracy
- o mutual solidarity
- o responsible citizenship
- o respect for people's cultural and social identity

Approach

Hivos supports over 800 partners in 30 countries in Africa, Asia and Latin America. Hivos provides financial resources, knowledge and advice as well as political support to these local community-based organisations. In addition, Hivos itself is active in the area of policy advocacy, both on the international stage and in the Netherlands. Civil society building and sustainable economic production are Hivos' central policy themes. Part of the programme is implemented from the regional offices in Zimbabwe, India, Costa Rica and Indonesia. As from 2011, there will also be offices in East Africa and South America. These offices take care of a significant part of the contacts with partner organisations, such as providing on-going advice and support.

Roles

Through its regional offices, Hivos strengthens local organisations by means of capital, knowledge and contacts. Hivos is active in the area of policy advocacy and plays an important role in local civil society. Hivos also stimulates the building, exchange and application of knowledge for development. As a member of coalitions and a broker of contacts, Hivos belongs to a large number of networks.

Themes

Hivos contributes to:

- o sustainable economic development
- o democratisation, human rights, gender and AIDS
- o culture, ICT and media
- o responsible citizenship and transparency

Cooperation

Hivos cooperates with many NGOs, other civil society organisations, companies and public authorities in the Netherlands, Europe and the poorer developing countries, or "the South". Complementarity in expertise, professional areas and roles as well as the combination of forces is crucial to achieving our goals. In the European context, Hivos actively collaborates with like-minded development organisations in Alliance2015. Hivos engages in international policy advocacy on recognisable themes and in close cooperation with prominent southern or international partner organisations, or in the context of the Eurostep network. In the Netherlands, Hivos combines forces with civil society organisations that specialise in one or more of its policy areas. Hivos also cooperates with peer organisations in Partos, a national platform for civil society organisations.

Accountability

Hivos is a private organisation with a social objective that serves a public function. Its main stakeholders are the Dutch public, (especially the humanist support base), the government, other financiers and development partners and the partner organisations in the South. Hivos operates under ISO certification and has the CBF (Dutch Central Bureau for Fundraising) Seal of Approval.

Hivos Key Figures 2010

Amounts x EUR 1,000

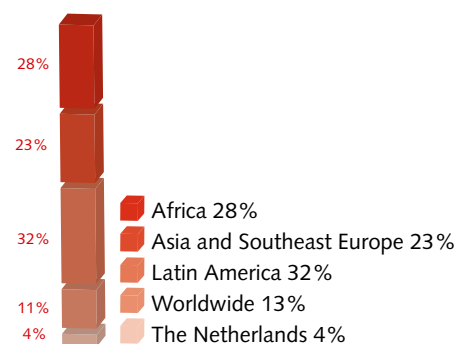
| | 2010 | 2009 | | 2010 | 2009 |
|--|---------------|----------------|---|--------|---------|
| <i>Figures in accordance with reporting guidelines for fundraising organisations</i> | | | Portfolio (as at 31 December) | | |
| Total income | 75,200 | 125,502 | Outstanding liabilities to partner organisations | 89,667 | 115,696 |
| Income from own fundraising | 1,395 | 1,383 | Loans/participations | | |
| Income from third-party campaigns | 4,022 | 10,941 | Hivos-Triodos Fund (HTF) | 46,855 | 42,608 |
| Government grants – co-financing | 47,343 | 47,789 | Number of partner organisations | 833 | 852 |
| Government grants – miscellaneous | 18,764 | 62,792 | | | |
| Re-allocation of released funds | 2,237 | 1,566 | Hivos organisation | | |
| Other income | 1,439 | 1,031 | Operational costs | 14,116 | 12,452 |
| Programme expense | 73,703 | 123,632 | <i>of which management and administrative costs</i> | 1,711 | 1,495 |
| <i>(new liabilities)</i> | | | Results (after appropriation) | 72 | 198 |
| Sustainable Production and Financial Services | 24,792 | 60,682 | Reserves | 7,902 | 10,418 |
| Human Rights, Democratisation, Women and Development, HIV/AIDS | 35,243 | 30,521 | Number of employees | 256 | 241 |
| Arts and Culture, ICT and Media | 9,729 | 29,379 | | | |
| Public Support and Advocacy | 3,621 | 3,050 | | | |
| Undivided programme liabilities | 318 | | | | |

Liabilities

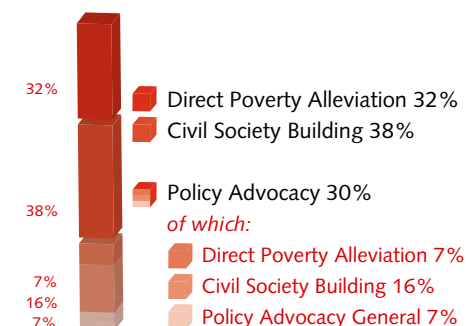
Liabilities by sector



By region



By MFS (co-financing) targets

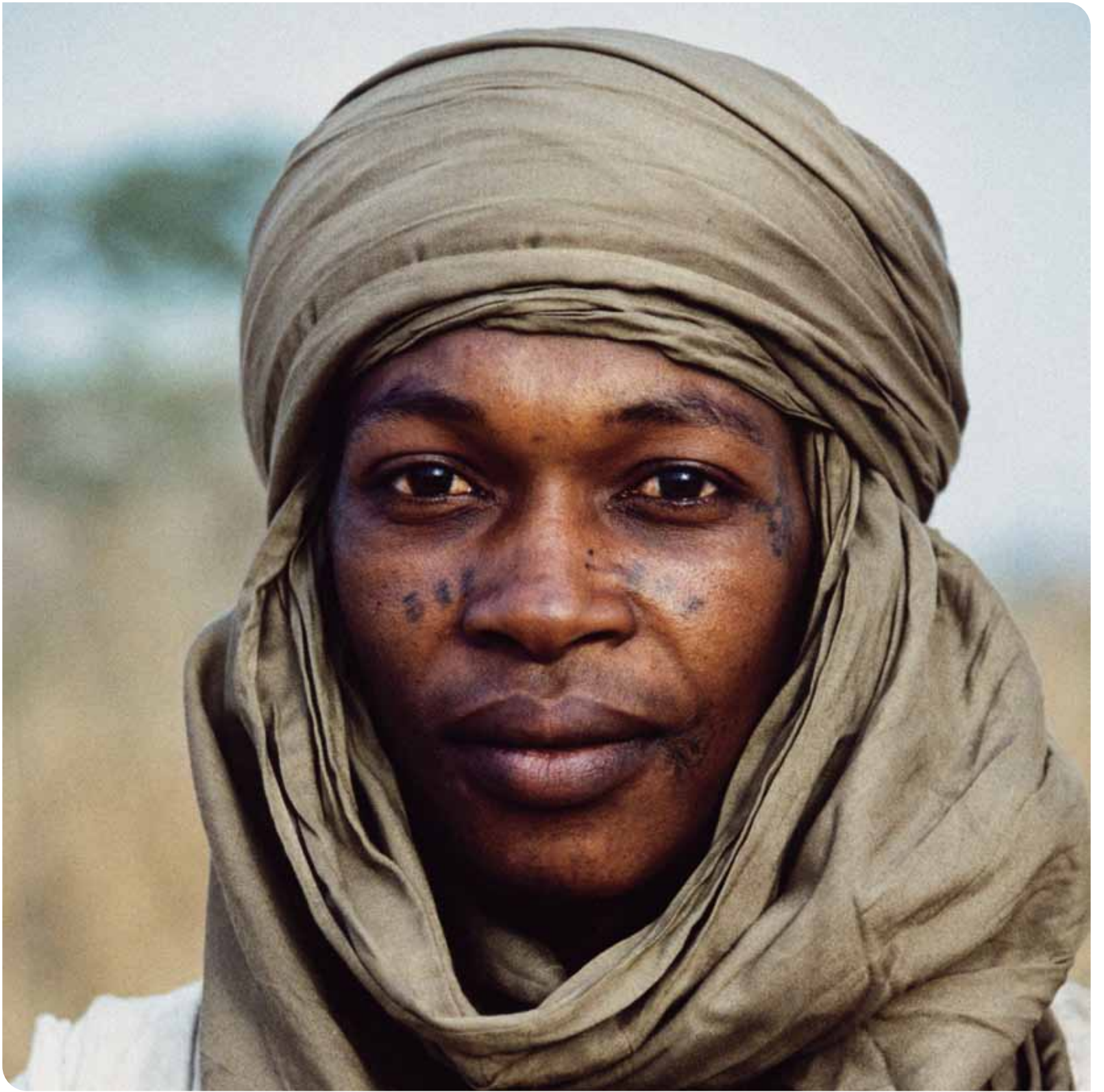


Hivos network

| | Total 2009 | Ended relationships | New relationships | Total 2010 |
|---|------------|---------------------|-------------------|------------|
| By region | | | | |
| Africa | 249 | 35 | 25 | 239 |
| Asia | 263 | 33 | 24 | 254 |
| Latin America | 194 | 27 | 17 | 184 |
| Worldwide | 121 | 5 | 16 | 132 |
| The Netherlands | 25 | 3 | 2 | 24 |
| Total | 852 | 103 | 84 | 833 |
| By sector | | | | |
| Sustainable Production | 154 | 24 | 15 | 145 |
| Financial Services | 69 | 18 | 7 | 58 |
| Human Rights and Democratisation | 170 | 7 | 19 | 182 |
| Gender, Women and Development | 137 | 15 | 10 | 132 |
| HIV/AIDS | 83 | 10 | 6 | 79 |
| Arts and Culture | 127 | 11 | 18 | 134 |
| ICT and Media | 72 | 15 | 5 | 62 |
| Knowledge Programme | 13 | 0 | 2 | 15 |
| Strengthening Public Support and Advocacy | 27 | 3 | 2 | 26 |
| Total | 852 | 103 | 84 | 833 |

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01 Management Report

We are pleased to present the 2010 Hivos Annual Report. In association with our partners, we have devoted much time and effort to achieving our mission: a free, fair and sustainable world. This is a tough battle and a long one. Unequal and unjust political and economic relationships make it difficult for people in the South to earn a livelihood and to exercise their rights. Often the results are only visible in the long term. Africa, often seen as the lost continent, has been showing promising growth figures in recent years. In many countries the UN Millennium Development Goals are slowly being achieved. For Hivos and its alliance partners, 2010 was strongly influenced by the subsidy awarded under the co-financing system (MFS-2) of the Dutch Government. This will allow us to continue our support to partners over the next five years. Moreover, in 2010 we were again able to raise funds from other sources than MFS. Notwithstanding, the political events of the past year have led to a questioning of the future of development cooperation in the Netherlands.

Global developments

In 2010, member states of the United Nations met to discuss the progress in achieving the Millennium Development Goals. Given the large differences by region, the results are varied. In Asia, with the focus on East Asia, the trends are positive. However, Sub-Saharan Africa is lagging behind in terms of combating hunger and poverty. Nevertheless, programmes for food subsidisation are also catching on here, for instance in Malawi. For a number of successive years the continent has also experienced high growth rates. A notable trend is that ICT is making rapid headway in Africa. This sector promises significant economic benefits. Consider for example mobile banking, access to the latest price movements, and private individuals in Europe investing in small African enterprises. ICT entrepreneurs are seizing the opportunity, especially in East Africa. Beyond the context of economics, ICT is also an important tool for more media freedom, greater participation and ultimately, better governance. Transparency and accountability are no longer abstract ideals when citizens can use their mobile phones to communicate administrative irregularities – from election fraud to a lack of water supply. Together,

these initiatives provide the force of numbers. Hivos strongly believes in this blend of individual and collective action. This is why in the coming years we will continue to support entrepreneurship in the broadest sense, stimulate innovative technological applications and bring together – on a wider scale – various actors and activities.

Spending cuts

The understanding that change is a slow process is not always reflected in development cooperation policy. Fortunately, the Rutte administration in the Netherlands is sticking to the norm of 0.7 percent of GDP for development cooperation. Unfortunately, there is no Ministerial portfolio for this area of policy. The Dutch Minister responsible for development cooperation, Knapen, embraces the thorough report submitted by the Dutch Scientific Council for Government Policy (WRR), albeit selectively. The number of partner countries has been reduced, albeit not always with clear motivation. Although the Secretary of State's focus on guaranteeing worldwide 'public goods' within a cohesive policy is laudable, it is mainly motivated by Dutch self interest. The importance the Cabinet attaches to Human Rights as a guiding principle is also questionable. And despite the Cabinet's emphasis on decisiveness and an aversion to 'excessive rules and regulations', the level of bureaucracy in the new subsidy system remains high.

Development cooperation has also been hard hit by government spending cuts. This means that the Hivos Alliance now has one-third less of the MFS funds for the period 2011–2015. As a result we will have to make cutbacks in our programmes and will not go ahead with the intended expansion to Sierra Leone and Liberia. Moreover, we will reduce staff numbers for the first time. Regrettably, a number of valued staff members will have to leave Hivos. We will go ahead with all the programmes described in the application, but with scaled down objectives.

New impetus

Despite these drawbacks and the challenges for the future, the alliance of Hivos with IUCN Netherlands, Mama Cash and Press Now put together

a successful strategic plan that was awarded 83 (out of a maximum of 100) points in the MFS round. We also forged ahead with preparations for further decentralisation, which will be put into effect in 2011. Innovative multi-actor initiatives will be launched in a number of countries in collaboration with international funds, civil society organisations, businesses and citizens. Our big investments in knowledge and learning are paying off and receiving recognition on a wider scale, and this is a good foundation for the new programme. Hivos is also becoming more visible to the Dutch public, particularly in the media.

Organisation and Staff

In anticipation to the new business plan for 2011-2015, 'Citizens Have a Say' (Burgers aan Zet), we already took a number of steps in 2010. Hivos' programme-based approach has become established practice in an increasing number of places, particularly with regard to the initiatives for accountability and transparency in East Africa. The envisaged outcome of this approach is greater impact through scaling up, by including various partners in addition to our own partners and through the input of self-expertise. This is coupled with a thorough understanding of the local context as well as an active local presence. Preparations have been made to open two new Hivos regional offices in Bolivia and Kenya (in addition to the existing four) and transferring programme management from The Hague to these offices. This, combined with the afore-mentioned spending cuts, will have significant consequences for staff and the working organisation, since the centre of activities will shift to the South and the head office in The Hague will have fewer staff. This trend was already noticeable in 2010 – the number of Hivos staff in the Netherlands dropped slightly from 133 in 2009 to 127 in the reporting year, for the first time lower than the number of field staff (129). The total Hivos staff complement was 265, slightly more than in 2009 (241 staff members). In line with our decentralisation policy, we will strengthen the influence of actors in the South on Hivos policy and formalise this influence by establishing regional policy councils with members from different levels of local society.

In the past years, our focus had already moved towards stronger involvement by Hivos in the implementation of large programmes. Besides the regional offices mentioned above, we have also established local offices in a number of countries to facilitate the successful implementation of programmes. This also required directed effort in the area of internal control and quality procedures. In 2010, Hivos implemented a new database and project administration system to support its global activities.

We also continued our efforts to strengthen staff professionalism in the broader sense through the Hivos Academy. This strategic training

plan for Hivos employees, developed in association with Bureau Context, continued in 2010 and has now become embedded in the regional offices as well.

Sometimes a new period brings a change of guard. In 2010, the Director of Programmes and Projects, Allert van den Ham, stepped down from his role at Hivos, as he wished to assume a position in Asia again. This is a great loss for Hivos, but we are grateful that Allert postponed his departure until we had submitted the MFS proposal. In this and other areas he has contributed greatly to the organisation, and thanks to his personal involvement in many large and innovative initiatives he has ushered in a new period for Hivos.

Education and Fundraising

Information about the work of Hivos partners is central to our activities in the Netherlands, which until 2010 were carried out under the programme *Building Bridges*. These are now implemented under *Action for Change*. With this programme, Hivos aims to promote a better perception of development processes and the role of civil society in the South. We also want to encourage behavioural change among the general public as well as in the business and political spheres. In 2010, the 'Stop Child Labour' campaign continued, albeit on a smaller scale due to cuts in EU funding. The '100% Sustainable Energy' campaign got off to a good start. The two campaigns will play a pivotal role in policy advocacy and behavioural change, in concert with the new 'Women@Work' campaign, aimed at improving the economic position of women. We also continued raising awareness of the difficult position of LGBTs in many countries, for instance on Pink Saturday.

An important instrument in our work in the area of climate change and sustainable energy is the Hivos Climate Fund. We have seen that citizens, businesses and organisations are motivated to compensate their CO₂ emissions by contributing to sustainable energy projects in the South. To increase the reach among businesses, Hivos intends to incorporate the option of Gold Standard certification. The process of obtaining this certification has been delayed, but is expected to be completed during the course of 2011. The income from Hivos' own fundraising activities was 1.4 million euros. As a beneficiary of the Dutch National Postcode Lottery, Hivos received one million euros in 2010. This has allowed us to carry out part of our work in the area of sustainable energy and climate change.

Programme and Finance

2010 was the last year of our strategic plan 'People Unlimited'. Under the terms of this plan, 833 partner organisations in the South received financial

support from Hivos. These organisations – and the people concerned – were the main actors in giving substance to and implementing the objectives of the programmes. Hivos therefore continued to invest substantially in improving the quality of their work, through specific organisation and capacity-building programmes. By renewing the partner base (on average 15 percent a year), Hivos continued to create new opportunities for fledgling initiatives.

We are pleased to observe that partners were able to forge ahead despite, at times, considerable political and economic opposition. Almost 150,000 small producers gained access to markets and to better prices, partly through cooperation with the business community; partners in nine countries contributed to more and better access to AIDS medication for 1.9 million people; and 150 partner organisations were able to strategically deploy the use of ICT to achieve their objectives. Developments in the area of human rights were less optimistic in a number of countries, such as Iran and Zimbabwe. Development is inherently not a linear process, but one that strengthens our and our partners' resolve to combat oppression and poverty.

In cooperation with the Triodos Bank, we continued our support to microfinance institutions. In 2010, 51 partners in the South received capital and recommendations from the Hivos-Triodos Fund (HTF). The volume of loans issued increased from 42.7 million euros in 2007 to 46.9 million euros in 2010. Again, the number of Dutch citizens that contributed to HTF loans through payments into savings plans grew. The amount in savings they made available through the 'North-South Savings Plan' (*Noord-Zuid Spaarplan*) in collaboration with Triodos Bank, which in 2009 was 80.1 million euros, grew to 89.7 million euros. The number of savers rose from 7,800 to almost 8,400. For Hivos, the savings programme is one of the most important instruments in mobilising the active support of Dutch citizens for its work.

In all, Hivos reached 13.2 million people and their families. A total of 75.2 million euros was made available for Hivos' work, of which 73.7 million euros was allocated to partners in the South. The financial year closed with a profit of 72,000 euros. We made significant progress again in 2010 on our objective to diversify our financial sources: 30 percent of our income was from financiers other than the Ministry of Foreign Affairs. The Global Fund to Fight AIDS, Tuberculosis and Malaria, as well as several American foundations, found Hivos to be a reliable and qualitatively strong partner for the implementation of their programmes.

In Conclusion

In this Annual Report we give accountability to our donors, benefactors and partners. We provide you with a summary of the most noteworthy activities of Hivos and its partners in 2010 – not only the success stories but also those aspects that did not work so well. After all, development and international cooperation are volatile undertakings and require a long-term perspective. This calls for greater optimism, trust in the power of people and ongoing commitment. Our ultimate goal is to bring about more justice in the world, with better opportunities for all its citizens.

The Hague, April 2011



Manuela Monteiro
Executive Director



Ben Witjes
Director of Programmes and Projects

02 Policy and Strategy

Development cannot be steered from the outside, but it can be encouraged. This is why Hivos trusts in the power and creativity of people in developing countries. Given the opportunity and the means, they can earn their own livelihood, stand up for their rights and shape their lives. Poverty is more than a lack of material wealth. It is caused above all by unequal social and political relationships, both at the national and the international level. We believe that direct poverty alleviation goes hand in hand with fighting unequal and unjust power relationships. A key requirement for this to succeed is ensuring that those groups with little or no prospects are given a say in political, economical and cultural processes. However, to bring about effective and permanent change, we need organisations. Citizens can only offer effective counter-strategies to the State and to economic powers by combining forces. This is why we support over 800 partner organisations in 30 countries – support in the form of money, but also by giving local organisations access to knowledge and networks or by setting up joint campaigns.

Strategies

Hivos works on the structural alleviation of poverty. This means that Hivos focuses not only on improving the circumstances and position of people living in structural poverty, but also on removing the root causes of poverty and oppression. Hivos works towards this goal together with its partners, both in the countries concerned and internationally, including the Netherlands. To achieve this we use a threefold strategy in which direct poverty alleviation, civil society building and policy advocacy mutually reinforce one another.

Direct poverty alleviation offers people the means to get out of poverty, for instance in the form of money to set up a small business (microfinance), knowledge to gain access to markets, and education and technical resources to generate income. Civil society building, strengthening local organisations and advancing civil society as a whole are central to Hivos'

philosophy. Poverty, injustice and inequality will continue to exist as long as people are not able to represent their common interests. In turn, effective organisations and a strong civil society are essential for direct poverty alleviation and policy advocacy.

Policy advocacy – aimed at local, national and international governments, institutions and businesses – is essential to making laws, regulations and markets work in favour of marginalised groups. Some partners specialise in policy advocacy, but most of the organisations are also involved in this in one way or another. By deploying its own activities in this area, Hivos aims to influence the policy and behaviour of policymakers, entrepreneurs, civil society organisations and citizens.

Improving the position of women is an important aspect of Hivos' work in all areas. This is why in addition to supporting women's organisations we also ask our partners working in other areas to make women's rights and interests a fundamental component of their work.

Choice of countries and local presence

Hivos focuses on 30 countries and has a local presence in some of the regions. In addition to our head office in The Hague we have been running four regional offices – in Costa Rica, India, Indonesia and Zimbabwe – for a number of years now. In 2011, there will also be offices in East Africa and South America. Hivos staff members cooperate at a distance in 'virtual' international teams. We have set up local offices in a number of countries so that we can operate in closer proximity to our partners. It is through these representative offices that Hivos implements the big programmes in cooperation with international funds. In due course the local offices should, where possible, continue their activities as independent entities.

Roles and partner policy

Hivos supports local organisations through financial resources, but also in other ways. In recent years we have become increasingly active in the area of knowledge. A broad knowledge programme that has been running since 2007 integrates different types of knowledge and makes this available to the partners and other actors in the field of development cooperation. We also support our partners by initiating activities ourselves to influence the policies of governments, UN institutions and companies – in the Netherlands, Europe and worldwide.

Hivos selects its partners based on its mission, vision and strategy. Some partners are active in international policy advocacy while others are active at the level of local communities; membership organisations are of particular interest to us. Hivos takes the plans drawn up by the partners and assesses whether they are viable in terms of capacity and strategy. We aim, by design, to give budding initiatives a chance, even if these do not yet meet all the requirements. Hivos prefers to support partner organisations in their entirety, rather than just their activities. This gives them the opportunity to invest in strengthening their own organisation and to learn from their experiences. In order to limit dependence on Hivos as the only donor, the period of financing is in principle limited to ten years.

Future

In the years to come, our policy will – in essence – remain the same. What we have done in the 2011-2015 Business Plan is set a number of priorities and more clearly define existing policy objectives. Continued organisational decentralisation means that as from 2011, most of the activities will take place in the South. These activities will increasingly concern programmes in which Hivos develops ideas and brings the actors together. These self-managed programmes comprise a number of new multi-actor initiatives. Hivos' head office will focus more intensely on policy advocacy to support activities in the South as well as on knowledge and learning that will lead to better strategy and results. In terms of financial strategy, Hivos aims to attain a high level of independence from the Dutch government.

Our new business plan, *Citizens Have a Say*, comprises of four programmes that build on the programmes that were carried out between 2007-2010. *Expression & Engagement* is based on activities in the area of culture, ICT and media. We have learned from evaluations and other sources that creating space for expression is best achieved by encouraging citizens to campaign for government accountability and transparency with the help of traditional and new media and technology. *Rights & Citizenship* is

the programme under which we will continue our activities in the area of democratisation, rights, gender and AIDS prevention. This programme focuses on ensuring implementation of government rules and regulations, on encouraging citizens to defend their rights and on changing social norms and values. From now on, *Green Entrepreneurship* will cover all economic activities. In this programme, sustainable production, microfinance and business development will be deployed as an integral package to support small producers and other entrepreneurs. *Action for Change* is the programme with which we aim to mobilise support in the North for more equitable relations in the South. This is based on the premise that with themes like climate change, trade, and production chains there is no longer a sharp dividing line between North and South. Greater cohesion between the programmes should result in increased effectiveness and provide guarantees for the coherence of an organisation that is operating on an increasingly international scale.



03 Access to Opportunities

Enterprising people can improve their position, even if they are poor and marginalised. Modest starting capital and access to knowledge helps many producers and entrepreneurs to get their business up and running. They must also be able to sell their products at a reasonable price.

Access to Opportunities is a programme through which Hivos offers poor people a fair chance to provide in their livelihoods. Social justice, ecological sustainability and financial feasibility are integral elements in this programme. *Access to Opportunities* focuses on two thematic areas, Sustainable Production (including energy, climate change and biodiversity) and Financial Services and Business Development (with microfinance and business development as core activities).

Main objectives of the Access to Opportunities programme:

- o Give small producers greater access to markets that pay a better price for quality products;
- o Give poor communities access to more financial services (especially microfinance);
- o Improve the policies of governments and companies in the area of sustainable economic development.

Main results in these areas in 2010:

General:

- o Hivos and its partners reached 8.5 million people through the *Access to Opportunities* programme;
- o Hivos provided support to 203 partners dedicated to promoting sustainable production and financial services;
- o These partners received a total of almost 23 million euros from Hivos for their activities in 2010.

Specifically:

- o Some 147,000 farmers now qualify to meet the requirements of quality markets for products like coffee, fruit, vegetables, nuts and rice. There has been no drop in demand for quality products with an organic or fair trade quality mark. In fact, demand is increasing;

- o The number of clients of microfinance institutions (MFIs) was 8 million, of whom 86 percent were women;
- o Hivos partner organisations that are active in sustainable production and the financial services sector successfully contributed to improving legislation in the field of microfinance, and national agricultural policy (especially on marginalised groups and sustainable agricultural practices) and to enforce legislation and regulations on quality standards.

| | 2007 | 2010 |
|---|-----------|-----------|
| Number of farmers who met the quality market requirements | 60,000 | 147,000 |
| Number of clients of MFIs | 1,780,000 | 8,000,000 |

Sustainable Production

Access to markets

Hivos helps farmers in developing countries to make their production processes more efficient and sustainable and to market their products at a reasonable price. For many years, quality markets for (agricultural) products that meet specific social and environmental requirements were the best options. On the regular global market, prices have been driven up by a combination of low food crop production, speculation and increasing competition with energy and animal feed crops. Although this entails risks for small producers, it is also an opportunity to generate more income. Providing training and funding therefore remain important priorities. In addition, Hivos mediates between businesses and groups of small producers. This approach is successful: this year, businesses were again interested in the high quality products of small producers. In association with partners like UTZ Certified and the Tropical Commodity Coalition (TCC), we again worked on securing better prices and working conditions for small producers of coffee, tea and cocoa.

Activities in the area of Sustainable Production 2010 *amounts x EUR 1,000*

| | Africa | Asia | Latin America | Worldwide | Total |
|--|--------|-------|---------------|-----------|--------|
| Number of organisations | 47 | 35 | 41 | 22 | 145 |
| Liabilities | 4,606 | 3,577 | 2,996 | 1,853 | 13,032 |
| Sustainable Production as a percentage of total regional liabilities | 25% | 23% | 14% | 22% | 20% |

Activities in the area of Financial Services 2010 *amounts x EUR 1,000*

| | Africa | Asia | Latin America | Worldwide | Total |
|--|--------|-------|---------------|-----------|-------|
| Number of organisations | 11 | 22 | 17 | 8 | 58 |
| Liabilities | 2,577 | 3,675 | 2,367 | 910 | 9,529 |
| Financial Services as a percentage of total regional liabilities | 14% | 24% | 11% | 11% | 14% |

In our vision, sustainable production cannot thrive without ethical consumers. Together with TCC (previously called Coffee Coalition), Hivos has for many years worked towards a bigger market share of 'fair' coffee. Thanks to these efforts, the consumption of certified coffee in the Netherlands now represents 40 percent of total consumption. This success justifies our expectation that the proportion of sustainably produced tea and cocoa will also continue to grow. In developing countries, the market for sustainable products is also taking off. In India, for example, Hivos is closely involved in the setting up of fair trade shops.

www.coffeesupportnetwork.org | www.utzcertified.org
www.fairtrade.net | www.ifat.org | www.teacoffeecocoa.org

Hivos helps farmers improve their production processes, allowing them to respond to the ever-growing requirements of the market and to expand their sales outlets. This shows that with more knowledge about business processes and improving agricultural techniques, small producers can increase their earnings. For this reason Hivos has set up training

programmes in association with local organisations. Organisational development and access to big companies is essential for producers if they are to scale up their operations. Hivos encourages this development and is well-placed to facilitate these contacts. As a result, small farmers have in recent years been able to market more of their products. Hivos increasingly works with companies that are interested in a guaranteed supply of high quality, sustainable agricultural products. This is already the case in the Kenyan coffee sector, where there is close cooperation between the buyer ECOM, a training organisation and four producers' cooperatives. Thanks to intensive training and supervision, supply and demand are becoming increasingly balanced and producers have a more stable income. This approach is so successful that many more farmers are participating in this programme than originally planned. This scaling-up is also taking place in the production of palm sugar in Indonesia and in the organic agriculture sector in Uganda, where the partner NOGAMU plays a large role.

www.nogamu.org.ug

Hivos has for some time been in negotiations with Kruidenier Foodservices, the second largest supplier of food products in the Netherlands, about their wish to procure more sustainable products directly from producers. These negotiations have resulted in successful mediation by Hivos with producers' organisations that grow fruit. Kruidenier Foodservices decided to sign contracts for the supply of bananas from Peru and pineapples from Costa Rica. The company has also expressed interest in the supply of more products from other countries. The programme launched a number of years ago for the export of cashew nuts from Africa to European markets also bore fruit in the past year. In Mozambique, Hivos contributed to the Fair Match Support programme. This involved training a total of 15,000 farmers in order to meet quality requirements. As a result, their sustainably produced cashew nuts are now bought by European businesses, including Albert Heijn, the supermarket chain and the wholesaler, Intersnack.

Hivos partners also continued to cooperate with other multinational companies, like Unilever (nuts from Tanzania and coffee from India), Alce Nero (Italy), which buys organic products from Central America, and various businesses in the cosmetics industry, which buy natural oils from producers in South Africa through partners like Kaite Trust and Phytotrade. This way, small producers have access to markets based on good prices and long-term contracts that would otherwise have been inaccessible to them.

Because of the large number of quality marks, there is the risk that consumers and producers are no longer sure what to choose from. The multiplicity of standardisation and certification organisations, each with their own training methods, does not contribute to targeted support for producers. As a member of the Sustainable Coffee Action Network (SCAN) and with the support of ISEAL, Hivos focuses on bringing greater cohesion between the different standards. In the coffee industry, we encourage the development of training programmes aimed at enabling farmers to qualify for several quality marks.

www.isealalliance.org | www.kaite.biz | www.phytotradafrica.com

Biodiversity

The preservation of biodiversity is still under threat from large-scale clearing of natural vegetation, agricultural monocultures, irresponsible use of pesticides and genetically modified organisms. 2010 was declared the year of biodiversity, which indicates that policymakers and businesses are becoming increasingly aware of this theme. They see that small farmers who preserve biodiversity produce more and better crops and that this contributes to poverty alleviation and increases food security. These producers are also better able to adapt to changing markets and climate

conditions. Partner organisations help farmers grow better sowing seed, which means that over the years these farmers will be able to build up a wide selection of quality sowing seed. UN agencies such as the UNEP and FAO now also endorse the importance of diversity in production systems, in which agro-ecological and organic production methods play an important role. Many Hivos partners, such as the international umbrella organisation IFOAM and the RRA network in India, have been working in this area for many years and provide valuable input to national and international policy discussions.

www.ifoam.org

Energy

Access to energy is essential for development. At the same time, greenhouse CO₂ emissions must be reduced to make development more sustainable. Together with our partners we make biogas, improved wood stoves, small-scale hydropower plants and solar panels available to poor communities. In the past year, we have scaled up these activities with increasing success. Together with SNV, Hivos wants to make a difference in the area of biogas for household consumption. This is why we have set up large-scale programmes in Africa, such as the Biogas for Africa Partnership Programme in association with the Ministry of Foreign Affairs. Over 3,300 biogas plants were built in six African countries. A similar programme is being implemented in Indonesia. Using biogas is a means of halting deforestation. Women, in particular, benefit from biogas: they can cook in a clean, smoke-free kitchen, which significantly reduces the chances of developing eye and lung problems. Biogas is generated from manure, which saves on fuel and reduces greenhouse gas emissions. For this reason, the reduction of emissions through biogas use now also counts towards compensation of greenhouse gas emissions according to international agreements. The construction of efficient wood stoves in Tanzania was not as successful. The partner organisation TaTEDO was unable to build the planned 1,400 stoves, which play an important role in reducing the demand for firewood.

www.snvworld.org | www.tatedo.org

All emission reductions from the biogas programme are sold through the Hivos Climate Fund to offset emissions in the Netherlands. Hivos invests the proceeds in expanding the programme. In 2010, the Hivos Climate Fund received over 153,000 euros from private individuals, companies and government agencies.

www.hivosklimaatfonds.nl



Financial Services and Business Development

Microfinance

A few years after the global economic crisis, capital is becoming available again for microfinance and the number of providers is growing. However, this also means that some parties are less scrupulous about the social aspects of providing small loans. An increasing number of clients of MFIs are facing a higher debt burden because of the growing supply and competition. For these reasons there have been critical reports in the past year about harmful practices. Hivos has for many years urged for the social effects of microfinance to be measured so that consequences could be attached to this in terms of funding, and for setting up rating agencies. Microfinance institutions must have effective methods to determine and demonstrate their contribution to poverty alleviation, economic independence of women and sustainability. We have been working for a number of years with partners and specialist institutions on the method of social performance measurement (SPM), which is increasingly used within the partner network. Hivos partners such as Small Enterprise Foundation (SEF) in South Africa and Redcamif in Central America play a major role in SPM. Another objective of Hivos is to gradually reduce the number of MFIs receiving support in areas where the market has become fairly saturated.

SEF has been providing microcredit in rural areas in South Africa for over ten years. Almost the entire customer base consists of women who live below the poverty line. Hivos invested in strengthening the SEF through staff training courses, setting up a system for management information and improving product quality. SEF clearly fits in well with the Hivos growth model; the organisation initially received gifts from the Hivos seed capital programme and subsequently received support via the HTF. Now, it is in a position to tap into a much wider range of funds from both commercial and government institutions. During this period the customer base grew from 12,000 to 70,000. With these loans they were able to set up their own businesses and earn enough income to pay for food and school fees for their children. They also participated in courses on AIDS prevention and women's rights through SEF. The organisation has received a lot of international recognition for this.

www.sef.co.za

Musoni's work in Kenya is a good example of how new technology can make a difference to poor people. This Hivos partner is a pioneer in using mobile communication for taking out and repaying microfinance loans. Through this mobile technology, Musoni is able to reach a growing number of customers, particularly in rural areas where access to microfinance is

usually limited. It has become economically viable to reach customers living in isolated rural areas. Musoni now uses mobile technology for all loan transactions.

www.musoni.eu

Savers are more aware of the consequences of their decisions, and increasingly choose ethical and sustainable banking. This is reflected in the continued growth of the Triodos Bank. Hivos and Triodos Bank jointly set up the Hivos-Triodos Fund (HTF) in 1994 and continue to cooperate in this field. HTF extends loans and participations to microfinance institutions. The capital required for these investments is provided by savers' payments into the *North-South Savings Plan* (Noord-Zuid Spaarplan). The strong growth of the savings volume in 2009 continued in the past year, from 80.1 million euros to 89.7 million euros. The HTF portfolio amounted to 46.8 million euros, against 42.6 million euros in 2009. This was sufficient to extend funds to 51 MFIs. The number of clients of these partner organisations was eight million, 86 percent of whom are women.

www.triodos.nl

Hivos takes a 'growth model' approach to microfinance institutions. In addition to support for building up their organisation, new MFIs receive seed capital and substantive supervision, the so-called seed capital package. When they have become sufficiently strong organisationally and financially, these partners qualify for HTF loans on market terms or for other financing. This approach has proven success: almost three-quarters of the partners that participated in the programme since 2002 became self-funding within five years. This means that 23 organisations can operate more independently and can focus on increasing their reach.

Better policy for microfinance

Hivos cooperated with MFI networks in nine countries on developing better policy and legislation for microfinance. In order to function well, MFIs need adequate legislation and a constructive relationship with the supervisory bank. Specialist training and advice are also preconditions for developing and scaling up MFIs. Almost all these national networks played an active role in the introduction of legislation and regulations on MFIs. In most cases this has led to an improvement of supervision on MFIs.

A good example of this strategy is the work of ASOMIF in Nicaragua. This umbrella organisation of MFIs played a crucial role by negotiating in the conflict between the microfinance sector and a populist movement that urged borrowers not to repay their loans. A salient detail was that the "No Pago" movement had the support of the government. As a result the financial market, which was already unstable, experienced serious difficulties.

Finance providers started to withdraw – also from microfinance – for fear of government interference. It is partly down to the mediating role of ASOMIF and pressure from the World Bank that the situation eventually stabilised. Had the conflict escalated further, it could have meant the collapse of the entire microfinance sector in Nicaragua, because of the large dependence on foreign investors. Many MFIs experienced serious problems because of this situation, including HTF partner BANEX. Despite additional capital injections, BANEX was not able to survive the economic crisis. The Inspectorate of Development Cooperation and Policy Evaluation (IOB) of the Ministry of Foreign Affairs stated in its study into Dutch development cooperation in Nicaragua (2010) that donors were not sufficiently alert to the consequences of finance providers withdrawing while at the same time the repayment capacity of customers was declining. These are important lessons for HTF and Hivos.

www.asomif.org

Promoting better policy-making is another important area in which MicroNed operates. Hivos coordinates the activities of this network in the area of financial services in association with Cordaid, ICCO, Oxfam Novib and the RaboBank Foundation. MicroNed provides staff training for its members, organises policy development in relevant areas and coordinates the implementation of these activities in a number of key countries. Within MicroNed, Hivos is responsible for policy development in the area of social performance measurement and seed capital packages as well as coordinating activities in India, Indonesia, Tanzania and Ecuador. MicroNed is also committed to making banks and financial institutions in the South more aware of corporate social responsibility. In 2010, Hivos passed the chairmanship to ICCO, which now accommodates the MicroNed secretariat.

www.micro-ned.nl

Business development and entrepreneurship

In addition to scaling-up microfinance for small-scale trade and improving the income position and resilience of poor and vulnerable groups, Hivos also believes strongly in improving employment prospects. This is why Hivos has consistently the past years focused on supporting SMEs. As yet, this has not produced the anticipated results. Consequently, business development as a component of 'green entrepreneurship' will be better integrated with sustainable production and financial services in the new Business Plan 2011–2015.

In the Netherlands, Hivos works with IntEnt to help migrants from Morocco and Turkey set up a business in their country of origin. In 2010, 360 prospective business owners participated in the programme and

Hivos and SNV in Zimbabwe: the power of cooperation



In Zimbabwe, the agricultural sector has collapsed due to political circumstances. "Government services, microcredit and electricity – these have all but disappeared. Commercial agriculture has been destroyed by a disastrous policy of land redistribution", says Margeet van Doodewaard, Director of the Hivos regional office in Harare. The population depends entirely on the entrepreneurial efforts of small

producers for food security and employment. "And it is precisely these people who lack access to information services, financial services, knowledge and the market", observes Van Doodewaard. "This is why we decided to join forces with SNV so that we could put our combined expertise to work. In association with Agriseeds, we gave small farmers the opportunity to produce their products in a sustainable manner, both for the market and for their own needs."

The programme is co-financed by the Dutch government. Hivos took care of the fund management and also contributed financially. Agriseeds provided the knowledge and the rural network. With the help of a small loan, farmers were able to buy seeds from the company Agriseeds. SNV-trained consultants worked with these farmers. "The farmers deposited their repayments into a revolving fund, which is then reinvested. This makes the programme more sustainable than other initiatives".

Danida, the Danish development agency, also contributed financially to the programme. "With this support we were able to establish the Zimbabwe Agriculture Development Trust with SNV at the end of 2010. Combining forces clearly results in greater impact and wider reach. For this reason we will expand our cooperation in 2011 and also venture into sustainable energy and agricultural capacity building", says Margreet van Doodewaard.

Summary of credit portfolio HTF 2010 *amounts x EUR 1,000*

| | 2010 | | 2009 | |
|----------------|---------------|---------------|---------------|---------------|
| | Organisations | Amount | Organisations | Amount |
| Loans | 39 | 33,310 | 49 | 29,042 |
| Participations | 12 | 13,545 | 13 | 13,566 |
| Guarantees | - | - | - | - |
| Total | 51 | 46,855 | 62 | 42,608 |
| Africa | 14 | 10,396 | 20 | 11,558 |
| Asia | 15 | 21,452 | 14 | 15,657 |
| Latin America | 20 | 14,466 | 26 | 14,602 |
| Worldwide | 2 | 541 | 2 | 791 |
| Total | 51 | 46,855 | 62 | 42,608 |

100 companies were established (2009: 550 entrepreneurs and 40 companies). WeShare, a campaign carried out by Hivos and IntEnt with funds from the European Union, aims to make young migrants in Europe aware of the contribution they can make to development in their country of origin.

www.ondernemenoverdegrens.nl | www.weshareholders.eu

Trade finance

Farming businesses that process and export agricultural products need capital to bridge the period until they receive their payments. Hivos therefore provides trade finance to agricultural producers' organisations and other businesses, with the emphasis on companies that operate according to sustainable policies and practices. The most important instrument for trade finance is the Triodos Sustainable Trade Fund (TSTF). Hivos co-founded the TSTF and provides the Chair of the Supervisory Board. In the past year, the fund extended loans to 30 cooperatives and private enterprises that bring organic and fair trade products to the market. These organisations produce agricultural products in various countries, ranging from coffee to cashew nuts. A total of 100,000 farmers are involved in these activities.





04 Civil Choices

The rights of individuals and marginalised groups are central to Hivos' philosophy. *Civil Choices* focuses on upholding human rights, promoting democratic relationships and gender equality and the prevention of AIDS. Hivos wants to help men and women be better equipped to take part in the political decision-making process, to defend their interests and to shape their lives according to their own preferences. Active citizenship and an organised civil society are both the means and ends in this process. The programme consists of three main components: Human Rights and Democratisation, Gender, Women and Development, and HIV/AIDS.

Main objectives of the Civil Choices programme:

- o Enable civil society organisations to advocate better policy among governments and companies and their accountability to citizens;
- o Enable minorities, women and people living with HIV/AIDS to organise themselves more effectively and to take action, thereby defending their interests.

Main results in these areas in 2010:

- o Hivos reached 3 million people with the activities carried out within *Civil Choices*;
- o With Hivos' support, 393 partners were given a voice;
- o Thanks to Hivos, these partners received a total of over 33 million euros in 2010.

Human Rights and Democratisation

- o Partner organisations in four Latin American countries and in Kenya succeeded in bringing the impunity of human rights violations to the attention of judicial authorities;
- o In fifteen countries, proposals by partners concerning the protection of LGBT rights and combating child labour resulted in positive action by policymakers;

- o In all three partner countries in East Africa, coalitions of partner organisations contributed significantly to a more transparent election process. This was due in part to systematic use of ICT and a strong increase of citizen participation in governance.

Gender, Women and Development

- o Partners in 21 countries put women's rights on the political agenda. They are often at the forefront of movements for more democracy and equal rights for minorities;
- o Thanks in part to efforts by Hivos partners in Africa, eight states signed the Women's Rights Protocol of the African Charter on Human and Peoples' Rights;
- o In Uganda and El Salvador, Hivos partners successfully contributed to the introduction of laws that counter abuse against women.

HIV/AIDS

- o In 23 countries, partners contributed to national and international plans for AIDS prevention by participating in consultation forums. Twenty-four partners became members of national AIDS bodies (Country Co-ordination Mechanisms), giving them more power to influence the biggest international AIDS fund (Global Fund to fight AIDS, Tuberculosis and Malaria);
- o Hivos partners trained almost 12,000 volunteers, who reached 1.6 million people with information activities on AIDS prevention and control;
- o Partners in nine countries contributed to more and better access to AIDS medication. This has given 1.9 million people, predominantly in Southern Africa, Central America and India, access to AIDS care and medicine.

Activities in the area of Human Rights and Democratisation 2010 *amounts x EUR 1,000*

| | Africa | Asia | Latin America | Worldwide | Total |
|--|--------|-------|---------------|-----------|--------|
| Number of organisations | 50 | 75 | 41 | 16 | 182 |
| Liabilities | 4,195 | 3,564 | 2,169 | 1,226 | 11,154 |
| Human Rights and Democratisation as a percentage of total regional liabilities | 22% | 23% | 11% | 14% | 17% |

Activities in the area of Gender, Women and Development 2010 *amounts x EUR 1,000*

| | Africa | Asia | Latin America | Worldwide | Total |
|---|--------|-------|---------------|-----------|-------|
| Number of organisations | 39 | 48 | 35 | 10 | 132 |
| Liabilities | 2,595 | 1,850 | 3,313 | 1,016 | 8,774 |
| Gender, Women and Development as a percentage of total regional liabilities | 14% | 12% | 16% | 12% | 13% |

Activities in the area of HIV/AIDS 2010 *amounts x EUR 1,000*

| | Africa | Asia | Latin America | Worldwide | Total |
|--|--------|------|---------------|-----------|--------|
| Number of organisations | 31 | 16 | 21 | 11 | 79 |
| Liabilities | 2,534 | 474 | 9,061 | 656 | 12,725 |
| HIV/AIDS as a percentage of total regional liabilities | 14% | 3% | 43% | 8% | 19% |

Human Rights and Democratisation

Hivos wants to give citizens the tools to participate in democratic processes and strives for better and more accessible judicial systems, for the application of universal human rights and for the strengthening of social movements that defend the rights of marginalised groups.

Democratisation and participation

In a number of South American countries, recent years have seen governments come into power that seem to pay more attention to the marginalised position of the indigenous population. Although these groups are often in the majority, they are usually worse off economically and have had little influence on the political developments in their country. This changed when in Bolivia, for instance, a president who himself came from the indigenous movement came into power. A number of years later many Hivos partners, who are closely involved with the struggle of the *indígenas*, are noticing that the new governments are nonetheless slipping back into old ways. In areas where natural gas or other raw materials are extracted, conflicts with the original inhabitants are re-emerging. In other cases the new leaders are not pleased with overly critical voices and attempt to exert more control on civil society organisations, such as in Ecuador. Hivos partners are reviewing their methods and seeking a more independent, critical approach towards the government.

Democracy is more than elections. Especially when those elections go hand in hand with irregularities or outright fraud. In East Africa, civil society organisations and ICT activists joined forces in projects that closely monitor the course of events in elections and, more importantly, can initiate immediate action if necessary. In 2010, these activities focused on the elections in Kenya and Tanzania. After elections, once politicians are in power, it is important to hold them to their promises and for them to provide clarity on their policy. Hivos has set up a number of large programmes in Tanzania, Kenya and Uganda in the area of government accountability and transparency (see Chapter 5). An important lesson is that it is more effective to approach politicians at the local level, such as in municipal councils, and to tap into local 'citizen energy'. Previously, the focus was strongly on the national government, which is often much less inclined to respond to specific questions from citizens.

In Iraq, the struggle for a more effective democracy and for compliance with human rights is proceeding slowly. Nevertheless, partners were able to bring about improvements. In 2010, the formation of a new government resulted in a stalemate between the different parties. Consequently, the administration of the country fell into disarray. For many citizens this

Struggle of many years recognised



Bertha Oliva is the director of Hivos partner Comité de Familiares de Detenidos Desaparecidos en Honduras (the committee of relatives of the disappeared detainees in Honduras, COFADEH). In 2009, Honduras witnessed a coup followed by a series of murders and disappearances of farmers' leaders, artists, journalists and LGBT activists who were on the side of the deposed president Zelaya.

The new elections were anything but fair. While the international community seems to be satisfied with this feigned return to democracy, supposed supporters of the grassroots resistance are still being killed. COFADEH and other human rights organisations have established an independent truth commission to ensure that the crimes committed by the police and the military do not go unpunished. Hivos supports this commission's work.

Bertha Oliva has been fighting for human rights for much longer. In 1981 her husband was considered 'disappeared' by the government. The futile search for the 'desaparecidos' led to the founding of COFADEH in 1982. Since then, Bertha Oliva has dedicated her life to human rights and the struggle against the iron grip of the military on Honduran politics, despite all the risks and threats to her and her family. In December 2010, the Dutch government awarded the Human Rights Defenders Tulip to Bertha Oliva for her work. "Much more than receiving an award, I would like to see the many thousands of crimes investigated and brought to court", says Oliva. Besides the bronze tulip statuette, the prize also consists of a sum of money that will be used to build a commemorative museum and for human rights education for school children.

impasse meant that work on building up public facilities and concrete projects aimed at improving their lives also stagnated. A coalition of civil society organisations, including Hivos partners, started a campaign aimed at putting pressure on the parties. This contributed to the creation of a new government and also led to increased confidence in the power of

Iraqi civil society. This is in stark contrast to neighbouring Iran, where all critical voices were silenced in the aftermath of the violent suppression of the 2009 'green movement'. As Hivos can no longer work with partners in Iran, it works mainly with activists who have fled abroad.

In Kyrgyzstan, a popular uprising against the increasingly authoritarian government eventually led to its expulsion. In the wake of these events, unfortunately, violence erupted between members of ethnic groups in the south of the country. Although the organisations supported by Hivos managed to hold out in these circumstances, they had little or no power to stop the violence.

Support for the LGBT (Lesbian, Gay, Bisexual and Transgender people) movement

Equal rights for LGBTs and the freedom to live according to one's sexual orientation are a key component of Hivos' policy. This is why Hivos has for some twenty years been supporting the efforts of partner organisations of LGBTs. These organisations are manifesting themselves in an increasing number of countries, in rural areas as well as in cities. Conservative politicians and social ideologies can no longer pretend that sexual minorities do not exist. Once again, however, the increased visibility of LGBTs and their organisations led to counter-reactions that sometimes assumed a violent form. Things went wrong in Uganda, in particular. Attempts to push through an 'anti-gay' law, in which citizens are urged to report 'suspicious' behaviour and which would make homosexuality a crime punishable by death, took a sinister turn with the publication of death lists in a local newspaper. LGBTs were mentioned by name on these lists with the incitement to kill them. Hivos partners, both LGBT and other human rights groups, rallied against the newspaper and brought the case to the court. Fortunately, the outcome was that the newspaper had to stop its hate campaign. Sadly, the exuberance that came with this victory for the LGBT movement was short-lived. At the beginning of 2011 the prominent gay activist David Kato, who was also on the list, was murdered. This sent a huge shockwave throughout the world. Hivos is the biggest global sponsor of groups that champion the rights of LGBTs in developing countries. Given the difficult circumstances under which these organisations operate, they can definitely benefit from support. This is why Hivos and PSO have launched a capacity-building programme for LGBT organisations in Central America, Africa and Indonesia. With other donors such as the Open Society Institute, ARCUS and the Ford Foundation, Hivos has set up special funds for small-scale LGBT organisations in Africa.

www.arcusfoundation.org | www.soros.org | www.fordfound.org | www.pso.nl

Stop Child Labour

'Stop Child Labour – School is the best place to work' is Hivos' campaign aimed at increasing awareness in Europe about child labour so that consumers and businesses understand the practical consequences of their choices (see Chapter 6). Hivos also enables partner organisations to stop child labour. In 2010, African partners took part in a working visit to India to learn from the successful approach of the MV Foundation in taking children out of work and putting them into school. With the help of Hivos and the other Dutch organisations, these African organisations can put these lessons into action in their own country. Pilot projects with 'child-free labour zones' have been set up in Morocco, Ghana, Ethiopia, Uganda, Kenya and Zimbabwe.

www.stopchildlabour.eu

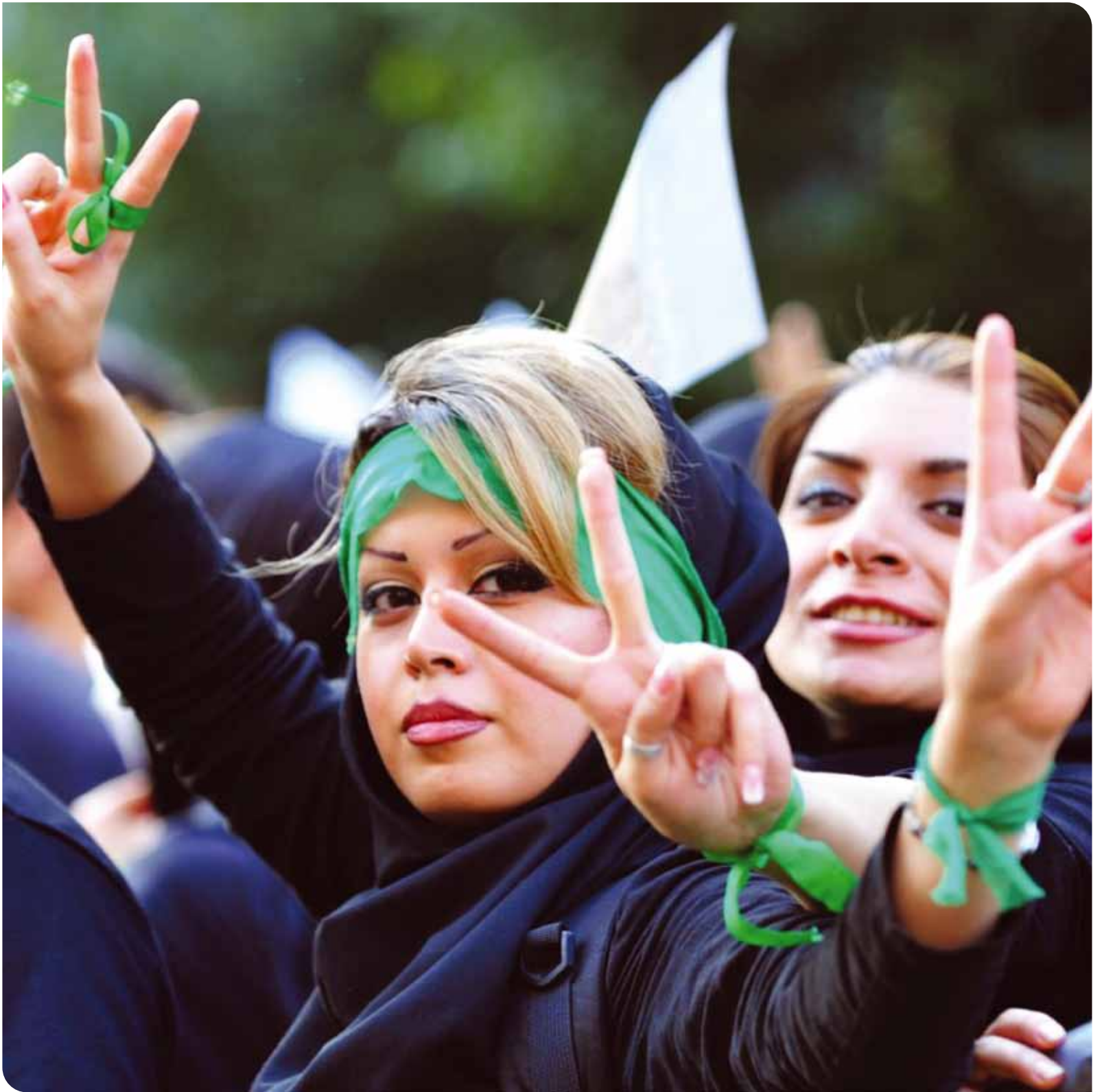
Gender, Women and Development

Hivos supports women's organisations that defend the rights of women and strive to increase their participation in decision-making processes. International agreements – as laid down in the UN Women's Convention, the Cairo Action Programme and the Beijing Action Plan – are the most important guidelines for partner organisations. Hivos also promotes gender equality within the organisation and in partners' programmes and strives to integrate gender equality in its sectoral policy. Hivos will pay more attention to improving the economic position of women in its new Business Plan (2011-2015).

Political agenda-setting and accountability

Hivos and its partners rely on international treaties on equal rights for women and men as important instruments to improve the position of women. Women's organisations can invoke these treaties to put pressure on their governments in order to embed these rights in national legislation and policy. Our partners in Africa continue to put pressure on their governments to sign the protocol for women's rights of the African Charter on Human Rights and Peoples' Rights. This document holds the most far-reaching obligation in the area of sexual and reproductive rights and self-determination. Uganda joined in 2010, bringing the number of countries that have signed the charter since 2007 to eight.

A good foundation for anchoring women's rights in legislation and policy is the UN Women's Convention. Compliance to this convention, however, still leaves much to be desired. Partner organisations take action when countries that have signed the convention submit their four-yearly report to the United Nations. Shadow reports drawn up by the organisations



themselves are often an effective tool. In 2010, partners again compiled these reports on compliance to the convention. In Indonesia, Hivos partner CWGI worked closely with local organisations in ten cities. They established that the government has been very slow in fulfilling its obligations. In Sri Lanka, the Women Media Collective coordinated the preparation of a shadow report by 61 local organisations. They want above all to highlight the consequences the internal armed conflict has had on the position of women. The government has not reported on cases in which the violence was aimed specifically at women, such as using rape as a weapon. In Malawi, partner organisation WLSA observed that issues it had raised four years ago have still not been dealt with by the government. In Iraq, activities by women's organisations led the government to commit to amending the law under which crimes of honour are punished less severely. In Iran, partner Justice in Iran documents proof of violations of national and international law by Iranian judiciary officials, for instance in the treatment of female prisoners.

Many Hivos partners strive to increase the number of women in political positions. A greater say in the policy-making process is an important means of improving the position of women at all social levels. This is a slow process. Worldwide, the number of women MPs grew to 19 percent in 2010, higher than it has ever been before but still well under the target of 30 percent which had been agreed on internationally, back in 1995. Women's organisations continue to use the support of Hivos to give leadership training to women with ambitions in politics or in civil society organisations. Sometimes the latter is more effective. In South America, women succeeded in increasing their influence within the indigenous movements, which managed to secure a bigger political role in the Andean countries. As a result, physical integrity of individual women has now been put on the political agenda in an environment where collectivism is the norm. In Kenya, the women's movement combined forces with human rights organisations to urge for a peaceful referendum on the new constitution. Under this new constitution, women will be better able to claim their right to ownership of land and to services in the area of sexual and reproductive health.

An important lesson Hivos has learned in recent years is that it is sometimes more effective to target local politics. In Indonesia, partner organisation Hapsari successfully convinced the local government in North Sumatra to pay more attention to women's interests in developing the economy and to increase their participation in the decision-making process. As a result, women now have more access to credit and economic services.

Violence against women and sexual and reproductive rights

Again, we saw with concern that physical integrity and self-determination of women are under enormous pressure from various religious and political doctrines, in which sex is a taboo subject. In many countries female circumcision is still a big problem. In Kenya, partner organisation KEFEADO has been fighting against this practice for many years. Female circumcision is also widespread in Iraq, particularly in the Kurdish areas. The same applies for honour killings and abductions of women. Hivos partners are fighting against these practices but have not managed to eliminate impunity for violence against women. Although they contributed to the drafting of the bill against female circumcision, this bill is has yet to be treated in the Iraqi parliament.

In many Latin American countries, women are taking a stand to lift the ban on abortion. The right to abortion exists in Peru, but it is subject to conditions and in practice these rights are not observed. In Nicaragua, abortion is still completely illegal. Nonetheless, women's organisations feel strengthened by a number of opinion polls that show that a majority of the population no longer wants abortion to be punishable and want it to be permitted under certain conditions.

Raising Voices, one of our partner organisations in Uganda, has for many years been pressing for legislation to counteract domestic violence against women in collaboration with a coalition of diverse organisations. In 2010, the efforts of the women's movement were rewarded with the adoption in parliament of a law against domestic violence. We also launched a programme to combat violence against sex workers in East Africa, in association with the Open Society. Human Rights and HIV/AIDS prevention organisations were also involved in this programme.
www.kefeado.co.ke | www.raisingvoices.org | www.osi.org

International

Fifteen years after the UN Women's Conference in Beijing, the United Nations in 2010 took stock of the results achieved thus far. It seems that most states are not brimming with enthusiasm to achieve the objectives. On a positive note, the many years of struggle by women's organisations, including many Hivos partners, led to the proposed foundation of UN Women. A large number of policy areas will be brought together under this new UN agency. The intention is for UN Women to be a financially and organisationally strong organisation that maintains close ties with international civil society.

Many Hivos partners also receive financial support from the MDG3 Fund established by the Dutch Ministry of Foreign Affairs. Because of the

spending cuts on development cooperation, the future of this fund is uncertain. Together with the Dutch platform WO=MEN, Hivos has urged for the MDG3 Fund to be maintained and for reversal of the budget cut for women's rights and equality. The latter effort proved successful: the budget cut has been reversed and in 2011 the government will spend approximately the same amount on improving the position of women as in 2010.

HIV/AIDS

Hivos considers HIV/AIDS to be a human rights and development issue and as such, a matter that transcends the confines of healthcare. Hivos supports organisations that defend the rights of people living with HIV/AIDS and further these peoples' full participation in society. Of particular importance to Hivos are organisations that campaign, both nationally and internationally, for optimal education, prevention, and access to medicine and care in the South. Many partner organisations are active in the area of HIV/AIDS prevention among specific target groups (sexual minorities, sex workers, youth and women) as well as policy advocacy. Activities in the latter area concentrate on access to care and medicine for people living with HIV/AIDS and on enforcement of their rights.

Addressing taboos and discrimination

In most developing countries, effectively fighting AIDS depends on social norms and cultural beliefs about sexuality. Through campaigns and policy advocacy, Hivos partners strive to combat discrimination against LGBTs, sex workers and people living with HIV/AIDS. It is Hivos' aim for these partners to organise themselves and defend their rights. Not only does this help those directly concerned, it is also a means of changing social and cultural norms about sexuality that stand in the way of effective AIDS prevention. Local organisations in East Africa and India provided training courses for staff of government institutions, which helps them take the needs of sexual minorities and sex workers better into account. In association with OSI, Hivos contributed to strengthening partner organisation Amsher and other organisations of sexual minorities in Southern Africa. In Kenya, Hivos partner LVCT has built up a productive partnership with the government, which has resulted in more support for LGBT groups. In India, partner organisation SIAAP led the national coalition Sarvojana, which also includes organisations of sexual minorities and sex workers. By operating together, participants can combine their forces to fight stigma and discrimination, as they demonstrated in the federal state of Tamil Nadu. As a result of this successful project, Unicef invited SIAAP to provide support to a similar programme in Kyrgyzstan.

Women's rights in a free Iraq



Architect Yanar Mohammed founded the Organisation for Women's Freedom in Iraq (OWFI). OWFI strives for a secular and democratic Iraq where men and women are equals and is one of the few organisations in the country that defends LGBT rights. From offices in Baghdad and five other cities, this organisation supports the struggle for women's rights. OWFI also aims to increase

women's awareness through its own media centre, which publishes a magazine with a circulation of 10,000 and owns a radio station, El Mousawat (equality).

"Radio is a wonderful medium through which women can express their opinions. It also enables us to put up opposition against political Islam and the established, fundamentalist media. We reach many women who feel isolated", says Yanar Mohammed. OWFI also runs campaigns and organises events aimed at youth to raise their awareness through poetry, music and theatre. "They are often more courageous and more willing to fight for a country where people are no longer oppressed by a government that imposes mandatory norms regarding sexuality, religion and even the manner of dress." OWFI also provides practical support to women who are subjected to domestic violence, honour killings and trafficking in women. "We were recently able to rescue a 14-year old girl from women traffickers. The police do nothing to locate girls who are forced into prostitution. Fortunately, we know one high-ranking security officer who is concerned about the plight of these girls. Thanks to his influence we were able to free her."

For Hivos, it is important to support the most forward-thinking women's organisation in Iraq, particularly in light of the extremely difficult circumstances under which OWFI has to operate. "It is the support of women in Iraq and beyond that enables me to persist in this work. In Iraq, we are surrounded by enemies. They would like nothing more than for us to throw in the towel. That would be truly humiliating."

www.equalityiniraq.com

In addition to uniting local initiatives, which are often isolated, Sarvojana also wants to pool knowledge on the prevention of HIV/AIDS so that it can be used to strengthen government programmes.

www.siaapindia.org | www.amsher.net

Hivos and its partner organisations were well represented at the XVIII International AIDS Conference in Vienna. It also gave sixty activists the opportunity to attend the conference. In anticipation to this big event, we organised a meeting on the vulnerability of LGBTs and transgenders in cooperation with the Global Forum on MSM & HIV. Presentations from experts throughout the world highlighted the importance of emphasising particularly these groups in policy and in practice. Over five hundred people from eighty countries heard the executive directors of the Global Fund (Michel Kazatchkine), UNAIDS (Michel Sidebe), and Hivos (Manuela Monteiro) speak about these issues. This invitation was an acknowledgement of the many years of work Hivos has devoted to AIDS prevention for high-risk groups like sexual minorities.

www.theglobalfund.org | www.unaids.org

Partners in South-East Asia and Southern Africa actively involved policymakers in their work. ISEAN and UNDP organised a series of meetings in which organisations of people living with HIV/AIDS were able to consult with ministers, police representatives and religious and social leaders from Indonesia, Malaysia, the Phillipines and East Timor.

Prevention and education

Every day, thousands of people are infected with HIV. Hivos partners employ a variety of instruments to provide HIV/AIDS education, focusing particularly on youth and risk groups. Special websites, E-mail and SMS messaging have become increasingly important tools to achieve this. Organisations also invest in volunteers, often people living with HIV, to provide HIV/AIDS education and thereby increase their reach. In 2010, some 12,000 volunteers received training – well above the target we had set at the beginning of the current business plan. The efforts of these volunteers meant that partner organisations in Malawi, India and Serbia were able to carry out their work on a much larger scale and reached 1.6 million people. Educational activities made an impact on many youths through music, theatre and video productions. The volunteers also handed out condoms and asked members of high-risk groups to get tested for HIV. Because of their own background they can provide an alternative perception of people living with HIV/AIDS to the usual stereotype in many countries.

Access to medicines

Although many more people now receive AIDS medication, many people in developing countries still die every day due to lack of care. Hivos believes that governments are responsible for providing adequate health care and should comply with the agreements made in this respect. Civic pressure is necessary to achieve this. Hivos partners are among the pioneering social organisations that fight for better policy and better access to AIDS inhibitors. In South Africa, the long running campaign of Hivos partners like TAC, the Children Institute and the AIDS Law Project eventually induced the government to launch an ambitious programme for AIDS prevention. In addition to training staff and providing medication, the government also wants 15 of the 49 million South Africans to have an HIV test by mid-2011. In other countries where Hivos partners are active, like Kenya, Malawi and Peru, the number of people that had access to AIDS care and medication also grew. In 2010, the total number of people who received care and medication was 1.9 million, 28 percent more than in 2009.

www.alp.org.za | www.tac.org.za

With the aim of scaling up AIDS prevention and making it more effective, Hivos and its partners not only focus on governments but also increasingly seek cooperation with the business community. Hivos contributed to the Access to Medicine Index, which was published for the second time in 2010. This index provides an annual snapshot of the efforts of pharmaceutical companies in increasing access to AIDS inhibitors in developing countries. The World Health Organisation (WHO) and several large international investment companies, including pension funds, use this index to track companies' performance in this area.

Global Fund

In Bolivia, Hivos is the principal recipient of funds from the Global Fund to fight AIDS, Tuberculosis and Malaria, one of the principal donors in the area of AIDS prevention. In cooperation with local organisations, Hivos worked on AIDS prevention aimed at street children, youth, LGBTs and sex workers. These groups are often more difficult to reach and are discriminated against more frequently. In 2010, over 1,100 people living with HIV in Bolivia had access to care and medication, which is twice as many as in 2009. Over 1,300 members of sexual minorities and sex workers were trained to give AIDS education. An encouraging development over the last year was that Hivos also obtained the status of principal recipient in Guatemala. This means that as of 2011 we will be able to implement an AIDS prevention programme with a budget of 22 million dollars.

No less than 24 Hivos partners participated in the national committees (CCM) of the Global Fund, against 16 in 2009. In these committees, civil society organisations, groups of people living with HIV and government bodies draw up joint project proposals. These partner organisations mainly represent the interests of vulnerable groups, such as people living with HIV/AIDS, (Bolivia, Peru and India), LGBTs (Nicaragua), sex workers (Bolivia) and women's groups (Guatemala and Ecuador). In the past year, Hivos invested substantially in recruiting and training people living with HIV/AIDS from vulnerable groups in Africa. They will participate in the delegation of NGOs from their countries within the Global Fund.



05 Civil Voices

The *Civil Voices* programme offers citizens in the South a platform to express their wishes and ideas about shaping a democratic and pluralistic society. Diversity, open communication, dialogue and the exchange of ideas and information are central to this process. The programme comprises of two components: Arts & Culture and ICT & Media.

Main objectives of the Civil Voices programme:

- o Provide more scope for independent voices on cultural, political and socio-economic issues;
- o Improve the quality of artistic and cultural productions;
- o Enable civil society organisations to use ICT for their activities;
- o Increase the influence of partner organisations on policymakers and opinion leaders.

Main results in these areas in 2010:

General:


- o Hivos reached 1.7 million people in the South through the Civil Voices programme;
- o In the area of culture, ICT and media, 196 partners received Hivos' support;
- o These partners received over 8 million euros from Hivos for their activities in 2010.

Specifically:

- o Partner organisations in 14 countries opened up debates about social and cultural issues such as tolerance, identity, taboos and cultural diversity;
- o Around three quarters of the productions and presentations that were staged by 53 partners with the support of Hivos received positive responses from the public, media and experts on their artistic quality, originality and content;
- o Hivos assisted 150 partner organisations in the strategic use of ICT through Hivos programmes such as Logica/Bloom (India), ICT trajectories (Indonesia) and RedDES (Central America), and through partners like APC and Mahiri.

Arts and Culture

Hivos focuses on supporting creative and artistic expressions in the South and bringing these to the public attention, especially those that put cultural, social and political themes in the spotlight. Over the past years the importance of arts and culture for development has been increasingly recognised. This is demonstrated for instance by the UNESCO Convention for Cultural Diversity and the importance the European Union attaches to culture in its development policy. Sadly, bilateral and private donors are still not fully aware of the critical role of art and the importance of free cultural expression.

In 1995 Hivos set up the Hivos Culture Fund for activities in the area of arts and culture. Through the fund and the various  partnerships with third parties, Hivos wants to support cultural productions and the cultural sector in the South, facilitate cultural exchange and debate, stimulate young talent and stage cultural productions from the South in the Netherlands.

Scope for cultural and artistic expression and debate

A vibrant cultural scene and the possibility for artistic freedom and expression give food for thought in every society, challenge existing ways of thinking and breathes new life into the debate on social issues. Even in countries that have just experienced armed conflict or where authoritarian regimes are in power, Hivos partners continue their efforts to expand or safeguard this free space.

In Sri Lanka, partner organisation Trikone Cultural Foundation exposed corruption and violence through theatre. Makaraksha (The Dragon) drew thousands of visitors across Sri Lanka and caused a stir everywhere it was staged. After the play the audience discussed it and expressed their opinions. It also attracted a lot of media attention. The producers have been asked to stage a performance in India as well.

www.trikone.net

Cinema in times of chaos



Last year, the Central Asian republic of Kyrgyzstan was the stage of a political upheaval, conflicts between ethnic groups and new elections. Bir Duino (One World) Kyrgyzstan, an annual film festival about human rights, went ahead nonetheless. One of the films shown was a controversial documentary about Chinese politics on the Uyghur

minority in China. The security service tried to prohibit this film with the pretext that it would stir up ethnic tensions. "Despite this prohibition, the organisers screened the film. This is a victory for human rights groups, but we are unsure of what is to come", says Igor Blazevic, founder of the One World festival in the Czech Republic and present at the festival. "I was quite impressed by what the organisers managed to achieve under these unfavourable circumstances. They had just witnessed the bloody overthrow of the Bakyev regime and the wave of violence against the Uzbeks in the south. From each conversation I had with them, it is evident that the country is still in a state of shock and very concerned about the future. For me the most encouraging aspect was to see the lively debates after each film was shown. Each time at least ten people in the audience stood to take the microphone and clearly and passionately gave their opinion about the film and the topic. It was quite impressive. The films clearly have a big impact."

Ruangrupa in Indonesia started ten years ago as an artists' initiative to provide space for the visual arts independently of the state. Today it is a leading institution in the debate on arts and culture and serves as an inspiring example for many other organisations. Ruangrupa demonstrates that culture can play an important role in mobilising social groups by appealing to people's imagination and critical faculties. The organisation has a wide network both in Indonesia and beyond and focuses predominantly on the role of art within the urban environment. Ruangrupa also has a voice in debates about digital culture and its influence on youth.

Another sphere of activity is knowledge development and strengthening the art sector.

www.ruangrupa.org

In other places art also proved to be a very good medium for encouraging public debate, even in unfavourable circumstances. In West Asia, Hivos' programme *Unleashing women's creative potential in West Asia* gave women artists more possibilities to participate in art activities, bring their art to the public attention and take part in exchange visits. In line with this programme we also supported the International Women's Art Festival in the Syrian city of Aleppo. Participating artists addressed sensitive topics like censure and self-censure, homosexuality and domestic violence. Here, too, the exhibited works led to discussion between the visitors. On a less positive note, internal problems meant that there was no follow-up to the initiative.

Arts Collaboratory, a programme set up by Hivos in collaboration with *Stichting Doen* and the Mondriaan Foundation, finances joint activities of visual artists in the South and exchanges among each other and with Dutch art institutions and artists. Hivos also promotes cultural entrepreneurship and international cultural exchange through this initiative, for example via a special website and regional conferences. In October, cultural initiatives from nine Latin American countries got together in Costa Rica to share experiences and learn from each other. Arts Collaboratory also maintains an innovation fund for new, high-profile initiatives.

www.artscollaboratory.org

In Africa, artists would like to have more opportunities to produce their work and show it to the public, but they often encounter economic and political obstacles. In many countries cultural institutions have barely been able to make headway. Hivos has experienced that these problems do not disappear by supporting only a limited number of partners, and so in 2007 it co-founded the Arterial Network.

Representatives of 28 African countries have now joined Arterial. In 2010, we set the ball rolling for a similar initiative in Latin America. *Creando Futuro para las Artes y la Cultura en Latino América*, a conference organised by Hivos in Costa Rica, was the kick-off to this project. Sixty participants from twelve countries spoke at the conference about the current situation in the cultural sector and how this could be strengthened. Not only did this generate probing discussions about the social role of arts and culture, but also new approaches to cultural action, the dissemination of artistic productions and sustainable forms of cooperation. The participants formed a working group that will identify the current cultural networks, draw up

Activities in the area of Arts and Culture 2010 amounts x EUR 1,000

| | Africa | Asia | Latin America | Worldwide and the Netherlands | Total |
|--|----------------------|-------|---------------|-------------------------------|-------|
| Number of organisations | 37 | 36 | 21 | 40 | 134 |
| Liabilities | 1,039 | 1,413 | 643 | 1,382 | 4,477 |
| Arts and Culture as a percentage of total regional liabilities | 5% | 9% | 3% | 16% | 7% |
| | <i>of which NCDO</i> | | | | |
| | 0 | 0 | 0 | 367 | 367 |

Activities in the area of ICT and Media 2010 amounts x EUR 1,000

| | Africa | Asia | Latin America | Worldwide | Total |
|---|--------|------|---------------|-----------|-------|
| Number of organisations | 24 | 18 | 8 | 12 | 62 |
| Liabilities | 1,074 | 676 | 363 | 1,696 | 3,809 |
| ICT and Media as a percentage of total regional liabilities | 6% | 4% | 2% | 20% | 6% |

strategies for policy advocacy and work on ideas to make the cultural productions accessible to more people. It will also give the art produced by youth and local communities a bigger presence.

www.arterialnetwork.org

At the request of Norad, the Norwegian Agency for Development Cooperation, Hivos manages a programme for five cultural partners in Zimbabwe. Hivos gives training courses in the field of financial and arts management. The programme aims to strengthen the relationship between arts and media as a contribution to freedom of expression and opinion.

www.norad.no

Dissemination and exchange in the Netherlands and Europe

Given the subsidy schemes of the Ministry of Foreign Affairs and the position of NCDO, 2010 was the last year in which the Hivos-NCDO

Culture Fund was active. It funded 23 projects run by cultural institutions in the Netherlands that provided a wide platform for dancers, makers of theatre and film, musicians and visual artists from Africa, Asia and Latin America.

As of 2011, Hivos will accommodate a limited number of activities in the Netherlands under the auspices of the Hivos Culture Fund, which celebrated its fifteenth anniversary in 2010. For this special occasion the highly acclaimed television programme *De Vloer Op* (On Stage) staged an international edition. In this programme, actors engage in improvised scenes with other actors. Where the original version only features Dutch actors, in this international edition both actors from the Netherlands and from the South had the floor. Cultural differences were drawn almost naturally into the improvised dialogue. Shows were recorded in the Netherlands and in South Africa, in association with a local Hivos partner. The shows were aired on Dutch television during



the 2010 FIFA World Cup in South Africa. Repeat broadcasts soon followed due to their high ratings.

www.hivosncdocultuurfonds.nl

ICT and Media

Access to information and communication resources is essential for fair and equal development. By deploying ICT and new media, civil society organisations can act more effectively and reach more people. For this reason, Hivos considers ICT an important tool in strengthening the role of these organisations in the public debate. In many countries freedom of information, freedom of expression and freedom of the media is under pressure. Independent media are of paramount importance for social change and democratisation. 'Citizen journalism', where partners combine media such as podcasts with local radio, has proven to be an effective means of disseminating alternative voices. Blogs and interactive communities create new channels for individual citizens and their organisations to take part in the public debate.

Twaweza Programme in East Africa

In recent years, it has been repeatedly shown that traditional approaches to promoting government accountability and transparency are not the most effective. In addition to election monitoring, Hivos is seeking other ways to further transparency in which citizens play a crucial role. Through the Twaweza initiative, Hivos encourages citizens to call on governments to guarantee basic facilities such as health care, water and education. After all, governments are responsible for these matters. Twaweza wants to give citizens access to reliable and practical information and at the same time increase their say in monitoring their government's performance.

An innovative element of this approach is that Hivos and co-financers of the programme – including the Hewlett Foundation, SIDA, DFID and SNV – step in at the level of social connections in which people are already involved. We seek cooperation for instance with existing networks of media organisations, mobile communication operators and trade unions. Twaweza works with HakiElimu and the Policy Forum to encourage parents, teachers and the general public to actively participate in monitoring national agreements on the allocation of funds for education. This emphasis on active citizenship as a means of providing concrete needs is rooted in the concept of change initiated by citizens, or civic driven change.



Hivos also set up the Tanzania Media Fund to give citizens a voice through the press. By providing training courses and financial support to journalists, this fund helps improve the quality of the media. Initially the emphasis was on publications in the few quality newspapers in the country. Given their limited reach, however, the journalists are now increasingly focusing on popular tabloids as well. In 2010, Hivos also took the first steps towards setting up a media fund in Kenya.

www.twaweza.org | www.tmf.or.tz

Voices of citizens, for citizens

ICT is an excellent means of raising social concerns and involving citizens in those issues and their solutions. A good example is the Africa Transparency and Technology Initiative (ATTI), which Hivos set up last year in association with the Omidyar Network. ATTI maintains a 2 million dollar fund that enables citizens to call governments to account through the use of ICT. The emphasis lies in using simple, widely applicable technology such as SMS messaging to bring irregularities to public attention.

www.africatti.org

Hivos played an important role in the early stages of Ushahidi in Kenya. This was one of the first organisations to make digital maps of important events based on reports received from citizens via email or mobile phones. This idea was originally developed to determine the extent of the violence after the Kenyan elections in 2008. Other Hivos partners also use this method, for instance Kanco, which has identified the available provisions for AIDS prevention. Digital maps also proved extremely useful last year in the provision of emergency aid after the earthquake in Haiti. Highly up-to-date information meant that aid workers could quickly identify where the need was the greatest, what action was required and where any available supplies were located in the country. This international knock-on effect demonstrates that Ushahidi can now operate on its own and no longer needs financing from Hivos.

www.ushahidi.com

Map Kibera, a project in the Kenyan capital of Nairobi, also uses digital maps. In this project the maps are used to identify public and private facilities and services in the vast urban district of Kibera, which mainly has illegal dwellings and is therefore not officially documented. This project, funded by Hivos and Unicef, gives residents a better idea of the available facilities and also encourages them to call the government to account on the lack of facilities. Map Kibera is also a useful resource for the many NGOs that are active in the area in helping them to reach their constituency.

www.mapkiberaproject.org

Strategic use of ICT

By means of strategic partnerships with APC, among others, Hivos helped dozens of partners implement ICT in their organisation's core activities.

Hivos regional offices in Indonesia, India and Central America also run programmes to strengthen the ICT capacity of partners. In Central America, Hivos launched the RedDES programme in which coffee producers' organisations got together to set up a digital platform based on Web 2.0 Technology. Coffee producers use the platform to promote their different varieties of coffee to international sellers, which enables them to increase the demand for their coffee and, in turn, increase their earnings.

www.red-des.org

Diverse and pluralistic media

In countries where repression is the rule of the day, new media and communication technology can play a vital role in propagating independent opinions. For this reason, Hivos supported organisations that have set up platforms to disseminate news and opinions in eleven countries.

An example is Mideast Youth, which gives young bloggers and online activists from countries like Syria, Iran and Egypt a platform for free expression in repressive environments.

www.mideastyouth.com

Global Voices continues to be an important worldwide strategic partner for Hivos. Global Voices gives citizen journalists and activists a platform to distribute news and background information. A team of translators and editors helps them spread their message beyond the boundaries of national languages. Development issues and responses to crises and disasters are the main topics of focus. At the beginning of the uprising in Tunisia last December, Global Voices played an important role in spreading information about the situation to an international audience. By responding to current events, the organisation is attracting an increasing amount of interest. Between 2007 and 2010, the number of visitors rose from 2.2 million to 6 million.

www.globalvoicesonline.org | nl.globalvoicesonline.org

Debate in the Daladala



Many residents of the Tanzanian capital Dar es Salaam travel daily in a minivan, or daladala. One of these taxi minivans is quite special. During the trip passengers can discuss a wide range of social themes (see the photo on page 41). The discussions are recorded and a compilation is shown on national television six days a week, attracting no fewer

than 2.7 million viewers. It is entertainment, but is also a means of motivating citizens to call on the government to provide better services and to guarantee basic provisions.

Why is water so expensive? How good is the quality of education in Tanzania? Are politicians doing their job? What about our various marriage traditions? These are questions that people ask on a daily basis but which are also important in the wider debate on the relationship between citizens and administrators. "We do have to guard against a moralising or 'development aid' tone", says Rakesh Rajani, head of the initiator Twaweza, "or else people will lose interest and the programme will lose its edge and relevance". Twaweza has given the makers, an independent production company, free rein to create their programme. Rajani wants to ensure that financial support for the initiative is not at the cost of creativity and independence of the media. "These elements are essential to long-term development."

Joseph Ngwegwe of Twaweza: "This concept is more effective in opening up the public debate than the run-of-the-mill seminars and workshops. It also appeals much more to the public imagination." The Daladala debate can make a powerful contribution to strengthening democracy in Tanzania.



Africa

Asia

Key figures Africa amounts x EUR 1,000

| | 2010 | 2009 |
|---------------------------------|--------|--------|
| Liabilities | 18,623 | 62,674 |
| Number of partner organisations | 239 | 249 |
| Number of projects | 264 | 285 |

Hivos supports organisations in:

East Africa Kenya | Uganda | Tanzania
Southern Africa Malawi | Mozambique | Namibia
 Zambia | Zimbabwe | South Africa

Liabilities Africa by sector:



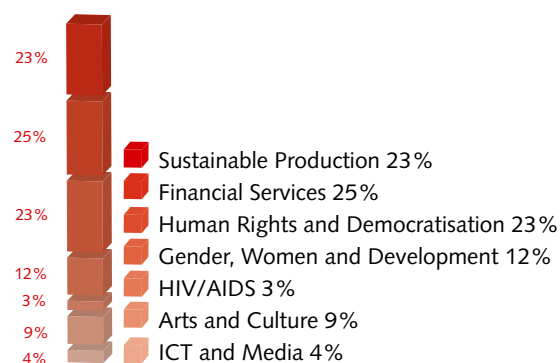
Key figures Asia amounts x EUR 1,000

| | 2010 | 2009 |
|---------------------------------|--------|--------|
| Liabilities | 15,508 | 23,906 |
| Number of partner organisations | 254 | 263 |
| Number of projects | 300 | 318 |

Hivos supports organisations in:

Cambodia | India | Indonesia | Iraq | Iran | Kazakhstan | Kyrgyzstan
 Sri Lanka | Syria | Timor-Leste

Liabilities Asia by sector:



Latin America

Worldwide

Key figures Latin America amounts x EUR 1,000

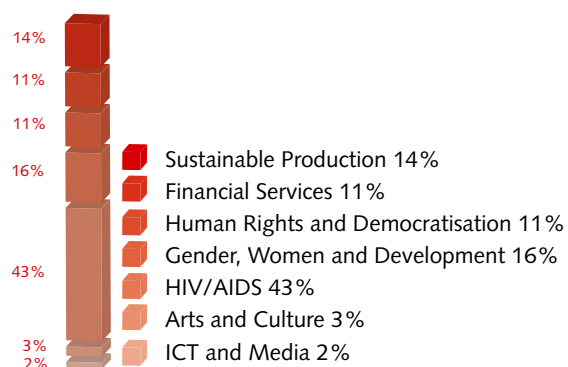
| | 2010 | 2009 |
|---------------------------------|--------|--------|
| Liabilities | 20,912 | 14,809 |
| Number of partner organisations | 184 | 194 |
| Number of projects | 210 | 229 |

Hivos supports organisations in:

Central America Belize | Costa Rica | Cuba | El Salvador
Guatemala | Honduras | Nicaragua

South America Bolivia | Colombia | Ecuador | Peru | Surinam

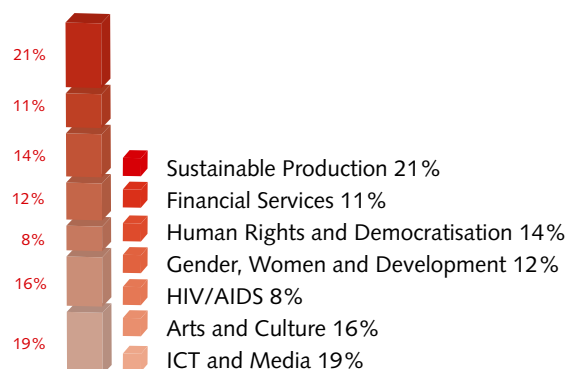
Liabilities Latin America by sector:



Key figures Worldwide amounts x EUR 1,000

| | 2010 | 2009 |
|---------------------------------|-------|--------|
| Liabilities | 8,504 | 13,123 |
| Number of partner organisations | 132 | 120 |
| Number of projects | 167 | 178 |

Liabilities Worldwide by sector:





06 Building Bridges

In order to increase the effectiveness of our efforts in the South, Hivos works closely with fellow development organisations and other civil society organisations in the Netherlands and in Europe. By combining forces we can broaden public support for international cooperation in the Netherlands and make information dissemination more robust and effective. With the *Building Bridges* programme we hope to mobilise social support in the Netherlands and Europe towards bringing about sustainable development on a global scale. The guiding principles of this programme are the importance of a robust social basis of support, political commonality between North and South and the crucial role of active citizenship.

Main Objectives of the Building Bridges Programme:

- o An improved and more realistic representation of international cooperation;
- o More active involvement by citizens, particularly within specific target groups like young people and humanists;
- o Heightened receptivity of and behavioural changes in policymakers, companies, citizens and consumers with regard to development issues.

Main Results in these Areas in 2010:

- o Hivos reached a wide public with eleven full-page (sponsored) articles in daily newspaper Metro (coverage per advertisement: 1.7 million readers). Thirty episodes of the television programme Metropolis (VPRO) were broadcast, reaching approximately 170 thousand viewers a week;
- o Approximately 100 thousand people from specific target groups such as humanists, younger people and employees of the Fair Trade Shops received information;
- o With its campaign *Stop Child Labour – School is the best place to work* Hivos reached an estimated one million people in the Netherlands. Partly as a result of this campaign the topic now features prominently on the political and social agendas and consumers are devoting more attention to child labour.

Education and Public Support

Hivos wants to contribute to a more realistic perception of international cooperation and life in developing countries, where the inherent power and initiative of people take centre stage. A good example of this approach is Metropolis, a television programme that Hivos developed with the VPRO. Through daily newspaper Metro, which has a circulation of almost 1.7 million copies and is distributed widely through the public transport network, Hivos once again reached a large reading audience. With these publications, we hope to draw attention to the work of our partners among a broader public. Themes that were addressed included human rights, the importance of sustainable energy, fair trade, the relationship between art and development, child labour around the world, microfinance and gay rights.

www.metronieuws.nl

Public Support and Policy Advocacy amounts x EUR 1,000

| | Education | Campaign and lobby | Linkis | Total |
|-------------------------|-----------|--------------------|--------|-------|
| Number of organisations | 12 | 14 | 45 | 71 |
| Liabilities | 1,341 | 919 | 431 | 2,691 |

Pink Summer

Under the motto of 'Gay rights are human rights', Hivos has been drawing attention to the rights of homosexual men and women for twenty years, including in the Netherlands. Hivos participated in Pink Saturday in the summer of 2010. To Hivos, Pink Saturday is the largest event in the area of gay rights, presenting an appealing mix of information, debates and entertainment. Hivos' goal is to create understanding for the position of sexual minorities in developing countries. Pink Saturday 2010 was held in Amersfoort, where Hivos was visibly represented, including with its own stage. The event attracted fifty thousand visitors. The information market, where Hivos had a booth, drew a great deal of attention.

Climate change: a problem or libel?



'She wishes to thank you for not driving / not using your tumble dryer.' During the past year, we used lines such as these in radio commercials and in newspapers to draw attention to the theme of climate and energy. 'It is very important for people in developing countries that we reduce our CO₂ emissions: they will be the first to feel the harmful consequences of climate change,' says Eco Matser, Hivos' Climate, Energy and Development

coordinator. Despite its friendly tone, this campaign generated a significant amount of negative response. 'Newspaper De Telegraaf described the campaign as "libel", because we supposedly held car users responsible for disasters in far-off countries. In their words, the car users supposedly had blood on their hands. But that is twisting our intentions, which are in fact based on the assumption that everybody can make a positive contribution.'

Considering the number of unfavourable responses that Hivos received (a total of 25 E-mails), the public outcry was minor. Nevertheless the matter was put to the Dutch Advertising Code Authority. 'That was a happy development, because the Authority concluded that Hivos' views were supported by the findings of internationally recognised scientific research.' Hivos was also accused of spreading panic. Matser comments, 'The Authority dismissed that argument: the advertisements do not appeal to people's sense of fear in anyway, they said. In the meantime these kinds of allegations help nobody, least of all the people who will suffer most from climate change. Enough reason to continue the campaign undiminished.'

Energy and Climate

Access to energy is an important precondition for development and welfare. Increasing welfare, especially in the North, has led to the emission of more greenhouse gases, which has an effect on the climate. Hivos wants to counterbalance climate change and at the same time promote development. The '100% sustainable energy' campaign was launched in 2010. Its goal is to reduce energy consumption in the Netherlands, in order to counter the changing climate, which is primarily visible in developing countries. For these activities, Hivos worked together with energy company Greenchoice, which produces only sustainable electricity.

Hivos was in the media with this campaign in newspapers (*Trouw*, *Het Financieele Dagblad*, *NRC Handelsblad* and *de Volkskrant*) and in radio commercials. Online advertisements attracted interested visitors to the Hivos climate website, where they could post their own tips to save energy. www.hivos.nl/energie

Poor groups in developing countries have access to clean and sustainable energy through the Hivos Climate Fund. The resources that make this possible come from companies and organisations that want to compensate for the effects of their operations on the climate. Private individuals can also donate (as compensation) to sustainable energy projects in the South. In 2010, the amount paid as compensation was over 153 thousand euros, compared with 93 thousand euros in 2009. We expect this amount to rise in the future, when Hivos is awarded a gold standard certificate.

Regrettably, the application process for that status has encountered significant delays and will be completed only in 2011. Various businesses have stated that they will only pay compensation based in this strictest guideline, and will participate in the Hivos Climate Fund once it has been awarded the certificate.

www.hivosklimaatfonds.nl

Humanist Alliance

It goes without saying that for Hivos, the member organisations in the Humanist Alliance are partners in the dissemination of information on development and fighting poverty. Hivos works together with the University for Humanistics (UvH) in the sphere of humanism and global citizenship. An important element in this partnership is UvH's active involvement in the Hivos knowledge programme *Promoting Pluralism* (see Chapter 7). Hivos regularly contributes items about current developments in its work, and that of its partners through the website of HUMAN, the Dutch Humanistic Broadcasting Society.

www.human.nl | www.uvh.nl | www.humanitas.nl

Youth

Hivos attaches a great deal of importance to the involvement of young people in international cooperation. That is why, as in previous years, we made it possible for a group of young people to become acquainted with daily life in developing countries and with the practical side of development cooperation. Several students from the University of Leiden were given the opportunity to work for partner organisations of Hivos in Uganda. In addition, some of the younger Hivos employees organised events at four universities that were aimed at students in programmes involving an international component. A total of 300 students took part in the workshops and presentations. Young people are also the principal

demographic of Hivos partner Coolpolitics, which organises interesting debates about social and political themes. In 2010, the parliamentary elections served as the principal reason for discussing development cooperation, climate change and global citizenship. In addition Hivos, together with the Netherlands Debate Institute, was one of the organisers of the 2010 Dutch Secondary Schools Debating Tournament, in which pupils from 160 schools took part.

www.coolpolitics.nl

EEN Campaign

EEN is the campaign of the Dutch Millennium Development Goals



Platform (NPM), a partnership of several dozen companies, municipalities and civil society organisations, including Hivos. The NPM has put together the EEN campaign to raise awareness about the eight Millennium Development Goals

and to mobilise Dutch citizens in the fight against poverty. With the 'Steengoed wat jij doet! (You are great!)' campaign, we challenged the people of the Netherlands to symbolise their contributions to a more just world by laying a virtual brick on the website. Several members of Parliament led by example, including Marianne Thieme (Partij voor de Dieren), Arjan El Fassed (Groen Links), Kathleen Ferrier (CDA), Sjoera Dijkers (PvdA), Joël Voordewind (ChristenUnie) and Stien van Veldhoven (D66). Frits Korthals Altes, chairman of the Dutch Advisory Council on International Affairs, and Christiaan Rebergen, ambassador for the millennium development goals, also placed these virtual bricks. In all, more than 19,000 bricks were placed, representing a similar number of acts to improve the world. You are great!

www.een.nl

Hivos Linkis

Linkis is a virtual service desk that provides support to small-scale initiatives



by private individuals, volunteer organisations, foundations and associations. Through the Hivos Linkis programme, last year Hivos once again supported initiatives that promote development in the South while at the same time contribute to strengthening public support for international cooperation in the Netherlands. We saw this as a valuable addition to our work. However, cutbacks and changes in the rules for the co-financing system means that 2010 was the final year for the Hivos Linkis programme.

In 2010, we received 166 applications and approved 59 high-quality projects, at an average contribution of 7,820 euros. In total, Hivos provided 455 thousand euros for Linkis activities. The grants ranged from 1,820 euros for a project developed by students who design and sell

ergonomic pushcarts for street vendors in India, to 15 thousand euros for a large environmental education project in Ambon. A similar sum was awarded to a project that allowed young women in slums in Kenya to set up their own websites to be able to communicate more with the world. Other examples included a festival for single teenage mothers in Uganda, a series of lectures organised by the International Relations Student Association in Utrecht and a grain bank in Niger. To crown its efforts this Linkis year, *De Winddrinker* received the TEDx Award, and the Dutch Ministry of Foreign Affairs awarded a grant to Rank a Brand. These initiatives were launched with aid from Linkis, and are now able to function independently. Thirteen of the project applications that were approved originated from migrant organisations in the Netherlands, representing more than 25 percent of the Hivos Linkis budget.

www.hivos.org | www.linkis.nl

Hivos in the media

Last year we again drew the media's attention to the activities of our partner organisations. This was successful in several instances. National newspapers devoted a great deal of attention to activists and lawyers from Iran and Iraq, including Mohammed Mostafaei (the Iranian lawyer of Sakineh Ashtiani, who was sentenced to death for adultery), Mahboubeh Abbasgholizadeh (a prominent women's rights activist from Iran) and Iraqi human rights activist Hanaa Edwar.

Policy Advocacy

In its activities in the area of policy advocacy in the Netherlands and Europe, Hivos favours themes that are related to the work of partner organisations in the South.

Stop Child Labour – School is the best place to work

Because the grant from the European Union was discontinued, our work for the campaign against child labour was restricted to the Netherlands in 2010. Together with the



Dutch General Education Union (AOB), the Dutch Trade Union Federation (FNV), the India Committee of the Netherlands, *ICCO/Kerk in Actie* and *Stichting Kinderpostzegels Nederland* we targeted the government, the business sector and consumers to increase their efforts to banish child labour. This campaign led to child labour being a regular item on the political agenda. Questions were asked both in the Lower House of Dutch Parliament and in the European Parliament about the use of child labour for producing cotton and vegetable seeds in India. As a result, the government asked the Social and Economic Council of the Netherlands

(SER) to incorporate the issue in its project on International Corporate Social Responsibility, on the subject of supply chain responsibility.

In addition, after six months have passed the government will inquire whether the businesses have in fact addressed the problem. The documentary entitled *Children of the Season*, which dealt with the use of children to harvest hazelnuts in Turkey, also generated attention in political circles. The focus was on the need for corporate social responsibility and for businesses to implement measures against child labour throughout their production chains. Hivos and its partner organisations had a strong representation at the Global Child Labour Conference in The Hague, resulting in the inclusion of the campaign's guiding principles in the closing document. In addition, an international petition against child labour and for promoting primary education was presented to Minister Donner of Social Affairs.

www.stopkinderarbeid.nl

Alliance2015

Alliance2015 is the most important strategic partnership with other development organisations in Europe for Hivos. Other members are Acted (France), Cesvi (Italy), Concern (Ireland), Ibis (Denmark), People in Need (Czech Republic) and Welthungerhilfe (Germany). Alliance2015 is a partnership of highly diverse, secular development organisations. In the South, the members cooperated on implementing 64 projects, including from seven shared offices. In Europe, the emphasis was on the campaign to fight child labour, which can be continued thanks to a grant awarded by the EU. The Alliance has an active working group that focuses on policy advocacy. A new issue of the MDG Watch Report was published midway through the year, based on a study that Alliance2015 had commissioned into the effectiveness of European expenditure on achieving the Millennium Development Goals in Mozambique, Tanzania, Cambodia, Ghana and Nicaragua. That study serves as preparation for the conference on the effectiveness of aid that will be held in Korea in 2011.

www.alliance2015.org | www.acted.org | www.cesvi.org | www.concern.net
www.ibis.dk | www.peopleinneed.cz | www.welthungerhilfe.de |

Ecosoc Accreditation

Great pleasure was derived from the news that Hivos has obtained the special consultative status for the Committee on NGOs of ECOSOC, the United Nations Economic and Social Council. This status puts Hivos and its partner organisations in a unique position to influence the policies of the UN institutions. Areas on which Hivos will focus include equal rights for women and gay emancipation. This status gives Hivos the opportunity to take part in public meetings of the United Nations and to submit written

statements. In addition, Hivos may be represented at those meetings by both staff workers and employees of partner organisations or specialists from its own networks. ECOSOC comprises committees that deal with matters such as human rights, the status of women and sustainable and social development.

www.un.org/en/ecosoc

Politics

In political terms, 2010 was a troubled year, with the fall of the Dutch government, the elections and the formation of a new government. On several occasions Hivos advocated a strong policy for international cooperation, with a central role for global issues relating to the environment, peace and safety and development cooperation. Around the time of the elections, we launched an intensive campaign, together with Oxfam Novib, ICCO and Cordaid, one of the elements of which was a voting ballot comparing the international policy items of political parties. We also appealed to prominent Dutch citizens to ask the *informateur* (charged with initial inquiries into the formation of a cabinet) to treat development cooperation as a serious matter. Around the time of the discussions about the Budget, Hivos took part in the activities of sector organisation Partos to emphasise the added value of social organisations. We found a willing audience for our arguments for reducing the cutbacks in MFS-2, the continuation of the budget for equal rights for women (the MDG3 Fund) and the prevention of the expansion of the OECD-DAC standards for development aid and policy coherence.

Europe

Eurostep, the secular network of European development organisations, celebrated its twentieth anniversary this year. Eurostep's principal duty is and remains to critically monitor, from a civil society perspective, European policy for development cooperation, in terms of both policy definition and policy implementation. Eurostep carries out this duty supported and stimulated by the experiences of its fifteen member organisations, one of which is Hivos. The European Union's development targets and other goals, as formalised in the Treaty of Lisbon, serve as the principal point of reference. In 2010, Eurostep's efforts were aimed at, among other issues, the implementation of the Treaty and the resulting decision to introduce a European External Action Service (EEAS) and at the interim Millennium summit (MDG+10) in New York and the position occupied by the EU at that summit. In connection with the Green Paper on the new EU development policy, Hivos worked with Eurostep to compile a lobbying letter, followed by a publication advocating the promotion and active use of renewable energy. This initiative drew the attention of the media and led to various fruitful meetings with politicians. www.eurostep.org

07 Knowledge for Development

It is vital to increase our understanding of the complex problems of development cooperation. A very important element is that new knowledge must be put into practice. For Hivos, this was grounds for setting up a knowledge programme in 2007, which works with universities, think tanks and civil society to develop new insights that may lead to new strategies. Another goal is to make better use of the knowledge acquired in the international development sector. We achieve this through the strategy of knowledge integration, combining various forms of knowledge. Further information can be found on our website.

www.hivos.net

Knowledge & Change

Our aim with the international 'dialogue' *Knowledge & Change: Theory and practice of development dilemmas* was to reflect, with programme partners and critical outsiders, on how knowledge contributes to change. Not only did this offer a useful recapitulation of the knowledge programme to date, it also gave rise to new insights for future activities. Speaker Michael Edwards (Future Positive), a leading scientist in the field of social change and philanthropy, expressed his appreciation for the Hivos knowledge programme. *'It is important to keep experimenting and to learn from experience, to keep trying new things and to make progress. From what I have read, all this is happening in the Hivos programme, which is being developed around a powerful commitment with international co-production and a focus on controversial issues.'* Edwards's advice was to continue to innovate, to put more effort into public communication, to ensure our independence and to recognise the political power of knowledge. Following this introduction, around 130 participants from 30 countries debated, presented publications and asked one another in less formal settings about the role of knowledge for development.

Promoting Pluralism

With the *Promoting Pluralism* programme, Hivos and Kosmopolis Institute (University for Humanistics) seek answers to the questions of civil society organisations about how they can deal with fundamentalist trends.

Intolerance from Hindu fundamentalism in India, the radical political Islam in Indonesia or ethnic violence in Uganda: applied research should be conducted into these issues to allow civil society organisations to develop strategies to promote pluralism. It is not always a simple matter to develop this knowledge and ensure that its importance is recognised. The local knowledge team in Indonesia successfully bridges the gap between science and practice. In India, the academic debate and the social debate often lose sight of one another. There too, however, the first steps have been taken. For example, the Patna Collective organised a first collective discussion between imams, human rights organisations, scientists, local politicians and officials about the controversial decision to remove a mosque. The international summer school that the knowledge programme organises every year always attracts a great deal of interest from civil society organisations from the countries in question. During the coming years, this concept – four weeks of theoretical reflection and intercultural debate for activists – will be taken as the basis for setting up local summer schools in Indonesia and Uganda.

<http://kosmopolis.uvh.nl> | <http://crcs.ugm.ac.id/pluralisme>
<http://pluralism.in> | www.crossculturalfoundation.or.ug

Productive Provocations

Changes in the global economy – major price fluctuations, increases in quality requirements, climate change, the financial crisis and large-scale international land purchases – are doing nothing to improve the position of small farmers in developing countries. What prospects and risks do these trends present for small farmers and how can their organisations deal with those trends? These are the central questions in the *Small Producer Agency in the Globalised Market* knowledge programme that Hivos is conducting together with the International Institute for Environment and Development (IIED) and a Southern learning network headed up by Mainumby Ñakurutú from Bolivia. One of the highlights in 2010 was the 'provocative seminar' in The Hague, a method for questioning established views using critical questions put forward by outsiders. For example, is it such a good idea to have small farmers produce goods for export-oriented

Authoritarianism and the Judiciary in Syria

Civil Society in West Asia Working Paper Series: Working Paper 17

This publication analyses the role of the judiciary in the strongly authoritarian setting of Syria, where 'the letter of the law' serves as an instrument of oppression. This has far-reaching consequences for foreign aid programmes that focus on judicial reforms, rule of law and better administration. Why is this juridification of repression relevant? One positive aspect is that courts have a mitigating effect on a regime, even if they do not respect human rights. Conversely, the use of courts appears to reinforce the resilience of authoritarian states. This article and other publications can be downloaded in full from www.hivos.net.

product chains? The rapid urbanisation means that in some countries their chances are better on the domestic market. And is production within the fair trade system always the best method from their point of view, or does the regular market sometimes present better opportunities? The event offered sufficient food for thought, and as such sufficient material for addressing the dilemmas of small-scale producers.

www.iied.org

Knowledge and Innovation

Young people nowadays are familiar with the Internet, mobile telephones and virtual network 'from birth'. This is also the case with more and more young people in developing countries. The knowledge programme *Digital Natives with a Cause?* demonstrates that they are motivated to stand up for social interests that go beyond their own experiences and can be a force for innovation. Hivos carries out this programme together with the Centre for Internet and Society (India). In 2010, a group of digital activists, scientists and other interested parties from around the world came together in The Hague to discuss the theme in greater depth. Most of the participants in fact belonged to this 'demographic', which is somewhat unusual for an expert meeting of this kind. During the public part of the event, two digital activists from Kenya and India gave a presentation of their work for Ushahidi (see Chapter 5) and The Blank Noise Project, respectively. The latter project is a digital means of campaigning against sexual intimidation in public circles, both by calling perpetrators to account directly and by stimulating the public debate

about relationships between the sexes. Further information about the campaigns of digital activists from Africa, Asia and Latin America and their weblogs (around five hundred in all) can be found on the special website. www.digitalnatives.in

Publications

Countries like Syria and Iran allow a great deal less scope for independent civic organisations. This hampers organisations such as Hivos in their attempts to support them. The knowledge programme *Civil Society Building in West Asia*, a partnership with the University of Amsterdam, studies how to give the people and their organisations a stronger voice in unfavourable political circumstances. In 2010, the researchers affiliated with the programme published a total of thirteen working papers and one policy paper about themes in the whole region of the Middle East and North Africa. The study's primary finding is that, contrary to what some people claim, the classic civil society is not by definition the driving force behind democratisation. However, civic activism can play a role on the periphery of the political system (negotiating with parts of the state) and when less obvious actors or even 'unorganised movements' manifest themselves. The authors also emphasise the flexible and 'learning' character of the authoritarian regimes in the region. In light of the subsequent events in Tunisia and Egypt, these themes continue to be relevant.

www.aisr.uva.nl

Other Forms of Knowledge

Poor people are better capable of fighting poverty and injustice if they organise themselves. But how do those movements begin, how do they work and what can organisations like Hivos do to support them? These are the questions underlying the *Civil Society Building* knowledge programme, in which Hivos and the Institute of Social Studies study three movements in Central America: the women's movement, the movement

Hivos' principal partners in carrying out the knowledge programme are the Institute of Social Studies, the University for Humanistics, the Centre for the Study of Culture and Society (India), the Centre for Religious and Cultural Studies (Indonesia), Cross-Cultural Foundation of Uganda, the Amsterdam School for Social Science Research (University of Amsterdam), the International Institute for Environment and Development (Great Britain), Mainuby Ñakurutú (Bolivia) and the Centre for Internet and Society (India).

of indigenous peoples and the movement against free trade treaties. Members of those movements are actively involved in the research. In 2010, members of the women's rights movement in Nicaragua conducted a debate with scientists, Hivos and other organisations about the movement's strategy and perspectives. One of the results was a video production about the methods for taking action and the results achieved in the fight against the comprehensive prohibition on abortion in Nicaragua. This video has proven to be of great use in workshops and forums, both in its own country and beyond. Another extraordinary matter was that women from the remote autonomous areas along the Caribbean coast were also involved in the process. The CSB programme has made two more videos. *The Mazibuko Water Rights Journey* is a documentary about the legal proceedings of poor residents of Johannesburg fighting for their right to water. The video *Talking Knowledge* tells the stories of participants in the knowledge programme and their views on knowledge as an intervention strategy. The videos can be seen on YouTube and Vimeo.

www.iss.nl

08 Monitoring, Evaluation and Inspection

Measuring Results and Increasing Capacity

The introduction of the co-financing system in 2007 meant new requirements in terms of planning, monitoring and results measurement. For Hivos, it is a challenge to minimise the workload of its partners while at the same time ensuring that results measurement helps to improve effectiveness. That is why Hivos lets its partners determine what methods and indicators they use for results measurement for themselves (after consultation), rather than imposing them from above. This is greatly appreciated by partner organisations, though for many of them it remains a complicated process.

Therefore, in recent years Hivos has developed a training programme, with the help of PSO, that helps partners to set up a system for results measurement. In 2010, training sessions were organised in Bolivia and Indonesia. These activities are based on the principle that organisations learn from their results and use the data to improve the effectiveness of their intervention strategies. A complicating factor in this respect is that the social change processes to which Hivos' partners contribute cannot simply be planned. By carefully analysing the circumstances under which particular interventions succeeded, partners can adjust and improve their strategies. The experiences gained with these training sessions were incorporated into the *Teoría de Cambio/Theory of Change* publication that Hivos published in 2010, together with UNDP (which operates in Latin America using similar methods).

www.hivos.net

Programme Evaluations

Every year, Hivos organises a series of programme evaluations. Those evaluations provide information about the effectiveness of Hivos' policies, based on the results realised by Hivos and its partner organisations within a particular field or region. Programme evaluations generally cover periods of five to ten years, and are all carried out by external researchers. Some programme evaluations are set up jointly with other co-financing organisations (Cordaid, ICCO, Oxfam Novib and Plan The Netherlands)

as part of the Partos Quality System. The quality of the combined evaluations is reviewed by an external reference group of highly regarded academics. The Policy and Operations Evaluation Department (IOB) of the Dutch Ministry of Foreign Affairs assesses the quality of all studies. The grant under the co-financing system (MFS-1) was contingent upon the hard requirement that by the end of 2010 at least 40 percent of the total amount of the grant be covered by favourable programme evaluations. Hivos is proud to report that we met that requirement with a score of 44 percent: twice the score for the previous period (2003-2006). The quality of the programme evaluations has similarly improved steadily, thanks in part to the critical reviews carried out by the external reference group and IOB. The final reports of all programme evaluations are published on the Hivos website.

www.hivos.nl

In 2010, Hivos participated in two combined evaluation studies, into indigenous peoples in Latin America and into capacity development. Hivos also organised a programme evaluation of its own into HIV/AIDS policies in South America and India. The evaluation by IOB of Dutch aid to Nicaragua, including the activities of the co-financing organisations, also offered important lessons for the future. The evaluation study into indigenous peoples focused on the Hivos programme in Guatemala and Bolivia. The differences in development between those countries proved to determine the degree to which partner organisations could contribute to change. In both cases, they made effective contributions to legislative amendments that resulted in greater protection for the rights of the indigenous communities. In Bolivia, this in fact led to improved legislation, including the country's constitution. Similar improvements in Guatemala are blocked, however, by strong political and economic interests, and conflicts occur regularly about access to natural resources and land rights. In Bolivia, the situation has improved to such a degree that Hivos is shifting the focus of its policy from supporting legislative amendments to responding to economic developments.

The programme evaluation of HIV/AIDS policies in South America and India found that access to medicines and treatment has improved in both regions, including for the vulnerable groups targeted by the Hivos partners (sex workers, gays, transgenders). Policy advocacy by partner organisations contributed successfully. The confidence of these groups was also shown to have improved, because they are more aware of what their rights are and how they can exercise them. However, sexual minorities in particular are still the subject of stigmatisation and discrimination. Other persons with HIV/AIDS are faced more with the general problem of substandard healthcare. Although Hivos leaves that issue to other, specialist organisations, we will investigate how our network can interface with those experts.

The evaluation study into capacity development offers better understanding of how co-financing organisations can make a lasting contribution to improving the position of local organisations. Besides reliable financing, the positive and critical dialogue also proved to be of particular importance. This finding contrasts sharply with the policies of many subsidising institutions and with the MFS-2 principles, in which long-term development of partner organisations is becoming increasingly difficult.

The IOB evaluation of the activities of the co-financing organisations in Nicaragua yielded generally positive findings. Thanks in part to the institutional support from Hivos and other parties, women's rights organisations and human rights organisations have developed into leading operators that influence the public debate and help improve legislation. The evaluation was more critical on the subject of the results of microfinance. In 2008, the sector was confronted with the hard fact that the microfinance institutions (MFIs) had become too dependent upon external capital. The credit crunch saw many financiers withdraw their support, while at the same time the clients' repayment capacity diminished. Various Nicaraguan MFIs, including BANEX (supported by HTF), found themselves in serious trouble. IOB's justified conclusion was that the financiers, including HTF, were not sufficiently alert and did not urge the MFIs to take measures in time. This is a lesson that Hivos and HTF will certainly take to heart.

Inspections and Financial Accounting

Hivos asks its partners not only for substantive reports, but also proper financial accounts (audited by an external auditor). Only partners with a one-off short-term contract or whose aid from Hivos is less than 25 thousand euros are exempt from the requirement to submit an audit report. The annual accounts are required to present information about the financial situation of the organisation as a whole, and should not be

limited to the contribution from Hivos. This means that Hivos can see not only the legitimacy of the expenditure, but also its partners' financial management. Some of the aspects that Hivos judges are how reasonable the financial reserves are, the degree to which expenditure matches the budget and whether the partners attract sufficient income from other sources.

Hivos also conducts audits – financial inspections – of partners. Such inspections may be conducted if fraud is suspected, but also if it is noted that the quality of the partner's financial and administrative management could use support. Any partners that fail to comply with the obligation to render account for their financial situation on time, or worse, that display mismanagement or fraud, suffer Hivos' sanction policy.

In 2010, Hivos carried out inspections at partners in Ecuador, Bolivia, Peru, Costa Rica, India, Kenya, Uganda and Malawi. The inspection in Ecuador regrettably confirmed the strong suspicion of financial mismanagement at the organisation in question. A protracted crisis of leadership also means that first the financial accounts were left unsupervised and later the accounts were completely ignored. For Hivos, having previously suspended the contract, the findings emerging from the inspection means that the contract had to be dissolved with immediate effect. It was deemed improbable that the situation could be turned around. We regretted this very much, since the organisation concerned had been an important long-time partner in the area of gay emancipation and the recognition of the rights of people suffering from HIV/AIDS in Ecuador. The inspection in India also resulted in the termination of the relationship. The organisation refused to cooperate in a full audit of its accounts and records and in general displayed an uncooperative attitude, preventing the inspector from forming an opinion on the quality of the financial management. Trust – and therefore transparency – forms the foundation for Hivos' relationships with its partner organisations. If that foundation is eliminated, the relationship cannot be continued. The findings of the other inspections were in most cases favourable.

Besides the incidents in Ecuador and India described above, two instances of fraud also emerged, in South Africa and Southeast Asia. In both cases, the organisations were being defrauded by their financial administrators. Once the fraud had been discovered, both partner organisations immediately took steps, including legal measures. Because those organisations demonstrated their ability to take effective measures, Hivos will continue to support them, though with more intensive supervision.



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1. Financial Management Report

In financial terms, 2010 was a year with different faces. Perhaps the most important result was that Hivos was awarded an MFS grant for the coming five years. With a sum of 256 million euros, we now have a solid foundation for the 2011-2015 Business Plan. However, even though Hivos scored very well – again one of the top five – the amount awarded was still more than 20 percent less than what we received in 2010.

We also succeeded in realising the principal financial objective in the 2007-2010 Business Plan: to reduce our dependence on the grant under the co-financing system. At present, almost one third of our income and expenditure originates from other sources; in 2006, this was no more than one seventh. The steady growth fills us with confidence that the ambitious target in the new Business Plan, to rely on grants from the Dutch government for no more than half of our income, is also feasible. However, Hivos' efforts to realise the second main objective in the Business Plan have been less successful. The general reserve (equity) remained virtually unchanged, whereas we had planned for a slight increase. Hivos will need to improve its equity in order to ensure flexibility in responding to opportunities to tap into new sources of financing.

The fact that the income for 2010 was visibly lower than for 2009 was not unexpected. We were deliberately conservative in entering into new obligations, as it was uncertain how much we would be receiving under the new co-financing grant. Another factor was that negotiations with international donors are often protracted processes, owing to politically sensitive issues or the additional assurances required by donors. As such, we forecast that turnover will fluctuate strongly in the future. For 2011, we expect our income to increase.

Diversification

While Hivos was preparing its 2007-2010 Business Plan, the financial policy had one main objective: by 2010, at least 25 percent of Hivos' income had to be realised from other sources besides the co-financing system. If Hivos did not achieve that objective, a proportionate amount of the grant would have to be repaid. That situation has not emerged. On the contrary: the upward trend from 2008 and 2009 continued in 2010, resulting in 30 percent being obtained from other sources, which was well above the target. This result is all the more pleasing because in 2010 a great deal of energy was devoted to the application process for the MFS grant for the 2011-2015 period.

Income from direct fundraising remained stable, totalling almost 1.4 million euros. Partnerships with the business sector formed an important element. Income from private funds raised indirectly (third-party campaigns), at 4 million euros, did not reach the same level as in 2009, but that was a particularly successful year for Hivos. The principal contributions in the Netherlands came from the Dutch Postcode Lottery, Stop Aids Now! and Solidaridad. Of the international private funds, the Open Society Institute (United States) and the Jewish World Service (United States) contributed most.

On the international market, Hivos maintained the relatively high level of approved contracts with the EU and the programme with the Global Fund in Bolivia was approved for a further two years. In Nicaragua, where the government adopts a highly critical approach toward the women's rights movement, Hivos was given management over a large gender fund financed by various bilateral donors.

Results and Reserves

The results after appropriation were 72 thousand euros, which will be added to the general reserve. In consultation with the Supervisory Board, the Managing Board of Hivos has designated the reinforcement of the general reserve (equity) as an important objective of Hivos' financial policy. A reasonable level of general reserves is necessary in order to compensate for the fluctuations that come with operating on the international fundraising market. Moreover, the general reserve will moreover need to be tapped in 2011, since the decentralisation and the cuts in the MFS grant will result in loss of jobs. A redundancy plan has been agreed upon with the workers council.

The results before appropriation total a loss of more than 1.4 million euros. That loss stemmed from the fact that we entered into more obligations during 2010 than we received in commitments. This was a deliberate policy. The difference has been made up from the continuity reserve for programme management, which was formed for precisely this purpose.

Including the continuity reserve (which is linked to the amount of the outstanding liabilities and not freely disposable), Hivos' total reserve is 7.9 million euros. This represents 56 percent of the organisation's operating costs, a ratio that is well below the maximum defined by the Dutch Association of Fundraising Organisations (VFI).

Risks

In our previous annual report, we stated that the principal risk was the uncertainty about whether or not the MFS grant would be awarded, though we announced that we felt confident that matters would turn out well. That confidence proved well-founded, as was the expectation that the amount awarded would be lower than our application (35 percent less than we had applied for, 20 percent less than the amount for 2010).

For the medium term, this means that Hivos' principal uncertainty again lies in the degree to which it succeeds in mobilising other funds besides the co-financing system. Although we have gained considerable experience in this area and have moreover built up a solid reputation, the logical implication of the substantial cuts in the co-financing system is that competition on the national and international fundraising market will increase: organisations such as ICCO, Oxfam Novib and Cordaid will be seeking to compensate for part of the loss of MFS income by approaching the same international donors.

As such, Hivos' further decentralisation stems in part from the need to operate even more effectively on the international market and to develop programmes that reflect the local context.

For the short term, the dramatic cuts in the MFS grant, and as a consequence in the size of the workforce, will place more pressure on the organisation's resilience. We believe that we will be able to compensate for this risk by, among other measures, increasing our focus on the development of and support for larger-scale programmes, which will improve our effectiveness and reduce the management burden.

Forecast for the future

The cuts in the MFS grant principally have dramatic implications for programmes and partners in the South. Combined with the decentralisation, however, the reduced income resulting from the cuts in the MFS budget means that our own organisation will also face unavoidable layoffs. In view of the additional costs involved, we expect to record a loss in 2011.

For the more distant future, Hivos will follow the business plan entitled Citizens Have a Say (*Burgers aan Zet*) adopted in 2010. The plan sets out a series of ambitious goals, including financial targets. The most important of these has been discussed above: that by 2015 half of our income must be obtained from other sources besides grants from the Dutch government.

As in recent years, we will focus our efforts primarily on international donors. We will place an increasing emphasis on large programmes that are developed in partnership with local actors. Typical Hivos themes such as promoting green solutions, stimulating local entrepreneurship, reinforcing transparency and accountability, realising access to sustainable energy and promoting gay emancipation are themes that are not only very important to Hivos' partner organisations, but also generate support from the international donor community. This is why – and also because Hivos has strong local partners – we are confident about the future.

The Hague, April 2011

Manuela Monteiro, *Executive Director*

Ben Witjes, *Director of Programmes and Projects*

2. Balance Sheet as at 31 December 2010 after appropriation of the results *amounts x EUR 1,000*

| ASSETS | 31-12-2010 | | 31-12-2009 | |
|--|-------------------|----------------|-------------------|----------------|
| Tangible fixed assets ¹⁾ | | | | |
| Buildings for business operations | 549 | | 503 | |
| Furniture and fixtures for business operations | 410 | | 446 | |
| Cars for business operations | 0 | | 3 | |
| Buildings for objective | 52 | | 53 | |
| Tangible fixed assets | | 1,011 | | 1,005 |
| Intangible fixed assets ¹⁾ | | | | |
| Software for business operations | | 929 | | 240 |
| Financial fixed assets ¹⁾ | | | | |
| Reserved cash | 18,769 | | 19,030 | |
| Participations/subordinated loans | 3,000 | | 2,500 | |
| Financial fixed assets | | 21,769 | | 21,530 |
| Claims, prepayments and accrued income | | | | |
| Claims for grants | | | | |
| <i>Government, co-financing</i> | 34,041 | | 47,616 | |
| <i>EU funds</i> | 6,998 | | 6,327 | |
| <i>Other funds</i> | 40,371 | | 56,035 | |
| | | 81,410 | | 109,978 |
| Prepayments and accrued income | | 2,276 | | 1,543 |
| Claims, prepayments and accrued income | | 83,686 | | 111,524 |
| Cash at bank and in hand | | 18,646 | | 17,395 |
| Total | | 126,041 | | 151,694 |

1) Itemised in Chapter 6:
Notes to the balance sheet

2. Balance Sheet as at 31 December 2010 after appropriation of the results *amounts x EUR 1,000*

| LIABILITIES | 31-12-2010 | | 31-12-2009 | |
|--|-------------------|----------------|-------------------|----------------|
| Reserves and funds ¹⁾ | | | | |
| Reserves | | | | |
| <i>Appropriated reserve for business operations</i> | 980 | | 1,020 | |
| <i>Continuity reserve programme management</i> | 4,146 | | 6,906 | |
| <i>Reserve for translation differences</i> | 296 | | 84 | |
| <i>Other reserves: General reserve</i> | 2,480 | | 2,408 | |
| | | 7,920 | | 10,418 |
| Funds | | | | |
| <i>Appropriated fund, Private Funds programme</i> | 461 | | 367 | |
| <i>Appropriated fund, Riek Stienstra Fund</i> | 15 | | 0 | |
| <i>Appropriated fund, Stop Aids Now! programme</i> | 12 | | -57 | |
| <i>Appropriated fund, Refunds+Interest programme</i> | 1,602 | | 882 | |
| <i>Appropriated fund, Currency valuation</i> | 370 | | | |
| | | 2,460 | | 1,192 |
| Reserves and funds | | 10,362 | | 11,610 |
| Long-term liabilities | | | | |
| <i>General borrowings fund</i> | 85 | | 87 | |
| <i>Participation in North-South Plan</i> | 725 | | 727 | |
| <i>Guarantees issued</i> | 20,759 | | 19,510 | |
| | | 21,569 | | 20,324 |
| Long-term project liabilities | | | | |
| <i>Government, co-financing</i> | 7,331 | | 13,518 | |
| <i>EU projects</i> | 2,984 | | 1,634 | |
| <i>Other projects</i> | 30,528 | | 34,975 | |
| | | 40,843 | | 50,127 |
| Long-term liabilities | | 62,412 | | 70,451 |
| Current liabilities | | | | |
| Current project liabilities | | | | |
| <i>Government, co-financing</i> | 22,834 | | 32,232 | |
| <i>EU projects</i> | 4,386 | | 4,895 | |
| <i>Other projects</i> | 21,604 | | 28,442 | |
| | | 48,824 | | 65,569 |
| Taxes and pension premiums payable | | 341 | | 256 |
| Accruals and deferred income | | 4,102 | | 3,808 |
| Current liabilities | | 53,267 | | 69,633 |
| Total | | 126.041 | | 151,694 |

*1) Itemised in Chapter 6:
Notes to the balance sheet*

3. Statement of Income and Expense for the Year Ended 31 December 2010 *amounts x EUR 1,000*

| INCOME | Actual 2010 | Budget 2010 | Actual 2009 | Budget 2011 | <i>Compiled in accordance with Guideline 650 for reporting by fundraising institutions</i> |
|---|------------------------|------------------------|------------------------|------------------------|--|
| Income from direct fundraising | | | | | |
| <i>Donations and gifts</i> | 1,292 | 1,250 | 1,282 | 1,250 | |
| <i>Legacies</i> | 42 | | 18 | | |
| <i>Climate fund CO₂ compensation</i> | 61 | | 83 | | |
| Income from direct fundraising | B 1,395 | 1,250 | 1,383 | 1,250 | |
| Income from third-party campaigns | 4,022 | 7,250 | 10,941 | 7,250 | |
| Grants from governments | 68,344 | 84,070 | 112,147 | 82,921 | |
| Other income | 1,439 | 803 | 1,031 | 800 | |
| Total income | D 75,200 | 93,373 | 125,502 | 92,221 | |

3. Statement of Income and Expense for the Year Ended 31 December 2010 *amounts x EUR 1,000*

| EXPENSE | Actual 2010 | Budget 2010 | Actual 2009 | Budget 2011 | <i>Compiled in accordance with Guideline 650 for reporting by fundraising institutions</i> |
|---|------------------------|------------------------|------------------------|------------------------|--|
| Spent on objectives/Programmes (new liabilities) | | | | | |
| <i>Sustainable Production and Financial Services Human Rights, Democratisation, Women and Development, HIV/AIDS</i> | 24,792 | 36,478 | 60,682 | 34,190 | |
| <i>Arts and Culture, ICT and Media</i> | 35,243 | 33,988 | 30,521 | 33,272 | |
| <i>Public Support and Policy Advocacy</i> | 9,729 | 14,500 | 29,379 | 17,517 | |
| <i>Non-allocated programme expenses</i> | 3,621 | 5,690 | 3,050 | 5,198 | |
| <i>318</i> | | | | | |
| Total expenditure on objectives C | 73,703 | 90,656 | 123,632 | 90,177 | |
| <i>Costs spent on objective as a % of total income (= C / D)</i> | <i>98.0%</i> | <i>97.1%</i> | <i>98.5%</i> | <i>97.8%</i> | |
| Spent on generating income | | | | | |
| <i>Costs of direct fundraising</i> A | <i>302</i> | <i>268</i> | <i>327</i> | <i>272</i> | |
| <i>Direct fundraising: costs as a % of income (= A / B)</i> | <i>21.6%</i> | <i>21.4%</i> | <i>23.6%</i> | <i>21.8%</i> | |
| <i>Costs of third-party campaigns</i> | <i>52</i> | <i>112</i> | <i>127</i> | <i>114</i> | |
| <i>Costs of obtaining government grants</i> | <i>891</i> | <i>738</i> | <i>853</i> | <i>749</i> | |
| Total costs of generating income | 1,245 | 1,118 | 1,307 | 1,135 | |
| Management and accounting costs E | 1,711 | 1,398 | 1,495 | 1,659 | |
| <i>Man. and accounting costs as a % of total expenses (= E / F)</i> | <i>2.2%</i> | <i>1.5%</i> | <i>1.2%</i> | <i>1.8%</i> | |
| Total expenses F | 76,659 | 93,172 | 126,434 | 92,971 | |
| Results before appropriation | -1,495 | 201 | -932 | -750 | |
| Added to/withdrawn from | | | | | |
| <i>- Programme funds</i> | <i>-1,269</i> | | <i>1,106</i> | | |
| <i>- Continuity reserve for programme management</i> | <i>2,760</i> | | <i>224</i> | | |
| <i>- Appropriated reserve for business operations</i> | <i>40</i> | | <i>-200</i> | <i>450</i> | |
| Total addition/withdrawal | 1,531 | 0 | 1,130 | 450 | |
| Results after appropriation | 72 | 201 | 198 | -300 | |

5. Accounting Principles

These are the annual accounts of the Hivos foundation in The Hague. The annual accounts have been prepared in accordance with the Guidelines for Reporting by Fundraising Institutions, which came into force in 2008, and with due observance of the Financial Regulations for the MFS co-financing system of the Ministry of Foreign Affairs/Development Cooperation.

The annual accounts have been compiled to show the financial position and results after appropriation of the results in accordance with the appropriation of the results.

All amounts in the explanatory notes are denominated in euros, unless stated otherwise.

The principles have remained unchanged since the previous financial year.

In these annual accounts, the balance sheets and statements of income and expenses of the Hivos offices in Zimbabwe, India, Indonesia, Costa Rica, Kenya, Bolivia and South Africa have been consolidated with the annual accounts of the Hivos head office in The Hague. Kenya and Bolivia have been included in the consolidation for the first time in 2010. The Managing Board of Hivos has full control over those offices.

1. Objective of the Hivos Foundation and Nature of the Operations

The foundation's objective according to its Statutory Articles is to provide aid, in the broadest sense of the word, to developing countries, based on humanist principles.

2. Principles for the Valuation and Presentation of Assets and Liabilities

Projects approved during the reporting year are presented as costs. The related grants, including the remuneration for programme management, are presented as income. Remuneration not yet realised for programme management is recorded under the continuity reserve for programme management.

Any part of the programme income that has not yet been spent is added to the appropriated reserve for programme funds.

Tangible and intangible fixed assets have been stated at acquisition price, less straight-line depreciation based on their economic lifecycle.

Financial fixed assets Reserved cash is cash used as security for liabilities, as required by the Ministry of Foreign Affairs/Development Cooperation's guidelines for loans and guarantees. Participations in and subordinated loans granted to partner organisations are valued at 1 euro.

Claims for grants are claims on governments and other entities arising from liabilities that the foundation has entered into based on agreements to that effect as part of its programme; they include the related remuneration for programme management.

Other claims and cash at bank and in hand are presented at face value and denominated in euros, unless stated otherwise. Assets denominated in foreign currencies have been translated at the exchange rates prevailing on the balance sheet date. Exchange rate differences have been accounted for in the statement of income and expense and are taken to the appropriated fund for 'currency valuation'.

Provisions are formed for liabilities and risks related to the business operations. They do not pertain to specific assets.

Liabilities are presented at the values at which they were incurred and denominated in euros, unless stated otherwise. Liabilities denominated in foreign currencies have been translated at the exchange rates prevailing on the balance sheet date. Exchange rate differences have been accounted for in the statement of income and expense and are taken to the appropriated fund for 'currency valuation'.

Project liabilities are all liabilities that the foundation has under financing agreements concluded with partner organisations.

3. Principles for Determination and Presentation of the Results

Income and expense are accounted for during the year to which they pertain.

Legacies are presented in the year in which their amount can reliably be determined.

Grant income, including the remuneration for programme management, is accounted for in the year in which the claim becomes definite.

Adjusted grant amounts are deducted from the grant income during the year to which the grant awarded pertains.

New project liabilities are accounted for in the year in which the liability becomes definite.

All costs, with the exception of extraordinary costs, are allocated to various cost categories, based on business criteria and with due observance of the relevant Guidelines of the Dutch Association of Fundraising Organisations (VFI):

- spent on objectives
- generating income
- management and accounting costs.

6. Notes to the Balance Sheet as at 31 December 2010 *amounts x EUR 1,000*

ASSETS

Tangible and intangible fixed assets

The accumulated acquisition prices of and depreciation on the fixed assets as at 31 December are as follows:

| | Acquisition prices | | Depreciation | | Book values | |
|--|--------------------|--------------|--------------|--------------|--------------|--------------|
| | end of 2010 | end of 2009 | end of 2010 | end of 2009 | 31-12-2010 | 31-12-2009 |
| Tangible fixed assets for business operations | | | | | | |
| buildings (10-50 yrs) | 1,086 | 985 | 537 | 482 | 549 | 503 |
| furniture and fittings (3-10 yrs) | 3,309 | 3,152 | 2,899 | 2,706 | 410 | 446 |
| cars (5 yrs) | 65 | 65 | 65 | 62 | 0 | 3 |
| Tangible fixed assets for object | | | | | | |
| building in Harare (50 yrs) | 106 | 106 | 54 | 53 | 52 | 53 |
| Subtotal: tangible fixed assets | 4,566 | 4,308 | 3,555 | 3,303 | 1,011 | 1,005 |
| Intangible fixed assets for business operations | | | | | | |
| software (4 yrs) | 946 | 273 | 17 | 33 | 929 | 240 |
| Total fixed assets | 5,512 | 4,581 | 3,572 | 3,336 | 1,940 | 1,245 |

| | | |
|-------------------------------------|-----|--------------|
| Changes in totals: | | 2010 |
| Book value as at 1 January | | 1,245 |
| Investments: - rebuilding | 101 | |
| - furniture and fittings | 157 | |
| - software | 673 | |
| | | 931 |
| Subtotal | | 2,176 |
| Depreciation | | 236 |
| Book value as at 31 December | | 1,940 |

- 1) The office premises with land and gardens in The Hague, at Raamweg 15 and 16, listed in the Land Register as Municipality of The Hague, section X, number 472, 5 ares and 55 centiares in size, and number 522, 5 ares and 55 centiares in size, were purchased for € 635,292 in 1987. The value for purposes of the Dutch Valuation of Immovable Property Act (*Wet waardering onroerend zaken*) in 2010 was € 1,550,000.
- 2) The office premises in Harare, stand 2956, Salisbury Township, 2855 centiares in size, was purchased for € 76,245 at the end of 1994. Any book profit realised on the sale of these office premises will accrue to the Southern Africa programme, whereas a loss will be charged to the Foundation.

6. Notes to the Balance Sheet as at 31 December 2010 *amounts x EUR 1,000*

Financial fixed assets

| | 2010 | 2009 |
|--|---------------|---------------|
| Reserved cash | | |
| Hivos' bank accounts, North-South Plan | 937 | 927 |
| Deposit & guarantee for Hivos' bank accounts | 17,832 | 18,103 |
| Total reserved cash | 18,769 | 19,030 |

These funds serve to cover the deposit for the Hivos-Triodos Fund (HTF) and the guarantee provided to Stichting Triodos Sustainable Trade Fund (TSTF).

| | | |
|--|--------------|--------------|
| Participations/subordinated loans | 3,000 | 2,500 |
|--|--------------|--------------|

The subordinated loans total € 14,657,685 and were provided to Hivos Triodos Fund (HTF) for the purpose of financing HTF participations in local credit institutions in the South. The value of the loans has been set at € 1.

The participations can be broken down as follows:

1) Triodos Bank NV, 43,817 depositary receipts of shares with a purchase value of € 2,999,932.

The net asset value of these depositary receipts as at 31/12/2010 is € 3,198,641.

Pursuant to guidelines issued by the Dutch Ministry of Foreign Affairs/Development Cooperation, deposits and guarantees must be wholly covered by cash as security. This security is formed by the reserved cash and the value of the Triodos Bank NV depositary receipts, which together represent a sum of € 21,769,000. The deposit and guarantees together total € 21,569,000 (see liabilities – long-term liabilities). As such, the cover is greater than 100%.

6. Notes to the Balance Sheet as at 31 December 2010 *amounts x EUR 1,000*

LIABILITIES

Reserves

The reserves serve to guarantee the continuity of the business operations in the short and medium term.

| | Appropriated reserve for bus. operations | Continuity reserve progr. management | Reserve for translation differences* | Other reserves: general reserve | Total reserves |
|------------------------------------|--|--------------------------------------|--------------------------------------|---------------------------------|----------------|
| Balance at 1 January 2010 | 1,020 | 6,906 | 84 | 2,408 | 10,418 |
| Added | 0 | 6,315 ¹⁾ | 212 | 72 ³⁾ | 6,599 |
| Withdrawn | 40 | 9,075 ²⁾ | | | 9,115 |
| Total changes 2010: | -40 | -2,760 | 212 | 72 | -2,516 |
| Balance at 31 December 2010 | 980 | 4,146 | 296 | 2,480 | 7,902 |

* The Hivos offices abroad use local currencies. For consolidation into the Hivos annual accounts, denominated in euros, the 2009 and 2010 end-of-year exchange rates have been used for the balance sheet. The average exchange rate for 2010 has been used for the statement of income and expense. The resulting differences are settled in the reserve for translation differences.

- 1) Approved programme management fee (related to commitments)
- 2) Realised programme management fee (related to cash expenditure)
- 3) Consolidated results for 2010, after appropriation

| | 31/12/2010 | Added from results | Withdrawn and added to results | 01/01/2010 |
|---|------------|--------------------|--------------------------------|--------------|
| Appropriated reserve for business operations | | | | |
| Maintenance to buildings | 110 | | 40 | 150 |
| Implementation of business plan for 2011-2015 | 450 | | | 450 |
| ICT | 200 | | | 200 |
| Schooling (Hivos Academy) | 220 | | | 220 |
| Balance at 31 December | 980 | 0 | 40 | 1,020 |

6. Notes to the Balance Sheet as at 31 December 2010 *amounts x EUR 1,000*

Funds

| | 31-12-2010 | Added ¹⁾ | Withdrawn ²⁾ | 01-01-2010 |
|-------------------------------|--------------|---------------------|-------------------------|--------------|
| Programme funds | | | | |
| Direct fundraising | 461 | 94 | | 367 |
| Riek Stienstra Fund | 15 | 15 | | 0 |
| Stop Aids Now! | 12 | 69 | | -57 |
| Refunds and interest | 1,602 | 2,377 | 1,657 | 882 |
| Currency revaluation | 370 | 528 | 158 | |
| Balance at 31 December | 2,460 | 3,083 | 1,815 | 1,192 |

1) Additions are the income for 2010

2) Withdrawals are the new programme obligations for 2010, including the programme management fee.

OTHER INFORMATION:

Pension charges:

Stichting Hivos of The Hague is affiliated with the PFZW pension fund. This pension scheme can be qualified as a defined benefit scheme. Pursuant to Article 310 of RJ Guideline 271, this scheme may be presented as a defined contribution scheme, meaning that only the pension charges need be presented in the statement of income and expense.

Commitments and contingencies not included on the face of the balance sheet:

The following long-term rental obligations have been entered into:

- Raamweg 17, loft. Lessor: Van Rossum beleggingsmakelaardij & bedrijfsvoering.
The rental obligation until 01/01/2015 is € 45,017 (price level for 2011).
- Raamweg 17, ground floor and 1st floor. Lessor: Hoek & Kabeljauw verzekeringen en financiën bv.
The rental obligation until 01/10/2010 is € 44,401 (price level for 2011).

7. List of Programme Funds for 2010 *amounts x EUR 1,000*

| Programme funds: changes in claims for grants | Total funds | Co- financing | European Union | Nat. Postcode Lottery | Other funds |
|---|------------------------|--------------------------|---------------------------|----------------------------------|------------------------|
| Claims for grants | | | | | |
| Balance as at 1 January 2010 | 109,978 | 47,616 | 6,327 | 58 | 55,977 |
| <i>Project liabilities for 2010</i> | 66,228 | 42,116 | 4,364 | 463 | 19,285 |
| <i>Programme management fee for 2010</i> | 6,315 | 5,227 | 306 | 51 | 731 |
| Add: claims for grants in 2010 | 72,543 | 47,343 | 4,670 | 514 | 20,016 |
| Less: grants received in 2010 | 101,111 | 60,918 | 3,999 | 1,000 | 35,194 |
| Balance as at 31 December 2010 | 81,410 | 34,041 | 6,998 | -428 | 40,799 |

| Programme funds: changes in project liabilities | Total funds | Co- financing | European Union | Nat. Postcode Lottery | Other funds |
|---|------------------------|--------------------------|---------------------------|----------------------------------|------------------------|
| Project liabilities | | | | | |
| Balance as at 1 January 2010 | 115,696 | 45,750 | 6,259 | 70 | 63,347 |
| <i>New project liabilities in 2010</i> | 72,476 | 47,059 | 4,544 | 533 | 20,340 |
| <i>Write-down of project liabilities in 2010</i> | -6,248 | -4,943 | -180 | -70 | -1,055 |
| Add: project liabilities in 2010 | 66,228 | 42,116 | 4,364 | 463 | 19,285 |
| Less: transferred for project in 2010 | 92,646 | 57,597 | 3,937 | 496 | 30,616 |
| Reconciliation up to year-end 2010 | 389 | -104 | 414 | | 79 |
| Balance as at 31 December 2010 | 89,667 | 30,165 | 7,370 | 37 | 52,095 |

Calculation of the own contribution pursuant to Article 2.2 of the 2007-2010 Co-Financing System financial regulations of the Dutch Ministry of Foreign Affairs. Under the 2007-2010 Co-Financing System, reasonable proof must be provided that at least 25 percent of income must be drawn from other sources than the grants from the Ministry of Foreign Affairs. The calculations must be based on the total gross income on a cash basis, and can therefore not be inferred immediately from the statement of income and expense, which has been compiled in accordance with the Guidelines for Reporting by Fundraising Institutions.

The calculation required by Article 2.2 of the 2007-2010 Co-Financing System is as follows:

| Gross income on a cash basis (<i>amounts x EUR 1,000</i>) | | 2010 | 2009 | 2008 | 2007 |
|--|---|-------------|-------------|-------------|-------------|
| Co-financing programme | A | 64,767 | 63,506 | 65,767 | 66,865 |
| Non-co-financing funds | B | 27,996 | 23,972 | 23,390 | 17,540 |
| <i>% own contribution = B / (A + B)</i> | | 30.2% | 27.4% | 26.2% | 20.8% |

8. Notes to the Allocation of Expense for 2010 amounts x EUR 1,000

| Destination | | | | Total 2010 | Budget 2010 | Total 2009 |
|----------------------------------|---------------|---------------------|-------------------------|---------------|---------------|----------------|
| | Total object | Total income raised | Total mngt & accounting | | | |
| Expense | | | | | | |
| Grants and contributions | 62,543 | | | 62,543 | 79,624 | 113,982 |
| Publ. and communication | 464 | 132 | | 596 | 600 | 504 |
| Employee costs | 8,560 | 932 | 1,131 | 10,623 | 9,987 | 9,196 |
| Costs of housing | 464 | 21 | 48 | 533 | 540 | 479 |
| Office and general expenses | 1,475 | 146 | 507 | 2,128 | 2,063 | 1,955 |
| Depreciation & interest | 197 | 14 | 25 | 236 | 358 | 318 |
| <i>Subtotal: operating costs</i> | <i>11,160</i> | <i>1,245</i> | <i>1,711</i> | <i>14,116</i> | <i>13,548</i> | <i>12,452</i> |
| Totals | 73,703 | 1,245 | 1,711 | 76,659 | 93,172 | 126,434 |

8. Notes to the Allocation of Expense for 2010 amounts x EUR 1,000

| Destination | Object | | | | | | Income raising | | | | Mngt & accounting | Total 2010 |
|----------------------------------|------------------------|---------------------------------------|--------------------------------|---------------------------------|---------------------------------|---------------|--------------------|-----------------------|--------------|---------------------|-------------------------|---------------|
| | Sst. prod. & fin. srv. | Human rts, democrat., women, HIV/AIDS | Art and culture, ICT and media | Public support, policy advocacy | Non-allocated programme expense | Total object | Direct fundraising | Third-party campaigns | Govt. grants | Total income raised | Total mngt & accounting | |
| Expense | | | | | | | | | | | | |
| Grants and contributions | 20,974 | 31,457 | 7,692 | 2,102 | 318 | 62,543 | | | | | | 62,543 |
| Publ. and communication | 144 | 167 | 93 | 60 | | 464 | 132 | 0 | 0 | 132 | | 596 |
| Employee costs | 3,012 | 2,850 | 1,517 | 1,181 | | 8,560 | 134 | 44 | 754 | 932 | 1,131 | 10,623 |
| Costs of housing | 144 | 167 | 93 | 60 | | 464 | 5 | 1 | 15 | 21 | 48 | 533 |
| Office and general expenses | 457 | 531 | 295 | 192 | | 1,475 | 28 | 6 | 112 | 146 | 507 | 2,128 |
| Depreciation & interest | 61 | 71 | 39 | 26 | | 197 | 3 | 1 | 10 | 14 | 25 | 236 |
| <i>Subtotal: operating costs</i> | <i>3,818</i> | <i>3,786</i> | <i>2,037</i> | <i>1,519</i> | | <i>11,160</i> | <i>302</i> | <i>52</i> | <i>891</i> | <i>1,245</i> | <i>1,711</i> | <i>14,116</i> |
| Totals | 24,792 | 35,243 | 9,729 | 3,621 | 318 | 73,703 | 302 | 52 | 891 | 1,245 | 1,711 | 76,659 |

9. Notes to the Results for 2010

Income

The income available for Hivos' objective in 2010 totalled 75.2 million euros, almost 20 percent less than budgeted and 40 percent less than realised in 2009. However, Hivos' income was extraordinarily high in 2009. The drop compared with the amount budgeted stems in part from the decision to lower the level of obligations for MSF further, as the abolition of the 'stopping distance clause' (remwegclausule) became final midway through 2010. The uncertainties surrounding the outcome of the MSF grant application required that we be extra careful in this connection. In addition, the negotiations for applications with several major funds took more time than expected and could not be completed in 2010.

Other income was higher than budgeted, primarily because dividend income from participations of the Hivos Triodos Fund ('HTF') exceeded our expectations. Interest income remained stable. Other income also includes an item of 0.37 million euros that stems from the revaluation as at the balance sheet date of bank balances and commitments from donors in foreign currencies (largely US dollars).

The conditions for the co-financing system MFS, Hivos' most important source of grants, state that at least 25 percent of the amount specified in each application must come from other sources than grants awarded by the Dutch Ministry of Foreign Affairs. That independent contribution is based on the gross income on a cash basis. In 2010, Hivos realised an independent contribution of more than 30.2 percent, amply above the target for 2010 (25 percent).

Expense

Expenditure related to Hivos' objective in 2010 totalled 73.7 million euros. This means that expenditure came to 98 percent of the total income.

Spent on the objective

Expenditure on the objective/programmes differs from the budgeted amounts per programme. Only the Civil Choices programme (Human Rights and Democratisation, Gender, Women & Development, HIV/AIDS) realised more than had been budgeted, thanks largely to the programme with the Global Fund in Bolivia and the FED in Nicaragua, a fund for women's rights and sexual and reproductive health rights.

Costs of direct fundraising

The costs of direct fundraising came to 302,000 euros, which represents 21.6 percent of the revenue (1,4 million euros) and matches the budget.

The slight drop that began in 2009 was continued. The costs are composed as follows: the full employee costs for the staff responsible for direct fundraising (2.1 FTEs) plus a mark-up per FTE for material costs (accommodation, office supplies, ICT). The mark-up is calculated by translating the total of the relevant material costs to Hivos' total employee costs. The costs of mailing campaigns and other promotional material are also allocated to this item.

Management and accounting costs

Hivos has calculated its management and accounting costs in accordance with the guidelines of the Dutch Association of Fundraising Organisations (VFI). In 2010, the costs were 1.7 million euros (rounded off), i.e. 2.2 percent of the total expense. This is slightly above the ceiling that Hivos has set itself. The reason lies in the sharp decrease in income on the one hand and a slight increase in management and accounting costs on the other. This increase stems from the further decentralisation, for which the central services require reinforcement

Management and accounting costs are those costs that cannot be allocated directly to the objective, nor are intended for direct fundraising. The costs are composed as follows: the full employee costs for finance, the Executive Director and the executive secretary, quality and control (12.4 FTEs). The proportion of these positions in the overall workforce at the head office is used to allocate employee costs for ICT and human resources, plus material costs. Finally, 5 percent of the employee costs at the regional offices are allocated to management and accounting costs.

Operating costs

The total operating costs of the Hivos organisation, including management and accounting costs and costs of direct fundraising, totalled 14.1 million euros in 2010, compared with a budget of 13.5 million euros and actual costs of 12.5 million euros in 2009. See also the table entitled 'Notes on the allocation of costs'.

The increase compared with the budget can be attributed primarily to the item for 'employee costs'. The adjustment for inflation and currency exchange effects had a greater upward impact than previously: a substantial portion of the employee costs are recorded in other currencies besides the euro. The other expense items do not differ greatly from the budget.

Financial Results

On balance, a loss before reservations of 1.46 million euros was realised in 2010.

Withdrawals have been made from the reserves and funds: 2.76 million euros from the continuity reserve for programme management and 0.04 million euros from the appropriated reserve for building maintenance. The continuity reserve is linked to the outstanding obligations and is used if the income (new commitments) is less than the transfers based on the outstanding commitments. The withdrawal is balanced by an allocation to the appropriated fund for programmes. These programme funds are appropriated funds and may only be used for programme expenditure. Hivos has decided to allocate additional resources to create greater latitude in the countries where it will be impossible to achieve the threshold value under MFS-2 but where good opportunities exist for interesting innovations. Threshold values apply for each country and for each programme from 2011 forward. Below that threshold, no projects may be financed under the MFS. Of the appropriated funds for programmes, the appropriated fund for currency valuation is new. More and more of the funds that Hivos attracts on the international market are granted in dollars or other foreign currencies. The exchange rates at which they are recorded in Hivos' accounts and records differ from the exchange rates as at the balance sheet date. The resulting translation differences are presented in the appropriated reserve. The actual risk is zero, as Hivos has dollar accounts for these contracts.

The situation is different for Hivos' operating costs, more and more of which are incurred outside the Netherlands. The regional and country offices operate using local currencies, but are consolidated in the Hivos budget and the annual accounts, which are denominated in euros.

After the withdrawals from and allocations to the reserves and funds, the remaining result is 72,000 euros, which has been added to the general reserve. The result budgeted for 2010, after appropriation, was 201,000 euros, considerably higher than the actual result. The principal reason is the combination of currency exchange effects and the adjustment for inflation, discussed above. As a consequence, the general reserve has almost been brought up to the level targeted in the current business plan.

Remuneration of the Managing Board

The Supervisory Board determines the remuneration policy, the amount of the remuneration of the Managing Board and the amounts of other elements of remuneration. In 2010, this parcel was once more confirmed, at the request of the Remuneration Committee. The remuneration policy

and the amount of the remuneration of the Managing Board fall within the scope defined in the guidelines of the Wijffels Code and within the standard defined by the Dutch Ministry of Foreign Affairs for MFS organisations. This was examined separately by the auditor in 2009 and 2010. The actual annual incomes of the Managing Board for 2010 were 108,751 euros (1 FTE/12 months) for Executive Director Ms. M. Monteiro, 58,193 euros (1 FTE/7 months) for former Director of Programmes and Projects Mr A. van den Ham and 20,995 euros (1 FTE/3 months) for his successor Mr B. Witjes. These remunerations remained below the relevant ceilings (Wijffels Code, VFI, MFS organisations). The policy is updated periodically. The next evaluation is scheduled for 2011. The Supervisory Board will base its evaluation in part on the VFI Advisory Regulations for the Remuneration of Directors of Charities. These regulations set out weight criteria to define maximum standards for annual incomes. Unlike the standard defined by the Dutch Ministry of Foreign Affairs, the VFI Advisory Regulations also include employer's expenses. The situation at Hivos will be weighed by the Remuneration Committee. The amounts and composition of the remuneration is shown in Table 10.

10. Remuneration of the Managing Board

| | | | |
|-------|-------------------------------|--|--|
| Name | M.M. Monteiro | A.P. van den Ham | B. Witjes |
| Title | <i>Executive Director</i> | <i>Director of Progr. & Projects</i> | <i>Director of Progr. & Projects</i> |

| | | | |
|--------------------------|------------------|-------------------|------------------|
| Employment | | | |
| Nature (duration) | permanent | terminated | permanent |
| hours | 38 | 38 | 38 |
| part-time percentage | 105.56% | 105.56% | 105.56% |
| Period | 01/01-31/12 | 01/01-31/07 | 01/10-31/12 |

| | | | |
|---|------------------|-----------------|-----------------|
| Remuneration (in €) | | | |
| Annual income | | | |
| gross wages/salary | 97,614 | 50,540 | 17,240 |
| holiday allowance | 7,809 | 4,043 | 1,379 |
| end-of-year bonus, 13th/14th month | | | |
| variable annual income | 3,328 | 3,610 | 2,376 |
| Total | 108,751 * | 58,193 * | 20,995 * |
| Social security charges (employer's contribution) | 7,962 | 4,644 | 1,923 |
| Taxable allowances/additions | - | 298 | - |
| Pension charges (employer's contribution) | 14,394 | 7,559 | 1,745 |
| Other future remuneration | 2,282 | 6,911 | - |
| End-of-employment payments | - | - | - |
| Total remuneration for 2010 | 133,389 | 77,605 | 24,663 |
| <i>Total remuneration for 2009</i> | <i>121,612</i> | <i>120,043</i> | |

*) Relevant for purposes of the DG standard defined by the Dutch Ministry of Foreign Affairs
(in accordance with the decision awarding the grant, a maximum of € 126,975 per year)



Independent auditor's report

To: the Managing Board of Hivos Foundation

We have audited the accompanying financial statements 2010 as set out on pages 58 to 72 of Hivos Foundation, The Hague, which comprise the balance sheet as at 31 December 2010, the statement of income and expenditure for the year then ended and the notes, comprising a summary of accounting policies and other explanatory information.

Managing board's responsibility

The managing board is responsible for the preparation and fair presentation of these financial statements in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board. Furthermore, the management board is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management board, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Hivos as at 31 December 2010, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board.

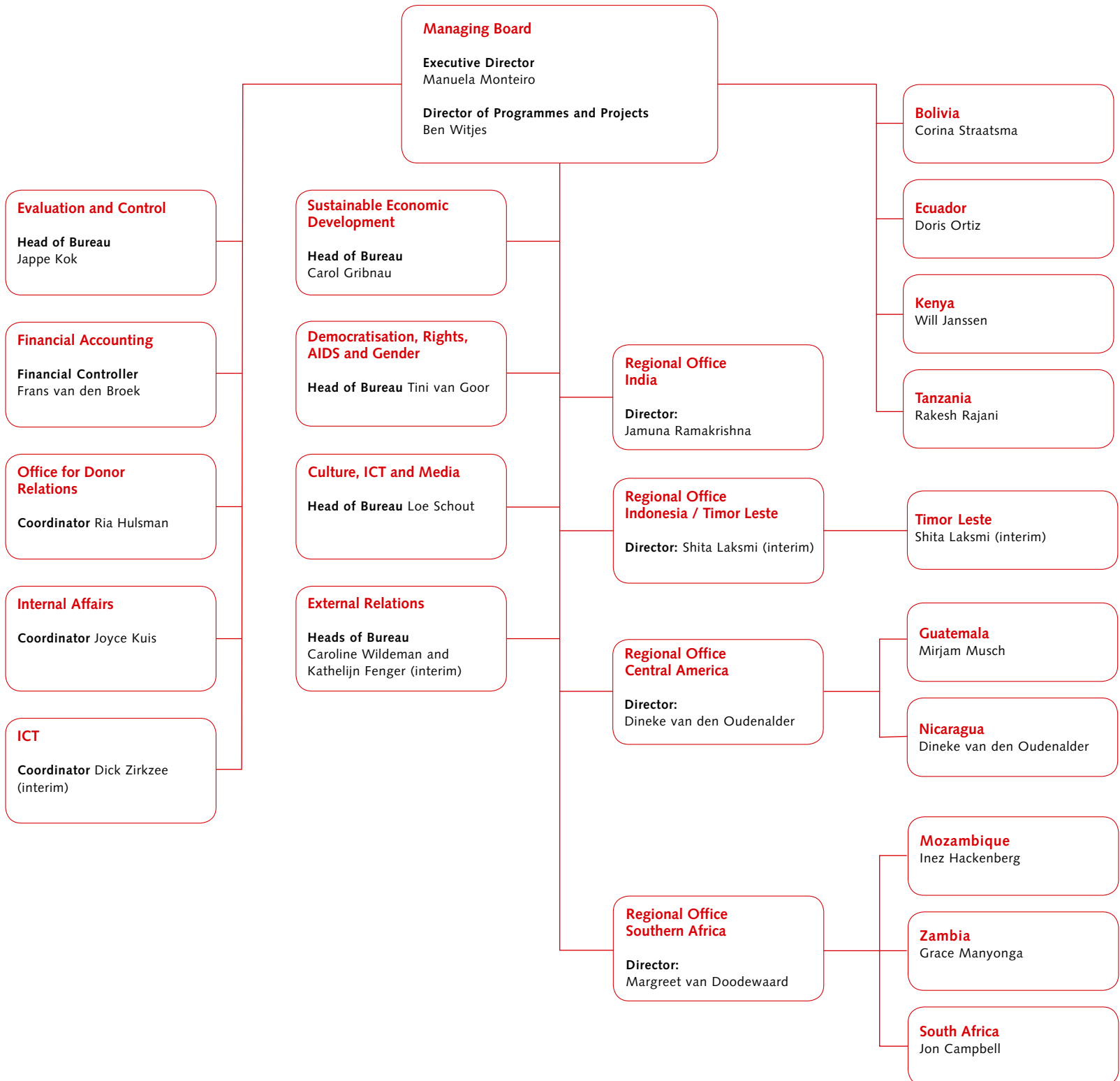
Amsterdam, 7 April 2011
PricewaterhouseCoopers Accountants N.V.

Original signed by H.A. Wink RA MBA

Appendices

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1. Organisational Diagram (as at 31/12/2010)



2. Administrative Organisation *(as at 31/12/2010)*

List of administrative bodies of Stichting Hivos, showing the members' respective backgrounds and areas of specialisation:

Managing Board, directors under the Foundation's Articles

| | |
|--------------------------|--|
| Ms M.M. Monteiro (chair) | Executive Director |
| Mr B. Witjes | Director of Programmes and Projects (from 1 October forward) |

Dr A.P. van den Ham occupied the position of Director of Programmes and Projects until 1 August.

Supervisory Board of Hivos-Triodos Fund

| | |
|-------------------------------------|---|
| Mr P.G.A. van den Kerckhoff (chair) | Accountant/Higher Commodity Board for Arable Farming |
| Ms P.J.E. Bieringa | Member of the Board of Directors, Bank for Dutch Municipalities |
| Mr Ph. R. de Haan | Nature and Environment Education Coordinator |
| Ms M.M. Monteiro | Executive Director of Hivos |
| Mr M.J. Woltering | Project manager at ICTU/Advies Overheid.nl |
| Prof. C. Izeboud | Organisational adviser/part-time professor of Business Economics, VU University Amsterdam |

Advisory Board

The chair of the Advisory Board rotates.

Sustainable economic development

| | |
|-------------------|--|
| Mr Maarten Nypels | Director Eye Locus Netherlands BV |
| Ms Gemma Crijns | Consultant/self-employed adviser (human rights, sustainable development) |
| Mr Jan Aertsen | Strategic adviser and formerly director of Vredeseilanden |

Gender, women and development

| | |
|----------------------|---|
| Ms Edith van Walsum | Director, Centre for Learning on Sustainable Agriculture (ILEIA) |
| Ms Saskia Keuzenkamp | Professor, endowed chair for emancipation, VU University Amsterdam/head of emancipation, youth and family research group at Netherlands Institute for Social Research |
| Ms Ieke van den Burg | Formerly (until July 2009) member of the European Parliament for PvdA and FNV federation director (1990-1997), currently on various committees and Supervisory Boards and boards of various foundations |

Human rights and democratisation

| | |
|-------------------|--|
| Mr Rob Buitenweg | Senior lecturer at Kosmopolis Institute, University for Humanistics/Vice President of the International Humanist and Ethical Union (IHEU)/Vice President of the European Humanist Federation |
| Mr Maurits Berger | Professor of Islam in Contemporary Western Society, Leiden University |
| Mr Boris Dittrich | Advocacy Director, Human Rights Watch (New York) |

HIV/AIDS

Mr Russell Kerkhoven
Mr Paul Janssen
Ms Anita Hardon
Mr Thomas van der Heijden

Consultant/social entrepreneur
Consultant on HIV/AIDS & international public health management
Professor of Health and Social Care, University of Amsterdam
Policy researcher, Health Research for Action (HERA)

ICT and media

Ms Valerie Frissen

Ms Sarah Cummings
Mr Erwin Blom

Senior strategy officer, TNO / professor, endowed chair for ICT and social change, Erasmus University Rotterdam
Senior consultant on knowledge management, context, international cooperation
Co-founder of media firm The Crowds

Art and culture

Mr Chris Keulemans

Writer, journalist, artistic director at Tolhuistuin (centre for arts and catering, Amsterdam)

Communication and lobbying

Mr Bart Westra
Ms Inge de Zaaijer
Mr Gé Key

Member of the Board of fair trade shop Abal, Amsterdam
Senior managing consultant, Berenschot BV
Director, G2 marketing & advertising

3. Accountability Statement

In this accountability statement, Hivos provides a brief explanation of how it gives shape to the following issues:

- o The functional separation of implementation, management and supervision;
- o The optimisation of relationships with stakeholders;
- o The continual improvement of the effectiveness and efficiency of expenditure.

These issues are described in greater detail in the preceding chapters.

1. Separation of implementation, management and supervision

As required by the Wijffels Code, Hivos has separated its management and supervision functions. The two directors under the Foundation's Articles (who form the Managing Board) have managerial responsibility, while the Supervisory Board supervises their performance. The powers and performance of the directors/Managing Board and the Supervisory Board are formalised in Hivos' Articles and in a set of Directors' Articles.

Responsibilities and working methods of the Managing Board (directors under the Foundation's Articles)

The Managing Board is responsible for managing the Foundation, and is accountable to the Supervisory Board.

- o The Managing Board is specifically charged with the Foundation's strategic policies, overall coordination and external representation. The Managing Board is also responsible, in general terms, for substantive, financial and administrative quality assurance and human resource policy.
- o Twice yearly, the Managing Board reviews the organisation and its functioning, during the Mid-Term Review and the End-of-Term Review; the findings are discussed with the Supervisory Board.
- o Twice yearly, the Managing Board reports to the Supervisory Board.
- o Every two weeks, the Managing Board meets with the heads of bureaus in the Management Team Meetings. These meetings do not possess any decision-making authority; however, wherever possible the Managing Board's decisions are prepared during the Management Team Meetings and subsequently laid down in writing as such. The Managing Board also meets separately.

- o The members of the Managing Board are remunerated in accordance with the guidelines defined in this connection by the Dutch Association of Fundraising Organisations, VFI (based on the Wijffels Committee's Good Governance Code).

As at 31 December 2010, the directors under the Foundation's Articles were the Executive Director (Ms M.M. Monteiro) and the Director of Programmes and Projects (Mr B. Witjes).

Responsibilities and working methods of the Supervisory Board

The Supervisory Board is charged with supervising the policies of the Managing Board/directors and the general course of business at the Foundation. The Supervisory Board is also the employer of the Managing Board (directors under the Foundation's Articles) and serves as a sounding board.

2. Relationships with stakeholders and communications

The three most important groups of stakeholders for Hivos are partner organisations, donors and the public and institutional grant providers. The Foundation's relationships with those groups are described in brief.

The relationships and communications with partner organisations are characterised by professionalism and engagement: professionalism because clear-cut arrangements need to be made between the parties about how resources are to be spent, and engagement because the relationship is based on shared goals.

Hivos visits its partner organisations at least once every year. Hivos' local offices in the South, in turn, make sure that partners have quick and easy access to Hivos staff. Partners are consulted on important changes in policy. The final authority on such policy changes lies with Hivos. Hivos has a complaints procedure for partners. In addition, Hivos periodically conducts satisfaction surveys among its partners.

Communications with donors and the public primarily take place through Hivos' own media – the website and Hivos Magazine – and at public events. Among other things, the website provides information about all Hivos partners, presents blogs from the South and offers possibilities for

finding likeminded people. Hivos has a complaints procedure for donors and the public.

The relationships and communications with institutional grant providers are professional, but still based on an agreement about goals, and are largely defined by the nature of the arrangements between Hivos and each particular donor. Wherever possible, Hivos looks for policy-based and practical exchanges and coordination.

During all semi-annual ISO audits, specific attention is devoted to the manner in which Hivos renders account for its stakeholders' preferences and ideas. Hivos' annual report and other information about Hivos and its partners are generally available, on request and on the website. The annual report and other information are available in Dutch, Spanish and English.

3. Effectiveness and efficiency of expenditure

Hivos has developed a detailed set of instruments for monitoring the efficiency and effectiveness of its expenditure. During the audits of the annual accounts, the semi-annual ISO audits and the project and programme evaluations, independent third parties seek to establish whether those instruments are sufficient and whether Hivos acts in accordance with the guidelines.

As required by the MFS rules, ISO-9001 and the Central Bureau of Fundraising, Hivos has drawn up a long-term plan describing its goals for a period of five years. Those goals are described in operational terms in an annual plan. Within the context of the annual plan, financial contributions are allocated to partner organisations based on a financial and substantive analysis of the quality of the organisation's application. The quality of the performance is assessed by means of annual visits and financial and substantive reports. All partners with which Hivos has long-term contracts are required to submit annual accounts audited by an external auditor. In addition, project and programme evaluations are carried out to determine the results at the level of their effects.

Every year, Hivos organises a Mid-Term Review and an End-of-Term Review, in which it assesses the semi-annual and annual results and if necessary adjusts its goals and strategies. Besides the programme evaluations, the knowledge programme (see Chapter 7) also contributes significantly to the organisation's learning ability. A more detailed description of the way in which Hivos monitors its partners' results is provided in Chapter 8.

Manuela Monteiro, *Executive Director*

4. List of Abbreviations *List explaining the most commonly used abbreviations*

| | | | |
|----------|---|---------|--|
| Acted | Agency for Technical Cooperation and Development | IFFR | International Film Festival Rotterdam |
| APC | Association for Progressive Communications | IFOAM | International Foundation for Organic Agriculture Movements |
| ASOMIF | Asociación Nicaragüense de Instituciones de Microfinanzas | IFRC | International Federation of Red Cross and Red Crescent Societies |
| ATTI | African Technology and Transparency Initiative | IHEU | International Humanist and Ethical Union |
| AWID | Association for Women's Rights in Development | IIAV | International Information Centre and Archives for the Women's Movement |
| BANEX | Banco del Exito | IICD | International Institute for Communication and Development |
| BDF | Biodiversiteitsfond (Biodiversity Fund) | IIED | International Institute for Environment and Development |
| CBF | Central Bureau Fondswerving (Central Bureau on Fundraising) | ILGA | International Lesbian and Gay Association |
| CCM | Country Coordinating Mechanism | IntEnt | Internationalisation of Entrepreneurship |
| CEDAW | Committee on the Elimination of Discrimination against Women | IOB | Inspectie Ontwikkelingssamenwerking en Beleidsevaluatie (Policy and Operations Evaluation Department) |
| CEDLA | Centre for Latin American Research and Documentation | ISEAL | International Social and Environmental Accreditation and Labelling Alliance |
| CIDA | Canadian International Development Agency | ISO | International Organization for Standardization |
| CIDIN | Centre for International Development Issues Nijmegen | ISS | Institute of Social Studies |
| CIFCA | Copenhagen Initiative for Central America | IUCN | International Union for the Conservation of Nature |
| COFADEH | Comité de Familiares de Detenidos Desaparecidos en Honduras | JASS | Just Associates |
| CSN | Coffee Support Network | KEFEADO | Kenya Female Advisory Organization |
| CWGI | CEAW Working Group Initiative | LBSNN | Landelijk Beraad Stedenbanden Nederland-Nicaragua (National Council of City Links between the Netherlands and Nicaragua) |
| DAWN | Development Alternatives with Women for a New era | LGBT | Lesbian Gay Bisexual and Transgender |
| DFID | Department for International Development | LRQA | Lloyd's Register Quality Assurance Limited |
| ECOSOC | Economic and Social Council (UN) | LVWW | Landelijke Vereniging van Wereld Winkels (Dutch Association of Fair Trade Shops) |
| EEAS | European External Action Service | MDF | Management for Development Foundation |
| EU | European Union | MDGs | Millennium Development Goals |
| Eurostep | European Solidarity Towards Equal Participation of People | MFI | microfinance institution |
| EVF | Evert Vermeer Foundation | MFO | co-financing organisation |
| FAO | Food and Agriculture Organization | MFS | Medefinancieringsstelsel (co-financing system) |
| FLO | Fair Trade Labelling Organisation | MSM | Men Having Sex with Men |
| FNV | Federatie Nederlandse Vakbeweging (Dutch Trade Union Federation) | NCDO | Nationale Commissie voor internationale samenwerking en Duurzame Ontwikkeling (National Committee for International Cooperation and Sustainable Development) |
| GDP | gross domestic product | NGO | Non-Government Organisation |
| GNP+ | Global Network of People living with HIV/AIDS | Norad | Norwegian Agency for Development Cooperation |
| FTE | Full-Time Equivalent | NPL | Dutch National Postcode Lottery |
| HTF | Hivos Triodos Fund | | |
| HVO | Humanistisch Vormingsonderwijs (Humanist Social Education) | | |
| ICCO | Interkerkelijke organisatie voor ontwikkelingssamenwerking (Interchurch Organisation for Development Cooperation) | | |
| ICT | information and communication technology | | |

4. List of Abbreviations

| | |
|----------|---|
| OECD | Organisation for Economic Co-operation and Development |
| OR | Ondernemingsraad (Works Council) |
| OSI | Open Society Insitute |
| OWFI | Organisation for Women's Freedom in Iraq |
| PSO | Personele Samenwerking Ontwikkelingslanden (Staff Cooperation with Developing Countries) |
| PwC | PricewaterhouseCoopers |
| Redcamif | Red Centroamericana de Microfinanzas |
| RedDES | Rede de Desenvolvedores |
| RRA | Revitalizing Rainfed Agriculture |
| SADC | Southern African Development Community |
| SAN! | Stop Aids Now! |
| SBOS | Subsidiefaciliteit voor Burgerschap en Ontwikkelingssamenwerking (Grant Facility for Citizenship and Development Cooperation) |
| SCAN | Sustainable Commodity Assistance Network |
| SEF | Small Enterprise Foundation |
| SIDA | Swedish International Development Cooperation Agency |
| SOMO | Stichting Onderzoek Multinationale Ondernemingen (Centre for Research on Multinational Corporations) |
| SRHR | Sexual and Reproductive Health and Rights |
| TAC | Treatment Action Campaign |
| TaTEDO | Tanzania Traditional Energy Development and Environment Organisation |
| TCC | Tropical Commodity Coalition |
| TED | Technology, Entertainment, Design |
| TSTF | Triodos Sustainable Trade Fund |
| UAF | Urgent Action Fund |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| UNEP | United Nations Environment Programme |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UvH | Universiteit voor Humanistiek (University for Humanistics) |
| VPRO | Vrijzinnig Protestantse Radio Omroep (Liberal Protestant Radio Broadcasting Company) |
| WIDE | Women In Development Europe |
| WLSA | Women and Law in Southern Africa |
| WSIS | World Summit on the Information Society |

5. Networks and Strategic Partnerships

| Type of partnership | Name of Organisation |
|---|---|
| Hivos Alliance | IUCN NL Mama Cash Press Now |
| Other alliances | Alliance2015 (Acted, Cesvi, Concern, DWHH, Hivos, IBIS, PIN) Humanist Alliance ISS Netherlands Association of Fair Trade Shops (LVWW) NCDO Triodos Bank |
| Theme-based partnership | Amnesty International Netherlands AWID DOEN ETC IKV Pax Christi IntEnt Logica National Internet Governance Forum Oxfam Novib SAN! SNV SRHR Alliance Utz Certified WO=MEN |
| Relations with humanist support | Humanist Alliance HUMAN Humanist Social Education Humanist Association Humanitas IHEU University for Humanistics Weezenkas |
| Sector organisations, networks and cross-theme partnerships in the Netherlands | Agri Pro Focus Broad Consultation on Human Rights Dutch Microfinance Platform EEN Campaign Guatemala Platform Linkis Platform MicroNed CSR Platform Partos PSO Solidaridad / CSN TCC Uganda Platform Zimbabwe Watch |
| European Networks | Alliance2015 CIFCA Concord Eurodad Eurostep WIDE |
| Theme-based financing (Netherlands and worldwide) | APC ASSCS Coolpolitics DAWN EVF FLO Friends of the Earth Netherlands Global Forum on MSM Global Village Media Global Voices GNP+ IDFA Jan Vrijman Fund IFFR/Hubert Bals Fund IIAV ILGA ISEAL LBSNN Movies that Matter Simavi SOMO Tactical Tech Transparency & Accountability Initiative UAF VPRO/Metropolis Women on Waves Women Win |

6. Expenditure per Country in 2010 *amounts in euros*

| Country | Co-financing funds | Non-co-financing funds | Total |
|---------------------------|--------------------|------------------------|-------------------|
| Africa | | | |
| Pan-Africa | 1,688,826 | 5,219,590 | 6,908,416 |
| Kenya | 2,445,411 | 323,879 | 2,769,290 |
| Malawi | 1,160,098 | 10,000 | 1,170,098 |
| Mozambique | 555,650 | 287,162 | 842,812 |
| Namibia | 631,000 | 140,000 | 771,000 |
| Regional East Africa* | 1,428,745 | 5,506,915 | 6,935,660 |
| South Africa | 1,243,490 | 117,369 | 1,360,859 |
| Tanzania | 967,534 | 2,490,920 | 3,458,454 |
| Uganda | 2,045,793 | 489,803 | 2,535,597 |
| Zambia | 710,082 | 534,941 | 1,245,023 |
| Zimbabwe | 1,699,416 | 752,859 | 2,452,275 |
| Regional Southern Africa* | 1,299,821 | 290,966 | 1,590,787 |
| Total | 15,875,867 | 16,164,404 | 32,040,270 |
| Asia | | | |
| Cambodia | 187,877 | 60,514 | 248,390 |
| India | 4,547,160 | 836,716 | 5,383,876 |
| Indonesia | 3,365,291 | 3,219,505 | 6,584,796 |
| Iraq | 368,598 | 83,000 | 451,598 |
| Iran | 692,611 | 27,000 | 719,611 |
| Kazakhstan | 31,555 | 12,813 | 44,368 |
| Kyrgyz Republic | 759,769 | 27,900 | 787,669 |
| Regional Asia* | 4,091,047 | 1,067,134 | 5,158,181 |
| Sri Lanka | 839,953 | 0 | 839,953 |
| Syria | 215,000 | 0 | 215,000 |
| Timor Leste | 350,198 | 224,985 | 575,183 |
| Total | 15,449,058 | 5,559,567 | 21,008,625 |
| Latin America | | | |
| Belize | 170,000 | 0 | 170,000 |
| Bolivia | 1,215,415 | 4,350,117 | 5,565,532 |
| Columbia | 12,500 | 12,500 | 25,000 |
| Costa Rica | 114,733 | 20,000 | 134,733 |
| Cuba | 336,621 | 20,000 | 356,621 |
| Ecuador | 744,948 | 532,049 | 1,276,997 |
| El Salvador | 96,951 | 60,680 | 157,631 |
| Guatemala | 1,457,921 | 10,000 | 1,467,921 |

* Including expenditure of Hivos-Triodos Fund

6. Expenditure per Country in 2010 *amounts in euros*

| Country | Co-financing funds | Non-co-financing funds | Total |
|---------------------------|--------------------|------------------------|-------------------|
| Honduras | 1,033,686 | 25,000 | 1,058,686 |
| Regional Central America* | 2,011,700 | 422,167 | 2,433,867 |
| Nicaragua | 2,472,596 | 2,941,845 | 5,414,441 |
| Peru | 937,732 | 81,715 | 1,019,447 |
| Regional South America* | 1,553,548 | 266,076 | 1,819,625 |
| Surinam | 8,505 | 0 | 8,505 |
| Total | 12,166,857 | 8,742,149 | 20,909,006 |
| Worldwide | 11,300,343 | 4,039,215 | 15,339,559 |
| The Netherlands | 2,804,461 | 543,722 | 3,348,183 |
| HIVOS TOTAL | 57,596,587 | 35,049,057 | 92,645,644 |

* Including expenditure of Hivos-Triodos Fund

7. Other Statistical Data

| Partners by type of organisation and region (in %) | Africa | Asia | Latin America | World-wide | Total |
|--|-------------|-------------|---------------|-------------|-------------|
| Community-based organisation | 5% | 2% | 11% | 0% | 5% |
| Membership organisation | 21% | 20% | 15% | 9% | 17% |
| Social movement | 5% | 3% | 4% | 2% | 3% |
| Intermediary development organisation | 10% | 17% | 12% | 6% | 12% |
| Service organisation (non-profit) | 33% | 39% | 35% | 46% | 38% |
| Service organisation (for profit) | 5% | 2% | 5% | 2% | 4% |
| Network organisation | 10% | 10% | 10% | 17% | 12% |
| Knowledge centre | 1% | 1% | 0% | 12% | 1% |
| Other | 7% | 5% | 8% | 6% | 8% |
| Total | 100% | 100% | 100% | 100% | 100% |

| Reasons for rejection | Africa | Asia | Latin America | World-wide | Total 2010 | Total 2009 |
|-----------------------------|------------|------------|---------------|------------|-------------|-------------|
| Geographic limitations | 351 | 192 | 100 | 12 | 655 | 379 |
| Thematic policy limitations | 360 | 88 | 67 | 13 | 528 | 476 |
| Mandate limitations | 29 | 20 | 22 | 4 | 75 | 94 |
| Financial limitations | 172 | 264 | 31 | 5 | 472 | 685 |
| Other | 38 | 38 | 9 | 0 | 85 | 104 |
| Total 2010 | 950 | 602 | 229 | 34 | 1815 | |
| Total 2009 | 690 | 881 | 133 | 34 | | 1738 |

Colophon

Photography:

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Page 10: Dave Reede

Page 16: Gerdien ten Cate

Page 21: Marcel Bakker

Page 23: Kathelijn Fenger-Leenders

Page 24: Robert Goddyn

Page 27: Hollandse Hoogte

Page 29: ANP

Page 31: Hollandse Hoogte

Page 34: Teater Garasi

Page 41: Eldad Mark

Page 44: Gerdien ten Cate

Page 54: Kathelijn Fenger-Leenders

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