



# HIVOS ANNUAL REPORT 2007

• people  
unlimited  
HIVOS

people  
unlimited  
HIVOS

Alliance 2015

towards the eradication of poverty

**HIVOS  
ANNUAL REPORT  
2007**

# Hivos a brief description

## Mission

Hivos is a Dutch non-governmental organisation whose work is based on humanist values. Together with local civil society organisations in developing countries Hivos wants to contribute to the creation of a free, fair and sustainable world: a world in which citizens – women and men – have equal access to resources and opportunities for development. In which they are able to take an active and equal part in the decision-making processes that determine their lives, their society and their future.

Hivos believes in people's creativity and capability. In Hivos' organisation philosophy, quality, cooperation and renewal are core concepts. Hivos feels connected to the poor and marginalised in Africa, Asia, Latin America and South Eastern Europe. A sustainable improvement in their situation is the ultimate benchmark for the work and effort put forth by Hivos. An important theme throughout is the strengthening of the position of women.

## Core Values

- Human dignity and self-determination
- Rejection of dogmatism and authoritarian systems
- Pluralism and democracy
- Mutual solidarity
- Responsible citizenship
- Respect for cultural and social identity

## Approach

Hivos supports more than 800 partners in over 30 countries in Africa, Asia, Latin America and Southeast Europe. Hivos supplies these local partners with financial resources, knowledge and advice and political support. In addition, Hivos itself lobbies on the international scene as well as in the Netherlands. Hivos' central policy areas are civil society building and sustainable economic development. Part of the programme is carried out from its regional offices in Zimbabwe, India, Costa Rica and Indonesia. These offices manage a significant share of Hivos' contacts with partner organisations, providing them with advice and support.

## Roles

Hivos strengthens local organisations with funds, knowledge and contacts. Hivos itself lobbies on a Dutch, European and global level, and acts as a player in local civil society (through its regional offices). Hivos also stimulates the advancement, exchange and application of knowledge for development. As a participant in coalitions and a contact broker, Hivos is part of a large number of networks.

## Themes

Hivos' activities include:

- Sustainable economic development
- Democratisation, rights, aids and gender
- Culture, ICT and media

## Cooperation

Hivos collaborates with numerous non-governmental organisations (NGOs) and other civil society organisations, businesses and governments in the Netherlands, Europe and in the South. Complementary expertise, fields of activity and roles, as well as the combining of forces, are crucial in reaching its objectives.

In a European context, Hivos works actively with like-minded development agencies within the Alliance2015. Hivos chooses to carry out international lobbying on recognizable themes and in close cooperation with prominent Southern or international partner organisations, or in the context of the Eurostep network.

In the Netherlands, Hivos joins forces with civil society organisations with expertise in their policy priorities. In addition, Hivos works together with related organisations within the branch organisation Partos.

## Accountability

Hivos is a private organisation with a social objective and a public role. The Dutch public (particularly the humanist following), the government, other financiers and cooperation partners as well as partner organisations in the South are the main stakeholders.

Hivos is ISO-certified and has obtained the Dutch CBF certificate.

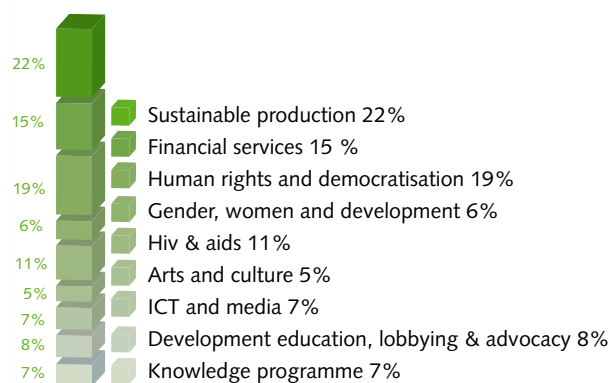
# HIVOS KEY FIGURES 2007

amounts in thousands of euros

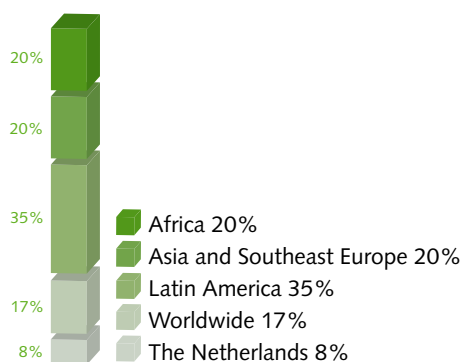
	2007	2006		2007	2006
<i>Figures in accordance with guidelines for reporting for fundraising institutions</i>			<b>PORTFOLIO (as at 31 December)</b>		
<b>PROGRAMME INCOME</b>	<b>100,534</b>	<b>88,393</b>	Outstanding commitments to partner organisations	84,286	70,320
Income from fundraising	4,565	3,755	Loans/Participations Hivos Triodos Fund (HTF)	36,157	30,220
Government grants, co-financing	69,117	68,244	Number of partner organisations	838	812
Other grants	25,476	10,282			
Resources released for re-investment	1,376	6,112			
<b>PROGRAMME EXPENDITURE</b> <i>(new commitments)</i>	<b>92,121</b>	<b>80,366</b>	<b>OWN ORGANISATION</b>		
Sustainable production and financial services	33,922	35,030	Operating costs	8,231	8,255
Human rights, democratisation, women and development, hiv & aids	33,924	32,898	Result (after allocation)	101	212
Arts and culture; ICT and media	10,707	7,769	Equity capital (discretionary + fixed capital)	9,383	8,256
Knowledge programme	6,421		Number of staff	(160.7 fte) 191	(139.5 ) 160
Development education, lobbying & advocacy	7,147	4,669			

## Commitments

by sector



by region



according to co-financing system objectives



## Hivos network

	total 2006	ended relations	new relations	total 2007
<b>by region</b>				
Africa	248	31	47	264
Asia & Southeast Europe	234	43	47	238
Latin America	221	50	33	204
Worldwide	82	3	20	99
The Netherlands	27	0	4	33
<b>Total</b>	<b>812</b>	<b>127</b>	<b>151</b>	<b>838</b>
<b>by sector</b>				
Sustainable production	177	17	27	187
Financial services	90	38	10	62
Human rights and democratisation	166	23	22	165
Gender, women and development	118	19	18	117
Hiv & aids	79	8	13	84
Arts and culture	93	13	36	116
ICT and media	58	9	19	68
Knowledge programme	3	0	2	5
Development education, lobbying & advocacy	28	0	4	34
<b>Total</b>	<b>812</b>	<b>127</b>	<b>151</b>	<b>838</b>





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# 01 REPORT BY THE BOARD OF DIRECTORS

This annual report reflects how 2007 was, a year in which Hivos accomplished much and achieved good results. For those people living in poverty and under oppression, 2007 was a year marked by contradictory developments.

Many countries are gradually managing to fight their way out of extreme poverty. The good news is that the economies of Africa experienced considerable growth in 2007. This strengthens us in our conviction that the western view of Africa as the continent to have missed out on globalisation is incorrect. The spectacular growth of countries such as China and India, as well as the emergence of regional superpowers like Brazil and South Africa, are of great significance for international relations. The role of these countries as new players on the global stage will present new choices in the years ahead for all those involved in development cooperation. The dynamics and direction of this development will, in our view, confirm the necessity for a strong civil society.

Nonetheless, there is still a long way to go before large scale eradication of poverty can be achieved. Look at the Millennium Development Goals (MDGs), for example. When taking stock at the halfway point in 2007, it became clear that actually reaching many of the goals by 2015 is still largely uncertain. Moreover, in contrast with the positive trend of economic growth, there have been events that have caused worry, such as the unexpected outburst of violence in Kenya and the intensified repression in countries such as Zimbabwe and Iran. In those situations human rights, social freedom and material prosperity are far off. We feel connected with the people who are experiencing these setbacks. Hence we will continue our support of groups working towards reconciliation and change.

In the Netherlands the new cabinet has given an impetus to international cooperation. The initiative by the minister for Development Cooperation to mobilise wide social support for the MDGs in the Schokland Agreement is to be commended. It is also of great importance that the minister is putting the politicalisation of development cooperation high on the agenda. Hivos welcomes the new policy priorities, in particular the focus on human rights, growth and distribution, climate and the renewed confirmation of women's rights as a benchmark within development cooperation. Hivos has dedicated particular attention to many of these issues and is pleased to note that they have been given a central position in government policy.

In 2007, Hivos focused its energy and capacity on the implementation of the Business Plan for 2007-2010. Throughout this first year there were two clear priorities: the development of Hivos' new role as an institute of knowledge and the raising of external funding for our programmes in order to comply with the new standard set by the Ministry of Foreign Affairs: by 2009 at least 25 percent of income should come from sources other than the government. In both areas Hivos has made significant progress.

## **Knowledge for development**

In previous years Hivos took initiatives in the area of 'knowledge for development'. The initial impetus was given through activities in the field of knowledge sharing, together with the Institute of Social Studies (ISS). Hivos then made the decision to specialise in a number of areas, which created space for knowledge development and increased expertise support for the partners. However, the complexity of the issues in development processes demands a much more forceful approach.

From 2007 onwards, we have thus translated these ambitions into an organisation-wide programme that will enable the production, dissemination and application of knowledge, in collaboration with scientific institutes in the North and the South. Over the past year the first two programmes have begun – one on civil society building in the South ‘Civil Society Building’ and the other on the promotion of pluralism ‘Promoting Pluralism’. These programmes have been set up in cooperation with the ISS and the University for Humanistics.

### Locally active

Thematic expertise is one of the most important elements in the cooperation with the partners. This is our main added value. In the past year this has led, among other things, to Hivos’ active involvement in the coordination and execution of large thematic programmes, together with partners and through funding provided by international donors (private funds, government bodies). In order to fulfil this active role, Hivos has extended its presence in the field. In addition to the four regional offices in Central America, Southern Africa, India and Indonesia, five local offices have now been put specifically in charge of the execution and coordination of these activities.

### Cooperation with international donors

With the introduction of the new grant system for private organisations (the so-called Co-Financing System, MFS) Hivos was presented with an additional new priority: the diversification of sources of income. By 2009 Hivos must provide an own contribution of 25 percent. Over the past year we have been investing time and capacity in order to achieve that goal. We are proud of the fact that the result for 2007 exceeded our expectations: the goal was to achieve 18 percent of the income, but we managed to generate 21 percent. Hivos considers this achievement as a sign of appreciation for its work by private and institutional financiers, as well as a direct yield of the investments in knowledge and quality of the past years. In addition to the funding received from the European Union, we were for example also able to count on the support of the Global Fund to fight Aids, Tuberculosis and Malaria, which appointed Hivos as its principal recipient in Bolivia and Costa Rica. At the same time, we were able to broaden the cooperation with the Open Society Institute in the field of culture and ICT and with the Ford Foundation for economic activities. For these institutes Hivos is a valuable cooperation partner because of its expertise and practice of good donorship, and also because Hivos initiates and supports activities in areas that otherwise might not come into the picture.

### Organisation and staff

More roles to play, a greater presence, and investments in new relationships – these things do not happen by themselves. This is why more people were employed to join our staff, particularly in the local offices and within the knowledge programmes. Hivos now has a total staff of 191. In spite of this increase, the members of staff are still being given more work and have to switch between their various duties more quickly and more frequently. This creates a lively atmosphere as well as a constant awareness of the pressures of work. Both these aspects became evident in the satisfaction survey that was carried out among the staff members in 2007: there was a very high score in terms of general satisfaction but at the same time some concern about the volume of work. This was a clear message to the board and to the staff to pay more attention to this issue.

In 2007, we said farewell to Jaap Dijkstra as our colleague and director. We are grateful to him for the fine organisation which he built up and are very pleased about his current involvement with Hivos as a part-time advisor.

### Development education and fundraising

Informing people about the work of Hivos partners is a focus for our activities in the Netherlands. Through development education Hivos aims to help create a more realistic image of the South and to encourage changes in behaviour towards development cooperation among the public as well as among businesses and governments. Beside the long term campaigns on child labour and hiv & aids, the main focus in 2007 was placed on the campaign on climate change. Through this campaign we are not merely aiming to raise awareness; it is our goal that governments, businesses and citizens take action.

Following up on this, we launched the Hivos Climate Fund. This fund offers the public and businesses the opportunity to compensate their CO<sub>2</sub> emissions by investing in small-scale clean energy projects by Hivos’ partners in Africa, Asia and Latin America. It is a good sign that interest among businesses for this type of compensation is increasing. Within its limited possibilities Hivos has intensified fundraising among its humanist supporters, the general public and specific groups and businesses. The proceeds from its own fundraising efforts rose from € 0.9 million to € 1.2 million.

It was announced, at the start of 2008, that Hivos has been admitted as a beneficiary of one of the Dutch lotteries (Nationale Postcode Loterij). A wonderful development, which not only further strengthens Hivos’ financial basis, but also forms a recognition of the quality of our work.

## Programme and finances

In 2007, 838 partners received financial support from Hivos. They, together with the ultimate beneficiaries, are the most important players in the execution of the policy priorities in our programme. Hivos itself has continued to work on quality improvement by investing in organisation and capacity development of its partners. In the coming years, the renewal of the pool of partners will be continued. In doing this, Hivos aims to create opportunities for new initiatives.

In total, Hivos reached over 15 million people and their families. The planned target for 2007 was 14.5 million. A total of € 101.7 million became available for Hivos' objectives. Of this, € 92.1 million was allocated to the partners in the South. The year ended with a positive result of € 101,000.

Besides this, 57 Southern partners received support through the Hivos-Triodos Fund (HTF). In 2007, the volume of the financial services (loans, guarantees and participations) provided, increased again to € 36 million – an increase of almost 20 percent. This was made possible by the growing interest among the public for micro-finance. The number of savers grew by as much as 65 percent. The savings attracted for the Hivos partners together with the Triodos Bank, by means of the North-South savings plan, rose from € 21.3 million to € 36 million. This savings programme remains one of the most important instruments for Hivos in mobilising active support from Dutch citizens for its work.

In this annual report, we aim to provide our donors, benefactors and partners, with an overview of the most note-worthy activities carried out by Hivos and its partners in 2007: the successes but also those things that were less successful, because development and international cooperation are unruly affairs and they take time. This requires optimism, confidence in the power of people and continued efforts. All this for the endeavour towards greater justice in the world, with better chances for all its citizens.

The Hague, April 2008

Manuela Monteiro, *General Director*

Allert van den Ham, *Director for Programmes and Projects*

# 02 POLICY AND STRATEGY

Development cannot be driven from the outside, yet it can be stimulated. This is why Hivos relies on the power and creativity of people in developing countries themselves. If they are given the opportunities and the resources, they can provide for their own livelihoods, stand up for their own rights and shape their own futures. Poverty is more than just a lack of material possessions. It is largely caused by unjust social and political relations, both on a global and a national level. In our view, direct alleviation of poverty (access to means of subsistence) is linked to challenging unjust power relations and to ensuring that those groups which are currently excluded get a larger say in the political, economic and cultural domain.

Hivos attaches great importance to the creativity and power of individuals. Nevertheless, in order to effect far-reaching changes, organisations also play a crucial role. Only by combining forces can citizens effectively respond to state and economic powers. That is why we support over 800 partner organisations in 30 countries. That support comes in the shape of financial resources but also through offering local organisations access to knowledge and contacts, or by working together to run campaigns.

## Strategies

Hivos works towards sustainable poverty alleviation. This means that Hivos not only focuses on the improvement of living conditions and the position of people living in structural poverty but also on removing the causes of poverty and oppression. Hivos does this together with its partners both in the countries themselves and internationally, including in the Netherlands. In developing countries Hivos works at local and

national levels. In order to do this, Hivos uses a threefold strategy in which direct poverty alleviation, civil society building and lobbying & advocacy go hand in hand, reinforcing one another.

Direct poverty alleviation offers people the means of lifting themselves out of poverty: money to set up their own small business (micro-finance), the knowledge required to gain access to the markets, training and technical assistance to earn an income.

Civil society building, the strengthening of local organisations and of civil society as a whole is one of Hivos' central themes. As long as poor people are not able to provide for their communal needs, poverty, injustice and inequality will continue to exist. Strong organisations and a powerful civil society, in turn, are crucial for direct poverty alleviation and lobbying & advocacy.

Influencing policy – aimed at local, national and international authorities, institutions and businesses – is needed to allow legislation, rules and markets to operate to the advantage of poor groups.

Some partners specialise in lobbying & advocacy, but most of the other organisations are also involved in this kind of activities in one way or another. With its own activities in these areas, Hivos aims to influence the policies and behaviour of policymakers as well as that of entrepreneurs, social organisations and citizens.

In all its activities Hivos aims to improve the position of women (gender mainstreaming). This is why we not only support women's organisations, but also require that our partners who are active in other areas pay attention to the rights and interests of women in their work.

### **Choice of countries and local presence**

Hivos focuses on 30 countries in its activities. Hivos as an organisation has presence in a number of regions. Besides the head office in The Hague, Hivos has four regional offices in Costa Rica, India, Indonesia and Zimbabwe. Hivos staff members work together at a distance in 'virtual' international teams. In order to be even closer to the partners, local offices have been set up in six countries.

### **Roles and partner policy**

Hivos supports local organisations with funding, but also in other ways. Over the past couple of years Hivos has become more and more active as a knowledge provider and knowledge broker. In 2007, an extensive knowledge programme was set up, which integrates different kinds of knowledge and makes it available to partners. Furthermore, Hivos supports its partners by engaging in lobbying activities itself in order to influence the policies of governments, UN institutions and businesses, in the Netherlands, Europe and worldwide.

Hivos selects its partners on the basis of the abovementioned policy choices. Some partners are involved in international lobbying; others work at local community level. In doing so, Hivos devotes a great deal of attention to membership organisations. Hivos uses the plans submitted by partners to assess whether they are realistic in view of their capacity and strategy. Hivos consciously strives to create opportunities for new initiatives that do not yet meet all the requirements. Hivos prefers to support partner organisations as a whole as opposed to just supporting their activities. This gives the local organisations the opportunity to invest in strengthening their own organisation and to learn from their experiences. In order to reduce the risks of the organisation becoming dependent on Hivos as its only donor, the funding period is, in principle, limited to 10 years.





# 03 ACCESS TO OPPORTUNITIES

Enterprising people, including those among poor and marginalised groups, can improve their positions for themselves and contribute to poverty alleviation. They must, however, have the opportunity to manufacture their product and be able to sell it at a reasonable price. A modest starting capital and access to knowledge or a relevant network can help many producers and entrepreneurs to start up their small businesses successfully. Furthermore, access to the market is essential. Hivos sees great opportunities in quality markets, i.e. markets for (agricultural) products that meet social or environmental requirements. This is why Hivos aims to promote economic activities that are environmentally friendly, improve the position of women and are produced under good working conditions.

Through the 'Access to Opportunities' programme Hivos aims to offer poor people a fair chance to be economically active and thus able to provide for their own livelihoods. In this endeavour, social justice, ecological sustainability and financial feasibility are interlinked. The programme has two focus areas: Sustainable production (including energy, climate and biodiversity) and Financial services & business development (with micro-finance and business development as core activities).

### *Main objectives of the 'Access to Opportunities' programme are:*

- o Offering small producers greater access to markets for quality products (such as fair trade and organic)
- o Making more financial services available to poor groups (particularly micro-finance)

- o Giving partner organisations greater influence in government policies, institutions and businesses involved in the field of sustainable economic development.

### *Principal results in 2007 in these areas were:*

#### *General*

- o In total Hivos and its partners reached over 7.5 million people through the 'Access to Opportunities' programme; this is half a million more than planned.
- o Hivos provided support for 249 partners who dedicated themselves to sustainable production and financial services.
- o In 2007, Hivos made a total of almost € 34 million available to these partners for their activities.

#### *Specific*

- o Sixty thousand farmers associated with Hivos partners have access to quality markets for coffee, fruit, nuts, sesame and cotton. The demand for this kind of products has grown at a satisfactory rate. For example, the production of coffee under the Utz Certified quality mark increased to 180,000 tonnes.
- o There were 1.78 million clients of micro-finance institutions (MFIs) of whom 68 percent were women. Hivos pays particular attention to young, start-up MFIs. Four of them developed so well that in 2007 they were no longer completely dependent on gifts from organisations like Hivos. They are now sufficiently well-established to be able to take

### Activities relating to Sustainable production 2007 *amounts in thousands of euros*

	Africa	Asia & Southeast Europe	Latin America	Worldwide & The Netherlands	Total
Number of organisations	61	41	60	25	187
Commitments	5,467	3,917	6,342	4,819	20,545
Sustainable production as a percentage of the total regional commitments	29%	21%	20%	29%	22%

### Activities relating to Financial services 2007 *amounts in thousands of euros*

	Africa	Asia & Southeast Europe	Latin America	Worldwide & The Netherlands	Total
Number of organisations	24	22	12	4	62
Commitments	1,689	2,032	10,596	-940	13,377
Financial services as a percentage of the total regional commitments	9%	11%	33%	0%	15%

out loans from (semi-) profit-making funds and this has increased their independence.

- o Hivos partners in Bolivia, East Africa, Zambia and India have managed to persuade governments and international organisations to take measures to promote the growth of national quality markets.
- o In India partners active in the financial services provision sector have successfully contributed to improving legislation for micro-finance. This has allowed groups to gain access to micro-finance who otherwise would not have been entitled to it.

## Sustainable production

### Quality markets

Quality markets, such as for organic and fair trade products, offer opportunities for small producers of coffee, rice, fruit and other products. This approach has proved particularly successful in the coffee market. In the Netherlands the sale of 'fair trade' coffee has reached almost 30 percent, compared to only 3 percent in 2002. This is partly due to the campaign that Hivos and other organisations within the Coffee Coalition have been running for years. In most supermarket chains, coffee that meets the social and environmental requirements is now available.

[www.utzcertified.org](http://www.utzcertified.org) | [www.fairtrade.net](http://www.fairtrade.net)

The success achieved regarding coffee offers possibilities for a similar approach with other products such as tea, cocoa, soy and palm oil. Hivos is developing this approach together with organisations that have a proven track record in this area, such as Utz Certified, Fair Trade and the Coffee Coalition. In this venture, Hivos devotes much attention to working out how farmers can be trained in order to benefit from the opportunities that the international markets offer (in cooperation with the Coffee Support Network). In all these projects, Hivos and its Southern partner organisations are working on making the quality markets accessible to as many small-scale producers as possible. In Central America Hivos has set up the Programa de Apoyo a Mercados Orgánicos (PROAMO), which supports farmers in their marketing of products and aims to fight the fragmentation of support to the sector by combining forces.

[www.koffiecoalitie.nl](http://www.koffiecoalitie.nl) | [www.coffeesupportnetwork.org](http://www.coffeesupportnetwork.org)

Large food companies and supermarket chains are increasingly venturing into the field of organic, fair trade and other more sustainable products. In many countries Hivos and partners are taking advantage of this development. In Southern and East Africa, Hivos, together with local partners and specialists, has organised trainings to prepare farmers for supplying to the quality markets. According to a recent programme evaluation organised by Hivos, it is partly thanks to the training and the fact that they now offer their products cooperatively that many farmers are getting a better price for their products; this can be up to 30 percent higher. That is a significant result, but Hivos and its partners would like to take it a step further by structurally offering groups of small-scale producers access to large-scale (export) markets for quality products, so that a long-term increase in income can be realised. The current issue is that the Hivos partners' networks are not yet sufficiently linked in to business community networks. Another problem for small and medium producers in Africa is that the local markets for organic products are often still very limited. In South Africa, however, there is already a growing demand for these products. This is why Woolworths is aiming to increase the share of organic products in its range considerably and to purchase from small-scale farmers. Hivos has entered into an agreement with Woolworths and will take responsibility for training the producers.

### Energy and climate

Climate change and sustainable energy provision are high on the international agenda. This also became clear at the large climate conference

for governments in Bali. Hivos partners in developing countries are reacting to this by putting in place alternatives for existing and inefficient energy production. Prior to the Bali conference, Hivos and the Netherlands Society for Nature and Environment (Stichting Natuur en Milieu) produced a publication with points of view from the South: *The Bali Guide on CDM: Towards a sustainable CDM*. Hivos supported the Indonesian Civil Society Coalition in its attempts to make its voice heard in Bali. This coalition successfully campaigned for a greater involvement of the local population in the protection of the tropical rainforest.

[www.natuurenmilieu.nl](http://www.natuurenmilieu.nl)



Each one of us is part of the climate problem and of its solution. Through the Hivos Climate Fund (see Chapter 6), both consumers and businesses

can compensate for their CO<sub>2</sub> emissions by investing in sustainable energy production in developing countries. The Hivos Climate Fund uses that money to finance projects in Guatemala, Tanzania and Cambodia. The condition imposed by Hivos is that these projects must be additional; that they would not have taken place without funding from the Hivos Climate Fund. In the countries involved, the end users themselves also contribute towards these provisions increasing their commitment to these activities and in that way increasing sustainability.

In Guatemala small-scale water power stations are being built which supply electricity to households and small businesses. In Tanzania TaTEDO provided 3,500 households with energy efficient stoves which meant fewer trees being cut down. In Cambodia, Hivos supports the National Biogas Programme, run by a consortium including SNV. This covers the building of 17,500 biogas installations of which 1,250 are already up and running.

Beside Hivos Climate Fund financed programmes, partners in Mozambique, Honduras and Tanzania have set up projects for the production of bio fuel. *Jatropha* is used, a plant which grows on poor soil not suitable for food crop growth.

[www.hivosklimaatfonds.nl](http://www.hivosklimaatfonds.nl)

### Biodiversity

The preservation of biodiversity is still under threat from large-scale plundering of natural resources, monocultures in farming, irresponsible use of pesticides and genetically modified organisms. Governments and the public do seem to become increasingly aware of the need to preserve biodiversity.

## AND THERE WAS LIGHT

**A Tanzanian household needs 2,500 kilos of wood a year to cook with traditional fires and stoves. TaTEDO feels this is a waste.**

Many Tanzanians who live in the country cook on fires built between three flat stones. In the cities women tend to use non-insulated metal stoves which run on charcoal. "In either case, the energy output is only 15%", says TaTEDO director Estomih Sawe. "Women have to walk further and further to find wood, sometimes as far as twenty kilometres there and back. Until a short time ago about 400,000 hectares of woods was disappearing every year with all its consequences. At the same time the price of charcoal in the cities has been going up and up. This is why we started developing a little stove which is twice as efficient. In practice, this means that girls can go to school and women can use their time more effectively."

### Gaining people's trust

At the start of 1990 TaTEDO also developed a bucket-shaped stove insulated with baked clay which ran on charcoal. These stoves are mainly used in the cities. It has got to the stage where demand exceeds the production of 15,000 stoves a month. In the countryside, the situation is slightly more complicated. "First you have to gain the trust of the villagers and that takes a lot of time, patience and powers of persuasion", is Estomih Sawe's experience. "Through local authorities and managers in schools and small hospitals we involve the villagers from the start. After we have demonstrated the energy-efficient stove, we also discuss with them where they would like to have them installed. We can, for example, start off with individual houses or with one large stove in the local school, so that the children only have to take two pieces of wood to school for making lunch instead of five."

### Livelihood

Wherever possible, TaTEDO tries to involve local artisans and technicians in its work. "We train them so that they can construct and repair the stoves themselves. In the meantime more than two thousand people have found livelihoods in the production, sale and maintenance of the stoves. By the way, these stoves are not the same all over Tanzania but are produced using locally obtainable

building materials such as clay or stones. So we don't just drop in new technology, but we link into the building traditions of the area which makes it easier for people to accept innovations. In the past couple of years, thanks to TaTEDO, more than a million energy efficient (portable) cooking stoves have been brought into use. This has led to deforestation being almost halved. This is obviously a good thing, but the problem remains that not all households have the means to invest in an energy efficient stove..."

### Solar energy

Quite a while ago the work done by TaTEDO expanded from dealing with stoves and ovens. "We also train village artisans and technicians to become fitters of solar energy systems. Or to become service engineers who can maintain multifunctional platforms. These are electricity generators which could be fuelled by locally produced bio diesel produced from oil containing jatropha seeds. Not many households are connected to the electricity network in the country in Tanzania. Electricity enables people to study or work in the evenings. It also enables people to use electro-engines for pumping, grinding, pressing and sawing. Furthermore it makes it possible for people to set up small companies to charge batteries or mobile phones. You might even see travelling Masai with solar panels tied to their donkeys during the day."

### TaTEDO

TaTEDO (Tanzania Traditional Energy Development and Environment Organisation) was founded in 1990 to develop and promote sustainable energy technology. The idea is to stop deforestation. TaTEDO is not just involved in developing and encouraging the use of energy efficient stoves and ovens but also with solar and wind energy, generators running on bio diesel, setting up tree plantations, efficient charcoal production and providing information about efficient energy use.

[www.tatedo.org](http://www.tatedo.org)

That applies to the preservation of genetic variety of (food-) crops. A number of partner organisations are helping to set up local gene-banks and are offering their members the chance to obtain a wide selection of sowing seeds from it.

Hivos supports activities that, while preserving the ecosystem, enable people to organise their own lives. The main instrument in this field is the Biodiversity Fund (BDF), which is managed together with Oxfam Novib. In 2007, BDF funded twenty organisations at a total amount of € 2.2 million. Phytotrade helped more than 15,000 Africans in obtaining nine different products from their natural surroundings with a value of more than half a million US Dollars. The main buyer is the French cosmetics company Aldivia.

In 2007, the Pesticides Action Network Asia Pacific organised a so-called 'rice campaign'. More than a million people from ten countries signed a declaration in which the importance of the Asian rice culture was highlighted. Worrying developments such as the use of pesticides, reduced access to seeds and genetic modification were questioned. At the same time the League of Pastoral Peoples managed to convince governments that local and indigenous communities have an important part to play in preserving the biodiversity of livestock.

In November 2007, Hivos and Oxfam Novib together with IUCN and the Ministry of Foreign Affairs organised the 'Social and Environmental Responsibility in Progress' conference which 140 people attended. The conference's central theme was to discuss to what extent quality systems can contribute to the protection of biodiversity. The research reports and the account of this conference can be found on the Hivos website.

## Financial services and business development

Micro-finance is continuing to grow and increasing numbers of established institutions, banks and specialist funds in particular, are venturing into this area. However, they tend to provide capital to micro-finance institutions (MFIs) that have already managed to gain a strong position for themselves. Beside micro-finance that is used particularly for small-scale businesses, the need remains to create employment opportunities. This is why supporting small and medium-sized businesses is a priority. Migrants are also playing an increasing role in the creation of jobs by setting up businesses in their

countries of origin. Some Hivos partners have also started focusing on strengthening other micro-financial services such as insurance and savings opportunities for poor groups. In doing so they are particularly looking at better access to these services for women and people living with HIV & AIDS.

### Micro-finance

Hivos supports micro-finance institutions (MFIs) that provide millions of people in the South with loans to enable them to provide for their own livelihoods. Hivos uses the 'growth model'. Start-up MFIs receive starting capital and thematic support, as well as support for the building up of their organisation: this is the so-called seed capital package. Once they are sufficiently strong organisationally and financially, those organisations become eligible for regular loans from the Hivos-Triodos Fund (HTF). This fund, which was set up in 1994 together with the Triodos Bank, subsequently helps MFIs to develop in such a way that they become of interest to funds and commercial banks which have in the meantime also ventured onto the market for micro-finance. However, they set more stringent conditions and will only deal with the very successful MFIs. It is Hivos' ambition to get start-up MFIs into shape for these top positions. Over the past year 15 partners received seed capital. Fifty-seven partners are part of the HTF portfolio, of which four are new partners. In total HTF grew by € 6 million to over € 36 million.

Hivos can carry out these programmes with the support of the Dutch public. It is the many and growing number of private savers who are making millions of euros available to small entrepreneurs in the South with their deposits into the North-South Savings Plan: not one-off gifts, but real commitment (often for many years). The North-South plan, set up in the framework of the strategic partnership with the Triodos Bank, makes up the financial backbone of the Hivos-Triodos Fund. In 2007, the total deposit increased enormously, from € 21 million to € 36 million. In HTF the development and banking expertise of both parties complement each other effectively for the alleviation of poverty.

[www.triodos.nl](http://www.triodos.nl)

## Overview of the credit portfolio Hivos and HTF 2007 amounts in thousands of euros

	2007	2007		2006		2005	
	organisations	contracts	amount	contracts	amount	contracts	amount
<b>HTF</b>							
Loans	47	71	26,614	60	21,916	52	17,230
<i>of which trade finance</i>	12	8	1,992	10	2,151	10	1,405
Participations	10	12	9,543	9	8,304	10	6,183
Guarantees	-	-	-	-	-	3	925
<b>Subtotal HTF</b>	<b>57</b>	<b>83</b>	<b>36,157</b>	<b>69</b>	<b>30,220</b>	<b>65</b>	<b>24,338</b>
<b>Hivos: Participations</b>	<b>1</b>	<b>1</b>	<b>340</b>	<b>1</b>	<b>442</b>	<b>1</b>	<b>449</b>
<b>Total HTF and Hivos</b>	<b>58</b>	<b>84</b>	<b>36,497</b>	<b>70</b>	<b>30,662</b>	<b>66</b>	<b>24,787</b>
Africa	19	27	11,963	23	10,458	25	8,682
Asia and Southeast Europe	11	24	12,287	13	8,422	9	6,066
Latin America	28	33	12,247	34	11,782	32	10,039
Worldwide	-	-	-	-	-	-	-
<b>Total HTF and Hivos</b>	<b>58</b>	<b>84</b>	<b>36,497</b>	<b>70</b>	<b>30,662</b>	<b>66</b>	<b>24,787</b>

The number of clients of the micro-finance institutions supported by Hivos was smaller than in the previous year and amounted to 1.78 million of whom 68 percent were women. The decrease in the number of clients was mainly because partner organisation Share in India, which had previously been funded through HTF, became strong enough in 2007 to carry on under its own steam. Hivos sees this as a significant success, in view of its desire to help partners to reach independence in the area of micro-finance. 'Share' provides loans to approximately 700,000 people. There were also other MFIs that were able to obtain commercial funding but which remained within the HTF portfolio.

Up until now it has been difficult for HTF to support local MFIs in Indonesia. In many cases local legislation has prevented foreign investors from lending money to local credit banks or from participating in these banks. Now that this has changed, HTF has decided to participate in a new initiative, the Bank of Banks. Using that route HTF is able to provide

Indonesian MFIs with capital. Also based in Indonesia, MBK (formerly Ganesha, which Hivos supported for many years as a seed capital partner) has experienced spectacular growth. The number of MBK clients rose from 28,000 to over 65,000 within the space of a year.

Hivos harmonises its activities in the financial services area within MicroNed, a joint venture between Hivos, Cordaid, ICCO and Oxfam Novib in the field of micro-finance. MicroNed organises, among other things, training for the staff of the member organisations, policy development around relevant areas of interest and research in a number of core countries. Hivos coordinates the policy development surrounding social performance measurement and seed capital packages. It is responsible for country studies in India, Indonesia and Ecuador. Currently Hivos is chair of MicroNed.

[www.micro-ned.nl](http://www.micro-ned.nl)



## MONEY FOR NOTHING?

**Micro-finance has boomed in Ecuador over the past ten years. The many dozens of small savings and credit cooperations and other micro-finance institutions do, however, need support and continued professionalisation.**

Micro-finance institutions (MFIs) bring financial services such as saving and borrowing within the reach of the poorer layers of the population, the people who are not attractive as customers to regular banks. At the same time these are exactly the very people who could achieve a higher standard of living by access to micro-credit. "Many small savings and credit cooperations are not subjected to the rules of the financial authorities", says Javier Vaca, director of Red Financiera Rural (RFR), a network of organisations involved in micro-finance. "Furthermore, they are often too small to be able to properly develop themselves. RFR wants to support these organisations so that they can actually reach the bottom rung of the market ladder. This is why we organise training events for their staff about risk analyses, or about the problems specific to MFIs working outside the cities. We have also developed software to enable us to provide member organisations with better follow-up information. They supply us with their basic data and then we send them a quarterly overview which shows them how they are performing compared to other organisations, both in terms of finances and the social aspects of their work."

### **One maximum rate**

Last year the left-wing Correa government of Ecuador decided to tackle the interest rates which banks were charging for credit which in its view were far too high. "The lower the interest, the better, of course, it is for the poor", according to Javier Vaca. "However, the problem was that the government wanted to fix one maximum rate for all financial institutions. But an MFI lending out amounts of dozens or hundreds of euros in the countryside has higher costs than a commercial bank lending money to project developers to build in the capital. Not least because a MFI credit officer regularly has to visit all the villages in order to collect the repayments. One maximum rate wouldn't do justice to those differences."

### **Successful campaign**

This is why the RFR campaigned vigorously against these government plans; and successfully so. In the law which was eventually passed different maximum rates were set out depending on the different kinds of credit. Within the MFI category the rule applies: the larger the amount borrowed, the lower the maximum interest rate. With loans below 600 USD the rate is now around 40%. Javier Vaca: "That is obviously a lot but in the country side you can only cover your costs if you are charging an interest rate of between 30 and 40 percent. In the cities, where people can easily go to the offices themselves, the interest charged by the MFIs is lower. Don't forget, before the advent of the MFIs people in the countryside had no access to credit at all. Or they had to rely on informal loans which were often charged at an effective interest rate of 100-150% per annum. And also bear in mind that many MFIs do more than just provide credit. They also act as savings banks, give technical support to small businesses and sometimes even provide micro-insurance. In other words, if we had not succeeded in getting realistic maximum interest rates for MFIs, then micro-credit would no longer have been available in large areas of Ecuador. And that in a situation where only one third of all people outside the cities in Ecuador has access to micro-finance at this time.

### **Red Financiera Rural**

Red Financiera Rural is a network of 47 Ecuadorian micro-finance institutions, savings and credit cooperatives, financial institutes and NGOs involved in micro-finance. RFR is lobbying for a more favourable government policy on micro-finance and is trying to draw up standards so that the sector can become self-regulating. Furthermore, RFR provides training events for employees of the member organisations, acts as a centre of knowledge, publishes a newsletter and organises conferences. Together the member organisations manage almost 900 million USD and reach more than half a million households often the poorest layers of the population who don't have access to the regular banking sector.

[www.rfr.org.ec](http://www.rfr.org.ec)



It is not Hivos' ambition to support as many MFIs as it possibly can or to supply as many loans as possible. We aim to contribute to long-term alleviation of poverty and social emancipation through micro-finance. This is why it is important to gain insight into the social results of micro-finance and to make any necessary adjustments. Together with partners and specialised institutions the methodology for this social performance measurement has been further developed and introduced within the network.

### *Trade finance*

Together with the Triodos Bank, Hivos also offers trade finance through the HTF to the agricultural processing sector. The emphasis is on businesses that operate under sustainable conditions. In 2007, the HTF supplied trade finance to twelve organisations involved in the export of coffee from Latin America, soy from Brazil, sesame and cotton from Uganda and wild cocoa, Brazil nuts and sesame from Bolivia.

It has been decided to increase the provision of trade finance in cooperation with the Triodos Bank and other stakeholders.

### *Micro-finance and hiv & aids*

In Central America Hivos has supported the establishment of joint ventures between MFIs and organisations working in the field of hiv & aids. This was in order to promote loans and other financial services to also be extended to people living with hiv & aids. In Southern Africa the Hivos regional office in Harare has been working on integrating the aids policy within MFIs for a while now. This has borne fruit: in 2007, 83% of the partners in the area of financial services in this region had an aids workplace policy for their own staff.

The link between micro-finance and hiv & aids is also an important issue within MicroNed and Stop Aids Now! (SAN). Hivos, together with SAN has set up a plan of action for activities in this area in Africa.

### *Business development*

With the – planned – withdrawal by the Ministry of Foreign Affairs, Hivos has become the main financier for the IntEnt foundation starting from the end of 2007. This organisation enables migrants to set up businesses in their countries of origin. In 2008, Hivos and IntEnt will run a campaign together which highlights the importance of migrants in the development of their countries of origin. The European Union has promised funding for this campaign.

**[www.ondernemenoverdegrens.nl](http://www.ondernemenoverdegrens.nl)**

Apart from the activities with IntEnt, the Hivos programme has encountered some delays in the area of business development. A planned initiative to set up an investment fund with stakeholders from the private sector in the Netherlands was not realised.

In Southern Africa, partners in Zimbabwe, Malawi and Zambia offered training and advice to 1,700 small and start-up businesses. In a shrinking formal economy in Zimbabwe, having a business of one's own is vital. Partner Empretec provided advice to over 200 small businesses there in 2007. The result was an average sales increase of 25% and an increase in the number of employees.



# 04 CIVIL CHOICES

The rights of individuals and (mostly marginalised) groups are of paramount importance to Hivos. The 'Civil Choices' programme focuses on the observance of human rights, as well as on the promotion of democratic relations, equality between men and women and the fight against aids. Through this programme Hivos aims to enable men and women to gain a better position for taking part in political decision making, to look after their interests and to organise their lives in their manner of choice. Active citizenship and an organised civil society are both a means and an end in this objective. There are three parts to the programme: Human rights & democratisation, women, gender and development and hiv & aids.

## *Main objectives of the Civil Choices programme are:*

- o To enable civil society organisations to incite governments and businesses to implement better policies and to be accountable to citizens.
- o To enable minorities, women and people living with hiv & aids to organise themselves and thus to come forward in order to defend their interests.

## *Main results in 2007 in these areas were:*

### *General*

- o In total, Hivos reached over 5.5 million people with the activities within the 'Civil Choices' programme, as was anticipated for 2007.
- o 366 partners received a voice through support from Hivos.
- o In 2007 Hivos supplied these partners with a total of almost € 34 million for their activities.

### *Human rights and democratisation*

- o In Guatemala, Honduras, India and Peru, partly due to the efforts by Hivos partners, cases of impunity in human rights violations were taken to court.
- o In Bolivia, Ecuador and India, partners have succeeded in getting the rights of minorities included in legislation and government policies.
- o In a number of countries, including Malawi, Uganda and Mozambique, homosexuals have managed to organise themselves into their own new organisations.

### *Gender, women and development*

- o In 15 countries, partners managed to get women's rights onto the political agenda. In Bolivia, Hivos partners were able to get major improvements in the area of women's rights introduced into the proposed new constitution.
- o In India, by invitation of the government, partners participated in consultations about the new Five Year Plan. Together with other women's organisations, they succeeded in increasing attention for the position of women in this plan.

### *Hiv & aids*

- o In 14 countries, partners took part in national or international forums for the fight against aids: nine partners are members of the Global Fund's Central Coordination Mechanism, (one of the largest international donors in the field of hiv & aids) and this has resulted in them having a greater influence on policy making.
- o Eight organisations launched an effective campaign for access to treatment, aimed at both governments and the pharmaceutical industry.

In nine countries (including South Africa, Kenya, India and Peru), Hivos partners were able to increase the number of people living with hiv & aids getting access to treatment by almost 47,000.

- o In Zambia, Zimbabwe and Mozambique the organisations of people living with hiv & aids supported by Hivos have been strengthened.

## Human rights and democratisation

Hivos aims to enable citizens to take part in democratic processes and strives for fairer and more accessible justice, for observance of universal human rights and for strengthening of civil movements that fight for the most marginalised groups. Partner organisations are doing everything to bring these goals closer, but the reality in 2007 once again appeared to be tenacious.

In Kenya, Hivos partners and other organisations took a firm stand against the disastrous aftermath of the presidential elections of December 2007. As part of their regular work they were already involved in the detection of irregularities during the election process. After the outbreaks of violence which followed the official announcement of the results, they also carried out research into the background of the violence. They also exposed the actions of the presidential candidates and other politicians who seemed to be inciting violence with their statements.

In other countries, civil organisations were seriously hindered in their freedom of movement due to repression. This particularly applies to Zimbabwe, Syria and Iran. In 2007, the authorities in Iran closed the offices of three Hivos partners and imprisoned their leaders for several weeks. In Sri Lanka the outbreak of the civil war reduced the opportunities for human rights organisations. In Kyrgyzstan, Hivos partners staged powerful protests against the dubious state of affairs during the parliamentary elections. This protest led to the arrest of the director of Hivos partner 'Citizens Against Corruption'. The organisation has been fighting for the observance of human rights, political transparency and a better position for women since 2000.

[www.anticorruption.kg](http://www.anticorruption.kg)

In Southern Africa, with the exception of Zimbabwe, the developments have been more positive. And yet even there continued efforts are required to preserve democratic achievements. This is why Hivos supports civil organisations that monitor whether the agreements made within the

Southern African Development Community (SADC) about fair elections and other aspects of good governance are actually being adhered to. A couple of years back Hivos and the Media Institute of Southern Africa (MISA) took the initiative to set up the Preconditions for Elections Programme in Southern Africa (PEPSA). The third founding member, the Netherlands Institute for Southern Africa (NiZA) has now withdrawn from the programme due to changes to its mandate in 2007. After an evaluation all 20 participating organisations have decided to continue with the programme. Among PEPSA's activities in 2007 were information provision about the elections in the Democratic Republic of Congo and meetings of local organisations in Mozambique and Angola on the theme of democratisation and media. *Outside the Ballot Box*, an annual publication containing analyses of the workings of the democratic processes surrounding the elections in the SADC countries, was published again. In Malawi, Zambia and Mozambique the presentation was an occasion for seminars about the role of civil organisations within democratisation, their relation to the government and campaign strategies.

[www.misa.org](http://www.misa.org)

Together with IKV Pax Christi, Hivos supports a number of partners in Iraq. In 2007, five Iraqi experts visited the Netherlands to share their experiences and to give their views on the situation in Iraq and the chances of building a peaceful society in Iraq. The five guests, representatives of NGOs, the government and the academic world, amongst others, took part in debates and expert meetings with the Ministry of Foreign Affairs, parliament and European agencies. The initiative is part of the work of the Iraq Coalition, set up by Amnesty International, Cordaid, Hivos, IKV Pax Christi and the Netherlands Refugee Foundation, which is involved in the situation in Iraq and the living conditions of Iraqi refugees.

### *New human rights strategy for Dutch foreign policy*

In 2007, Hivos participated in discussions with the Ministry of Foreign Affairs on the new document for Dutch human rights policy. Hivos welcomes the memorandum, which shows a far-reaching involvement by the Dutch government in the observance of human rights and of a less technocratic and more political approach. Themes that are central to Hivos, such as the fight against impunity, protection of human rights activists, child labour and sexual and reproductive rights, are assigned greater attention in this memorandum. It offers real prospects for a fruitful dialogue and alignment of its activities with the work carried out by embassies.

### Struggle against impunity

Some positive results have been achieved in the area of impunity – an ever complex subject. There was a major success in Guatemala. Against all expectations a proposal for a UN monitored investigation into the infiltration of criminal gangs into the public services was accepted by parliament. This was partly the result of the coordinated work by the Guatemala Platform Nederland and the Dutch embassy. The counter forces in Guatemala, however, have not remained idle and the investigation is undoubtedly going to require a great deal of monitoring and international political pressure.

Hivos supported Solidaridad in getting the international Impunity Watch set up. This allows partners to keep a closer eye on the fight against impunity in countries where genocide and other crimes against humanity have gone unpunished. Impunity Watch offers these organisations training and the opportunity to take part in exchanges with similar organisations. In 2008, the first two pilot studies will be presented in Guatemala and Serbia.

[www.solidaridad.nl](http://www.solidaridad.nl)

In Peru the *Coordinadora* of human rights organisations, supported by Hivos, has finally won the fight in the long drawn-out struggle for the extradition of ex-president Fujimori by neighbouring Chile. The activities in Eastern Europe, where Hivos works together with IKV Pax Christi were less successful. The search for the truth and justice for war crimes is encountering delays in that part of the world. Due to the interests at stake in issues such as the matter of Kosovo and Serbia's entry into the European Union, earlier crimes are remaining unpunished.

[www.ikvpaxchristi.nl](http://www.ikvpaxchristi.nl)

### Stop Child Labour – School is the best place to work

The campaign 'Stop Child Labour – School is the best place to work' found increasing resonance in 2007. Stop Child Labour is a lobbying and education programme run in six EU countries of the joint venture Alliance2015. Hivos acts as the coordinator for the entire campaign and manages the part that is run in the Netherlands together with the Algemene Onderwijsbond (Dutch Teachers Union), FNV (Dutch Trade Union Congress) and the Landelijke India Werkgroep (India Committee of the Netherlands). Like Hivos partner MVF in India, the campaign strives for a policy aimed at the total abolition of child labour and access to full-time education for all children up to the age of 15.

Outside Europe, Hivos is aiming to raise the matter of child labour in a greater number of countries. In previous years Hivos has convened conferences in countries where child labour occurs on a large scale. Although many local NGOs, trade unions and teaching unions aligned themselves with the basic principles of the campaign, this did not result in any concrete action against child labour. Hivos is expecting partners to develop initiatives themselves and to exchange information. This is why Hivos, together with the FNV, Stichting Kinderpostzegels Nederland and Save the Children, organised a tour through Central America to share experiences of the successful campaign against child labour in India with local organisations. By going out into the field with local staff they were able to provide tailor-made solutions.

In view of the enthusiastic response in Central America, a similar tour has been planned for Africa in 2008. In Kenya, Uganda and Zimbabwe, Hivos partners have already started doing research into child labour. In Malawi, where parents need the income from their children's labour, a coalition of NGOs and trade unions has entered into discussions with the government to provide these families with additional financial support. In India the importance of the theme of child labour is highlighted by positive as well as less positive events. It was good news that the director of MVF was appointed to an important government post. At the same time criticism of the wrongs within the industry (also from the Netherlands) led to threats of legal action by Indian companies.

[www.stopkinderarbeid.nl](http://www.stopkinderarbeid.nl) | [www.mvfindia.org](http://www.mvfindia.org)

### Human rights defenders

It is good news that the protection of human rights activists is gradually and increasingly gaining attention after many years of campaigning by Hivos and Amnesty International. The guidelines by the European Union which were adopted in 2004 are being applied more often. In the past couple of years Hivos has encouraged its partner organisations in various countries to actively approach the EU missions for more concrete support for human rights activists in urgent need. This has demonstrably led to positive reactions. It is encouraging that the concept of human rights defenders is being interpreted more broadly, as seen for example in the increased interest in the protection of homosexual activists, a spearhead for Hivos.

In Guatemala, a number of EU embassies, including the Dutch embassy, have set up permanent contacts for activists under threat. Hivos and partners have great appreciation for the increased effort by the core group

of European embassies, which partly through political support contribute significantly to the safety of activists under threat. Furthermore, the EU has created a special budget line for funding projects for the protection of human rights activists.

In Indonesia, the campaign continued to bring the perpetrators of the murder of the human rights activist Munir, former director of Hivos partner Imparsial, to justice.

### *Ethnic minorities*

After more than 20 years of debating, the General Assembly of the United Nations finally adopted the Declaration on the Rights of Indigenous Peoples in 2007. This instrument offers new prospects for indigenous peoples to protect their languages, identity, culture, life style and territory.

The indigenous movement managed to survive the earlier internal political rifts in Latin America. In Bolivia the playing field has changed drastically with the assumption of power by Evo Morales. Indigenous groups are now involved in the process of the revision of the constitution and are managing to capitalise on a significant number of their claims.

In Ecuador, Hivos partners mainly support marginalised groups like the indigenous population of the lowlands and the Afro-Ecuadorian communities which live along the mangrove coast. They receive legal aid, information about the sustainable use of natural resources and advice to prevent lumberjacks, mining engineers and oil companies from destroying their natural habitat.

Hivos, as a member of the CIFCA platform, supported a conference in the European Parliament in which stock was taken of over 10 years of Peace Treaties in Guatemala. As yet, these treaties have not benefited the indigenous population much, resulting in them having little confidence in the political establishment. Therefore, the European Parliament has passed a resolution calling on the Guatemalan government to show greater respect for the political and socio-economic rights of the indigenous population.

Another positive development is that the indigenous partner organisation CONIC and the Wakiq Kej movement are able to count on increasing support in the fight for land, political participation and justice.

### *Sexual minorities*

In the area of the emancipation of lesbians, homosexuals, bisexuals and transgenders (LGBT) quite a lot has been happening over the past year.

Hivos made a good start with the Global Alliance for LGBT Education (GALE). Gale is a worldwide learning community of teachers, trainers, academics and other organisations engaged in the area of LGBT groups.

**[www.lgbt-education.info](http://www.lgbt-education.info)**

It is a very positive development that LGBT emancipation also gained a clear position within the Dutch policy for development cooperation in 2007.

In the LGBT emancipation memorandum by the Minister for Emancipation, Plasterk, Hivos practice is explicitly referred to. In order to keep LGBT emancipation on the political agenda, Hivos – together with COC Nederland, Amnesty International and several other organisations – has set up the Platform for International LGBT Emancipation (PILE). The platform has produced a guide for embassies that seek information about the local situation of the, mostly repressed, gay rights movement.

Hivos has devoted a great deal of attention to partner organisations with specific training events to strengthen their organisations and to get cooperation off the ground with human rights organisations, the women's movement and other groups. We were partially successful in the latter: a number of newly-established African gay rights organisations had a clear presence at the World Social Forum in Nairobi. However, the increased visibility resulted in a number of violent attacks on gay rights activists in political and media circles in Kenya and Uganda. In Uganda a number of Hivos supported activists, assisted by experienced lawyers from international human rights organisations, went to court (which attracted a lot of media attention) for a case of discrimination on the grounds of sexual identity. In Indonesia, the women's organisation Kompas Perempuan and the human rights organisation Imparsial were extremely involved in preparing LGBT activists for the visit by the Special Representative for Human Rights Defenders of the United Nations, Hina Jilani. After her visit Ms. Jilani publicly expressed her concern over the stigmatisation and discrimination of homosexuals in Indonesia. In her report she called on the government to take measures.

In Nepal, Hivos has been supporting the Blue Diamond Society, a gay rights organisation which together with other organisations is fighting for greater democracy and measures to deal with discrimination in the new constitution since 2007. The organisation has obtained valuable knowledge and advice from a visit by experienced LGBT activists from South Africa.

## HUMAN RIGHTS AT SCHOOL

For the past ten years COBADES' civic education programme achieved that a large number of secondary schools pay attention to democracy and human rights. There still remains a lot to be done, as the violence after the elections at the end of December 2007 proved.

People can only demand their rights if they know what those rights are. This is one of the main reasons why COBADES was set up, says director Peter Gitonga. "In general, Kenyans know remarkably little about democracy, democratic culture and the legal system. This causes them to put up with a lot more than they should, in the area of corruption for example. There is also something else at play. If people know nothing about the legal system, they are completely dependent on expensive lawyers if they get into trouble. In practice this means that there is no justice for the poor because they can't afford a lawyer. This is, of course, leaving aside the corruption within the legal system itself."

### Teachers

In order to tackle these problems COBADES has set up a training programme to provide teachers with courses in subjects such as the legal system, family law, criminal law, property law, the constitution, good governance, democracy, human rights, mediation and the school system. Peter Gitonga says: "Over the course of time new subjects have been added such as the position of women, the alleviation of poverty, hiv & aids, drug prevention, taking responsibility and communication between adults and young people. All these subjects are explored more fully within the law clubs, a kind of discussion groups which have been set up in all schools where COBADES is active. At this moment there are some 500 of these clubs throughout Kenya."

### Violence

One of the COBADES programme's successes has been the decline in violence in schools. "Kenya does not have a dialogue culture and this is also true in the field of education", says Peter Gitonga. "That is why in the past there were a lot of student strikes, cases of arson and violence against teachers and the school management.

Our programme is reducing the gap between the teachers and the students." The Kenyan Ministry of Education is positive about COBADES' work. "As early as 2003 the ministry made part of our programme compulsory in the curriculum. The idea is to transfer our whole programme to the ministry in 2010." So he will be able to retire then? "No, then we will start focusing more on civic education in villages and among women's groups, farmers' organisations and churches. Broadly speaking we will be working within the same themes but we will adapt them to our target audiences. At the moment we are not getting round to this as much as we would like to due to lack of capacity. But there is plenty left to do in that area."

*Say NO and stick to NO*

*Corruption you have to goooooooooo*

Irene Mackmii & Miriam Ndegwa

*Pwa! Pwa!*

*It's dad again*

*He doesn't feel any pain*

*Nor does he gain*

*Mum produces a scream*

*As dad starts to aim*

*For another slap*

Caroline Jillo

From the latest COBADES Newsletter which is filled with poems and messages from law club members on subjects such as corruption, rape and aids, aggression by fellow-pupils and teachers, child labour, poverty, domestic abuse of women within marriage and drug use.

### COBADES

COBADES (Community Based Development Services) concentrates on civic education which allows Kenyans to become more familiar with democratic principles, human rights and the rule of law.

COBADES has an extensive programme to train teachers.

Furthermore, COBADES provides training and information about elections in local communities.

### Activities relating to Human rights and democratisation 2007 *amounts in thousands of euros*

	Africa	Asia & Southeast Europe	Latin America	Worldwide & The Netherlands	Total
Number of organisations	52	63	41	9	165
Commitments	3,771	7,890	3,615	2,119	17,395
Human rights and democratisation as a percentage of the total regional commitments	21%	42%	11%	13%	19%

### Activities relating to Gender, women and development 2007 *amounts in thousands of euros*

	Africa	Asia & Southeast Europe	Latin America	Worldwide & The Netherlands	Total
Number of organisations	35	43	29	10	117
Commitments	1,600	1,838	1,964	585	5,987
Gender, women and development as a percentage of the total regional commitments	9%	10%	6%	4%	6%

### Activities relating to Hiv & aids 2007 *amounts in thousands of euros*

	Africa	Asia & Southeast Europe	Latin America	Worldwide & The Netherlands	Total
Number of organisations	41	13	26	4	84
Commitments	2,275	333	7,879	55	10,542
Hiv & aids as a percentage of the total regional commitments	12%	2%	25%	0%	11%



In Nicaragua, the gay rights movement achieved an unexpected success when the parliament decided to remove homosexuality from the country's criminal code.

Organisations fighting for the rights of homosexuals and lesbians in Southern Africa are being heard more and more. In Malawi and Mozambique new LGBT organisations have been set up with Hivos' support. Upcoming LGBT organisations in South Africa have been receiving increasing support in building up their organisations, among others, from the Multi Agency Grant Initiative (MAGI). One of those organisations is 'Inner Circle', a Muslim organisation. The director, Musin Hendricks plays the main part in the trail-blazing *Jihad for Love*, which is a documentary about homosexuality and Islam.

The Yogyakarta Principles, developed in 2006 by a group of well-known experts, offer a guide to judicial opportunities for improvements in the human rights situation of homosexuals and trans-genders. The document can be used as a guideline for national and international lobbying activities by local organisations. Hivos has been promoting the Yogyakarta Principles among its partners and arranged for it to be translated into Bahasa Indonesia and Spanish.

## Gender, women and development

In 2007, women's rights were moved higher up the political agenda. This is an encouragement for the work done by women's organisations. Discussions about constitutions, laws, agreements and policy plans in South America, Southern Africa and India are providing new opportunities to establish women's rights more firmly in policy making. Ultimately this should filter through into social realities. Where there are conflicts or oppression (Sri Lanka, Iran), however, the opportunities for women's organisations are limited.

Partly due to work undertaken by Hivos partners, the final proposal for a new constitution in Bolivia has been improved on important points. Protection against violence and discrimination, equal political participation, and sexual and reproductive rights has all been explicitly included in the document. The proposal opens new opportunities for the strengthening of the position of indigenous women. In 2008, a vote will be held on the adoption of the constitution. The proposed revision of the constitution in

Ecuador is also very important for the improvement of the position of women. Women's organisations want, among other things, to safeguard women's and homosexuals' rights already included in the current constitution. Furthermore, they are demanding an extension of the legal arrangements for abortion. The Catholic Church, however, has a great deal of influence on both the state and society. We should interpret the proposal from the conservative opposition to totally outlaw abortion (including on medical grounds) as a warning, bearing in mind what occurred in Nicaragua.

In India, the first female president took office in 2007. At the same time a number of laws, important for the position of women, did not make it into parliament. This happened to the *Women's Reservation Bill* which sets out quotas for political representation, to the great disappointment of Hivos partners and other women's organisations who had been working hard for the introduction of the law for ten years. The law for the protection against domestic violence was rejected, in the name of 'saving the Indian family'. Hivos partners, however, did succeed in getting the government to pay greater attention to the position of women when it drew up its new Five Year Plan for economic development.

Due to the oppression in Iran it has become well-nigh impossible to stand up for women's rights and greater freedom of movement. During a protest demonstration just before International Women's Day, activists including representatives of Hivos partners were arrested. The government particularly targeted the initiators of the campaigns against stoning and 'A million signatures against discriminating legislation'. A couple of weeks later the authorities forced the closure of the offices of two partner organisations funded by Hivos while two other organisations felt so intimidated that they withdrew from all activities. In the meantime, the arrested women have been released but face criminal charges. Hivos, however, will continue to support the women's movement and other organisations within the civil society in Iran.

### *Sexual and reproductive rights*

The introduction and observance of sexual and reproductive rights has been high on the Hivos agenda for many years. Although clear progress has been made in this area in a number of countries, Hivos views major setbacks in other cases with concern. In Central America and Indonesia conservative powers are responsible for this change for the worse. They have managed to reverse rights already won, restricted opportunities to obtain contraceptives and strengthened the preservation of sexist notions and practices. After the abolition of the right to abortion on medical grounds in Nicaragua in 2006, Hivos partners have been devoting a great deal of energy to driving the debate on this issue forward. It was of significant importance that for the first time discussions took place on the subject of sexual and reproductive rights by women who are members of various religious denominations. Church and government representatives were also involved in the debate. In the coming year there will be a follow up of the project.

There was also an important achievement in Mozambique. There, women's organisations together with the Ministry of Health managed to get abortion legalised. They called on the Protocol of the African Union on the rights of women in Africa, which allows abortion on medical grounds under broadly defined criteria. Mozambique can serve as an example for other countries in the region which have ratified the protocol but have not yet made the necessary adjustments to national legislation. This is partly why Hivos has been organising meetings about sexual and reproductive rights for partners in Malawi, Mozambique and Zambia. During these meetings action plans were drawn up for 2008.

### *Women's rights on the development agenda*

In the prelude to the elections and during policy consultations with the new minister in 2007, Hivos together with other organisations has been campaigning vigorously to get women's rights onto the Dutch political agenda. And successfully so. In the policy memorandum 'Everybody's Business' by the minister for Development Cooperation, mr Koenders, it is acknowledged that compared to the other Millennium Development Goals (MDGs) too little progress has been made in the areas of equal rights and opportunities for women and girls (MDG 3) and the improvement of the health of mothers (MDG 5). Improving the position of women, particularly in terms of sexual and reproductive health and rights, has now become a policy priority. Moreover, an MDG 3 Fund for which Hivos had been campaigning will be set up in 2008. Hivos signed three 'Agreements of

Schokland' specifically targeting the improvement of the position of women and girls. For Hivos this means the unrelenting support for women's organisations and the strengthening of these organisations in the political process of lobbying and advocacy and enforcing the carrying out of these policies in the Netherlands.

Hivos was internationally recognised for its work and expertise in the area of gender, women and development by a number of important institutions. Hivos was invited to take part in consultations on this theme carried out by the Organisation for Economic Cooperation and Development (OECD), the association of rich industrial countries, and the UN Commission on the Status of Women.

### *Gender in the other sectors*

Attention for gender issues is a priority for Hivos and transcends any programme. This is why Hivos aims for partners to pay sufficient attention to the position of women within their policies and organisations. In addition, every Hivos programme is expected to make more funds available to this end. The concrete objectives set out in the Business Plan to achieve this turned out not to have been fully reached in 2007. Therefore Hivos will continue to support partners in all its fields in the area of gender. In 2007, training events were organised in, amongst other countries, India and Southern Africa in the areas of sustainable production, financial services and human rights.

### **Hiv & aids**

Hivos considers aids a human rights and development issue and therefore a matter that transcends the healthcare sphere. Hivos supports organisations fighting for the rights of people living with hiv & aids and which promote their full involvement in society. This applies particularly to organisations which campaign nationally and internationally for optimal provision of information, prevention and access to medicines and care in the South. Many partner organisations are involved in both hiv & aids prevention among specific target groups (sexual minorities, sex workers, young people and women) and in campaigning. This lobbying concentrates on access to care and medicines for people living with hiv & aids and on the observance of the rights of people living with hiv & aids.

## CATHOLIC WOMEN FIGHTING THE CHURCH

The Catholic Church is powerful in Bolivia, extremely powerful. Teresa Lanza, coordinator for the feminist *Católicas por el Derecho a Decidir*, is well aware of this.

Three years ago *Católicas por el Derecho a Decidir* (CDD – Catholic women for the right to decide) together with other NGOs drew up a bill on sexual and reproductive rights. “Since the 1970s abortion after rape, or if the mother’s life is in danger, is no longer be punished by law. But in practice women even in those situations often do not receive what they have a right to”, says Teresa Lanza. The CDD felt that this should change. “We also wanted laid down in the law that discrimination on the grounds of sexual orientation was illegal. Moreover, we wanted more extensive sex education. Sex education is a necessary first step in tackling the frequent sexual violence within as well as outside marriage. A majority in the parliament voted in favour of the bill. But then the church put the president on the spot: if he signed the bill, the church would no longer support him. This was a serious threat by an institution with a great deal of influence on the state. The president returned the bill to parliament and that is where it has remained.”

### New constitution

An important political project by the Bolivian President Evo Morales, who came to power at the beginning of 2006, was the establishment of an *Asamblea Constituyente*. Its task was to draw up a new constitution in which the rights of the indigenous peoples were to be recognised. Teresa Lanza: “Over the past year and a half we have spoken to all the representatives of the *Asamblea* and have organised a number of conferences. The Catholic Church was doing exactly the same thing, in close cooperation with the right-wing parties. The only difference was that they had a lot more money and manpower at their disposal.” And yet the CDD managed to get its most important points included in the draft constitution that was sent to parliament at the end of 2007. The concept constitution now states, for example, that Bolivia is a secular state. “Separation of church and state means that Catholicism is no longer the state religion. It also means that the state no longer has to pay the salaries

of, among others, bishops and seminarians. In addition, it means that the Church is going to have to start paying taxes like everyone else: on its buildings, land and cars.”

### Referendum

Other articles in the concept constitution establish all kinds of human rights and women's rights. “In that way we have still managed to include many points from our bill on sexual and reproductive rights”, says Teresa with satisfaction. The fight is not over yet, though. “This spring there will be a referendum on the constitution. The Church has already announced that it will do its utmost to resist our points. In their campaign they have also stated that we don’t have the right to call ourselves Catholics because the Church had not given us permission to do so. They call us atheists and communists. Sheer nonsense. I am a progressive, a liberal, a feminist and also a Catholic. And I will not let them take my Catholicism away from me. It is the Church that needs to change. Many women in Bolivia are both Catholics and pro choice. The time has come that their voice is heard.

### CDD

*Católicas por el Derecho a Decidir* in Bolivia is a feminist organisation which campaigns for sexual and reproductive rights. It is part of the worldwide umbrella organisation ‘Catholics for a Free Choice’.

Important points for CCD are social justice, human rights, sexual violence, sexual and reproductive rights, equality between men and women and discrimination of homosexuals and lesbians.

CDD is also training the Bolivian police force how to deal with sexual violence and sexual minorities.

[www.catolicasporelderechoadecidir.org](http://www.catolicasporelderechoadecidir.org)

### Taboo-breaking prevention and education

Prevention of aids is only effective if sexuality and safe sex can be discussed freely and people have the right information about aids and the use of condoms. Within that provision of information, in Hivos' view, discrimination of people with hiv & aids, homosexuals and prostitutes should be included, as well as the consequences of gender inequality on the spread of hiv & aids. For their activities in the area of education and prevention partner organisations use volunteers from within the target groups themselves (peer education) and ICT and media.

The successful method for training volunteers was continued by partners. Almost 9,200 volunteers, mainly in Serbia and Cuba did this training and they reached over 100,000 people. In the Yelula programme (Namibia) most of the trainers are hiv positive. The fact that they openly admit this is encouraging people to have the test themselves.

[www.jazas.org.yu](http://www.jazas.org.yu)

The Treatment Action Campaign (TAC) in South Africa carried out a successful programme in the provinces of KwaZulu Natal, the Eastern Cape and Limpopo to increase knowledge about the prevention and treatment of hiv & aids. In each of the provinces trainers were trained who then, with a small budget, organised activities to transfer their knowledge to those in the provinces involved. TAC also organises information sessions for the general public and within prisons on that theme. In Malawi partner organisation Yoneco focuses on vulnerable groups such as teenage mothers, young people and sex workers. TAC and Yoneco are also actively involved in the Hivos campaign 'Virus Free Generation'. In Zambia and Namibia TALC and Yelula are involved in aids prevention among prisoners. This is not straightforward as homosexuality is punishable in both those countries, which means that the distribution of condoms to male prisoners is illegal.

[www.tac.org.za](http://www.tac.org.za) | [www.yoneco.org.mw](http://www.yoneco.org.mw)

Increasing numbers of organisations are making use of the possibilities provided by ICT to provide effective information about hiv & aids.

In 2007, 60% of Hivos partners made intensive use of websites, email, digital mailing lists and web logs. This enabled them, in particular, to reach more young people. Almost half of young people in Namibia have mobile phones which makes text messages an obvious way of providing information on hiv risks and methods for protection. In South Africa, Serbia, India, Peru and Nicaragua, Hivos partners reached more than 200,000 young people. The 'Scenarios from Africa' project offers young

people in Africa opportunities to get to know more about hiv & aids by encouraging them to produce short films themselves. Participants broadcast their films, where possible on the internet, after they have been judged by a jury. In areas with limited internet access, videos and DVDs are produced to be broadcast on local television stations. In 2007, these activities reached 20,000 young people and fifty local organisations.

[www.globaldialogues.org](http://www.globaldialogues.org)

Hivos also took part in internet forums run by UNAIDS, the UN organisation for the fight against aids. In these forums discussions took place on proposals for the promotion of the prevention of aids among homosexuals and campaigns for the distribution of medicines.

As part of the STAR Programme, organised in conjunction with KPN (See Chapter 5), aids organisations in Southern Africa are being provided with systems for information management which use open source software.

### Access to treatment

In Central Asia the hiv & aids programme did not get off the ground as quickly as had been anticipated. The partner organisations in Kazakhstan and Kyrgyzstan were found not to be robust enough yet to undertake large-scale activities and required further training and other kinds of capacity strengthening.

In Latin America the regional partner organisation Agua Buena continued to be extremely effective in mobilising people in the fight for access to treatment. In Costa Rica, Agua Buena managed to bring together organisations from all over the region to discuss strategies and reach politicians. The Hivos regional office in San José has also done a great deal to extend activities in the field of the fight against aids to rural areas. Local organisations were given the opportunity to take part in specific training events in this field. Hivos was rewarded for its efforts in the area of hiv prevention in Cuba when it was awarded the *Premio Esperanza*.

[www.aguabuena.org](http://www.aguabuena.org)

In South Africa, access to treatment has improved considerably, partially thanks to the tireless lobbying and action by TAC. In Namibia, thanks to the efforts by PharmAccess, a programme which is being carried out in conjunction with Hivos, cheap health insurance policies have been developed which also pay for aids inhibitors.

Through joint efforts with partners and the government in Zimbabwe the percentage of hiv infections fell from 20 to 18 percent in 2007.



### *Aids policy within organisations*

Over the past couple of years Hivos has been urging its partners to develop policies within their own organisations in the area of hiv & aids. That strategy has been most fully worked out in Southern Africa where the Hivos regional office in Harare has been the driving force behind this workplace policy. The result is that 53 percent of Hivos partners in Southern Africa have introduced an hiv & aids policy (compared to an anticipated 40%); this is as high as 83% among the micro-finance institutions supported by Hivos.

On the basis of their own experiences and those of other organisations in the region Hivos, together with partner Southern Africa AIDS Information Dissemination (SAFAIDS) has put together a booklet with articles on successful aids-related policies (prevention and treatment) in the workplace. In other places results are also becoming increasingly visible. In Uganda and India learning routes have been set up with training events and awareness-raising among employees and a number of organisations have already introduced policies on aids. These activities also extend to the partners of the Irish Alliance 2015 member organisation Concern, with which Hivos often combines forces. In Namibia, through the PharmAccess programme, information was also provided to companies who are considering the introduction of an aids policy within their organisation.

[www.saf aids.org.zw](http://www.saf aids.org.zw)

### *Global Fund*

After having become the principal recipient of funds from the Global Fund to fight Aids, Tuberculosis and Malaria, one of the main donors in the field of the fight against aids, in Costa Rica, Hivos also became the main recipient of these funds in Bolivia in 2007.

In Costa Rica, together with partners, Hivos carried out the first evaluations of the programme results. From this research it has become clear that training teachers to increase young people's knowledge has not been successful. However, the use of peer educators among young people and prisoners was effective. The young people did not just increase their knowledge but actually changed their sexual practices. About 15,000 young people, 500 prisoners and 930 men having sex with men received information about hiv prevention. The joint effort by Hivos and the Global Fund persuaded the Ministry of Justice to extend the distribution of condoms among prisoners. Over 46,000 people (mostly young people) contacted telephone help lines with questions

about hiv & aids and sexuality. Furthermore, 103 girls received guidance and the option of getting tested for hiv and other sexually transmitted infections.

In Bolivia Hivos worked together with seven local organisations on aids prevention aimed at street children, young people, homosexuals and sex workers. They also supported people living with hiv & aids and their relatives in setting up self-help groups. Furthermore, over 500 people living with hiv & aids gained access to medicines and care. Another important result was that the costs of aids inhibitors and tests were significantly reduced through a more strategic purchasing policy. Moreover, Hivos made an important contribution to establishing an agreement between Bolivia and the Bill Clinton Foundation, which will allow the costs of medicines, aids inhibitors and tests to be reduced even further in 2008.

[www.globalfund.org](http://www.globalfund.org)

### *Stop Aids Now!*

In 2000, Hivos together with the Aids Fund and colleague organisations Cordaid, ICCO and Oxfam Novib took the initiative of setting up Stop Aids Now! (SAN). This enterprise combines forces in the fight against aids in the South and the provision of information and fundraising in the



Netherlands. The participants combine their expertise and put their partners in touch with each other in order to devise the most effective strategies. Hivos is the chair for the working group 'Aids and Gender'. Hivos organised a workshop on this theme in Indonesia, which was the starting point for an innovation trajectory to achieve a better approach. The great

risk which women and girls run of hiv infection can only be reduced by dealing with the unequal relations between men and women and changing them. In terms of the relationship between aids and micro-finance (see Chapter 3) Hivos plays an active role within SAN.

[www.stopaidsnow.nl](http://www.stopaidsnow.nl)

## SEX WORKERS FIGHTING AIDS

The year is 1988. Thirty female sex workers from the Southern Indian town of Chennai are thrown in jail because they are hiv positive. When the case comes to court two years later, there are more than 800 hiv positive sex workers in prison in the whole state of Tamil Nadu. The court eventually orders their release. "The attitude of the authorities was typical of the panic and the lack of information about hiv & aids when aids first reached India", says SIAAP director Indumathi Ravishankar looking back. In the meantime this attitude has taken a 180 degree turn.

The court case against the hiv positive sex workers was carefully monitored by Shyamala Nataraj, a journalist interested in the aids epidemic. She found that people living with hiv & aids were not or barely offered treatment and that nothing was being done to prevent others from being infected with hiv. To change this situation she set up SIAAP. Indumathi Ravishankar says: "One of the first things we did was to set up an hiv & aids information point at a busy check post for trucks. Free condoms were also given out there. In the years which followed we trained about 150 counsellors, all from the vulnerable groups which SIAAP works with: sex workers, homosexuals, people living with hiv and blind people. It was for that very reason that they were able to form a bridge between the target groups and the Voluntary Counselling and Testing Centres (VCTCs). After a number of years this programme was transferred to the government of Tamil Nadu. At this moment there are 730 VCTCs in Tamil Nadu. This approach obviously works. The percentage of people living with hiv in Tamil Nadu was at one point the highest in the whole of India: 1.25% (around 750,000 people). Now this has gone down to 0.3% due to death and fewer new infections. Among the groups which SIAAP works with, by the way, the infection degree is around 50%."

### Sangams

SIAAP has invested a great deal of effort into mobilising sex workers, homosexuals and people living with hiv into so-called *sangams*. These are a type of self-help groups which have around fifty members each. "The *sangams* have proved very effective in supporting people, providing information, referring people to regular health care and

assisting members with all sorts of services", says SIAAP director Indumathi Ravishankar. "For instance, SIAAP is no longer responsible for providing information to health care providers, the *sangams* take care of that themselves now, often with great results. In the Stanley Hospital in Chennai, for instance, a single large centre has been set up for counselling and tests. So now nobody knows whether you are there because you have cancer, diabetes or hiv. The health care workers have also been trained in such a way that they treat hiv positive sex workers with respect. One of their main tasks is to persuade people to allow themselves to be tested. This has become even more important because the Indian government recently decided that it would provide hiv patients with free ARV treatment. The sooner you start taking this medication after being infected, the better.

### Saving and borrowing

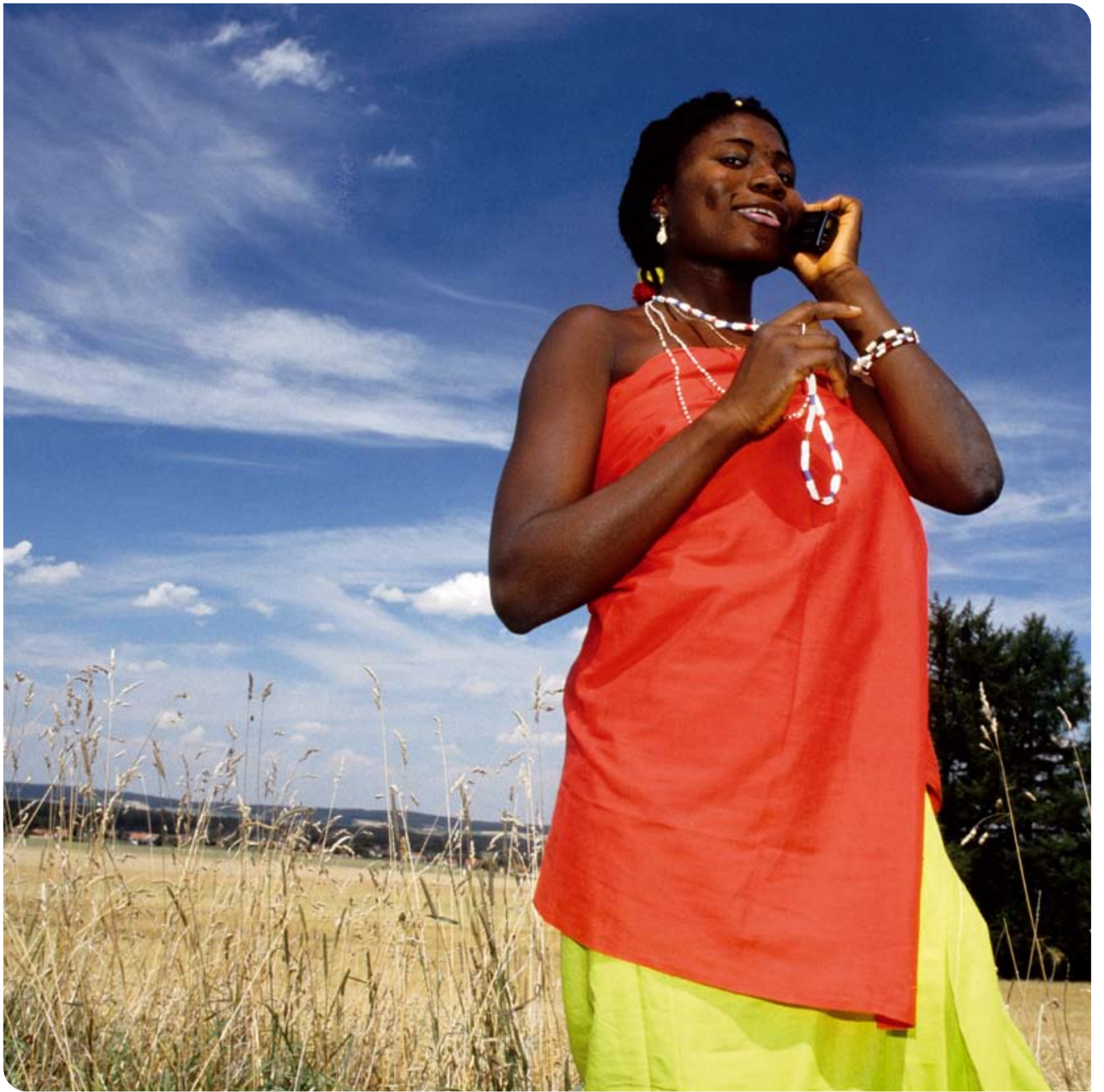
The sex workers' *sangams* have been setting up small savings and credit associations over the past couple of years. "In this way they can both save for the future and borrow money, for example, to pay for a good education for their children. More financial security, moreover, makes it easier for them to say 'no' if a customer wants to have sex without a condom. Meanwhile other people within the local community have also become eligible to join the savings and credit association. This means that representatives of the *sangams* are able to sit round the table with local leaders from the village or district. It is obvious that developments like that do not just greatly increase these people's sense of self-esteem but also strengthen their position."

### SIAAP

Southern India Aids Action Programme (SIAAP) focuses on aids prevention and on improved care for people living with hiv. SIAAP trains counsellors and, together with other NGOs, sets up community based counselling and test centres.

SIAAP also supports self-help organisations for, amongst others, sex workers, homosexuals and people living with hiv.

[www.siaapindia.org](http://www.siaapindia.org)





# 05 CIVIL VOICES

The programme 'Civil Voices' offers citizens a platform to enable them to express their ideas on how a democratic and multiform society should be organised. Diversity, open communication, dialogue and exchange of ideas are central in this. The programme is divided into two parts: Arts and culture and ICT and media.

In 1995, Hivos set up the Hivos Culture Fund for activities in the area of Arts and culture. Through this fund and the various joint ventures with third parties, Hivos wants to support cultural productions and the cultural sector in the 'Hivos countries' to enable cultural exchanges and debate, to encourage young talent and present cultural productions from the South in the Netherlands.



With its activities in the area of ICT and media Hivos wants to increase the effectiveness and reach of civil organisations through the use of ICT and new media and to strengthen their position as a platform for discussion in the public debate.

*The main objectives of the 'Civil Voices' programme are:*

- o Offering more opportunities for independent voices on cultural, political and social issues.
- o Improving the quality of artistic and cultural productions.
- o Enabling social organisations to use ICT for their activities.

*In 2007, the main results in these areas were:*

### *General*

- o In total Hivos reached 1,9 million people in the South with its 'Civil Voices' programme, which was slightly less than the two million planned for 2007.
- o 184 partners in the area of culture, ICT and media received support from Hivos.
- o In 2007, these partners received a total of over € 10 million for their activities.

### *Specific*

- o In Kyrgyzstan, Central America, Indonesia and other countries, partner organisations managed to bring about discussions on social and cultural issues such as tolerance, identity, taboos and diversity. Furthermore, the websites of independent discussion platforms like OneWorld, Choike and Iran Gooya were visited by eight million users.
- o Artistic productions with critical-social overtones were mostly positively received by the media and the public.
- o By producing programmes together with businesses (Africa, India) and with strategic partners (worldwide) as well as through their own enterprises (like the programme 'Citizen Journalism in Africa'), more partners were able to use ICT and media effectively in carrying out their core activities.
- o In Costa Rica and Guatemala the governments recognised the importance of the national film industry and made funds available for productions.

## Arts and culture

In the past couple of years the importance of Arts and culture for development is being increasingly recognised, as evidenced by the Convention for Cultural Diversity (2007) and the attention devoted to culture by the European Union within its development policy. Interest from bilateral and private donors in the critical role of art and in free expression, however, is still extremely limited.

### *Room for cultural and artistic expression*

In total, Hivos supported 116 partners involved in cultural productions and their presentations, in 25 countries. In the Netherlands, together with NCDO, Hivos supported 22 presentations, including new enterprises, such as the Arabic dance festival 'Dancing on the Edge' and the exhibition 'Green Zone/Red Zone' in the new GEMAK centre in The Hague.

In 2007, together with the Open Society Institute (OSI), Hivos worked on the creation of the Central Asia Pavilion called *Muzykstan* at the Biennale in Venice. There, visitors were able to become acquainted with modern cultural productions from the rich culture of the various Central Asian countries which rarely get the opportunity to appear on the international stage. The successful cooperation between Hivos and OSI in Central Asia will be continued over the coming years.

In 2007, Hivos started up a new joint venture with the Stichting Doen and the Mondriaan Stichting: 'Arts Collaboratory'.



The programme funds joint activities by platforms and networks of graphic artists in the South, as well as activities in the Netherlands. The programme also offers opportunities for artistic cooperation among the artists themselves and the exchange of knowledge and experience, amongst others,

through an advanced website.

As part of the Arts Collaboratory an innovation fund has also been set up for high-profile, new initiatives. In 2007, 19 projects were supported; the expectation is that that number will increase in 2008.

[www.artscollaboratory.org](http://www.artscollaboratory.org)

Just as in the past couple of years the Jakarta International Film Festival (JiFFest) generated a great deal of attention. In its ninth year it attracted over 60,000 visitors, most of them young; with that

number of visitors it is the biggest film festival in South East Asia. Hivos is the festival's largest donor.

[www.jiffest.org](http://www.jiffest.org)

### *Capacity building in the cultural sector*

An important event on the calendar for 2007 was the organisation of the ARterial Conference about developing the cultural sector in Africa. The event was visited by over sixty key figures from the African cultural sector and donors. They sought solutions to difficult issues that cultural organisations in Africa face, such as the lack of training opportunities, management capacity, campaigning experience and funding. The conference resulted in the creation of the ARterial Network which is hoping to give a significant impetus to the African cultural sector over the coming years. A meeting organised by Hivos for donors in The Hague led to a number of concrete concessions. In 2008, the network is planning to be involved in electronic data gathering and dissemination of information, courses in art journalism and setting up a fund for cultural productions.

In Zimbabwe, at the request of the Norwegian Agency for Development Cooperation (Norad), Hivos is managing a programme for five cultural partners. Hivos is arranging the training events in the areas of financial and arts management. The programme also intends to strengthen the relationship between the arts and the media to contribute to freedom of expression and opinion; a priority for both Hivos and Norad.

[www.norad.no](http://www.norad.no)

### *Dissemination and exchange in the Netherlands and Europe*

To the great pleasure of both partners, cooperation within the Hivos-



NCDO Culture Fund could be continued in 2007. In total, 22 special productions from developing countries were supported at a total budget of € 960,000. In 2008, we will be looking for a third financial partner to allow us to broaden support for the fund.

[www.hivosncdocultuurfonds.nl](http://www.hivosncdocultuurfonds.nl)

### *Programme evaluation Central America*

The Arts and culture programme in Central America has led to remarkable results over the past couple of years. This becomes clear from a programme evaluation which Hivos had carried out by two independent experts. They particularly looked into the concrete

## Activities relating to Arts and culture 2007 *amounts in thousands of euros*

	Africa	Asia & Southeast Europe	Latin America	Worldwide & The Netherlands	Total
Number of organisations	31	32	23	30	116
Commitments	1,157	1,309	995	857	4,318
<i>of which NCDO</i>	0	0	0	155	155
Arts and culture as a percentage of the total regional commitments	6%	7%	3%	5%	5%

## Activities relating to ICT and media 2007 *amounts in thousands of euros*

	Africa	Asia & Southeast Europe	Latin America	Worldwide & The Netherlands	Total
Number of organisations	20	24	13	11	68
Commitments	2,695	1,478	617	1,599	6,389
ICT and media as a percentage of the total regional commitments	14%	8%	2%	10%	7%

### ICT and media

results of the many cultural organisations that Hivos has supported over the past five years. The preliminary findings are extremely positive. Several organisations contributed to new legislation favourable to the development of the cultural section. Partners were also effective with regard to Hivos priorities such as regional cooperation and the strengthening of cultural identity. An example is the Umalali Music project by Garifuna women in Belize, set up by Stonetree Records, which won the Womex Prize in 2007.

[www.stonetreerecords.com](http://www.stonetreerecords.com)

Information and Communication Technology (ICT) is an important means for development. This is why Hivos has been encouraging the use of ICT by its partner organisations for many years now. The exchange of information between NGOs in the North and the South, among themselves and with donors, funds and scientists, can considerably increase their power. The worldwide ICT explosion does, however, not of itself eradicate poverty and inequality – not in the real world, nor in the virtual world. This is why Hivos, together with the Open Society Institute and other international NGOs, is working on establishing (human) rights pertaining to the internet.

In many countries freedom of information, speech and media are under pressure. Independent media are a crucial factor in social change and democratisation. New media such as web logs create new opportunities for citizens and their organisations to take part in public debate and to monitor governments' policies with a critical eye. Often 'citizen journalism', particularly through the internet, is an effective means of making other voices heard. By involving mobile media, partners are also looking for answers to new types of (internet-) censorship.

### *Strategic use of ICT*

More and more Hivos partners are using ICT for carrying out their core activities. This so-called strategic use of ICT includes all the sectors which Hivos is involved in. Due to the increased importance of ICT for development, Hivos has considerably expanded its activities in this area over the last couple of years. Various innovative enterprises have originated from this expansion. After the 2004 Tsunami, a disaster relief organisation that uses ICT was set up in Indonesia. This Hivos partner, Air Putih, ensures that meteorological and geophysical information about potential disasters is disseminated as quickly as possible to eleven nationally operating television stations and six radio stations. Text messages are also used to reach people in possible disaster areas. In 2007, Air Putih started a programme which supports the district authorities of Aceh and Yogyakarta with the introduction of open source software.

**[www.airputih.or.id](http://www.airputih.or.id)**

In line with the Business Plan for 2007-2010, Hivos is devoting more attention to partners and initiatives that intend to improve the position of people and their organisations in rural areas. An example of this is the Busoga Rural Open Source & Development Initiative (Brosdi) in Uganda. Together with other civil organisations and governments Brosdi is aiming to improve the conditions of people living in the country through the use of ICT and knowledge sharing. Healthcare, agriculture and education are the most important points of interest. The limited access to modern means of communication like internet and text messages can sometimes be overcome by combining these with 'old-fashioned media' such as radio and theatre productions. This combination has proved its worth as a means of reaching outlying communities with information which is of direct use in improving their daily lives.

**[www.brosdi.or.ug](http://www.brosdi.or.ug)**

ICT can also be used to disseminate practical information on specialist subjects. This has been shown by the Indian organisation JET/Toxics Link which gathers information about toxic substances and makes it available on the internet. On the website data about legislation relating to toxic substances can also be found. This too contributes to the concrete development of citizens' right to information. The website itself also offers plenty of opportunities for users to give feedback.

**[www.toxiclink.org](http://www.toxiclink.org)**

Over the past couple of years Hivos has had positive experiences with the use of ICT in the area of micro-finance. The organisation RFR in Ecuador is supported through the cooperation with the International Institute for Communication and Development (IICD). This network includes more than 40 organisations like credit cooperations, NGOs and micro-finance institutions which focus particularly on rural areas. RFR has set up an electronic exchange system for credit information which has improved the efficiency of local MFIs. This has increased the opportunities for marginalised groups to access it.

**[www.rfr.org.ec](http://www.rfr.org.ec) | [www.iicd.org](http://www.iicd.org)**

### *Media*

The internet is becoming an increasingly important means for freedom of expression, certainly in countries where that freedom is curtailed. Governments are also aware of this and are, unfortunately, becoming more and more adept at restricting virtual sanctuaries. In the past, measures were mainly aimed at the traditional media, but in the meantime it has become something of a race between technological possibilities to trace 'cyber dissidents' or restricting access to certain websites, and attempts to bypass these restrictions.

In Kyrgyzstan the Kloop initiative was created to provide young people with information about social, political and economic issues which are important in the country.

Web logs provide an important medium for this. It is important that Kloop trains the citizen journalists itself. After a rigorous selection process they are taught both journalistic and digital skills. Visitors to the website can also become involved in debates or post messages.

## THE REDISCOVERY OF DANCE

From time immemorial, dance has been the main vehicle of cultural expression in India. "The traditional dances played a central role in the temples", according to Jayachandran Palazhy the artistic director of the Centre for Movement Arts Attakkalari. "The temples for their part were the main focus of cultural and social life. Then the English turned up. They soon tried to put a stop to the dancing: they deemed it much too improper and sensual. Now we are seeing a kind of rediscovery of the dance tradition in India. Many young people are learning traditional dances. The Bollywood films are also playing their part in this. Furthermore, contemporary dance is also becoming increasingly popular. It is seen as innovative and honest and has an international flavour to it."

The positive image of contemporary dance can actually for a large part be attributed to Attakkalari itself. For the past sixteen years the organisation has been creating a distinct profile for itself. Jayachandran Palazhy says: "At the start of the Nineties, when I was studying classical dance myself, Indian literature and films were already expressing themselves in contemporary ways. However, that was not the case in dance. Contemporary dance requires a different kind of training from the traditional Indian dances, not just physically. It also appeals to your creativity. You could compare it to someone writing a novel: at the beginning of the 21st century you wouldn't use the same English Shakespeare did. In setting up Attakkalari we were able to design the training and encourage fresh talent."

### Work

By now the training has been developed into a full-time course. "Young people who have completed our course have absolutely no trouble finding work. They often work as dance teachers in schools or teach evening courses, possibly also performing as dancers themselves. For Attakkalari the traditional Indian dances are often an important source of inspiration. We also have a wide research programme which studies the many hundreds of traditions. It will become a kind of inventory of our cultural heritage. In time everything will be available on the internet, complete with clips. Researchers can use it and choreographers will be able to draw inspiration from them."

### Encouraging

The core of Attakkalari is its own dance company which performs works by national and international choreographers both in India and the rest of the world. "Through our performances we are showing what is available in the field of contemporary dance. In this way we are hoping to encourage others. In the summer we also teach workshops to thousands of children and throughout the year we teach dancing at fourteen schools in Bangalore. That means only fourteen of the millions of schools in the whole of India but we don't have the capacity to reach more schools at the moment. This is why we are going to set up a programme to train teachers so that they themselves can teach dancing."

### Self-esteem

Besides all this, Attakkalari runs campaigns. "In these campaigns it is not just about increased attention for cultural education in schools, but about the whole cultural infrastructure. In India there is barely such an infrastructure. The government prefers to focus on matters such as poverty alleviation. That is understandable but there is more to life than that. In Bangalore many of the young people work in call centres and the ICT sector, often for Western companies. That means working at night. In this way they are creating economic freedom for themselves which is great. But as a result they are becoming increasingly detached from their real lives and their own identities. Dance can increase their self-esteem and even prevent psychological problems. Furthermore, it provides ways of having real contact with others and of getting physical exercise which in many cases is much-needed. These things are important as well."

### Attakkalari

Centre for Movement Arts Attakkalari wants to contribute to the creation of an infrastructure for contemporary expressive arts in India. Attakkalari has its own dance company of international allure, trains dancers and technicians, teaches dancing at secondary schools, carries out research into traditional Indian dance and aims to disseminate knowledge on that subject.

[www.attakkalari.org](http://www.attakkalari.org)

In order to reach a wider public, Kloop also uses text messages and MMS-based games. In these ways Kloop provides a means of strengthening media diversity, a boost for public debate and a strengthening of the possibilities for activists and their organisations for the use of ICT and media.

[www.kloop.kg](http://www.kloop.kg)

### *Citizen journalism*

In Africa too, citizens are becoming increasingly involved in journalistic activities. Web logs, have become a well-known phenomenon. In 2007, Hivos and its South African partner SANGONeT started up the 'Citizen Journalism in Africa' programme. The aim of this programme is to allow 100 organisations working in the areas of gender, sustainable development, young people and rural communities to gain experience in citizen journalism. By offering practical training in technical and journalistic areas, a digital learning environment and coaching, the organisations learn how they can use ICT in carrying out their work. They are also given the opportunity to develop media products themselves and to connect to the general public as citizen journalists. With a budget of € 1.4 million (partly funded by the EU) Hivos and SANGONeT are running the programme in South Africa, Zimbabwe, Zambia, Mozambique, Uganda and Tanzania.

[www.sangonet.org.za](http://www.sangonet.org.za)

### *Business world and international funds*

Many businesses are interested in supporting development activities, whether they be within their framework of socially responsible enterprise or not. The other way around, organisations such as Hivos and its partners can benefit from the expertise provided by the business community. The 'STAR' programme that Hivos set up together with KPN and with support from PSO, has proved to be a successful example. STAR was set up to transfer ICT knowledge to Hivos partners in six African countries. KPN staff support these organisations in the areas of hiv & aids and micro-finance with their knowledge and experience. In 2007, the 'STAR' programme resulted, among other things, in the further spread of the use of text messages to pass on information about aids, a helpline for children and a large project to provide small institutions with systems for information management. For the execution of that project support has become available from the Canadian International Development Research Centre (IDRC). STAR has proved to be an important example for other organisations which are also involved in the same areas. In the meantime other businesses in the Netherlands and South Africa have been showing an interest in taking part in the programme too.

[www.kpn.com](http://www.kpn.com) | [www.pso.nl](http://www.pso.nl) | [www.idrc.org](http://www.idrc.org)

In India, Hivos has set up a similar programme together with Logica, the purpose of which is to strengthen partner organisations in India. Operating under the name 'Bloom', Logica aims to strengthen education in the framework of MDG 2, the realisation of universal education. The cooperation with Hivos in India is particularly directed towards the transfer of high-quality technical knowledge and 'train the trainer' activities. This knowledge benefits Hivos partners in terms of ICT and media and in the fight against child labour. In the coming years Hivos has the ambition to increase the number of partnerships with companies.

[www.logica.com](http://www.logica.com)

### *Content on the internet*

As a result of many years of effort, most Hivos partners are able to manage their own website content on the internet. The establishment, with active support from Hivos, of OneWorld centres in Africa, Asia, Latin America and Southeast Europe has provided a significant contribution to that end.

An ongoing activity involves the increase of ICT knowledge and skills of partner organisations through directional training and capacity building. Strategic partners APC, IICD and Ungana Africa play an important role in this. The Hivos regional offices are also doing more and more in this field. In 2007, the preparation was begun for a programme that aims to give citizens greater access to local government by using ICT.

[www.oneworld.net](http://www.oneworld.net) | [www.apc.org](http://www.apc.org) | [www.ungana-Africa.org](http://www.ungana-Africa.org) | [www.iicd.org](http://www.iicd.org)

## MATCHING TECHNICAL EXPERTS AND ACTIVISTS

It doesn't take Stephanie Hankey, director of Tactical Tech, long to answer the question when she is asked about the reason why Tactical Tech was set up. 'In order to enable activists in the areas of human rights and social justice to use new techniques so that the effectiveness of their work is increased.' Does that sound vague? In practice it is not.

Among many non-governmental organisations in the South Tactical Tech has become known for NGO-in-a-box, a CD with software which activists can use to keep their email and internet surfing activities secret. Tactical Tech also made CDs with programmes to produce audio and video material and with open source software in the area of word processing, photography and bookkeeping. "The NGO-in-a-box CDs have been a great success", says Tactical Tech director Stephanie Hankey. "At conferences and training meetings we have given out over four thousand copies. Moreover, about two thousand times a month, software is downloaded from the Tactical Tech website. Every year Tactical Tech organises one or two so-called Source Camps where activists and ICT experts from the region meet up and exchange experiences. Time and again we hear from participants from the South that our software has really helped their organisation. That is very encouraging."

### Mobile telephony

Over the coming years mobile telephony will become increasingly important within the work of Tactical Tech. "Many people in the South don't have access to the internet, but they do have mobile phones", says Stephanie Hankey. "We have just finished the first version of a mobile telephony toolkit. It has been developed at the request of our partners in the South who can see many uses for it. For example, providing female owners of small businesses in the country access to market prices. It also makes it possible to put web logs on the internet using mobile phones to enable people to make conference calls; to enable them to send large numbers of text messages cheaply, for example to call on supporters to attend meetings or rallies. In addition, it makes it possible to organise mini polls among supporters in order to successfully record their wishes and opinions."

### Sex workers

As well as developing general software, which can be used by a large number of organisations, Tactical Tech is also working on more specific projects. "In Cambodia 90% of all sex workers are raped, often by the police", says Stephanie Hankey. "Many sex workers in Cambodia have mobile phones. However, sending text messages is a problem because many of them are illiterate and furthermore there are no Khmer fonts for texting on mobile telephones. Tactical Tech is currently developing software which will allow sex workers to report rapes by pressing just a couple of keys. They will also be able to send photos. These reports are then immediately and anonymously posted on a website. Any evidence contained in the phone is automatically deleted. In this way the reports are almost campaign material in themselves. As more and more reports come in, there will be increased pressure to undertake action. What is also important in this project is the fact that the target group itself will be handed the key to the solution. That increases the chances of success, certainly within a marginalised group like sex workers who live in their own subculture. Tactical Tech, as usual, is only involved in the work behind the scenes."

### Tactical Tech

The Tactical Technology Collective, known as Tactical Tech for short, supports activists in the South with ICT to enable them to do their work more successfully and safely. The organisation was set up five years ago in Great Britain by a group of professionals with broad experience in terms both of ICT and the work of NGOs in the South. Tactical Tech makes open source software accessible to NGOs in the South (partly through the NGO-in-a-box CDs) and organises training events and seminars.

[www.tacticaltech.org](http://www.tacticaltech.org)

# KEY FIGURES BY CONTINENT



# AFRICA

# ASIA & SOUTHEAST EUROPE

## Key figures Africa amounts in thousand of euros

	2007	2006
Commitments	18,654	22,693
Number of partner organisations	264	248
Number of projects	295	303

### Hivos supports organisations in:

*East Africa* Kenya | Uganda | Tanzania

*Southern Africa* Malawi | Mozambique | Namibia |

Zambia | Zimbabwe | South Africa

## Key figures Asia & Southeast Europe amounts in thousand of euros

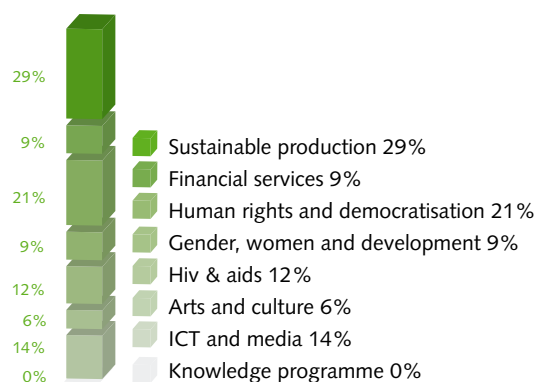
	2007	2006
Commitments	18,832	16,976
Number of partner organisations	238	234
Number of projects	302	294

### Hivos supports organisations in:

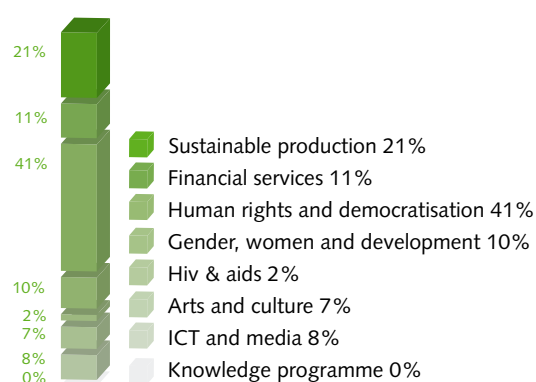
India | Indonesia | Iraq | Iran | Kazakhstan | Kyrgyzstan |

Serbia | Sri Lanka | Syria | Timor Leste

### Commitments Africa by sector



### Commitments Asia and Southeast Europe by sector



# LATIN AMERICA

# WORLD-WIDE

## Key figures Latin America amounts in thousand of euros

	2007	2006
Commitments	32,008	20,889
Number of partner organisations	204	221
Number of projects	250	279

## Key Figures Worldwide amounts in thousand of euros

	2007	2006
Commitments	15,488	12,103
Number of partner organisations	99	82
Number of projects	141	110

### Hivos supports organisations in:

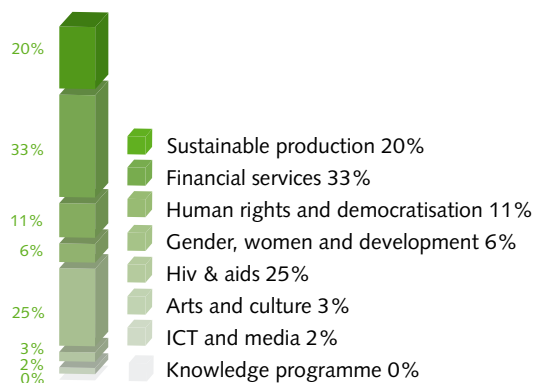
*Central America* Belize | Costa Rica | El Salvador

Guatemala | Honduras | Nicaragua

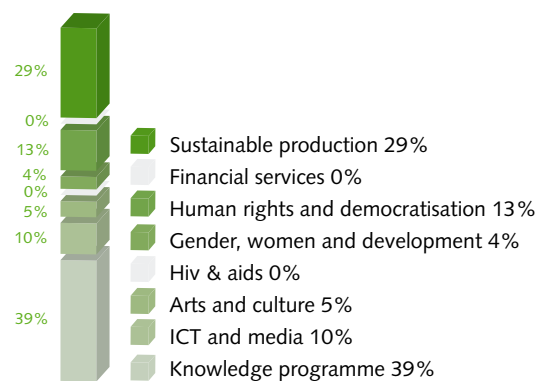
*The Caribbean* Cuba

*South America* Bolivia | Ecuador | Peru | Surinam

### Commitments Latin America by sector



### Commitments Worldwide by sector



# EMERGENCY RELIEF AND RECONSTRUCTION

After the 2004 Tsunami Hivos, together with the Cooperating Relief Agencies (SHO), Dutch businesses, private individuals and other organisations, set up a programme for emergency relief and reconstruction. Hivos, working closely with local organisations, carried out programmes for the restoration of fishermen's livelihoods (India and Sri Lanka) and also farmers' livelihoods (Indonesia). These experiences proved the importance of the involvement of local organisations both for the carrying out of emergency relief and the transition to more structural development activities. The specific Tsunami programmes in the three countries were largely completed in 2007.

In the area of emergency relief, Hivos has intensified its cooperation with its Alliance2015 partners. The Irish partner Concern and the German Welthungerhilfe have a wealth of experience in the field of emergency relief. In 2007, Hivos staff took part in a training organised by Alliance partners and a start was made on the harmonisation of approach and procedures within the different organisations. In a number of cases the mutual support of the Alliance2015 has already been put into practice: after the 2006 Java earthquake, Hivos set up a programme of emergency relief and reconstruction with the financial and staff support of the other Alliance members and the Cooperating Relief Agencies (SHO).

In 2007, Hivos, together with Welthungerhilfe and the Danish IBIS carried out a programme in flood-stricken Bolivia. In its turn Hivos supported action undertaken by Concern and Welthungerhilfe dealing with floods in India and the earthquake in Peru.

In 2007, € 1,3 million was spent in the area of emergency relief and reconstruction.



**ENDANGERED SPECIES IN ZIMBABWE**

# 06 BUILDING BRIDGES

In order to increase the effectiveness of its work in the South, Hivos cooperates with colleague development agencies in the Netherlands and Europe and also with other civil society organisations. In Hivos' vision, international cooperation is more than just development cooperation. Hivos chooses to collaborate with those who can complement the work done by Hivos either through their expertise or their position. These joint ventures contribute to the broadening of the support base in the Netherlands, as such rendering educational and campaigning activities more powerful and thus more effective. On a modest scale, Hivos also undertakes its own activities in these areas.

Through the Building Bridges programme Hivos aims to strengthen the social conditions in the Netherlands and Europe for the realization of sustainable development on a global level.

Starting points for the programme are: the importance of a powerful civil support base, political solidarity between the North and the South and the importance of active citizenship.

## *Main objectives of the Building Bridges programme are:*

- o Providing a better and more realistic picture of international development cooperation.
- o More active involvement of citizens, particularly within specific target groups such as young people and humanists.
- o Greater receptiveness (and change in behaviour) of policymakers, businesses, citizens and consumers for development issues.

## *Main results in 2007 in these areas were:*

- o Hivos reached large numbers of people through sponsored articles in Metro, a daily free newspaper (circulation: 2 million), through the SBS6 TV channel programme 'Dutch people in Development' (1.3 million viewers) and extensive attention in the media for the 'Stop Child Labour' campaign.
- o Humanists and young people have been reached with specific information. The Linkis programme for private initiatives has become qualitatively stronger as a result of firmer links to Hivos' priority areas. Hivos also reached 12,000 worldshop volunteers. In total, 100,000 people from specific target groups were reached.
- o With the 'Stop Child Labour – School, the best place to work' campaign and the 'Virus Free Generation' campaign, Hivos reached over 2 million people in the Netherlands. Furthermore, activities targeted at politicians have led to parliamentary questions in the Netherlands about child labour in India and to motions about further defining international agreements with respect to child labour.

## **Awareness-raising and development education**

In 2007, Hivos chose to approach a target group that was not well-informed on the theme of development cooperation by producing the six-part television series 'Dutch People in Development'. These broadcasts by SBS6 attracted a total of over 1.3 million viewers. Subjects which Hivos broached in the series included sustainable production (Bolivia, Uganda), human rights (Indonesia), gender (Kenya), ICT & media (Uganda) and

arts & culture (Tanzania). In the programme Dutch people were filmed visiting Hivos partners. This gave Hivos the opportunity to show the Dutch public from close-up what international cooperation is and what Hivos' approach to it is.

Through a series of nine monthly articles in the free daily newspaper 'Metro', Hivos provided the public with information about the importance of development cooperation. Topics were, among others, the role of ICT and media, micro-finance, the Millennium Development Goals, the Hivos Climate Fund and women's rights. With a circulation of two million copies and distribution among travellers using public transport, Hivos managed to reach a large and diverse group of people.

### Hivos Climate Fund and campaign

In June 2007, the Hivos Climate Fund was launched, together with a national awareness-raising campaign about the causes and results of climate change for, in particular, people in developing countries. Through the Hivos Climate Fund, Hivos finances projects that give poor population groups in developing countries greater access to clean, sustainable energy. The fund invests, among other things, in fuel-efficient wood stoves, small-scale hydropower stations and biogas installations (see Chapter 3). Contributions come from Dutch citizens as well as from businesses wanting to compensate their CO<sub>2</sub>-emissions. In 2007, Hivos entered into agreements for compensation with Atos Origin, Environmental Protection, Association for Nature Reserves and Team Boomerang. Dozens of other businesses and organisations have also registered an interest. In total, citizens and businesses have already contributed € 33,000 to the Hivos Climate Fund, which will compensate for the emission of 2,903 tonnes of CO<sub>2</sub>. In 2008, Hivos aims to significantly increase the scale of the fund.

In order to improve mutual cooperation on climate projects, Hivos collaborates with various organisations within 'Climate Partners'. In 2007, Hivos joined the 'Hier Campaign' by the Climate Bureau, which allows the Hivos Climate Fund to be recommended by the provincial environmental federations as one of the providers of emission-compensation. Together with COS Nederland Hivos is taking part in the climate campaign 'Check it out' aimed at primary schools. The campaign urges Dutch primary schools to support schools in Tanzania that want to use solar energy for lighting, computers and audio-visual equipment.

[www.hivosklimaatfonds.nl](http://www.hivosklimaatfonds.nl) | [www.hier.nu](http://www.hier.nu)

### EEN campaign

EEN is the Dutch Platform Millennium Goals (NPM) Campaign. The NPM consists of dozens of companies, municipalities and more than fifty civil society and development organisations including Hivos.



Through the EEN campaign the NPM aims to raise awareness for the eight Millennium Development Goals and to mobilise Dutch citizens in the fight against poverty.

Around the 17th of October, the International Day against Poverty, the campaign managed to attract a great deal of media attention. In addition, more than 100,000 names of Dutch 'EEN' citizens were presented to the ministers for Development Cooperation and of Finance. This in order to urge the government to continue in the endeavour to achieve the MDGs. The participants in the campaign argue for a greater emphasis on international agreements about the budget for development cooperation (0.7%, which the Netherlands as one of very few countries is honouring), the abolition of export subsidies and a greater focus on climate policy.

[www.een.nl](http://www.een.nl)

### Africa Day

This year, once again, Hivos actively participated in the Africa Day organised by the Evert Vermeer Foundation. With over 150 invited guests from both the Netherlands and abroad and with 1,500 visitors, Africa Day is one of the largest events in the Netherlands in the sphere of Africa and international cooperation.

[www.afrikadag.nl](http://www.afrikadag.nl)

### COMMITMENTS in The Netherlands *amounts in thousands of euros*

	Development education	Lobbying & campaigns	Hivos Linkis	Total
Number of organisations	15	19	68	102
Commitments	2,361	4,146	640	7,147

### City Links

Hivos works together with the National Council of City Links between the Netherlands and Nicaragua (LBSNN), the joint venture between municipalities and private city link organisations. Together with the partner cities in Nicaragua, Hivos and LBSNN work towards achieving the Millennium Development Goals in Nicaragua. The priorities are

MDG 2, primary education for each child, and MDG 8, global partnership for development. Following the professionalisation activities that were initiated by LBSNN in 2007, the participants are increasingly able to involve more businesses, schools and citizens in their activities and keep them informed.

[www.lbsnn.nl](http://www.lbsnn.nl)

### Humanist movement

Hivos cooperates with other organisations within the Humanist Alliance in supplying information about poverty alleviation and development. Together with the University for Humanistics (UvH) Hivos has set up the Kosmopolis foundation for humanism and world citizenship. The UvH is closely involved in the Hivos knowledge programme 'Promoting Pluralism' (see Chapter 7). Hivos also contributes to the website of the broadcasting network 'Human' with information about its own work and the work of its partners.

[www.human.nl](http://www.human.nl) | [www.uvh.nl](http://www.uvh.nl)

The World Humanism Festival 2007, organised by the Humanist Alliance and Hivos, was on the theme of the Millennium Goals and MDG 7 in particular, that of advancing a sustainable environment. Various speakers, including Peter Timofeeff gave their visions on climate development. In workshops the 150 visitors were given the opportunity to find out what they could do to combat global warming. It goes without saying that there was special focus on the Hivos Climate Fund

Together with Humanitas, Hivos carries out joint activities under the name of HHumanlink. The objective is to involve the 15,000 Humanitas volunteers in the work of Hivos partner organisations which work in similar areas, such as for example the fight against hiv & aids. Its particular aim is to link the experiences in charitable work carried out within the Humanitas framework with experiences by Hivos partners in Southern Africa. HHumanlink initiated an exchange entitled 'Good Mourning' between Dutch and African young people. In Africa, the Dutch young people discovered the power of, amongst other things, plays, drawing assignments and creating hero books about departed loved ones. They introduced a game which facilitates speaking about deceased loved ones, which was received with the same enthusiasm as their idea of introducing grief counselling into schools.

[www.humanitas.nl](http://www.humanitas.nl) | [www.hhumanlink.org](http://www.hhumanlink.org)

### Linkis

Linkis, accommodated under the branch organisation for development cooperation Partos, is the virtual counter for support to small-scale projects in the field of international cooperation. In this way,



Hivos also supports private initiatives and debates that advance development in the South and at the

same time contribute to the support base for international cooperation.

Hivos Linkis makes great demands on the self-sufficiency of applicants who in their turn can expect minimal bureaucratic interference from Hivos' side. The 'counter' is easily accessible and with an average of € 7,750 per activity finances many small, innovative enterprises. Hivos Linkis supports both activities in the South and awareness-raising activities in the Netherlands. Projects can be submitted through the virtual office on the Hivos website.

[www.hivos.org](http://www.hivos.org) | [www.linkis.nl](http://www.linkis.nl)

Hivos Linkis			
	Number of applications	Number of approved	%
2005	350	78	22%
2006	400	82	21%
2007	406	68	17%

More and more applications are being received from migrants setting up projects linked to Hivos themes. In Rotterdam the Al Jisr organisation demanded attention for the position of sexual minorities in Morocco through its film festival 'Cinemar'. The Ghana Foundation for Democracy organised a conference about the role of the Ghanaian diaspora in securing free elections in their country of origin. Young people also undertook projects which contributed to awareness-raising among peers, such as a poetry festival about hiv & aids and a simulation of UN meetings. A great deal of attention was also devoted to topics of the environment and saving energy. Linkis initiatives such as the theatre show 'Close to me' and a pilot project for the re-use of plastic through solar energy were keenly followed by the media.

### Young people

In 2007, Hivos, once again, devoted a lot of attention to young people (between the ages of 18 and 30). As well as applying to the Hivos

organisation itself, Hivos' policy on young people is aimed at increasing the support base among Dutch young people and their involvement in Hivos'. That happens, among other things, by offering a number of young people the opportunity of an exchange with partner organisations. Funding for this is available from PSO which has expertise in the sphere of capacity building in developing countries.

[www.pso.nl](http://www.pso.nl)

### *Migrants and refugees*

A new edition of the 'The Bazar' event took place at the Melkweg in Amsterdam and was entitled 'The War on Error: Alternative Views from the Middle East'. Through this annual event Hivos, GroenLinks, IKV Pax Christi and Partizan aim to raise awareness on democratisation in the Middle East and to stimulate political dialogue. By displaying a car wreck from Iraq on the Leidseplein (Amsterdam) the organisers wanted to draw attention to the way decisions were made about Iraq in 2003 and to the humanitarian and human rights situation in Iraq. There was also a simulated game and a debate about negotiating with the Taliban and Hezbollah (partly as a result of the WRR advice on Islamic activism) in which Members of Parliament, staff from the ministries of Foreign Affairs and Defence, scientists, journalists and students took part. With a supplement in *Vrij Nederland* (a Dutch, weekly publication with a circulation of 40,000) a wide readership was reached with information about democratisation in the Middle East.

[www.democratiseringinhetmiddenoosten.nl](http://www.democratiseringinhetmiddenoosten.nl)

## **Lobbying and campaigns**

In its lobbying activities in the Netherlands and Europe, Hivos chooses themes that are related to the work of partner organisations in the South and based on Hivos' objectives within a certain sector. In the Netherlands and Europe, Hivos was involved in the following campaigns in 2007:

### *Stop Child Labour – School, the best place to work*

The 'Stop Child Labour' campaign has been running for five years now in a number of European countries. In the Dutch part of the campaign



Hivos is working together with the Algemene Onderwijsbond (Dutch Teachers Union),

FNV (Dutch Trade Union Congress) and the Landelijke India Werkgroep (India Committee of the Netherlands). The participants are aiming for

broad public support and active involvement in eradicating child labour. In 2007, an action plan was set up which businesses are able to use to actually tackle child labour in their production chain. At the same time Hivos and the other organisers, together with the Dutch political party Christen Unie and civil society organisations drew up the 'Waterlooplein Agreement' which calls for the total abolition of child labour. During Queen Beatrix's state visit to India, a great deal of media attention was devoted to this subject. This also led to questions in parliament and new bills being drawn up. Amongst other things there were pleas for active support from embassies for businesses which are planning measures to make a stand against child labour in the production chain (See also Chapter 4).

[www.stopkinderarbeid.nl](http://www.stopkinderarbeid.nl)

### *Virus Free Generation*

'Virus Free Generation' is a European awareness-raising and lobbying campaign in the area of hiv & aids by four Alliance2015 members, coordinated by Hivos. Through this campaign the Alliance wants to raise awareness among European young people about the scale of the hiv & aids epidemic in Southern Africa and its consequences for their peers. In the Netherlands, Hivos organised drama and poetry competitions and a 'photograffiti' (photography and graffiti) exhibition which travelled to various schools in the Netherlands. Dutch youth had taken photographs in Kenya of aids projects; graffiti was then added by young people from South Africa. In 2008 the 'Virus Free Generation' campaign will tour Africa with a hip-hop show. This campaign is also aimed at policy-makers. Hivos invited a number of African young people for a tour of Europe. They presented European policy-makers with better ideas for reaching young people in Southern Africa. A direct video link with South Africa made the communication between young people from Europe and Africa possible. Together with 'Stop Aids Now!' regular discussions have been held with MPs. At a European level an electronic petition was set up to argue for the rights of people living with hiv & aids.

[www.virusfreegeneration.eu/nl](http://www.virusfreegeneration.eu/nl)





## LUBBERS AT LOWLANDS

**Do you think Dutch young people are uninvolved in international issues and politics? That is nonsense, according to Coolpolitics. It is just a question of how they are presented.**

Lesbian hedgehogs and homosexual ducks; the Netherlands in space; the link between music and taste; the realities of on-line gaming; the source of all life; CSI in the country; a thousand miles of polar ice; black holes; Google's algorithms; responsibility for national security; alcohol, marihuana and no brain damage?; and will it ever be possible to beam people up, just like in Star Trek? A wide range of subjects was discussed during the Lowlands University classes that were organised during the Lowlands pop festival held for the past three years. Many people were rather surprised that the classes were such a great success from the start. "Our first speaker in 2005 was Ruud Lubbers (former Dutch Prime Minister). Two thousand festival visitors chanted 'Ruud-je! Ruud-je! Ruud-je!' when he appeared. So that was good stuff. We had organised debates with politicians before at Lowlands in the previous years under the direction of Theo van Gogh, and on those occasions the venue was always packed as well."

### Crazy

It says something when thousands of festival goers are prepared to get up early after a wild night to discuss the pill in the national health service or to listen to lectures about European unification and sustainable energy, according to Jaap Spreeuwenberg. "When 'Coolpolitics' was set up in 2003, everybody told me I was crazy. They told me that young people are not socially engaged. In the meantime that perception has been adjusted considerably. Of course you do need to come up with a format that appeals to young people in order to be able to explore issues more deeply. In spite of its success, Coolpolitics has decided not to organise a new series of festival debates in 2008. Jaap Spreeuwenberg says: "In those festival debates the 'big' issues have all come up, like security versus privacy, war and peace or rights for homosexuals. At a certain point, they have been well and truly discussed. We also wanted to avoid people saying: "There you have Coolpolitics and their debates again."

### Beer

In the future, Coolpolitics wants to do more work with stories. "If you read in the newspaper that inflation in Zimbabwe stands at 100,000%, you might think "goodness, that's a lot" and then move on to another article. It is easier to retain that information if you read that rich Zimbabweans order their beers before they go for a round of golf and drink them after their game because otherwise their drinks will have trebled in price in the time it takes to play a round of golf. Kyrgyzstan provides another example: it is traditional for men to carry their brides off. In the meantime Kyrgyzstan has obviously moved into the Twenty-First Century; there are cars and there is urbanisation. And then there is the march of Islam which is putting pressure on the position of women. The consequence of all this is that the men now drive around towns and simply steal a wife. This is, of course, very different from a village boy who runs away with a girl who is actually perfectly willing. Such 'stories' are a peg to hang greater themes on, such as freedom and emancipation. We want to produce news reports on this sort of themes for MTV, the channel with which we have already collaborated extensively. Young people watch MTV because they identify with a certain life style. If MTV shows politically-oriented reports, then that is an important message: politics are worth getting involved in. That, in turn, links seamlessly into the Coolpolitics' general objective: to inspire young people in a positive and creative way to make the world a better place; and to be ambitious in that objective.'

### Coolpolitics

Coolpolitics aims to encourage young people to change the world and to become involved. This is why it organises, among other things, debates and lectures at pop festivals (Lowlands University; the very best lectures by the very best professors), produces politically-oriented reports for the music channel MTV and writes, together with Spits (free daily newspaper), columns about icons under the motto: who inspires you?

In the Boomerang card stands, stories and small photo albums are also distributed to inspire people to think further.

[www.coolpolitics.nl](http://www.coolpolitics.nl)

### Coffee campaign

Hivos takes part in the coffee campaign as a member of the Coffee Coalition (see Chapter 3). The stakes are fairer prices and better social circumstances for coffee labourers. Partly through the work of the Coffee Coalition almost 30 per cent of Dutch people now drink coffee that meets social and environmental standards. The Coffee Coalition is aiming to increase this share still further by actively lobbying the coffee industry. The successful approach of the coffee campaign has led to the decision to extend the coalition's sphere of activity to other products such as cocoa and tea.

[www.koffiecoalitie.nl](http://www.koffiecoalitie.nl)

### MDG Watch Reports

Every year Alliance2015, this European joint venture, of which Hivos is part, publishes the *MDG Watch Report*. This report gives information on the European Union's contributions to achieving the Millennium Development Goals (MDGs). In 2007, this report was about the general progress in relation to the MDGs, which was halfway through its term in 2007. The conclusion was that EU spending for the purpose of poverty alleviation is not particularly transparent at the moment. Therefore Alliance2015 is urging for a clearer linking between the budget support which the EU gives to developing countries and the sectors where these funds are being used.

### Poverty alleviation within European policy

Through the Eurostep network, Hivos aims to influence European policy on development cooperation. Other Dutch member organisations of Eurostep are Oxfam Novib and SNV. In 2007, Eurostep's lobbying focused on the approval of the so-called *Country Strategy Papers*, which will form the basis for European support to developing countries over the next six years. Within these agreements, focus on reaching the MDGs and involvement from the civil society are not self-evident. Although the EU has promised that it will consult NGOs in the development of country policy documents, research by Eurostep has revealed that this is not being done to the required degree. Eurostep is also critical of the slight influence that the involved countries have on the EU's choices to support certain sectors. The voice of the EU's interests can be heard loudly and clearly in these choices.

## ALLIANCE2015

For Hivos, Alliance2015 is the most important strategic joint venture with five other development organisations in Europe, i.e. Concern (Ireland), Ibis (Denmark), Deutsche Welthungerhilfe (Germany), Cesvi (Italy) and People in Need (Czech Republic). Alliance2015 is a pragmatic joint venture made up of very diverse secular development organisations. In 2007, the members of the Alliance cooperated in the execution of 62 projects in the South, amongst others, in the field of emergency relief and reconstruction. In Europe, the members ran the joint campaigns 'Stop Child Labour' and 'Virus Free Generation'.

The joint expenditures in 2007 amounted to € 409 million. Of these expenses 57% went to the MDGs, 31% to emergency relief and 12% to other ends.

Spending by region: Africa 49%, Asia 24%, Latin America 11%, Europe 6% and other 10%.

Income: 55% from public funds, 45% from private funds.

[www.alliance2015.org](http://www.alliance2015.org) | [www.concern.net](http://www.concern.net) | [www.welthungerhilfe.de](http://www.welthungerhilfe.de)  
[www.ibis.dk](http://www.ibis.dk) | [www.peopleinneed.cz](http://www.peopleinneed.cz) | [www.cesvi.org](http://www.cesvi.org)

Within Eurostep, Hivos organised various meetings with policymakers from Brussels. In these meetings, representatives from Hivos partner organisations were able to take part in debates about improving participation in these decision-making processes.

[www.eurostep.org](http://www.eurostep.org)

# 07 KNOWLEDGE FOR DEVELOPMENT

International cooperation not only requires financial resources but also accessible and applicable knowledge and information. This is why Hivos aims to be more than a financier and from 2007 is starting to focus specifically on the development, deepening, dissemination and application of knowledge. Through its knowledge programme Hivos is striving to make better use of existing knowledge from development practice, but also to make new knowledge available in the area of complex problems such as the rise of fundamentalist movements. To this end, Hivos works together with universities and think tanks both in the Netherlands and abroad.

In 2007, two programmes were started up, one for civil society building in developing countries and the other for strategies to encourage diversity and pluralism and to deal with fundamentalism. Through publications (mainly on the web), exchanges, training and e-learning (website, e-communities), Hivos intends to make the outcome of these programmes widely available. In 2008, three new thematic knowledge programmes will be started up with themes such as civil society building in Western Asia, freedom of opinion and artistic expression, and (a sub-sector of) sustainable development.

## Civil Society Building

The knowledge programme 'Civil Society Building' is a continuation of earlier joint activities with the Institute of Social Studies (ISS) in The Hague. The objective is to gain greater insight into the processes involved in civil society building and the role of external actors in these processes. The construction of a strong civil society, one of Hivos' core objectives, is an important condition for democratisation. The establishment of strong

independent organisations, however, is a complex process. A combination of knowledge gained from theory and practice should lead to new insights, to learning more effectively from existing practices and new strategies.

In 2007, Hivos and ISS worked the programme out more fully. The first major theme will be social movements; particularly the women's movement and the movement of indigenous people in Latin America will be subjects for discussion.

The second major theme will involve focusing on the role of civil organisations in the establishment of better government policies, particularly in Africa. The question is how donors can support these organisations without this being at the expense of their links with their local backing.

As in previous years ISS students were given the opportunity to carry out field studies at a number of Hivos partners. In Nicaragua, research was done into the women's movement's fight against the restrictive laws on abortion. In Malawi, research was focused on human rights organisations and in Zambia monitoring policy on poverty alleviation by civil society organisations was central. The outcomes brought about interesting exchanges between the students, ISS and Hivos staff.

Hivos and ISS, together with the American Ford Foundation, organised a seminar about the accountability of NGOs. Do NGOs have too much power or are they small players compared to the state and the business community? And should they represent citizens, or do they actually have a very different role to play to the political parties? During the seminar a book on this subject was also presented.

## Activities within the Knowledge Programme 2007 *amounts in thousands of euros*

	Africa	Asia & Southeast Europe	Latin America	Worldwide & The Netherlands	Total
Number of organisations	0	1	0	4	5
Commitments	0	34	0	6,387	6,421
Knowledge programme as a percentage of the total regional commitments	0%	0%	0%	39%	7%

In 2007, preparations got underway for research into the effects of cooperation between social movements, for example between the women's movement and hiv & aids organisations or between organisations of indigenous peoples and traditional human rights organisations. In 2008, this research should provide further input for possible strategies to improve effectiveness.

[www.iss.nl](http://www.iss.nl)

### Promoting Pluralism

In 2007, the knowledge programme 'Promoting Pluralism' was also started, together with the University for Humanism (UvH) in Utrecht and the Centre for the Study of Culture and Society (CSCS) in Bangalore in India. The programme's objective is to reply to diverse fundamentalist tendencies which stand in the way of the pluriformity of social, political and cultural groups and opinions in many countries. Applied research into these issues in India, Indonesia and a number of East African countries should make it possible for Hivos partners and other civil organisations to develop new strategies which promote pluralism and combat fundamentalism.

The knowledge programme started off with a series of seminars in Bangalore (India), Jakarta (Indonesia), and the Netherlands. Hivos also supported a conference about Islamic charitable NGOs, organised by the

International Institute for the Study of Islam in the Modern World (ISIM). In India, scientists and NGO representatives met in order to gain more insight into the growing intolerance in the region. The Hivos regional office in Jakarta, together with the UvH and CSCS, organised a meeting about the 'alternatives to fundamentalism' within different religions and world views. Two local knowledge centres in Indonesia have started work on researching these matters.

[www.cscsarchive.org](http://www.cscsarchive.org) | [www.uvh.nl](http://www.uvh.nl)

Within the 'Promoting Pluralism' programme Hivos supports the work of Kosmopolis. This joint venture between Hivos and the University for Humanistics has been organising summer schools since 2004 on the subject of humanism from a worldwide perspective. Hivos also supports the Ibn Ruschd Chair for Humanism and Islam at the University for Humanistics. The Islam thinker Nasr Abu Zayd holds this chair. The Egyptian Professor teaches liberal progressive interpretations of the Koran in Utrecht and Leiden.

[www.uvh.nl](http://www.uvh.nl)

## INDIGENOUS MOVEMENTS IN THE ANDES

For many years indigenous organisations received a great deal of support from a wide range of international donors. However, behind these donations there was a lack of clarity as to how exactly this support was going to contribute to social change which, in turn, would improve the position of these groups of people. A well-defined strategy detailing how donors should interact with these organisations was also lacking. Changes in the social and political context of the Andes countries require a review of the support for indigenous organisations. Together with three other international organisations Hivos has taken on this challenge and initiated research into the relations between indigenous organisations and their donors. From this research it became clear that there was a need for donors to newly consider their current practice, their role and their objectives, after which they could meet and discuss issues with the indigenous organisations. The question is whether the support that was offered in the past is still adequate to meet today's needs, and which interventions are most effective in the current situation. Together with ISS, Hivos will carry out further research into these questions (and provide answers) within the framework of the 'Civil Society Building' knowledge programme framework.

## BRIDGE BUILDING DIALOGUE IN INDONESIA

Indonesia is characterised by sharp ideological and religious contrasts. The various groups enter into heated debates about controversial social issues, such as the application of Islamic Law (Sharia), the relation between state and religion, religious freedom and radicalism. Hivos supports the 'Bridge Building Dialogue', a series of meetings in which Islamic and Christian activists and leaders with radical, conservative and moderate views discuss shared topics, such as the consequences of globalisation on young people and education. By creating personal ties it is hoped that these meetings will contribute to decreasing the lack of understanding, mistrust and polarisation between these groups. Hivos is planning to disseminate the experiences gained through (this part of) the 'Promoting Pluralism' knowledge programme among scientists and staff of NGOs in the North and the South.

### Other knowledge activities

#### *Knowledge activities LGBT*

An important mile-stone in 2007 was setting up the Global Alliance for LGBT Education (GALE). The aim of this alliance is to gather information and knowledge about LGBT education and emancipation and to disseminate it through the GALE website. Regional working parties and projects will embark on this mission in 2008. Hivos organised a workshop in Costa Rica for lesbian activists from Central America and the Caribbean, with the objective to promote mutual cooperation and strategy development. Six partner organisations in Uganda did the training to strengthen their organisations and Indonesian LGBT groups were taught presentation and communication skills. In the Netherlands the Indonesian lesbian young people's organisation 'Women's Rainbow Institute' took part in a study tour.

#### *Learning organisation*

Knowledge is more than a strategic priority; it is also an organisational priority. Hivos wishes to strengthen itself as a learning organisation and to make its existing expertise more accessible, both internally and externally. For this development to take place, internal knowledge activities are organised, such as lectures with invited guests, knowledge meetings and study groups.

# 08 COOPERATION AND STAKEHOLDERS

In order to achieve its objectives, Hivos cooperates closely with a large number of organisations. With some of them, long-term collaboration agreements have been drawn up that transcend the financing relationship. This concerns civil society organisations, the European Alliance2015 network, and also international funds, knowledge institutions and businesses. In this chapter a short overview will be given of these strategic joint ventures.

## Cooperation in the Netherlands

### *IICD*

With the International Institute for Communication and Development (IICD), Hivos is working on capacity building in the South and lobbying and awareness-raising in the Netherlands in relation to ICT and development. The 'Fill the Gap' event and the activities organised around the World Summit on the Information Society (WSIS) are part of that. 'Fill the Gap' needed to be postponed until January 2008. Furthermore, IICD and Hivos organised South South exchanges and they are both members of the Building Communications Opportunities platform (BCO).

[www.iicd.nl](http://www.iicd.nl)

### *IntEnt*

Hivos supports the IntEnt Foundation (Internationalisation of Entrepreneurship). This foundation offers assistance to entrepreneurs from the migrant community in the Netherlands in setting up new businesses in their countries of origin. IntEnt offers an extensive package of activities for the preparation and execution of a business idea. Migrants can orientate themselves in entrepreneurial skills and receive guidance and support in drawing up a business plan, carrying out market research,

acquiring funding and for the actual start-up of the business.

[www.ondernemenoverdegrens.nl](http://www.ondernemenoverdegrens.nl)

### *ISS*

Hivos has been in partnership with the Institute of Social Studies (ISS) since 2004 for the purpose of knowledge sharing. To this end scientists, Hivos staff and staff from partner organisations work together on a civil society building programme. With the launch of the 'Civil Society Building' knowledge programme, the relationship between Hivos and ISS has entered a new phase (see Chapter 7 for a detailed description).

[www.iss.nl](http://www.iss.nl) | [www.civilsocietybuilding.net](http://www.civilsocietybuilding.net)

### *National Council of City Links between The Netherlands and Nicaragua*

Eleven Dutch municipalities have maintained links with cities in Nicaragua for many years now. For Hivos this creates a good angle to involve the public in the Netherlands with development initiatives in Nicaragua. In 2007, the joint programme with the National Council of City Links between the Netherlands and Nicaragua (LBSNN) was officially launched. Together with partner cities in Nicaragua, Hivos and LBSNN are aiming towards achieving the Millennium Development Goals in Nicaragua. The priorities are the MDG 2, primary education for every child, and MDG 8, global partnership for development.

[www.lbsnn.nl](http://www.lbsnn.nl)

### *Dutch Association of Worldshops*

Fair trade as an instrument for poverty alleviation is an objective the Dutch Association of Worldshops (LVWW) and Hivos share. Hivos focuses on small producers in the South and on how they can enter quality

markets such as for fair trade products. The 400 worldshops, with 12,000 active volunteers, sell 'fair' products to the Dutch public, annually generating a turnover of over € 20 million. Both organisations work together closely to inform consumers and volunteers and to organise activities that increase the involvement of citizens, governments, institutions and businesses with fair trade.

[www.wereldwinkels.nl](http://www.wereldwinkels.nl)

### *NCDO*

In 2004, the Hivos-NCDO Culture Fund was set up. Through this fund Hivos and NCDO combine financial resources and knowledge to support cultural productions from the South and make them accessible to the Dutch public. This is additional to the activities which Hivos undertakes in the South itself (see Chapter 5).

[www.ncdo.nl](http://www.ncdo.nl)

### *Partos*

In 2004, Partos was set up as a branch association for private organisations for international cooperation in the Netherlands. The association consists of dozens of member organisations which are active in one or more areas of poverty relief, humanitarian aid, human rights and sustainable development. Partos also organises training events for the associated organisations. Hivos participates actively in, amongst other things, the working groups about lobbying and the so-called 'quality house' within Partos.

[www.partos.nl](http://www.partos.nl)

### *Simavi*

In 2007, Hivos continued its cooperation with Simavi. A new agreement was signed, emphasising activities in the area of hiv & aids and gender/reproductive health. The different approaches of both organisations complement each other. Simavi mostly contributes to the strengthening of local organisations and supports health projects at a community level. Hivos contributes its lobbying and ICT expertise for the strengthening of organisations and networks.

[www.simavi.nl](http://www.simavi.nl)

### *Stop Aids Now!*

Hivos works together with the other co-financing organisations Cordaid, ICCO and Oxfam Novib and the Aids Fund within Stop Aids Now! (SAN). This initiative joins forces in the fight against aids in the South and education and fundraising in the Netherlands. The participants combine

their expertise and put their partners in touch with each other to formulate the most effective strategies. Hivos chairs the working group Aids and Gender (see Chapter 4). Hivos also plays an active role within SAN in the area of the connection between aids and micro-finance (see Chapter 3).

[www.stopaidsnow.nl](http://www.stopaidsnow.nl)

### *Triodos Bank*

As far back as 1994, Hivos and Triodos Bank started working together in the Hivos-Triodos Fund (HTF), combining their expertise in banking and development cooperation to support micro-finance and other financial services (see Chapter 3). The capital for HTF comes from Dutch savers who deposit their money in North-South accounts with Triodos. In the past year a successful internet campaign was run for saving within this North-South plan. This attracted 1,687 new savers who between them deposited € 14.7 million.

[www.triodos.nl](http://www.triodos.nl)

## **International collaboration**

### *Alliance2015*

In 2000, Hivos was one of the founding members of Alliance2015, which has become Hivos' main strategic partnership in Europe. The network derives its name from the UN Millennium Development Goals which need to be realised by 2015. The other original members are Concern (Ireland), Deutsche Welthungerhilfe (DWHH, Germany), Ibis (Denmark). In 2002, Cesvi (Italy) joined, followed by People in Need (PIN, Czech Republic) in 2003. Between them the organisations within the Alliance2015 are active in 84 countries in the South, providing both structural development and emergency relief. In Europe, the members carry out joint lobbying activities, for example, the MDG Watch Reports. The members also run campaigns together such as 'Stop Child Labour' and 'Virus Free Generation'. Although the member organisations share the same basic (secular) principles and values, their strong points and strategies differ. That diversity and those complementary qualities form the strength of Alliance2015.  
[www.alliance2015.org](http://www.alliance2015.org) | [www.concern.net](http://www.concern.net) | [www.welthungerhilfe.de](http://www.welthungerhilfe.de)  
[www.ibis.dk](http://www.ibis.dk) | [www.peopleinneed.cz](http://www.peopleinneed.cz) | [www.cesvi.org](http://www.cesvi.org)

### *Open Society Institute*

The aim of the Open Society Institute (OSI), an initiative by the philanthropist George Soros, is to promote democratisation and social freedoms.

After initially having been active mainly in Eastern Europe, OSI now funds civil society organisations around the world. For the past couple of years Hivos has been working together with OSI. This partnership underlines the shared importance that Hivos and OSI attach to the use of ICT & media and arts & culture as means of promoting freedom of expression, pluralism and democracy.

[www.soros.org](http://www.soros.org)

### *Ford Foundation*

In Africa, together with the Ford Foundation, Hivos is working to bring individual homosexual and lesbian activists together and to promote the creation of organisations. In Kenya, this has led to the setting up of a group that represents the interests of homosexuals; this group also presented itself at the World Social Forum held at the start of 2007. Hivos and the Ford Foundation coordinated their support for the East Africa Sexual Rights Initiative. Furthermore, the two organisations worked together on defining the accountability of NGOs more clearly. In 2007, this resulted in a very well-attended international seminar organised by Hivos and the Ford Foundation together with the ISS (see Chapter 7).

[www.fordfound.org](http://www.fordfound.org)

## **Stakeholders**

The main stakeholders in Hivos' work are its partner organisations in the South, the Dutch public and government, as well as its own staff. Consultations take place on a regular basis with these groups.

### *Partner organisations*

On several occasions over the past couple of years Hivos has organised large-scale consultations with partners on each continent. This usually takes place when a new business plan is being drawing up. So a new round of partner consultations is being anticipated for 2008 and 2009.

As done in previous years, the regional offices organised smaller meetings on a regular basis where partner organisations were able to express their views on Hivos policy in certain areas of activity. This is important in signalling new issues and for adjusting strategy if necessary.

### *Dutch public and donors*

In 2007, the annual Hivos event for donors was renewed: Hivos Open House. This meant that other Hivos relations as well as donors were invited. In November those able to attend made their way to the head office in The Hague. They could meet Hivos staff and attend presentations by, amongst others, the Hivos Climate Fund, the hiv & aids campaign 'Virus Free Generation' and on the cooperation between Hivos and the Dutch Association of Worldshops.

### *Government and politics*

As Hivos' main donor, the Ministry of Foreign Affairs is obviously an important stakeholder. In 2007, we had regular discussions with the ministry about the reporting guidelines which came into force with the introduction of the new grant system (MFS). The strong emphasis on measurability and the degree of detail that we and our partners are expected to supply, is something that Hivos has reservations about. In no way does this mean that Hivos questions the obligation for reasonable accountability. The cooperation with the ministry involves more than financing agreements. Hivos was involved in consultations about new policy plans such as the revised policy document on human rights and the new policy for Latin America. Hivos also took part in a consultative meeting with civil organisations and is involved in preparations for the summit for government leaders from the EU and Latin America in 2008. Hivos was involved in the Schokland event where it, together with other social organisations, businesses and the Minister for Development Cooperation, was a co-signatory of six of the 'Schokland Agreements'. Three agreements related to the position of women in development. This resulted, among other things, in the setting up of a women's fund, a matter for which Hivos had worked very hard. This so-called MDG 3 Fund is intended for the support of organisations working for equal rights for women in developing countries.

Hivos attaches great importance to the cooperation with the embassies in countries where the bilateral programme is also implemented. The Hivos regional offices play an important role in this. The collaboration also relates to the policy for poverty alleviation using the Poverty Reduction Strategy Papers (PRSPs) as a guideline.

In 2008, the Ministry of Foreign Affairs will start a policy dialogue on the design of the co-financing system for private development cooperation after the current MFS ends in 2010. Hivos will take an active part in this discussion.



### *Hivos staff*

Hivos considers its staff as its social capital and consciously promotes an atmosphere of openness and active participation. In 2007, once again, there were regular lectures on policy and practice, in response to visits by partner organisations or in the framework of cooperative relations in the Netherlands. The knowledge programme introduced a whole host of new subjects. Exchanges of information and debate also take place on HoRoScope, the Hivos intranet. This facilitates the communication between staff at the head office and the four regional offices. In 2007, a satisfaction survey was carried out among Hivos staff. The research showed a strong commitment to and appreciation of Hivos as an organisation (see Chapter 11).

# 09

## MONITORING, EVALUATION AND INSPECTION

### Result measuring and capacity building

The start of the co-financing system (MFS) has to a certain extent also marked the start of a new period in the field of planning, monitoring and result measurement. Within this system, planning and result measurement are characterized by a degree of detail and a belief in predictability or malleability not seen before. Hivos views this with some scepticism. Hivos subscribes wholeheartedly to the objective of obtaining a better view of yielded results so that, for example, policies can be adjusted in time. Organisations that have good insight into their successes and failures and into the contributory factors can operate more effectively than organisations which never reflect on results. The system that has now been introduced, however, contains the great risk that the model will replace reality and that attention to detail will interfere with the need to keep larger developments in sight. The administrative burden for all parties has also increased as considerably more information needs to be gathered than was the case in the past, both for planning and reporting purposes. For Hivos it is a challenge to limit that burden for partners as much as possible and at the same time to promote the idea that result measurement contributes to greater effectiveness.

This is why Hivos already made the decision a few years ago to let partners decide for themselves, in consultation with Hivos, which methods and indicators they wished to use for their result measurement, instead of imposing this from above. On the whole, Hivos partners greatly appreciate that, but it is a complicated process. Social transformation processes are hard to measure because they are often difficult to quantify and evolve over time.

Furthermore, result-oriented work demands a good planning and monitoring system that is appropriate to a particular organisation and activities. Partners regularly ask for support in this area. This is why, in 2007, Hivos organised training events for partners in East Africa, South America and the Netherlands. In these workshops partners explored how to come to more effective strategies by learning from their results, given the context in which they operate.

### Programme evaluations

Every year Hivos organises a number of programme evaluations. Some are carried out jointly with of the co-financing organisations. These evaluations report on the effectiveness of Hivos' policy, on the basis of the results achieved by it and its partner organisations in certain sectors and regions. Programme evaluations usually cover 5 to 10-year periods. All evaluations are carried out by external evaluators. The quality of the joint evaluations is judged by an external reference group of reputable researchers and scientists. In addition, the Inspection of Development Cooperation and Policy Evaluation (IOB) of the Ministry of Foreign Affairs assesses the quality of the research.

In 2007, the final report of the programme evaluations organised by Hivos on policy in Southern Africa in the field of sexual minorities (Lesbians, Gays, Bisexuals and Transgenders: LBGT) was submitted. In the context of Southern Africa this is a highly sensitive subject; this influences the prospects for progress. In many countries, no substantial improvement in the position of sexual minorities seems to have been achieved.

Remarkable success in Africa, was that LGBT organisations were set up in all the Hivos countries.

One of the programme evaluations investigated the results of Hivos' support for the development of organic farming in East Africa between 2000 and 2006. Hivos' policy in the field of sustainable production takes as a starting point that the income of small farmers can be improved by increasing the access to the so-called quality markets for their products (such as for organic products). In the autumn of 2007, a team from Wageningen International investigated the results of Hivos' support in this area. The evaluation report that was published in March 2008 was quite critical. On the one hand, researchers found positive effects from the work by Hivos partner organisations on the small farmers' living conditions and on their income. These positive effects were the result of better organisation among the farmers, improved agricultural production methods and also of the higher prices that they were able to negotiate by the cooperative selling of their products. However, they were not the result of improved access to organic markets. Although the (export) market for organic products in East Africa increased enormously in the period examined, as well as the entry to that market – particularly in Uganda – for small farmers, this was not or barely attributable to the work by Hivos partner organisations. The findings of this evaluation support the essence of Hivos policy in the area of sustainable economic development; they also give cause for further reflection on choices made in the execution of that policy.

A second programme evaluation in 2007 focused on Central America. In this region a team of two researchers examined which results had been achieved due to Hivos' support to organisations and activities in the area of arts and culture in the period between 2002 and 2006. The main question in this evaluation was whether this support had contributed to greater space for artistic expression and cultural debate, to a better cultural infrastructure, to the strengthening of personal identity and appreciation of one's own culture and to the quality of cultural expressions and productions. These results are difficult to measure. Using the 'outcome mapping' method, the researchers succeeded in mapping a large number of results for Hivos' work in each of the areas mentioned. Although the investigation was not yet completed at the time of writing this report, Hivos is pleased with the way in which it has been possible for these results to become visible. Together with Cordaid, ICCO, Oxfam Novib and Plan Nederland, Hivos set up the Partos Quality House within Partos. Every year the Partos

Quality House organises a number of programme evaluations in which at least two members participate. In 2007, two programme evaluations were started, one on conflict transformation and the other on micro-finance. Hivos is only taking part in the latter evaluation. It will be completed in the course of 2008.

The IOB also carries out programme evaluations. In 2007, the draft report into the study of lobbying and advocacy in the Netherlands was presented. In the report, six campaigns were studied in detail, two of which were Hivos campaigns. The conclusion was that, amongst other things, the campaigns sometimes fall short by not setting clear goals and not working systematically. Hivos agrees with the essence of those conclusions and had already taken measures to this respect before the publication of the report. At the same time, despite the lack of clear, systematic planning, the evaluation shows that good results were definitely achieved in a number of cases – for example, in one of the two Hivos campaigns that were evaluated: the coffee campaign.

### **Inspections and financial accountability**

Apart from a narrative report, Hivos also asks for a thorough financial account that has been checked by an external auditor. Only partners with a one-off, short-term contract or those partners that receive less than € 25,000 from Hivos are exempt from producing an auditor's report. The annual accounts should provide an insight into the financial situation of the entire organisation and must not be limited to Hivos' contributions. This not only gives Hivos insight into the legitimacy of the expenditure, but also into the quality of the partners' financial management. Hivos assesses how reasonable the financial reserves are, the extent to which expenditure is in line with the budget and whether partners are deriving sufficient income from other sources.

Hivos itself also carries out assessments – financial inspections – of its partners. Sometimes these take place when there are suspicions of fraud, but usually because the quality of the partner's financial administrative management requires some support. In 2007, inspections of partners in India, South Africa, Zambia and Bolivia were carried out. The inspections in South Africa and Zambia concerned partners with serious financial difficulties. For the organisation involved in Zambia, which was training small farmers and bringing their products on the market, bankruptcy proved inevitable. This was mainly due to very disappointing market developments. The partner in South Africa was unable to attract sufficient

other donors and turned out to be using the Hivos contribution earmarked for the programme (a film fund) to cover its own staff costs. As a result of the inspection, Hivos immediately terminated funding and the contributions were returned. In addition, four more cases of possible fraud or mismanagement were discovered in Peru, El Salvador, Namibia and Timor Leste. In El Salvador the partner is suing the former director who is being accused of having stolen money. Hivos continues to support the organisation, but has started monitoring the financial management very closely; this in consultation with the organisation. In Peru, Namibia and Timor Leste, investigations are on-going and for the moment all financial support has been suspended.

Although these cases of fraud and bad financial management are far from representative of Hivos' partners, Hivos remains aware of the fact that the quality of partners' financial administration can be improved. This is why the regional office in Southern Africa has been organising a series of training events for its partners; these are greatly appreciated. Hivos also organised a workshop on financial management in Central Asia in 2007. Through the inspections, training events and the annual discussions held with partners in response to their budget or annual accounts, Hivos monitors the progress closely. Hivos is supported in this by the audits and advice provided by the partners' external accountants.

# 10 FUNDRAISING

The Dutch government is Hivos' largest financier. It is very satisfying that once again we can count on the contribution by the Minister for Development Cooperation for another 4-year subsidy period (2007-2010). This involves a total of € 260 million of which € 67.5 million was made available in 2007. For quite some time now, Hivos has also been aiming to broaden the financial base for its work. In the past, this has taken place by submitting project applications to the EU and by involving the public in our work on a modest scale.

With the introduction of the new subsidy system (MFS) the necessity to broaden our fundraising horizon has become more urgent: as from 1 January 2009, Hivos must be able to raise at least 25 per cent of the income from sources other than the Ministry of Foreign Affairs. This will mainly involve donations from private donors and (public and private) international funds.

Hivos has enjoyed the support of a loyal but limited group of individual donors for many years. Bearing in mind the stiff competition on the charity market, we have chosen to realise the diversification of resources by mainly approaching larger international donors. At the same time our fundraising activities in the Netherlands, aimed at the public and businesses, have been intensified within the confines of our limited resources.

This approach has proved successful. In the past year (non-government) income has risen from 14% to 21%, three per cent above the planned objective. This required a considerable effort from the whole organisation and we are proud of this achievement. Nonetheless, reaching the 25%

level in 2009 and then maintaining it on an annual basis will continue to require substantial efforts.

## Institutional grants

The lion's share (85%) of all the funds that Hivos was able to obtain from other sources came from institutional grants. Over the past years we have managed to obtain funds from the **European Union**. This concerns applications for projects on a specific theme in which Hivos partners in the South are involved. Hivos has successfully invested in raising the quality of proposals and reporting by partners in accordance with the European rules and will continue to do so.

The cooperation with **multilateral institutions** that fund development projects is of a more recent date. The main result is that for the past two years Hivos has been appointed principal recipient in Costa Rica and Bolivia for the Global Fund to Fight Aids, Tuberculosis and Malaria (see Chapter 4). In addition, we have also received smaller contributions from UNICEF.

At the same time, Hivos has received assignments from **bilateral donors**. For the execution of their programme they sometimes call on organisations with specific expertise. The main examples for Hivos are the Biodiversity Fund, the Civil Society Development Facility in Mozambique and the culture programme by the Norwegian government in Zimbabwe. Over the past two years Hivos has strengthened its relations with a number of international private funds. We work together with the Open Society Institute (OSI) in the field of media and culture (see Chapter 5). Atlantic

Philanthropies supports Hivos partners in Southern Africa. With the Ford Foundation we have set up joint ventures in South Africa and Central America, and Hivos received a contribution for its LGBT programme from the Tides Foundation.

## Private fundraising

A large part of the private funds that Hivos attracts comes from donations from other private organisations, joint campaigns or actions by third parties and the business community. Hivos received a total of € 4.6 million in private donations.

### Institutional fundraising

In 2007, donations by other private organisations contributed over € 3.4 million to the funding of specific activities by Hivos partners. Stop Aids Now! deserves a special mention. Hivos is a co-founder of this initiative together with the Aids Fund, Cordaid, ICCO and Oxfam Novib. Hivos received € 920,000 from SAN! for the benefit of 25 partner organisations.

For emergency relief and reconstruction activities € 2.5 million was donated through Alliance2015 and fellow MFOs.

### Business community

An increasing number of businesses are showing an interest in the thematic areas in which Hivos is actively involved. They are prepared to participate in development projects as part of their corporate social responsibility policy. Not just through financial contributions, but also by providing

products and services or by arranging short-term secondments for staff with specific professional skills to projects with Hivos partners. In addition to the long-term partnership with the Triodos Bank, Hivos has been working together with the ABN Foundation and with businesses in the field of ICT, in particular KPN and Logica, for the past two years. Furthermore, a number of businesses have set up agreements for compensation of their CO<sub>2</sub> emissions through the Hivos Climate Fund. In 2007 Hivos received a total of € 726,000 from businesses, an amount that includes services in kind worth € 400,000.

### Private individuals

Hivos has a small but loyal core of regular individual donors. In addition, increasing numbers of private individuals are interested in specific activities, such as the Hivos Climate Fund or certain projects. Recently Hivos has started fundraising using the written media. Hivos' target groups are mainly the humanist supporters and citizens who feel very strongly about solidarity and sustainability. Hivos cares about its donors and pursues a restrictive mailing policy. Donors are not approached more than twice a year. In our communication, the power of people and the work of our partners occupy a central position. In doing so, we aim to portray a realistic image of poverty alleviation and offer donors a positive action perspective.

In 2007, Hivos received € 476,000 in gifts from private donors and volunteer groups that have dedicated themselves to Hivos' cause. Of this amount, € 92,000 concern appropriated interest from client savings at the Triodos Bank. An amount of € 660,000 had been planned. The costs of fundraising amounted to 12% of the funding received and as a result remained well beneath the CBF norm of 25%. At the end of 2007 Hivos counted a total of 6,925 donors.

Many donors gave money to specific Hivos partners in the South. The work by Hans and Rita Keuper deserves a special mention. In 2007, it was their last time to organise the Watermöllefestival in Haaksbergen with the Lions Club. For the past ten years, they organised this festival with great success. Now they are planning to focus on other activities. As in previous years, part of the money raised – approximately € 30,000 – was earmarked for Kuleana, an organisation working with street children in Tanzania. The volunteers from the bookshop 'De Ark' in Barneveld were able to raise around € 9,500 for Butterfly Garden in Sri Lanka and the Abal shop in Deventer managed to collect € 8,000 for TaTEDO in

## STOP AIDS NOW!

Stop Aids Now! is an initiative by the Aids Fund, Cordaid, ICCO, Hivos and Oxfam Novib, aimed at the (preventative and curative) fight against aids in developing countries.

Available to Hivos partners: € 920,000 for 25 organisations  
Regional distribution: Africa 18%, Asia 2%, Latin America 76% and Worldwide 4%

## SAVING FOR HIVOS: THE NORTH-SOUTH PLAN

Besides through the co-financing system and the funds referred to previously, the execution of the Hivos programme is made possible through other sources of funding. The main ones are the loans from the North-South Savings Plan, which Hivos set up together with the Triodos Bank. The deposits of savers in the Netherlands are used to supply loans to micro-finance institutions in developing countries through the Hivos-Triodos Fund (see Chapter 3). In turn, they disburse that money as microcredit to small entrepreneurs.

For Hivos the cooperation with the Triodos Bank is a textbook example of public-private cooperation. By setting up a North-South Savings Account, private savers make it possible to issue credit to economic activities of Hivos partners in the South.

In 2007, once again, a campaign was run to bring the North-South Savings Account under people's attention through the internet. The campaign was highly successful and led to unprecedented growth. The number of savers grew by 66 per cent, while the amounts deposited rose from € 21 million to € 36 million.

The total amount of North-South securities also increased, from € 1.9 million in 2006 to € 2 million in 2007. Securities are intended for compensation of possible losses made by HTF. In 2007, there was no need to draw on these securities.

Tanzania by selling their products. The annual collection which the volunteers of 'Samen Verder' organised in Eindhoven raised € 10,000 for Maoco in Costa Rica. The worldshop in Leiden donated € 8,000 of the money it raised to Hivos for Green Home Women and Development Association in Uganda. We thank them all sincerely for their trust and their tireless efforts over many years.

### Private fundraising

Donations (x 1,000 euros)	2007	2006
Private individuals (incl. legacies)	476	396
Businesses	726	496
<b>Total donations</b>	<b>1,202</b>	<b>892</b>
SAN Partner contribution	920	793
SHO, SHO-indirect and other	-19	761
<b>Total joint undertakings</b>	<b>901</b>	<b>1,554</b>
Alliance2015	1,925	574
MFOs	537	735
<b>Total undertakings by third parties</b>	<b>2,462</b>	<b>1,309</b>
<b>Total donations</b>	<b>4,565</b>	<b>3,755</b>
<b>Savings (x 1,000 euros)</b>		
Appropriated interest account Triodos Bank	1,135	1,027
North-South Savings Account Triodos Bank	35,995	21,251
<b>Total savings</b>	<b>37,130</b>	<b>22,278</b>

# 11

# MANAGERIAL AND INTERNAL ORGANISATION

Hivos considers transparency and openness of paramount importance. This is expressed in its management structure with a transparent delineation of authority and a clear division between supervision, management and execution. Since 1997, Hivos has been using the Supervisory Board model in the management sense.

## Report by the Supervisory Board

The Supervisory Board can look back with satisfaction on an eventful and successful year. The measures that Hivos has taken in the recent past have proved to form a strong base for the considerable challenges faced as a result of the new subsidy system. The Board is pleased with the results achieved and with the internal dynamics involved.

Over the coming years Hivos will continue to be challenged to achieve the ambitious objectives of its long-term plan, especially those in relation to finances.

The Board is confident that Hivos will also fulfil this expectation while maintaining the quality by which it is characterised.

In this framework the decision by the Dutch national lottery 'Nationale Postcode Loterij' to admit Hivos as a beneficiary is extremely gratifying.

## Composition

The Supervisory Board consists of nine members, three of whom are nominated by the founding organisations, the Humanist Association, Humanitas and Weezenkas. In this way Hivos' humanist roots, in accordance with the statutes, are embedded in the supervisory body.

The other members are drawn from the wider Hivos following and relevant social sectors, such as the trade union and the academic community. One member was brought forward by the Workers' Council. The criteria with respect to the composition and expertise of the members of the Supervisory Board have been included in a profile description.

In 2007, Mr. H. Schoenmaker stepped down as a member of the Board as his statutory term had ended. His dedication and expertise over the course of many years in charge of Finances have been of great value to Hivos and to the Hivos-Triodos Fund, for which he also acted in a supervisory capacity. He has been succeeded by Mr. C Izeboud, organisational advisor and part-time Professor of Business Economics at the Free University. Further information on the composition and background of the members can be found in appendix 2.

The members are appointed in their personal capacity and are entitled to a fee of € 70 per meeting attended, plus any travelling costs incurred. In 2007, the total operating costs for the Supervisory Board amounted to € 3,125. In accordance with the guidelines drawn up by the CBF and the Wijffels Code, the Board has determined that individual members should not hold any other or ancillary positions that may cause a conflict of interest with their supervisory role for Hivos.

## Supervisory role

In 2007, the Supervisory Board met five times. The activities mainly involved the execution of its supervisory role.

At the same time the Board took time, separate from the formal agenda,



to discuss current topics and to truly act as a sounding board for the Management.

As is customary, the Board assessed the performance of the Management as a whole and of the managers individually.

After Jaap Dijkstra stepped down as Director of External Relations, the division of tasks within the management team was examined and re-established. The External Relations portfolio has been added to the General Director's tasks and the extension of Hivos' new role as a knowledge organisation has been added to the portfolio of the Director of Programmes and Projects. Furthermore, a board working group has thoroughly examined the adaptation of the Hivos statutes. The amendment to the statutes was successfully completed after positive consultation with the humanist stakeholders and the CBF. The Board carried out a thorough investigation of the 25% own contribution and was pleased to find that its chosen approach to attracting external funding is proving fruitful. The role and procedures in the Hivos offices in the South, their added value and the various implementation modes, were also discussed.

As happens every year, the Board met once with the Workers' Council. Matters discussed included a review of the state of affairs two years following the reorganisation of 2005, the pressure of work and the necessity for a more structured training and staff development plan.

Furthermore, the Board discussed the Hivos annual plan for 2008 and approved the budget for 2008. During the meeting of 8 April 2008, the PWC accountant gave a brief explanation of the annual accounts for 2007, after which the Board adopted the report. The Supervisory Board discharged the Board of Directors from the policy pursued in 2007.

The Hague, April 2008

On behalf of the Supervisory Board

Francine Giskes, *Chair*

## Management and advisory bodies

The Supervisory Board supervises the actions by the management and Hivos' performance as an organisation. In a legal sense the management is carried out by the (statutory) directorate.

In 2007, the size of the Board of directors was reduced: it now consists of a General Director and the Director of Programmes and Projects. The total remuneration in 2007 amounted to a total of € 243,760 gross, including pension and employer's costs. Further details per member of the board of directors can be found in the Annual Accounts.

Additional positions of the General Director are: member of the board of WOTRO and member of the Advisory Board of MDF; by virtue of her function she represents Hivos in the Supervisory Board of the Hivos-Triodos Fund, the Board of Eurostep, the Board of directors (advisory body) of Stop Aids Now!, the Board of the Humanist Alliance and the Board of Alliance2015.

The Director of Programmes and Projects holds the additional position of Chair of the Pintu Aceh foundation in The Hague. He represents Hivos on the Board of MicroNed (Chair) and the Advisory Board of the post-doctoral study of the CIDIN.

A board of (individual) advisors, which consists of committees of experts in the field of the Hivos themes, performs the social advisory function. Furthermore, Hivos calls on the main stakeholders involved in its activities for advice and consultation. The partner consultations in the South and the discussions with (strategic) partners in the Netherlands and Europe form the most important channels for this kind of consultation.

In March 2007, Jaap Dijkstra stepped down from the Hivos Board. Jaap Dijkstra devoted himself to Hivos for 22 years, first as General Director and since 2002 as Director of External Relations. Under his leadership Hivos developed into a professional and committed organisation, with an individual approach and an innovative culture. These aspects were a central theme in the farewell conference 'Making Space' in which Hivos made a plea for the restoration of trust and autonomy in the relationship between government and civil organisations.

## Operational organisation

The Board is in charge of the daily running of Hivos. The management team also includes the four heads of the programme bureaus and the head of the Bureau for Monitoring, Evaluation and Inspection (TEC). The four directors of the regional offices are also, from a distance, part of the management team.

The implementation of the programmes is managed by four bureaus: Sustainable Economic Development; Democratisation, Rights, Aids and Gender; Culture, ICT and Media; and External Relations. The latter bureau is responsible for communication and development education, European lobbying and networks as well as for fundraising and marketing in the Netherlands.

Supervision of the appropriate allocation of project funds, the operation and the use of the project administration and the administrative organisation as a whole are the responsibility of TEC. In addition, this bureau safeguards the monitoring and evaluation policies (see Chapter 9).

The Office for Donor Relations (ODR) is responsible for access to (private) institutional funds. ODR supports sector teams and regional offices in their international fundraising efforts.

Currently, Hivos has four regional offices; they are responsible for the execution of the programmes in respectively Southern Africa, Central America, India and Southeast Asia. The regional offices also act as Hivos' eyes in the field; this allows us to react to new initiatives quickly, to keep in closer contact with the partners and to assist them with advice and training.

As well as the traditional support for partners, Hivos has recently started operating as a fund manager for third parties and supervisor of programmes under own management. This mostly involves programmes where we can add value for the partner organisations. To this end Hivos has set up local offices in a number of countries. Currently Hivos has local offices operational in Bolivia, Ecuador, Aceh, South Africa and Mozambique. In addition, Hivos has representatives based in Kenya and Zambia.

For a diagram of the operational organisation, see appendix 1.

### *Staff and organisation*

Partly due to the expansion through local offices, the number of staff has grown considerably. In 2007, Hivos had a total of 191 members of staff (2006: 160), of whom 113 at the head office in The Hague (2006: 101) and 78 in the field (2006: 59). Staffing added up to 160.7 full-time equivalents (2006: 139.5 fte)

Members of staff in the regional and local offices, with the exception of six expatriates, work under local conditions of employment and come from the regions in question.

### *Diversity*

We attach great value to diversity among our own ranks; this is expressed in the origins of our staff and the share of women and young people in the organisation. Altogether 45% of our staff is not originally from the Netherlands. The number of female staff members among the Hivos staff at the head office has now increased to 67 percent.

The share of women in management positions is 50% (including the directors of the regional offices).

In the course of the year, a total of 58 young people (under 35) were employed by Hivos of which 11 were employed as Junior Programme Officers.

Hivos staff members are characterised by being highly committed to their work. This is very valuable, but it can also lead to people exceeding their own limits. We maintain an active policy to prevent and reduce absence through illness. In line with this, staff members took part in a specific training in 2007 for dealing with stress. This will be continued in 2008. In spite of this, absence through illness increased from 3.5% in 2006 to 4.6% in 2007.

### *Satisfaction survey*

In the past year we have carried out an extensive survey among staff (including the regional offices) to gain insight into the staff members' feelings with regard to their organisation. The results that were published at the beginning of 2008 generally indicate a high level of satisfaction (94% of staff enjoys going to work) and a great appreciation for the open and committed environment at Hivos. At the same time, people indicated in the survey that they felt a lot of work pressure and the staff of the regional offices were disappointed about the working conditions. The points of concern will be examined more closely in 2008.

### *Training and education*

Every year Hivos reserves 2.5% of the staff earnings for the development of expertise and skills for its staff. Last year preparations were being made for the execution of an internal training programme for Hivos members of staff, the so-called Hivos Academy. This programme consists of different sections which are essential for the work of the programme staff, such as evaluation, organisation analysis, strategic positioning, capacity building and working in a result-oriented manner.

### *Workers' Council*

The head office has a Workers' Council (OR) according to Dutch law. The regional offices each have their own Workers' Councils. In 2007, the OR met on 18 occasions, of which eight times with the management team and once with the Supervisory Board. The most important topics were the 'recruitment and selection' memo, the new performance and assessment system and the protocol for duty trips for Hivos.

### *Quality certification and quality standards*

The quality of Hivos' operational management is systematically monitored by external bodies (ISO and CBF) that have granted Hivos their quality certificates. In 2006, the organisation as a whole was again awarded the ISO Certificate (including the regional offices) for a period of three years. The quality certification from the Central Bureau for Fundraising (CBF) was also awarded for another five-year period.

Since 2005, we have also subscribed to the Wijffels Code from the Commission Good Governance for charities. This code for non-profit institutions relates to management methods and making them more transparent for their stakeholders (including the Dutch public). In this context, good governance particularly refers to efficient and transparent spending of resources received through private donations. These guidelines have in the meantime been largely included in the revised criteria of the CBF.

**[www.cbf.nl](http://www.cbf.nl)**

### *Corporate social responsibility*

Hivos aims to apply the same principles under which it operates in the field to its own organisation. This is why there have been organic and fair trade products in the canteen for many years now. Coffee and tea are also purchased on a fair trade basis. Used paper, batteries and cartridges are separated and collected for re-use. Recycled paper is used for copying and printing. The office is cleaned using biodegradable cleaning products.

Since 2007, the CO<sub>2</sub> emissions produced by flights are compensated through the Hivos Climate Fund. The Hivos head office has switched to green electricity. This policy will also be phased in at the regional offices.

# ANNUAL ACCOUNTS 2007

1. Financial report by the Board of Directors
2. Balance sheet as at 31 December 2007
3. Statement of income and expenditure 2007
4. Cash flow statement 2007
5. General explanatory notes
6. Explanatory notes on the balance sheet as at 31 December 2007
7. Overview of the programme funds 2007
8. Explanatory notes on the statement of income and expenditure 2007

## 1. Financial report by the Board of Directors

From a financial point of view, 2007 was a good year for Hivos. Great efforts were made to reach the planned increase in income. The income from fundraising and from the grants that were attracted turned out higher than anticipated.

The income generated from our own fundraising amounted to € 1.2 million, as planned. The private resources within the framework of the (joint) campaigns such as Stop Aids Now! and Alliance2015 partners exceeded expectations. In this way € 4.6 million in income was realised from fundraising.

In consideration of the new subsidy conditions set out by the government (self-generated income of 25% by 2009), Hivos made extra efforts to attract funding from international donors. These efforts have led to a great number of new approvals, particularly by the EU and the Global Fund to Fight Aids, Tuberculosis and Malaria.

This meant that the self-generated contribution for 2007 amounted to 21% (income on cash basis), which was three percent higher than planned. The realisation of a self-generated contribution of 25% by 2009 forms the greatest financial risk for Hivos over the coming years; not reaching this percentage will lead to a corresponding decrease in the committed government funding. Bearing in mind the results achieved with external donors in 2007 and the volume of the requests already submitted, this risk is manageable.

The continued growth of the attracted savings in the North-South Plan by Hivos and Triodos Bank, increasing from € 21.3 million in 2006 to € 36 million over the past year, deserves a special mention. A total of € 101.7 million became available for the Hivos objectives. The expenditures amounted to € 100.2 million.

In accordance with the Hivos' objectives, all expenditures are related to the support of (activities by) Hivos partners, the organising of campaigns

for lobbying and the provision of information to Hivos supporters and the general public about the fight against poverty. All these activities take place within the four programmes on sustainable economic development (Access to Opportunities); democratisation, rights, aids and gender (Civil Choices); culture, ICT and media (Civil Voices) and development education and policy influencing (Building Bridges).

Direct programme-related expenditure for 838 partners amounted to € 92.1 million, or 92 per cent of the total expenditure. The remaining 8 per cent relates to the expenses for advice and support for partners, programme management costs and general communication expenses. In 2007, the operating costs added up to a positive result before appropriation of reserves of € 1.5 million. On balance, € 1.4 million was added to the appropriated reserves. Following allocation, the positive result was amounted to € 101,000; this has been added to the general reserves. The discretionary capital rose to € 7.3 million following the additions to the appropriated reserves. This is approximately equal to 89% of the annual burden of Hivos' operating costs and as a result remains well within the regulations of the Association of Fundraising Institutions (VFI).

Hivos pursues a conservative policy where investments are concerned. Hivos' own business premises are the only risk-bearing investments; risk-bearing share investments are not retained. In 2007, a number of the assurances in the framework of the Hivos-Triodos programme (€ 2.5 million) were converted into Triodos Bank shares. Hivos deposits its (temporary) cash balances in special interest accounts.

In conclusion, the Board of Directors determines that the financial results were satisfactory. Future prospects are encouraging, a future in which Hivos wants to continue dedicating itself to a free and just world.

The Hague, 8 April 2008

Manuela Monteiro, *General Director*

Allert van den Ham, *Director of Programmes and Projects*

## 2. BALANCE SHEET AS AT 31 DECEMBER 2007 *amounts in thousands of euros*

ASSETS	31-12-2007		31-12-2006	
<b>Tangible fixed assets</b>				
Fixed assets/buildings for business operations	510		530	
Fixed assets/furniture, fixtures and equipment for business operations	527		374	
Fixed assets/buildings for programme management	57		59	
		<b>1,094</b>		<b>963</b>
<b>Fixed financial assets</b>				
Reserved cash	17,778		21,254	
Participations/subordinated loans	2,500		0	
		<b>20,278</b>		<b>21,254</b>
<b>Receivable grants</b>				
<i>Long-term</i>				
Government, co-financing	27,369		22,637	
EU funds	3,613		3,579	
Other funds	7,192		2,407	
Re-investment fund	512		666	
		<b>38,686</b>		<b>29,289</b>
<i>Short-term</i>				
Government, co-financing	33,312		20,079	
EU funds	6,862		3,623	
Other funds	7,709		3,079	
Re-investment fund	0		2,619	
		<b>47,883</b>		<b>29,400</b>
		<b>86,569</b>		<b>58,689</b>
<b>Other receivables</b>				
Current account reserved cash	0		3,125	
Current account with regional offices	151			
Accrued assets	1,612		1,095	
		<b>1,763</b>		<b>4,220</b>
<b>Liquid assets</b>				
Cash at bank and in hand	6,036		19,539	
		<b>6,036</b>		<b>19,539</b>
		<b>115,740</b>		<b>104,665</b>

## 2, BALANCE SHEET AS AT 31 DECEMBER 2007 *amounts in thousands of euros*

<b>LIABILITIES</b>	<b>31-12-2007</b>		<b>31-12-2006</b>	
<b>Equity capital</b>				
<i>Discretionary capital</i>				
General reserves	333		363	
Appropriated reserves business operations	460		471	
Appropriated reserves programme management	6,546		6,145	
		<b>7,339</b>		<b>6,979</b>
<i>Fixed capital</i>				
Asset fund for programme management	57		59	
Asset fund for business operations	1,037		904	
Appropriated reserves for programme funds	950		314	
		<b>2,044</b>		<b>1,277</b>
		<b>9,383</b>		<b>8,256</b>
<b>Medium-term liabilities</b>				
General loan fund	89		89	
Participation in North-South Plan	742		752	
Guarantees (issued)	19,855		23,616	
		<b>20,686</b>		<b>24,457</b>
<b>Project commitments to partner organisations</b>				
<i>Long-term</i>				
Government, co-financing	24,728		20,668	
EU projects	3,382		3,343	
Other projects	7,086		2,320	
Re-investment projects	1,000		666	
		<b>36,196</b>		<b>26,997</b>
<i>Short-term</i>				
Government, co-financing	32,717		34,335	
EU projects	5,233		3,437	
Other projects	9,554		5,551	
Re-investment projects	586		0	
		<b>48,090</b>		<b>43,323</b>
		<b>84,286</b>		<b>70,320</b>
<b>Short-term liabilities</b>				
Current account with regional offices			4	
Accrued liabilities	1,385		1,628	
		<b>1,385</b>		<b>1,632</b>
		<b>115,740</b>		<b>104,665</b>

### 3. STATEMENT OF INCOME AND EXPENDITURE 2007 *amounts in thousands of euros*

<b>INCOME</b>	<b>2007</b>	<b>2006</b>	<b>Budget 2007*</b>	<b>Budget 2008</b>
<b>Income from own fundraising</b>				
- in respect of gifts and donations	1,156	887	1,225	1,100
- legacies	46	5	25	150
<b>A</b>	<b>1,202</b>	<b>892</b>	<b>1,250</b>	<b>1,250</b>
<b>Costs of own fundraising</b>				
- direct acquisition costs	69	81	150	150
- operating costs own organisation	77	70	75	100
	146	151	225	250
<i>Own fundraising costs in percentage of income</i>	<i>12,1%</i>	<i>16,9%</i>	<i>18,0%</i>	<i>20,0%</i>
<b>Net income from own fundraising</b>	<b>1,056</b>	<b>741</b>	<b>1,025</b>	<b>1,000</b>
Share in joint campaigns	<b>B</b> 901	1,554	1,000	750
Share in third party campaigns	<b>C</b> 2,462	1,309	1,500	1,750
<b>Available from fundraising</b>	<b>4,419</b>	<b>3,604</b>	<b>3,525</b>	<b>3,500</b>
<i>Sub-total income from fundraising (=A+B+C)</i>	<i>4,565</i>	<i>3,755</i>	<i>3,750</i>	<i>3,750</i>
<b>Grants from governments and others</b>				
Government, co-financing	69,117	68,244	67,500	62,500
Other grants	25,476	10,282	20,135	24,250
<b>Total grants governments and others</b>	<b>D</b> <b>94,593</b>	<b>78,526</b>	<b>87,635</b>	<b>86,750</b>
<b>Assets released for re-investment</b>	<b>E</b> <b>1,376</b>	<b>6,112</b>	<b>5,000</b>	<b>5,500</b>
<i>Sub-total programme income (= A+B+C+D)</i>	<i>100,534</i>	<i>88,393</i>	<i>96,385</i>	<i>96,000</i>
<b>Other income</b>	<b>1,271</b>	<b>911</b>	<b>950</b>	<b>900</b>
<b>Total available for objective</b>	<b>101,659</b>	<b>89,153</b>	<b>97,110</b>	<b>96,650</b>



### 3, STATEMENT OF INCOME AND EXPENDITURE 2007 *amounts in thousands of euros*

<b>EXPENDITURE</b>	<b>2007</b>	<b>2006</b>	<b>Budget 2007*</b>	<b>Budget 2008</b>
<b>Public Information</b>				
- direct public information costs	359	295	375	375
- operating costs for own organisation	156	133	200	150
	<b>515</b>	<b>428</b>	<b>575</b>	<b>525</b>
<b>Programmes (new commitments)</b>				
Sustainable production	20,545	17,557		
Financial services	13,377	17,473		
<i>sub-total</i>	<i>33,922</i>	<i>35,030</i>	<i>37,522</i>	<i>34,432</i>
Human rights and democratisation	17,395	15,458		
Gender, women and development	5,987	8,209		
Hiv & aids	10,542	9,231		
<i>sub-total</i>	<i>33,924</i>	<i>32,898</i>	<i>28,694</i>	<i>31,731</i>
Arts and culture	4,318	4,260		
ICT and media	6,389	3,509		
<i>sub-total</i>	<i>10,707</i>	<i>7,769</i>	<i>11,995</i>	<i>9,095</i>
Knowledge programme	6,421		5,137	6,422
Development education and lobby	7,147	4,669	5,006	6,148
<b>Programmes (new commitments)</b>	<b>92,121</b>	<b>80,366</b>	<b>88,354</b>	<b>87,828</b>
<i>In percentages of total expenditure</i>	<i>91,9%</i>	<i>90,8%</i>	<i>91,4%</i>	<i>91,2%</i>
<b>Programme management (operating costs)</b>	<b>7,570</b>	<b>7,676</b>	<b>7,698</b>	<b>7,923</b>
<b>Total spent on objective</b>	<b>100,206</b>	<b>88,470</b>	<b>96,627</b>	<b>96,276</b>
<b>Result before appropriation</b>	<b>1,453</b>	<b>683</b>	<b>483</b>	<b>374</b>
<b>Added to/withdrawn from</b>				
- Appropriated reserves programme management	-401	-248	-357	-270
- Appropriated reserves programme funds	-962	-314		
- Appropriated reserves business operations				
withdrawal reserves programme management				
to co-financing overspending 2005	61	91		
addition reserves maintenance of premises	-50			
<b>Total withdrawn</b>	<b>-1,352</b>	<b>-471</b>	<b>-357</b>	<b>-270</b>
<b>Result after appropriation</b>	<b>101</b>	<b>212</b>	<b>126</b>	<b>104</b>



## 5. General explanatory notes

These annual accounts relate to the Hivos foundation in The Hague.

The annual accounts were prepared in accordance with the Fundraising Institutions Accounting Guidelines and with due observance of the Financial Regulations MFS set out by the Ministry of Foreign Affairs/Development Cooperation.

The annual accounts were prepared after allocation of the result in accordance with result appropriation. All amounts in the explanatory notes are in euros, unless stated otherwise.

The accounting principles have not changed compared to the previous financial year.

### 1. The Hivos foundation's objective and the nature of its business operations

The Foundation's statutory objective is to provide assistance in the broadest sense of the word to developing countries on a humanistic basis.

### 2. Accounting principles for the valuation and presentation of assets and liabilities

Projects that have been approved during the year under review are accounted for as expenditure. The corresponding grants are accounted for as income, including the programme management allowance (formerly AKV), on the basis of approved project amounts. Included under the heading 'programme management' is the advising and assisting of partner organisations.

Compensation for programme management not yet realised is included under the Programme Management Appropriated Reserves. The share of the resources derived from fundraising which has not yet been spent has been included under the Appropriated Reserves Programme Funds.

*Tangible fixed assets* are valued at actual cost, decreased with the straight-line depreciation, based on economic life.

*Financial fixed assets* Reserved cash relates to cash that guarantees commitments in accordance with the guidelines by the Ministry of Foreign Affairs/Development Cooperation in respect of loans and guarantees. Participations in and subordinated loans to partner organisations are valued at 1 euro.

*Receivable grants* relate to the receivables from the government and other bodies, arising from commitments entered into by the foundation within the framework of its programme in accordance with agreements

to that effect; this includes the corresponding programme management allowance.

*Other receivables and liquid assets* are, insofar not stated otherwise, included in euros at nominal value. Assets in foreign currency are converted at the exchange rates as at the balance sheet date. Any exchange rate differences are incorporated in the income and expenditure account.

*Provisions* are created for commitments and risks relating to business operations. They do not relate to specific assets.

*Liabilities* are, insofar not stated otherwise, included in euros at nominal value. Liabilities in foreign currency are converted at the exchange rates as at the balance sheet date. Any exchange rate differences are incorporated in the income and expenditure account.

*Project commitments* relate to all commitments undertaken by the foundation in the context of finance agreements entered into with partner organisations.

### 3. Accounting principles for the determination and presentation of the result

*Income and expenditure* are accounted for in the year to which they relate.

*Estates* are accounted for in the year in which their value can be reliably ascertained.

*Subsidy revenues*, including the programme management allowance, are accounted for in the year in which the claim becomes definite.

*Altered subsidy amounts* are deducted from the subsidy revenues in the year in which the right to subsidy expires.

*New project commitments* are accounted for in the year in which the commitment becomes definite.

*All expenditure*, with the exception of extraordinary expenses, is allocated to the various activities in accordance with commercial criteria as follows:

- *The direct costs* of fundraising, information, training and lobbying are allocated in full.
- *Management and operating costs* of the own organisation are allocated in proportion to staff deployment for programme management, fundraising and development education.

## 6. EXPLANATORY NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2007 *amounts in thousands of euros*

### ASSETS

#### Tangible fixed assets

The accumulated original values and depreciations of the fixed assets as at 31 December are:

	ORIGINAL VALUES		DEPRECIATIONS		BOOK VALUES	
	up to 2007	up to 2006	up to 2007	up to 2006	31-12-2007	31-12-2006
Business operations: 1) Buildings (10 - 50 years)	912	894	402	364	510	530
2) Furniture, fixtures and equipment (3 - 10 years)	2,658	2,288	2,131	1,914	527	374
Objective: 3) Buildings Harare (50 years)	106	106	49	47	57	59
	<b>3,676</b>	<b>3,287</b>	<b>2,582</b>	<b>2,325</b>	<b>1,094</b>	<b>963</b>
<b>Total net change:</b>		<b>2007</b>	<b>2006</b>			
<b>Book value as at 1 January</b>		<b>963</b>	<b>1,062</b>			
Investments:						
- Renovation	18					
- Furniture, fixtures and equipment	370					
		388	135			
		<b>1,351</b>	<b>1,197</b>			
Depreciations		257	235			
<b>Book value as at 31 December</b>		<b>1,094</b>	<b>963</b>			

ad. 1) The office buildings with land and garden in The Hague at Raamweg nos. 15 and 16, recorded in the Land Register as the Municipality of The Hague, section X, number 472, measuring 5 ares and 55 ca, and number 522 measuring 5 ares and 55 ca, were purchased in 1987 for € 635,292. The 2007 Valuation of Immovable Property Act amounts to € 1,475,000.

ad. 3) The office in Harare, stand 2956 Salisbury Township, measuring 2855 ca, was acquired at the end of 1994 for € 76,245. Upon the sale of this office, the book profit shall accrue to the programme in Southern Africa; losses are chargeable to the foundation.

## 6. EXPLANATORY NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2007 *amounts in thousands of euros*

### Fixed financial assets

	2007	2006
<b>Reserved cash</b>		
North-South Plan accounts Hivos	871	857
HTF Triodos bank accounts Hivos	16,907	23,522
<b>Total of reserved cash</b>	<b>17,778</b>	<b>24,379</b>
To be balanced as at 31 December	0	-3,125
	<b>17,778</b>	<b>21,254</b>

These assets serve to cover the guarantee to the Hivos-Triodos Fund (HTF)

<b>Participations/subordinated loans</b>	<b>2,500</b>	<b>0</b>
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The subordinated loans amount to € 10,057,447 and have been issued to the Hivos-Triodos Fund (HTF) to finance HTF participations in local credit institutions in the South. The loans have been valued at 1 euro.

The participations relate to:

- 1) Federation of Thrift and Credit Cooperative Societies (FTCCS) in Sri Lanka for € 339,859 (LKR 54.2 million). This participation is valued at zero euro.
- 2) Triodos Bank N.V., 36,775 share certificates at the purchase value of € 2,499,950.

### Liquid assets

On the basis of the guidelines issued by the Ministry of Foreign Affairs/Development Cooperation, a 100% cash reserve must be held for assurance purposes against the HTF guarantee. In addition to the reserved cash with the financial fixed assets, € 310,652 need to be reserved in liquid assets. As at 31-12-2007 this cover will consist of € 74,300 worth of non-realised profit from our participation in the Triodos Bank N.V. The remaining € 236,352 is reserved within the total liquid assets and is not freely available.

## 6. EXPLANATORY NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2007 *amounts in thousands of euros*

### LIABILITIES

#### Equity capital

##### Discretionary capital

This capital guarantees the continuity of business operations (operating costs) in the short and medium term.

	General reserves	Appropriated reserves business operations	Appropriated reserves programme management	Total available
<b>Balance as at 1 January 2007</b>	<b>363</b>	<b>471</b>	<b>6,145</b>	<b>6,979</b>
Allocation	103 <sup>1)</sup>	50	7,451 <sup>2)</sup>	7,604
Withdrawal	133	61	7,050 <sup>3)</sup>	7,244
Total changes	-30	-11	401	360
<b>Balance as at 31 December 2007</b>	<b>333</b>	<b>460</b>	<b>6,546</b>	<b>7,339</b>

1) Net changes in fund assets objective plus assets business operations in fixed capital	-131
Result 2007 after appropriation	101
<b>Total change general reserves</b>	<b>-30</b>

2) Approved programme management (related to commitments)

3) Realised programme management (related to cash expenditure)

##### Appropriated reserves business operations

	2007	Allocation chargeable to result	Withdrawal credited to result	2006
PMA on CF overspending 2005	0		61	61
External mobility	100			100
Continental bureaus	0	-94 <sup>1)</sup>		94
Maintenance of buildings	150	50		100
Reorganisation	50			50
Automation	40			40
Education	120	94 <sup>1)</sup>		26
<b>Balance as of 31 December</b>	<b>460</b>	<b>50</b>	<b>61</b>	<b>471</b>

1) In the 2005 reorganisation the continental bureaus became obsolete. After evaluation of the reorganisation it has become clear that the reserves can be cancelled. The withdrawal of these reserves will be allocated to the appropriated reserves for education.

This has been decided in connection with the start in 2008 of a structural training course for programme staff which requires additional investment room to manoeuvre.

## 6. EXPLANATORY NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2007 *amounts in thousands of euros*

### Fixed capital

	Fund assets objective	Fund assets business operations	Appropriated reserves programme fund	Total fixed
<b>Balance as at 1 January 2007</b>	<b>59</b>	<b>904</b>	<b>314</b>	<b>1,277</b>
Allocation		388	962	1,350
Withdrawal	2	255	326	583
Total net change:	-2	133	636	767
<b>Balance as at 31 December 2007</b>	<b>57</b>	<b>1,037</b>	<b>950</b>	<b>2,044</b>

	2007	Allocation	Withdrawal	2006
<b>Appropriated reserves programme funds</b>				
Own fundraising 1)	553	496	137	194
Stop Aids Now! 2)	397	466	189	120
SHO Tsunami 3)	0	3,045	3,045	0
<b>Balance as at 31 December</b>	<b>950</b>	<b>4,007</b>	<b>3,371</b>	<b>314</b>

#### 1) *Programme fund own fundraising*

Income 2007 from own fundraising	476	
Programme obligations including programme management	-20	-/-
<i>Addition of balance</i>		496
Withdrawal in relation to reconciliation up to 2006		-137
<b>Net Change 2007</b>		<b>359</b>

#### 2) *Programme fund Stop Aids Now!*

Income 2007: recalculation partner contribution 2006	250	
Income 2007: partner contribution 2007	670	
Programme obligations 2007 including programme management	454	-/-
<i>Addition of balance</i>		466
Withdrawal in relation to reconciliation with SAN up to 2006		-189
<b>Net Change 2007</b>		<b>277</b>

## 6. EXPLANATORY NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2007 *amounts in thousands of euros*

### 3) *Programme fund SHO Tsunami 2005-2007*

Share in joint campaign	3,000	
Interest received	<u>45</u>	
<i>Total addition</i>		3,045
Preparation and coordination	-173	
Support through organisations locally	-2,732	
Operating costs locally	<u>-140</u>	
<i>Total withdrawals</i>		<u>-3,045</u>
<b>Balance as at 31 December 2007</b>		<b>0</b>

### TOTAL EQUITY CAPITAL

<b>Balance as at 1 January 2007</b>	<b>8,256</b>
Net change discretionary capital	360
Net change fixed capital	<u>767</u>
Total net change	1,127
<b>Balance as at 31 December 2007</b>	<b>9,383</b>

### OTHER DETAILS

**Pension costs** The Hivos foundation in The Hague is a member of the PGGM Pension Fund. This pension arrangement can be classified as a contributory pension arrangement. On the grounds of Paragraph 310 of RJ 271 (guidelines for end of year reporting) this arrangement may be accounted for as a promised contribution arrangement which means that it is sufficient to mention the pension commitment in the profit-and-loss account.



## 7. OVERVIEW OF THE PROGRAMME FUNDS 2007 *amounts in thousands of euros*

Programme funds development receivable grants	Total funds	Co-financing	European Union	Other funds	Re-investment
<b>Receivable grants</b>					
<b>Balance as at 1 January 2007</b>	<b>58,689</b>	<b>42,716</b>	<b>7,202</b>	<b>5,486</b>	<b>3,285</b>
<i>Project commitments third parties 2007</i>	92,121	62,448	6,343	21,954	1,376
<i>Direct project costs 2007</i>	450	450			
<i>Programme management allowance 2007</i>	7,451	6,669	432	350	0
Added: receivable grants in 2007	100,022	69,567	6,775	22,304	1,376
Withdrawn: grants received 2007	69,429	50,625 <sup>1)</sup>	3,502	12,889	2,413
<i>Sub-total receivable</i>	89,282	61,658	10,475	14,901	2,248
Reconciliation up to 2006	-2,713	-977			-1,736
<b>Balance as at 31 December 2007</b>	<b>86,569</b>	<b>60,681</b>	<b>10,475</b>	<b>14,901</b>	<b>512</b>

### 1) Co-financing grant received in 2007:

Grant order 2007	67,500
Grant advance first quarter 2007 received in 2006	-16,875
<b>Received in 2007</b>	<b>50,625</b>

Programme funds: development of project commitments by third parties	Total funds	Co-financing	European Union	Other funds	Re-investment
<b>Project commitments</b>					
<b>Balance as at 1 January</b>	<b>70,320</b>	<b>55,003</b>	<b>6,780</b>	<b>7,871</b>	<b>666</b>
Added: project commitments 2007	92,121	62,448	6,343	21,954	1,376
Withdrawn: project transfers in 2007	78,155	60,006	4,508	13,185	456
<b>Balance as at 31 December 2007</b>	<b>84,286</b>	<b>57,445</b>	<b>8,615</b>	<b>16,640</b>	<b>1,586</b>

## 7. OVERVIEW OF THE PROGRAMME FUNDS 2007 *amounts in thousands of euros*

### Additional information about the programme funds

In the overview below a number of specific programme funds from the 'other funds' have been specified in greater detail.

The closer specification includes the following funds:

1. BDF: Ministry of Foreign Affairs: Biodiversity Fund, Article 10471 /DMW 0050523
2. Oxfam Novib: post Tsunami rehabilitation for the sustainability of fisheries SRT-501178-0006126
3. NCDO: share Hivos-NCDO Culture Fund
4. TIDES foundation: Grant # TFR 07-01531, US \$ 500,000 (= € 361,011)
5. SKN: Dutch Children's Stamps Foundation project number 25655/1

Programme funds: development grants	1. BDF	2.Oxfam Novib	3. NCDO	4. TIDES	5. SKN
<b>Receivable grants</b>					
<b>Balance as at 1 January 2007</b>	<b>303</b>	<b>140</b>	<b>34</b>	<b>0</b>	<b>0</b>
<i>Project commitments third parties 2007</i>	2,412	0	472	292	75
<i>Programme management allowance 2007</i>	83	0	38	15	0
Added: receivable grants 2007	2,495	0	510	307	75
Withdrawn: grants received 2007	1,279	48	330	361	45
<b>Balance as at 31 December 2007</b>	<b>1,519</b>	<b>92</b>	<b>214</b>	<b>-54</b>	<b>30</b>

Programme funds: development project commitments third parties	1. BDF	2.Oxfam Novib	3. NCDO	4. TIDES	5. SKN
<b>Project commitments third parties</b>					
<b>Balance as at 1 January 2007</b>	<b>1,978</b>	<b>300</b>	<b>46</b>	<b>0</b>	<b>0</b>
Added: project commitments 2007	2,412	0	472	292	75
Withdrawn: project transfers 2007	2,236	230	487	292	75
<b>Balance as at 31 December 2007</b>	<b>2,154</b>	<b>70</b>	<b>31</b>	<b>0</b>	<b>0</b>

### Calculation of Hivos' own contribution in accordance with Article 2.2 of the financial regulations of MFS 2007-2010 as drawn up by the Ministry of Foreign Affairs

Within the 2007-2010 MFS (co-financing system) the likelihood needs to be demonstrated that at least 25% of income is derived from sources other than the Ministry of Foreign Affairs grants as per 1 of Januari 2009. When calculating, the total gross cash-based income is to be taken as the starting point and can consequently not be directly derived from the statement of income and expenditure that has been drawn up in accordance with the Guideline for Reporting for Fundraising Institutions.

The calculation in accordance with Article 2.2 MFS 2007-2010 is as follows:

Gross cash-based income (amounts in thousands of euros)		2007	2006
Co-financing programme	<b>A</b>	66,415	66,088
Non Co-financing funds	<b>B</b>	17,540	10,425
<b>% Own contribution = B / (A+B)</b>		<b>21%</b>	<b>14%</b>

## 8. EXPLANATORY NOTES ON THE STATEMENT OF INCOME AND EXPENDITURE 2007 *amounts in thousands of euros*

### Overview of the allocation of operating costs of the own organisation

The overview below shows the size and composition of the management and operating costs of the own organisation, in accordance with the CBF guidelines. The cost allocation has taken place on the basis of staff deployment for the main activities within the framework of the objective.

Operating costs per activity	Programme management	Public information	Fundraising	Total 2007	Budget 2007	Total 2006
Salary/social security + pension	4,330	156	77	4,563	4,308	4,390
Other staff costs	245			245	344	203
Travel/accommodation expenses programmes				0 <sup>1)</sup>		313
Travel/accommodation expenses general	21			21	20	15
Housing costs	190			190	242	176
Office expenses	163			163	138	136
Automation costs	192			192	126	107
Organisation costs	342			342	434	391
Expenses regional offices	1,830			1,830	2,111	1,913
Fundraising expenses			69	69	150	81
Public information costs		359		359	375	295
Depreciation costs	257			257	250	235
<b>Total operating costs</b>	<b>7,570</b>	<b>515</b>	<b>146</b>	<b>8,231</b>	<b>8,498</b>	<b>8,255</b>
<i>Budget 2007</i>	<i>7,698</i>	<i>575</i>	<i>225</i>	<i>8,498</i>		
<i>Total 2006</i>	<i>7,676</i>	<i>428</i>	<i>151</i>	<i>8,255</i>		

- 1) From 1 January 2007 onwards, the travel/accommodation expenses for programmes have been allocated under the heading 'programmes' in the statement of income and expenditure in accordance with the MFS Regulations.

## 8. EXPLANATORY NOTES ON THE STATEMENT OF INCOME AND EXPENDITURE 2007 *amounts in thousands of euros*

### Overview of the result of own organisation

The own organisation result is the resultant of the realised Programme Management Allowance on the programme transfers plus the remaining income minus the operating costs.

The overview below shows the composition of the result and is in line with the statement of income and expenditure 2007

Own organisation account 2007	Total 2007	Budget 2007	Total 2006*
<b>INCOME</b>			
AKV programme commitments	7,451	7,932	7,712
Appropriated reserves AKV	-401	-257	-248
AKV programme transfers	7,050	7,675	7,464
Financial and other income/expenditure	1,271	950	912
<b>TOTAL INCOME</b>	<b>8,321</b>	<b>8,625</b>	<b>8,376</b>
<b>OPERATING COSTS</b> (see previous overview)	<b>8,231</b>	<b>8,498</b>	<b>8,255</b>
<b>RESULT</b> before appropriation	<b>90</b>	<b>127</b>	<b>121</b>
Net change appropriated reserves business operations	11		91
<b>RESULT</b> after appropriation	<b>101</b>	<b>127</b>	<b>212</b>

\* Adjusted for comparison purposes

## Income

In 2007, the income available for Hivos' objective was € 101.7 million. That is in line with the budget for 2007. Compared to 2006 there has been a major increase of 14%.

From our own fundraising € 1.06 million became available on balance, over 40% higher than in 2006. The costs of our own fundraising amounted to 12.1% of the income from our own fundraising and therefore remained well within the CBF norm of 25%.

The income from governmental and other grants amounted to € 94.6 million and with that was 20% higher than in 2006 and 8% higher than budgeted for 2007. In accordance with our objective, the rise took place through international donors. With this achievement, Hivos has taken a large step towards compliance with the requirement by the co-financing system (MFS) 2007-2010 of obtaining 25% of our income from sources other than the Ministry of Foreign Affairs. The Hivos own contribution, in accordance with the MFS, calculated on the basis of gross cash-based income, amounted to 21% which was 3% more than the 18% budgeted for 2007.

The other remaining income for 2007 amounted to € 1.27 million. That is 40% more than last year and 34% more than projected. The rise is mainly due to the high interest received as a result of improved conditions at the Triodos Bank.

## Expenditure

The expenditure in the framework of Hivos' objective in 2007 amounted to a total of € 100.2 million. Of this € 92.1 million, or 92%, was spent on new programme commitments.

The number of partner organisations supported by Hivos increased from 812 to 838 in 2007.

The total operating costs of the own organisation amounted to € 8.23 million in 2007 compared to a projected € 8.5 million. Of these operating costs € 7.57 million was spent on programme management, € 0.51 million on general communication and development education and € 0.15 million on fundraising.

As well as the operating costs for programme management, development education and fundraising, € 0.93 million worth of programme execution was realised under own management. These costs have been included under the heading 'programmes (new commitments)'.

## Financial result

On balance there has been a positive result in 2007 for reservations of € 1.45 million compared to a projected result for 2007 of € 0.48 million. Of this result € 0.40 million was added to the programme management appropriated reserves and € 0.96 million was added to the programme funds appropriated reserves.

In addition, on balance another € 0.01 million was withdrawn from the operational management appropriated reserves. This concerns a withdrawal of € 0.06 million from the AKV reserves on the co-financing programme (MFP). In 2007, the remaining part of the overspending on MFP 2005 was compensated for. This has resulted in the release of the AKV reserves on MFP.

After additions to the appropriated reserves, a positive result remains in 2007 of € 0.10 million which has been added to the general reserves. Furthermore, € 0.13 million has been withdrawn from the net change of the funds assets objective and operation management in the fixed capital.

## Management expenses

The Board of directors, also Management, included three members up until 1 March 2007 and two members after that date. This signifies an annual occupation of 2.1 fte. The directors' remuneration amounted to € 243,760 in 2007 (2006: € 269,094). This figure is arrived at by adding the total gross salaries of € 202,986 and the employer's charges including pension charges at € 40,774. The distribution of the total remuneration is as follows:

- General Director (1 fte) € 117,912 (2006: € 113,650)
- Director of Programmes and Projects (1 fte) € 116,213 (2006: € 96,862)
- Director of External Relations (up until 1-3-2007: 0.1 fte) € 9.635 (2006: € 58,582)

In 2007, the costs for the Supervisory Board amounted to € 3,125 (2006: € 2.945). The expenses consist mainly of attendance fees and travel/accommodation expenses.

## Internal organisation

In 2007, Hivos employed a total of 191 staff members (2006: 160) of whom 113 are positioned at the head office (2006: 101) and 78 (2006: 59) at the regional offices.

The formation amounted to 160.6 fte (2006: 139.5 fte)

To the Board of Hivos Foundation

## Auditor's report

PricewaterhouseCoopers  
Accountants N.V.  
Prinsees Margrietplantsoen 46  
2595 BR The Hague  
P.O. Box 30715  
2500 GS The Hague  
The Netherlands  
Telephone +31 (70) 342 61 11  
Facsimile +31 (70) 342 64 00  
[www.pwc.com/nl](http://www.pwc.com/nl)

### Report on the financial statements

We have audited the accompanying financial statements 2007 of Hivos Foundation, The Hague as set out on pages 78 to 93 which comprise the balance sheet as at 31 December 2007, the statement of income and expenditure for the year then ended and the notes.

#### *The boards' responsibility*

The board of the foundation is responsible for the preparation and fair presentation of the financial statements and for the preparation of the directors' report, both in accordance with Part 9 of Book 2 of the Netherlands Civil Code. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### *Auditor's responsibility*

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law. This law requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance 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 directors, 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.

HAW-59673a/pg114579/jvk

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*Opinion*

In our opinion, the financial statements give a true and fair view of the financial position of Hivos Foundation as at 31 December 2007, and of its result for the year then ended in accordance with Part 9 of Book 2 of the Netherlands Civil Code and 'Richtlijn Verslaggeving Fondsenwervende Instellingen'.

**Report on other legal and regulatory requirements**

Pursuant to the legal requirement under 2:393 sub 5 part e of the Netherlands Civil Code, we report, to the extent of our competence, that the directors' report is consistent with the financial statements as required by 2:391 sub 4 of the Netherlands Civil Code.

The Hague, 8 April 2008  
PricewaterhouseCoopers Accountants N.V.

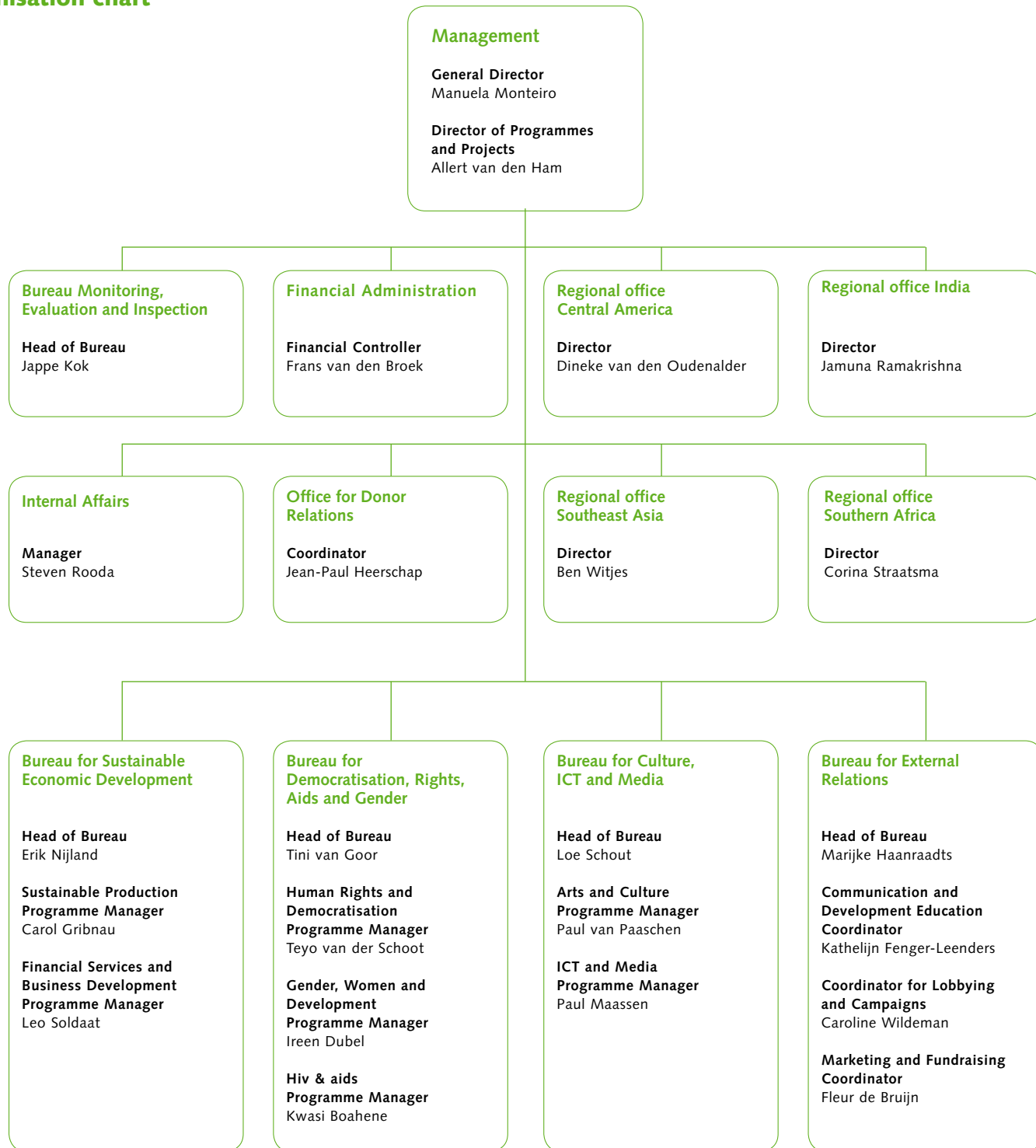
Original copy signed by H.A. Wink RA

# APPENDICES

1. Organisation chart
2. Management organisation
3. List of abbreviations
4. Networks and strategic cooperation
5. Expenditure by country
6. Other statistics



## 1. Organisation chart



## 2. Management organisation *(as at 31-12-2007)*

Overview of management bodies within the Hivos Foundation with the year of appointment and background of its members

### Supervisory Board

Mrs F.Ch. Giskes *(Chair)*, 2003

*Member of Advisory Board for Auditing Administrative Burdens (Actal);  
Chair of the Pension Registration Foundation (in formation); mediator;  
Former MP (D66)*

Mr H.F. Hoekzema *(Vice-Chair)*, 1997

*Director of Euformation*

Mr Prof. C. Izeboud RA, 2007

*Management consultant; part-time Professor of Business Economics at  
the Free University of Amsterdam*

Mr Prof. Dr. M. Baud, 2006

*Director of the Centre for Study and Documentation of Latin America (CEDLA);  
Professor at the University of Amsterdam*

Mr W.J. de Haan MBA, 2005

*Senior Advisor / Interim Manager of BMC healthcare; Director of Zorgboog*

Mr J.P. de Jong, 2000

*Management consultant*

Mrs E.L. Snoey, 2006

*Chair of ABVAKABO FNV*

Mr C. Vogel, 2002

*Advisor for Podiumkunsten, former Director of the 'Oude Muziek Festival Utrecht'*

Mrs M.R. Winter, 2002

*Board of Weezenkas*

Mrs M.H.A. Kortekaas *(secretary to the Board)*

### Board of Directors, Statutory Management

Mrs M.M. Monteiro *(Chair)*

*General Director*

Mr Dr. A.P. van den Ham

*Director of Programmes and Projects*

### Supervisory Board Hivos Triodos Fund

Mr P.G.A. van den Kerckhoff *(Chair)*

*Accountant / Higher Commodity Board for Arable Farming*

Mr Prof. Drs. C. Izeboud RA, 2007

*Management consultant; part-time Professor of Business Economics  
at the Free University of Amsterdam*

Mrs P.J.E. Bieringa

*Board member of Bank Nederlandse Gemeenten*

Mr Ph.R. de Haan

*Coordinator for Nature and Environmental Education*

Mrs M.M. Monteiro

*General Director of Hivos*

Mr M.J. Woltering

*Project Manager ICTU; Advies Overheid.nl*

### Advisory Board

Mrs Prof. Dr. G. Hesseling *(Chair)*

*Senior Researcher for the Africa Study Centre, Leiden; Professor of  
Peace Building and the Constitutional State, University of Utrecht*

### Sustainable Economic Development

Mrs M.M.L. Jacobs

*ABN AMRO Private Clients Global, Senior Vice- President;  
Head of Advisory-Marketing, Products and Sales*

Mr Dr. M.J.A. Nypels MBA

*Director of Eye Locus Netherlands BV – support for governments and businesses in realising a sustainable business climate*

### *Gender, Women and Development*

Mrs M. Botman

*PhD candidate, Graduate Gender Programme; University of Utrecht;*

Mrs Dr. A. Chhachhi

*Senior lecturer Institute of Social Studies*

### *Human Rights and Democratisation*

Mr Dr. R. Buitenweg

*Senior lecturer at the Kosmopolis Institute, University for Humanistic Studies; Vice-President of the International Humanist and Ethical Union*

Mr J. Handmaker

*University lecturer, Institute of Social Studies in The Hague and visiting lecturer, School of Law, University of Witwatersrand, South Africa*

Mrs Dr. G. Hesselting (Chair)

*Senior Researcher for the Africa Study Centre, Leiden; Professor of Peace Building and the Constitutional State, University of Utrecht*

### *Hiv & aids*

Mr P.L. Janssen, arts, MPH

*Consultant Hiv & aids and International Public Health Management*

Mr R. Kerkhoven MCM

*Consultant-Social Entrepreneur; Change Manager*

Mw. M. Nicolai, Bsc (hon), Msc

*Doctors without Borders, Belgium, Director of Operational Affairs*

### *Arts and Culture*

Mr P. Faber

*KIT, Conservator Africa*

Mrs C. Habbema

*Actor/Director/Advisor Theatre/Former Director of the Stadsschouwburg Amsterdam*

Mrs A. Laan

*Independent Documentary Maker*

### *Communication and Lobbying*

Mr H.C. Morel

*Managing Director; Abal Foundation*

Mr K. Veefkind

*Account Manager, Capgemini*

Mr B. Westra

*Worldshop Abal Amsterdam, Board Member*

Mrs Ir. I.J.J. de Zaaijer

*Senior Managing Consultant, Berenschot B.V.*

### *ICT, Media and Knowledge Sharing*

Mrs S. Cummings

*Senior Consultant, Knowledge Management/Context, International Cooperation*

Mrs Prof. Dr. V.A.J. Frissen

*TNO, Senior Strategist/Erasmus University, Professor of ICT and Social Change*

### 3. LIST OF ABBREVIATIONS

AKV	Programme Management Allowance	PSO	Association for Personnel Services for Developing Countries
BDF	Biodiversity Fund	SAN	Stop Aids Now!
CBF	Central Bureau for Fundraising	SHO	Cooperating Development Organisations
CDM	Clean Development Mechanism	UNAIDS	Joint United Nations Programme on hiv & aids
Cesvi	Cooperazione e Sviluppo	UNESCO	United Nations Educational, Scientific and Cultural Organisation
CF	Co-financing	UvH	University for Humanistics
CIDIN	Centre for International Development Issues Nijmegen	VN	United Nations
DWHH	Deutsche Welthungerhilfe	WHO	World Health Organisation
EU	European Union	WRR	Scientific Board for Government Policy
Eurostep	European Solidarity Towards Equal Participation of People	WSIS	World Summit on the Information Society
FAO	Food and Agriculture Organization of the United Nations	WTO	World Trade Organisation
FNV	Federation of Trade Unions in the Netherlands		
Fte	Fulltime equivalent		
HNCF	Hivos-NCDO Culture Fund		
HTF	Hivos Triodos Fund		
ICCO	Inter-denominational Organisation for Development Cooperation		
ICT	Information and Communication Technology		
ILO	International Labour Organisation		
IOB	Inspection Development Cooperation and Policy Evaluation		
ISO	International Organisation for Standardisation		
ISS	Institute of Social Studies		
LGBT	Lesbians, Gays, Bisexuals and Transgenders		
LVWW	Dutch Association of Worldshops		
MDGs	Millennium Development Goals		
MDF	Management for Development		
Mfi	Microfinance Institution		
MFO	Co-financing Organisation		
MFS	Co-financing System		
NCDO	National Committee for International Cooperation and Sustainable Development		
NiZA	Dutch Institute for Southern Africa		
NGO	Non-governmental Organisation		
OESO	Organisation for Economic Cooperation and Development		
OR	Workers' Council		
PIN	People in Need		
PMA	Programme Management Allowance		
PRSP	Poverty Reduction Strategy Paper		

The abbreviations used for Hivos' partner organisations can be found in the digital overview 'Hivos Partner Organisations, 2007' which became available at the same time as this annual report.

## 4. NETWORKS AND STRATEGIC COOPERATION

Type of cooperation relationship	Name of the organisation
<b>Alliance</b>	Alliance2015 (Cesvi, Concern, DWHH, IBIS, PIN)   Humanist Alliance   Institute of Social Studies (ISS)   IntEnt   Landelijke Vereniging van Wereldwinkels (LVWW)   NCDO   Triodos Bank
<b>Thematic cooperation</b>	Amnesty International The Netherlands   Association for Women's Rights in Development (AWID)   Coolpolitics   IKV Pax Christi   International Institute for Communication and Development (IICD)   KPN   National Council of City Links between the Netherlands and Nicaragua (LBSNN)   Logica   Mama Cash   Milieudefensie   OneWorld   Foundation for Nature and Environment, the Netherlands   Stop Aids Now!   Utz Kapeh   Women on Waves   WO=MEN
<b>Relations with humanist supporters</b>	Aim for Human Rights   Humanist Alliance   Humanist Broadcasting Organisation (HUMAN)   Humanist Social Education   Humanist Association   Humanitas   International Humanist and Ethical Union (IHEU)   University for Humanistics   Weezenkas
<b>Trade associations, networks and theme-transcending joint ventures in the Netherlands</b>	Agri Pro Focus   Broad Consultation on Human Rights   Dutch Microfinance Platform   Coffee Coalition   Linkis Platform   MicroNed   MVO Platform   Nederlands Platform Millenniumdoelen   Partos   PSO   Solidaridad / Coffee Support Network   Uganda Platform   Zimbabwe Watch
<b>European networks</b>	Alliance2015 (Cesvi, Concern, DWHH, IBIS, PIN) CIFCA   Concord   Eurodad   Eurostep   Women in Development Europe (WIDE)
<b>Thematic funding (The Netherlands and worldwide)</b>	Association for Progressive Communications (APC)   Both Ends   COC The Netherlands   Development Alternatives with Women for a new era (DAWN)   Fair Trade Labelling Organisation (FLO)   Fair Trade Original   Friends of the Earth International (FoEI)   Gender at Work (GAW)   Global Network of People living with hiv & aids (GNP+)   International Association for the Study of Sexuality, Culture and Society (IASSCS)   International Federation For Alternative Trade (IFAT)   International Federation of Organic Agriculture Movements (IFOAM)   International Film Festival Rotterdam/Hubert Bals Fonds   International Freedom of Expression Exchange (IFEX)   International Gender and Trade Network (IGTN)   International Information Centre and Archives for the Women's Movement (IIAV)   International Lesbian and Gay Association (ILGA)   International Social and Environmental Accreditation and Labelling Alliance (ISEAL)   Environmental Contact Eastern Europe   Nabuur   Netherlands Centre for Indigenous Peoples (NCIV)   Pesticides Action Network (PAN)   Poetry International   Schorer   Share-net   Simavi   Foundation for Research into Multinational Enterprises (SOMO)   Third World Network (TWN)   Urgent Action Fund (UAF)   World Musical Theatre Festival   Women's Global Network for Reproductive Rights (WGNRR)   World Organisation against Torture (OMCT)   World Wide Video Festival

## 5. EXPENDITURE BY COUNTRY 2007 *amounts in thousands of euros*

Country	CF resources	non-CF resources	Total
<b>Africa</b>			
Africa wide	1,799,282	963,935	2,763,217
Kenya	2,037,940	55,968	2,093,908
Malawi	1,259,190	25,000	1,284,190
Mozambique	920,402	196,204	1,116,606
Namibia	830,000	100,000	930,000
Regional East Africa	1,512,071	0	1,512,071
South Africa	1,939,171	790,100	2,729,271
Tanzania	917,275	203,710	1,120,985
Uganda	2,246,781	25,000	2,271,781
Zambia	746,257	59,000	805,257
Zimbabwe	1,607,312	825,789	2,433,101
Regional Southern Africa	2,664,553	322,500	2,987,053
<b>Total</b>	<b>18,480,232</b>	<b>3,567,206</b>	<b>22,047,438</b>
<b>Asia and Southeast Europe</b>			
India	5,193,159	1,297,403	6,490,562
Indonesia	2,398,529	1,366,862	3,765,391
Iraq	50,000	0	50,000
Iran	384,713	0	384,713
Kazakhstan	681,844	44,775	726,619
Kyrgyzstan	865,722	0	865,722
Regional Asia	3,497,294	779,482	4,276,776
Regional Southeast Europe	635,262	175,000	810,262
Sri Lanka	840,170	541,003	1,381,173
Syria	6,147	0	6,147
Timor Leste	404,827	39,628	444,455
<b>Total</b>	<b>14,957,667</b>	<b>4,244,153</b>	<b>19,201,820</b>

## 5. EXPENDITURE BY COUNTRY 2007 *amounts in thousands of euros*

Country	CF resources	non-CF resources	Total
<b>Latin America</b>			
Belize	231,200	0	231,200
Bolivia	918,794	1,703,693	2,622,487
Chile	10,000	0	10,000
Colombia	11,482	19,600	31,082
Costa Rica	636,663	407,710	1,044,373
Cuba	1,062,850	18,515	1,081,365
Ecuador	1,468,333	479,401	1,947,734
El Salvador	402,043	33,000	435,043
Guatemala	1,403,332	374,310	1,777,642
Honduras	959,896	309,392	1,269,288
Regional Central America	2,123,766	367,066	2,490,832
Nicaragua	2,458,417	1,584,143	4,042,560
Peru	969,964	427,710	1,397,674
Surinam	35,000	0	35,000
Regional South America	1,601,445	53,650	1,655,095
<b>Total</b>	<b>14,293,184</b>	<b>5,778,191</b>	<b>20,071,375</b>
<b>Worldwide</b>	<b>8,992,689</b>	<b>3,423,974</b>	<b>12,416,663</b>
<b>The Netherlands</b>	<b>3,282,389</b>	<b>1,135,346</b>	<b>4,417,735</b>
<b>HIVOS TOTAL</b>	<b>60,006,161</b>	<b>18,148,869</b>	<b>78,155,031</b>

## 6. OTHER STATISTICS

### Partners by type of organisation and region (in percentages)

	Africa	Asia	Latin America	Worldwide	Total
Community based organisations	6%	2%	12%	0%	6%
Membership organisation	22%	16%	11%	8%	16%
Social movement	7%	7%	2%	2%	5%
Intermediary development organisation	10%	22%	18%	5%	15%
Service providing organisation (non-profit)	39%	35%	36%	47%	38%
Service providing organisation (for profit)	4%	2%	5%	1%	3%
Network organisation	8%	12%	9%	22%	11%
Other	4%	4%	7%	15%	6%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Reasons for rejection

	Africa	Asia & Southeast Europe	Latin America	Worldwide	Total 2007
Geographical limitation	238	196	69	12	515
Thematic policy limitation	216	34	68	19	337
Mandate limitation	65	20	22	0	107
Financial limitation	225	434	85	9	753
Other	40	11	5	7	63
<b>Total 2007</b>	<b>784</b>	<b>695</b>	<b>249</b>	<b>47</b>	<b>1,775</b>
<b>Total 2006</b>	<b>1,181</b>	<b>878</b>	<b>397</b>	<b>26</b>	





## Colophon

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**Hivos – May 2008**



### **Regional Office Central America**

Del Centro Comercial Plaza Mayor  
320 este, sobre el Boulevard Rohrmoser, Pavas  
San José | Costa Rica  
T +506 22 31 08 48  
F +506 22 32 29 74  
hivosro@hivos.or.cr

### **Regional Office India**

Flat no. 402, Eden Park  
No. 20 Vittal Mallya Road  
Bangalore – 56000 | India  
T +91 (0)80 22 21 05 14  
F +91 (0)80 22 27 03 67  
hivos@hivos-india.org

### **Regional Office Southeast Asia**

Jl. Brawijaya III/7  
Kebayoran Baru  
Jakarta Selatan 12160  
Indonesia  
T + 62 (0) 21 724 4432 | + 62 (0) 21 725 1528  
F + 62 (0) 21 723 0774  
hivos@hivos.or.id

### **Regional Office Southern Africa**

20 Phillips Avenue Belgravia  
P.O. Box 2227  
Harare / Zimbabwe  
T + 263 (0)4 706 704 | 727 197 | 706 125  
F + 263 (0)4 791 981  
chuma@hivos.co.zw

**Hivos**

Raamweg 16

P.O. Box 85565

2508 CG The Hague

The Netherlands

T +31(0)70 376 55 00

F +31(0)70 362 46 00

[info@hivos.nl](mailto:info@hivos.nl)

[www.hivos.nl](http://www.hivos.nl)