

# IMPACT

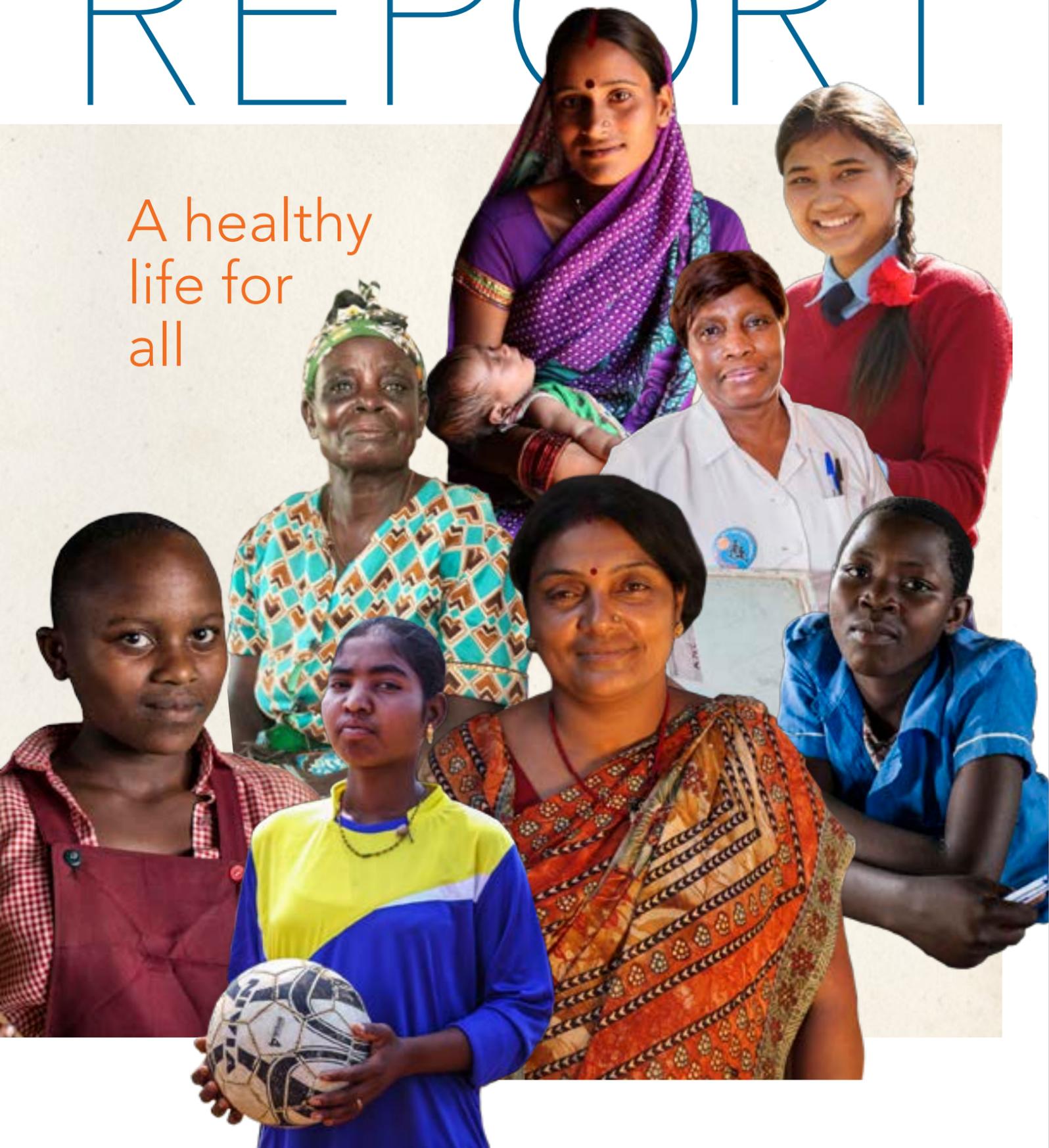
A lasting  
change  
in the lives  
of women  
and girls

# 2019



# REPORT

A healthy  
life for  
all

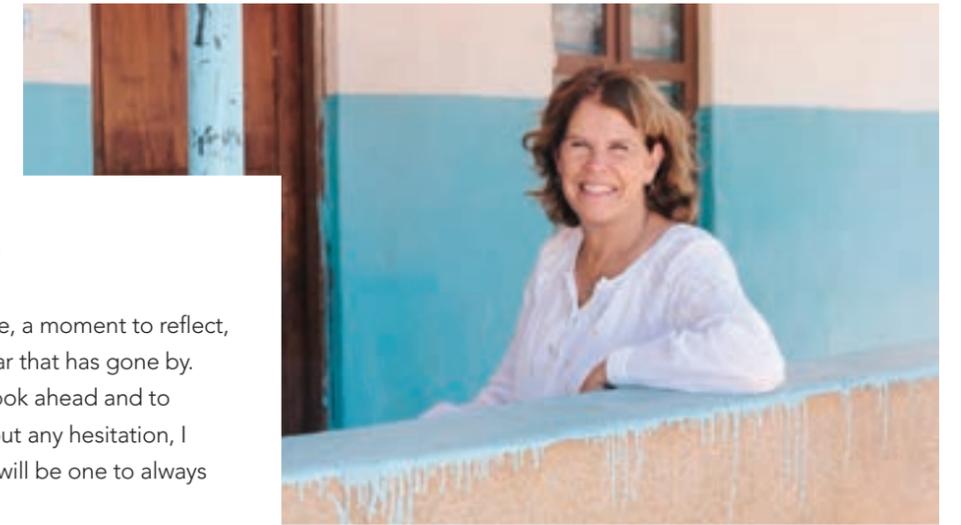


Dear reader,

Each annual report is a milestone, a moment to reflect, look back and learn from the year that has gone by. But it is also an opportunity to look ahead and to make plans for the future. Without any hesitation, I can promise that this milestone will be one to always remember.

The main reason is that this year we challenged ourselves to report on the actual impact that we make with our work. For me, our work in Africa and Asia has never been about the number of activities being performed or how many services have been installed. What do those numbers actually say? The real questions are: Do women feel safe and taken care of during pregnancy and delivery? Can girls grow up in a supportive environment, with confidence and full of energy to fulfil their dreams? Are we – Western NGOs, local and religious leaders and CSOs, men, boys, politicians worldwide, and of course our donors – able to make a change, to enable women and girls to simply claim their rights? Do we as Simavi, together with our partners, actually contribute to women and girls being able to pursue their right to health and with that, are we able to make a lasting change in their lives?

Reporting on impact means that our focus lies on reporting outcome and impact level data that we collected through programme evaluations. We only use output level data to illustrate our reach and contribution. To illustrate these numbers, we share the stories of the women and girls we work with, showing how our work has changed their health and lives. Their faces, names, anecdotes and learnings represent our work. It is an exciting and essential way forward, but at the same time this new way of reporting shows our vulnerable side. Combined, the numbers and stories reflect the impact of our efforts in 2019 and, more importantly, show how the funds granted to us by our donors have been used to make a difference in the lives of women and girls.



Another reason why this report is significant to us, and hopefully also to you, is that Simavi was founded 95 years ago! It goes without saying that I am very proud to lead this amazing organisation that has history, understanding and character, but at the same time is agile and adapting to current needs. We are experienced – and still learning. In an ever-changing world, it is wonderful to recognise that leadership is shifting and distributed more globally, giving us the opportunity to grow and learn – even at 95!

But our successes are unfortunately not the sole reason why this is a moment to never forget. At the forefront of my mind, of all our minds, is the outbreak of COVID-19 at the start of 2020 and the unfolding pandemic of unforeseeable impact. It puts our celebratory mood in a different perspective, raises questions that nobody was prepared for, and makes our mission to work towards a healthy life for all more relevant than ever before.

[Read more about our response to COVID-19 on page 78](#)

This new reality has hit us all, wherever we are in the world. The year 2019 is behind us and 2020 is still largely unwritten. At this moment, my thoughts go out to everyone. Take care of yourself and your loved ones, stay healthy and keep an eye out for the most vulnerable.

**ARIETTE BROUWER**  
Managing Director

### One: Malawian Youth Kicks Back

**Location:** Malawi  
**Funding:** UEFA Foundation  
**Timeline:** 2019  
**Goal:** Girls have increased their self-esteem and resilience through sports activities.

### Watershed: Empowering Citizens

**Location:** Kenya | Uganda | Ghana | Bangladesh (Mali and India through partners)  
**Funding:** Dutch Ministry of Foreign Affairs  
**Partners:** IRC | Wetlands International | Akvo  
**Timeline:** 2016 – 2020  
**Goal:** Local civil society organisations, communities and citizens have the capacity to advocate for the realisation of their right to water and sanitation, leading to sustainable and inclusive WASH services and water resource management for everyone, including marginalised groups.

### Check2gether

**Location:** Indonesia  
**Funding:** Grand Challenges Canada | Applied Medical  
**Partners:** IHAP | TNO  
**Timeline:** 2018 – 2019  
**Goal:** Improved access to and quality of antenatal care in rural Indonesia by detecting pre-eclampsia, anaemia and diabetes with a testing kit, with instant mobile diagnostic support.

### Maji Kwa Afya ya Jamii (MKAJI)

**Location:** Tanzania  
**Funding:** Swiss Agency for Development and Cooperation  
**Partners:** Witteveen+Bos  
**Timeline:** 2014 – 2019  
**Goal:** To improve the quality of public health services provision by reducing the potential risk of outbreak of communicable diseases and infections during routine patient care and treatment, and by improving maternity healthcare and service delivery.

### WASH SDG

**Location:** Bangladesh | Nepal | Uganda (Ethiopia, Indonesia, Tanzania, Zambia through partners)  
**Funding:** Dutch Ministry of Foreign Affairs  
**Partners:** WASH Alliance International | SNV | Plan Netherlands  
**Timeline:** 2017 – 2022  
**Goal:** To sustainably improve access to, and use of, safe drinking water for at least 450,000 people and sanitation for at least 2 million people, and improve the hygiene behaviours of 1.6 million people before the end of 2022.

### Healthy Business Healthy Lives

**Location:** Uganda  
**Funding:** Stichting Flexi-plan  
**Partners:** Healthy Entrepreneurs  
**Timeline:** 2017 – 2019  
**Goal:** Communities have better access to essential medicine and health products serving women's needs and female village health workers develop a sustainable income stream as entrepreneurs.

### Our Lives, Our Health, Our Futures

**Location:** Bangladesh  
**Funding:** European Union  
**Consortium partners:** BNPS  
**Timeline:** 2019 – 2023  
**Goal:** Local civil society organisations have the capacity to effectively respond to the sexual and reproductive health needs of young indigenous women and girls from the Chittagong Hill Tracts, which empowers these women and girls to make informed decisions about their own sexual and reproductive health and rights, and helps them to transition into adult womanhood with dignity.

### Mama-na-Mwane

**Location:** Tanzania  
**Funding:** UNICEF  
**Timeline:** 2018 – 2020  
**Goal:** Mama-na-Mwane provides a platform for pregnant women and new mothers to provide feedback on the services they received (ANC, delivery, PNC), in line with the health policy.

### Give Girls Wings

**Location:** Malawi  
**Funding:** Diorapthe | Stichting Zien | Dutch foundations  
**Timeline:** 2018 – 2021  
**Goal:** Reduce school dropout rates of young women and girls in the Mulange region, through the adoption of menstrual hygiene practices, and the provision of SRHR information and services and improved water and sanitation facilities in schools.

### GUSO Flexibility Fund

**Location:** Uganda  
**Funding:** Dutch Ministry of Foreign Affairs  
**Partners:** Aidsfonds (lead) | Rutgers | IPPF | Choice | Dance4Life  
**Timeline:** 2018 – 2019  
**Goal:** Create a community service delivery model which will offer young people the SRHR and HIV information and services they desire and empower young people in generating an income.

### PROPOPI

**Location:** Indonesia  
**Funding:** Fonds Duurzaam Water  
**Partners:** PDAM Kota | Bandung | VEI Dutch Water Operators | TU Delft  
**Timeline:** 2018 – 2021  
**Goal:** Improve water supply in Bandung with a focus on increasing access to safe water for the poor population and providing drinking water to currently unconnected communities.

### Making the Most of What We Know

**Location:** India | Bangladesh, Pakistan | Malawi | Mali | Niger | Uganda | Ethiopia | Nepal (together with partners)  
**Funding:** Dutch Ministry of Foreign Affairs  
**Consortium partners:** Save the Children Netherlands (lead) | Oxfam Novib | Population Council  
**Timeline:** 23 months (August 2019 – June 2021)  
**Goal:** The MMWWK programme provides MTBA with a learning vision on the topic of linkages between adolescent sexuality and child marriage.

### More Than Brides Alliance (MTBA)

**Location:** Malawi | India (Pakistan, Niger, Mali through partners)  
**Funding:** Dutch Ministry of Foreign Affairs  
**Partners:** Save the Children Netherlands | Oxfam Novib | Population Council  
**Timeline:** 2016 – 2020  
**Goal:** Young people are able to decide if and when they want to marry and to pursue their sexual and reproductive health and rights in a supportive environment.

### SEHATI

**Location:** Indonesia  
**Funding:** Embassy of the Kingdom of the Netherlands in Indonesia  
**Consortium partners:** Plan International | IRC  
**Timeline:** 2016 – 2020  
**Goal:** District-wide access to improved and sustainable sanitation and hygiene facilities and practices, which contributes towards the Indonesian Government's target of providing universal access to water and sanitation.

# Simavi works in Africa and Asia

Our programmes reflect our diversity and different approaches to working towards a healthy life for all.

### The Golden Line

**Location:** Ghana | Tanzania  
**Funding:** Dutch Ministry of Foreign Affairs  
**Partners:** Solidaridad | Healthy Entrepreneurs  
**Timeline:** 2016 – 2020  
**Goal:** Women in mining communities in Ghana and Tanzania are empowered by improving working conditions and increasing women's abilities to engage in economic activities.

### Health Promotion Programme

**Location:** Mozambique  
**Funding:** Swiss Agency for Development and Cooperation  
**Consortium partner:** Helvetas (lead)  
**Timeline:** 2018 – 2020  
**Goal:** Strengthen Government health systems in Cabo Delgado, Mozambique

### Kapilvastu

**Location:** Nepal  
**Funding:** Hike for Health (private donors)  
**Timeline:** 2018 – 2021  
**Goal:** Our pilot approach, in which we combine WASH and SRHR and work on the inclusion of disadvantaged people, will lead to women practising healthy and hygienic behaviour during pregnancy, delivery and after birth, thereby reducing maternal and infant mortality rates.

### Ritu + Ritu extension

**Location:** Bangladesh  
**Funding:** Embassy of the Kingdom of the Netherlands in Bangladesh  
**Partners:** RedOrange | TNO  
**Timeline:** 2018 – 2020  
**Goal:** Improve the menstrual health of girls between 10 and 13 years old, leading to overall improved health and well-being, social and economic participation of girls in Bangladesh.

### Improving Health and Hygiene through WASH Intervention

**Location:** Nepal  
**Funding:** Dopper  
**Timeline:** 2017-2019  
**Goal:** The programme aims to improve the personal and environmental hygiene practices of the people in the target area and improve WASH governance in Sindhupalchowk and Dolakha.

**India** **Nepal** **Bangladesh**

### WASH & Learn 2.0

**Location:** Kenya | Uganda | Tanzania  
**Funding:** Walking for Water (private donations) | Rotary District 1570 | Aqua for All | Dutch foundations  
**Timeline:** January-December 2019  
**Goal:** Increased access to water supply and sanitation and increased hygienic behaviour in schools and the surrounding communities to structurally improve basic health and school attendance.

### The Perfect Fit

**Location:** Indonesia  
**Funding:** Canada Grand Challenges  
**Partners:** Kopernik (lead), IHAP Indonesia  
**Timeline:** 2018 – 2019  
**Goal:** Women create or have access to menstrual hygiene products, women and their communities are informed about SRHR and have discussions on menstrual health, and women are empowered and active members of their communities.

### Get Up Speak Out (GUSO)

**Location:** Ghana | Indonesia | Kenya | Malawi | Uganda  
**Funding:** Dutch Ministry of Foreign Affairs  
**Partners:** Rutgers (lead) | IPPF | Choice | Dance4Life | Aidsfonds  
**Timeline:** 2016 – 2020  
**Goal:** Young people – especially girls and young women – are empowered to realise their sexual and reproductive rights and health, and people in the community have a positive attitude towards young people's sexuality.

**Indonesia**

### Youth Access

**Location:** Uganda  
**Funding:** Porticus  
**Timeline:** 2017 – 2019  
**Goal:** Young people (10–24 years) feel supported and empowered to access youth-friendly sexual and reproductive health services.





Our mission:  
**A healthy  
life for all.**

Access to water is a human right.  
Water, sanitation and hygiene are  
essential for a healthy life.



Economic  
empowerment  
enables women  
to pursue their  
right to health.



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Our programmes facilitate  
women in creating a network of  
solidarity and empowerment.

A women-centred approach  
includes ensuring equal rights  
among men and women.



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### Credits

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Paul, Raymond Rutting, Sander  
Stoepker, Stan Klinkenberg,  
Simavi staff and partners

**With special thanks to:**  
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Simavi.

**SIMAVI, APRIL 2020**



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Sports give a great  
boost to girls'  
self-esteem and  
resilience.

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### 1 Who?

We do not work alone: we team up with other international organisations with complementary expertise and experience, and with our implementing partners that are rooted in and understand the local and national contexts we work in.

### 2 Where?

We implement our programmes in Bangladesh, Ethiopia, Ghana, India, Indonesia, Kenya, Malawi and Tanzania.

### 3 Why not men?

In general, women and girls face greater challenges in achieving a healthy life than men and boys. Women and girls are also the most affected by a lack of SRHR and WASH, and they are in the weakest position to gain their rights.

### 4 Why?

Empowering women, both socially and economically, improves their ability to pursue a healthy life.

### 5 Their right?

Health is a fundamental human right, inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion or any other status. And yet for many millions of people around the world this right is not realised. We inform women and girls of their rights and support them in claiming these rights from those responsible, such as governments and service providers.

### 6 What is a healthy life?

We subscribe to the WHO definition: 'Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.'



# Our vision: Simavi<sup>1</sup> strives for a world<sup>2</sup> in which all women and girls<sup>3</sup> are socially and economically empowered<sup>4</sup> to pursue their rights<sup>5</sup> to a healthy life<sup>6</sup>, free from discrimination, coercion and violence.



### So what do we focus on?

There are many factors that contribute to good health and well-being. We are experts in two factors we believe are crucial for a healthy life: sexual and reproductive health and rights (SRHR) and water, sanitation and hygiene (WASH). Wherever possible, we implement a combination of SRHR and WASH in our programmes since the two strengthen each other. Our focus is on women and girls.

Our work on WASH & SRHR and focus on women is combined in our five expertise areas: **Menstrual health | Maternal health | Bodily integrity | Water and sanitation | Hygiene**



# Highlights of 2019

What did we do to make an impact?



## Famous visitor

Dutch soccer player Leonne Stentler visited the ONE: Malawian Youth Kicks Back programme, founded by the UEFA Foundation, in which sports play a vital role. In the film that was made during her visit, she shows us how the whole community is involved in making it easier for girls to manage their sexual health and rights. (See the film on YouTube (search for 'Simavi UEFA').



# 24,440

girls and boys trained on menstrual health in schools

Menstruation is a natural body function, but in many countries it is surrounded by religious or cultural rules, stigma and taboo. In the communities we work in, girls, their parents and grandparents are often not properly informed about menstruation. Schools can play an important role in breaking taboos and giving information on menstruation health.

## Recognition

The Impact Challenge is a sector-wide initiative to increase the impact of Dutch non-governmental organisations. In 2019 Simavi was nominated for the first Impact Challenge Award. Using the Ritu programme as an example (Read more in Chapter 3), we illustrated how Simavi makes use of evidence and collaborates with research institutes to increase our impact. We were proud to be voted third place by the public and were awarded second place by the jury!

## Launching a global collective

In 2019, the Global Menstrual Health and Hygiene collective was founded. Together with UN organisations, non-governmental organisations (NGOs) and research institutes, Simavi was invited by the Water and Sanitation Supply Chain Council (WSSCC) to provide input on the vision, shape and focus of the collective. At the end of the co-creation workshop, the following vision was formulated: A world where all people who menstruate are able to manage menstruation safely and sustainably.

## Improved health conditions

The MKAJI programme, funded by the Swiss Agency for Development and Cooperation (SDC), came to an end in 2019. It was launched in 2014, at request of the Tanzanian government, to improve conditions in rural healthcare facilities in the 8 districts of the central Dodoma region, with a population of 2.16 million people. With better access to safe water and improved sanitation and hygiene, the healthcare facilities now offer improved healthcare services to pregnant women and mothers with small children, and help prevent infections. Over the past five years of implementation the MKAJI project has upgraded 94 health facilities out of the total of 404 in the Dodoma region.



# 2,537

healthcare providers were trained

Working with healthcare providers that are part of the local public or private health system is an effective way to increase the quality of services and ensure the sustainability of our programmes. Our partners train healthcare providers on several topics, including youth and women-friendly service delivery and hygiene protocols.

## Handy bag

In 2019, our partner IHAP piloted the Check2Gether innovation developed by Simavi and TNO in Indonesia with funds from Canada Grant Challenge. Check2Gether provides an innovative backpack with applications to detect pre-eclampsia, anaemia and diabetes that midwives can take with them when visiting communities for antenatal care (care for pregnant women). The programme trained midwives on how to use the backpack. These midwives are reaching out to women to ensure they get essential prenatal checks.

# 80

laws, guidelines and policies changed, blocked or implemented

Lobby and advocacy is an integral part of our work. Without the right policies in place at the community, national and international level, it is impossible for girls and women to claim their rights to a healthy life.



**The Golden Line - Tanzania**  
Women working in and around mines often don't get (equally) rewarded for the labour intense and unhealthy work that they do.



chapter one

# LASTING CHANGE BY FOCUSING ON IMPACT

Impact has become increasingly important in the international development sector. The word 'impact' is used in many different ways and contexts.

In this chapter we explore what impact means for Simavi and reflect on how we work towards increasing our impact.



# Lasting change by focusing on impact

Simavi sees impact as a lasting change in the lives of women and girls.

To be able to measure the impact within available programme funding, we identified elements of well-being at individual level that can serve as indicators of the ability to live a healthy life. Following a literature review, we defined what we call the five dimensions of well-being:

- 1- women and girls feel physically healthier
- 2- more confident and positive
- 3- are more in control,
- 4- feel safer
- 5- experience positive relationships with those around them

With these five dimensions we aim to measure a change in the lives of women and girls that goes beyond the individual outcomes in our Theory of Change.



Hilda Alberda

## Our journey towards impact

Hilda Alberda, Director of Monitoring Evaluation and Learning (MEL) at Simavi explains:

The word impact is used in many different ways and contexts. An important step in our work on impact was therefore to agree on a definition within Simavi. With this definition, we aim to distinguish impact from the outcomes that we achieve in our programmes. Adding the final sentence was important, as we believe that in our work it is important to be aware of, mitigate and evaluate the possible negative or unintended effects that our programmes can have.

Increasing our impact is a continuous process. It is a journey that Simavi engaged on a few years ago and we continue to improve and learn as an organisation. Our focus on impact changes how we design our programmes, for example by making more use of evidence, and in how we implement them. We are also exploring new ways of measuring results to differentiate between impact and outcomes, and ensure what we measure informs our Theory of Change.

In addition, our focus on impact provides us with a new lens to look at how we report to our donors. In this impact report we focus on the outcomes and (where available) the impact of our programmes, and we only use output to illustrate our input and reach. To paint a complete picture, we present quantitative data from evaluations and use case studies and interviews with women and girls, our partners and colleagues to present the story behind these numbers.

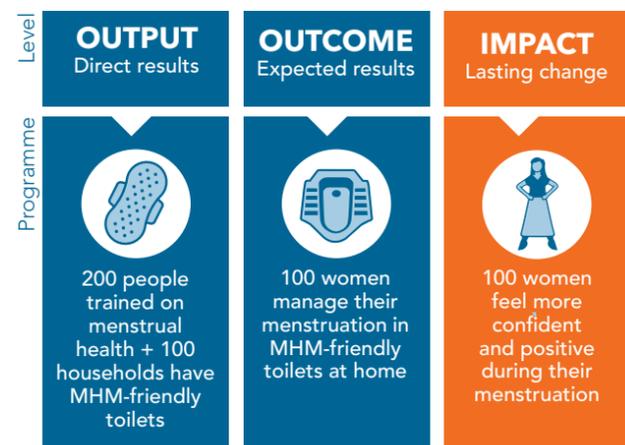
### “Impact-oriented working is a process”

Finally, transparency is an essential part of impact-oriented working. We therefore asked colleagues and partners to reflect on their work and our partnership. We share some of the steps that we have taken as an organisation to increase the impact of our work as well as the lessons we learned along the way.

**Simavi’s definition of impact:** the lasting change in the lives of women and girls – in relation to our mission and their own perspectives – resulting from Simavi’s contribution. We acknowledge that some changes may be unintended or negative.

### Levels of change

The results of our work can be measured at three levels: by looking at output, at outcomes and at impact. Since we use all three methods in this report, it is good to know what they mean and the difference between them.



**OUTPUTS** are the direct results of our work and are monitored by our implementing partners on an ongoing basis. Depending on how they are counted, outputs may be things like the number of implemented actions or the number of women trained. Outputs give a good idea of the reach of a programme: the number of people that were directly influenced by at least one of our activities.

**OUTCOMES** are the expected results of one or more strategies in a programme. For example, under outcome 4 (women and girls make use of quality SRHR and WASH services) what we want to

achieve is that women chose to give birth in a health clinic with a skilled birth attendant rather than at home. This means that we are looking for an actual change in behaviour or in the environment (e.g. laws changed). Outcomes are measured in programme evaluations.

**IMPACT** is the combined result of the formulated outcomes. Simavi defines impact as a lasting change. This implies that it should be measured over the longer term, ideally at least one or two years after a programme has ended, or by using our five dimensions of well-being.

## Impact has impact: The organisation

### An all-inclusive journey

We want to include all staff members in creating and measuring impact. In 2019 we took a number of steps to further embed the Theory of Change that we developed in 2018 into the organisation. For example, after our first plenary meeting of the year, we decided to change the way we report in our publications: instead of presenting results purely in the form of outputs, we enrich the data where possible with information and stories that illustrate the impact achieved.

*Read more on storytelling on page 55*

### New focus, new direction

Our focus on women and girls and the selection of expertise areas gives our work more direction. It helps us prioritise where we spend our resources and be more selective in the funding opportunities we apply for. At the same time, this means we sometimes need to say no to funding opportunities that are interesting. When last year we attempted to develop a proposal that did not directly fit our new focus, we realised that we needed to adjust the existing decision-making process.

### Learning by sharing knowledge

Sharing knowledge within and outside the organisation and incorporating lessons learned into new programmes is essential if we are to continually raise our game and do better work. The challenge is to find ways to document and share the key information in an efficient way. To do this, we formed a Knowledge Management and Learning team.

### Learning sessions

Every month we organise learning sessions as a platform for staff to exchange experiences. Each session explores a different topic or objective and all colleagues are invited, including those abroad through live streams. These meet-ups help us refine our thinking and develop new approaches. We also make extensive use of the social network platform Workplace to facilitate quick exchange of information among staff members.

**Theory of Change**

A Theory of Change identifies the overall goal (mission or impact) of an organisation or programme, plus the steps towards achieving that goal. These steps include: who is targeted and involved (actors), how this is achieved (strategies) and what intermediate results contribute to the overall goal.

Bangladesh



**Our Lives, Our Health, Our Futures**

Impact-orientated programming

We integrated the concept of impact-oriented programming into the Our Lives, Our Health, Our Futures programme in Bangladesh right from the start. In this programme we work with 10 local community-based organisations to enable young women and adolescent girls from indigenous groups in the Chittagong Hill Tracts to transition into adult womanhood with dignity, bodily and sexual autonomy, and without being subject to violence, coercion or discrimination.

To involve the implementing partners in the impact-oriented and women-centred programming approaches, we developed a training course that makes use of personas. The group was asked to create three profiles of women of different age groups, using data from evidence reviews and needs assessments. These personas were used to identify real-life barriers that women and girls in the Chittagong Hill Tracts face as well as their needs and dreams. The use of personas made it easier to understand complicated concepts. In an anonymous evaluation of the training course, one participant said: 'The persona tool will be helpful to create a profile for each girl and identify women's priorities, needs and problems. In the end, the training has helped me to enrich my knowledge and I hope to apply this in my project related work.'



Staff from the 10 CSOs in group work during the training.

**Impact has impact: in designing programmes**

**<<Impact-oriented programming**

Impact-oriented programming means that in the programme design phase we keep in mind how to reach the maximum impact for the women and girls we want to benefit from the programme. By combining this with our women-centred approach, we make sure that the needs of the women and girls are central to the programme design and implementation.

**Evidence-informed programming>>**

Where possible we make use of evidence. When designing a new programme we use evidence from the literature and from earlier programmes, to make sure we use the best possible methods available for successful interventions. This increases the likelihood of our programmes bringing the change we want to see.

As there is not always enough time to systematically collect and review evidence during the proposal development process, and because evidence is not always conclusive, we pro-actively develop prototype programmes that fit our Theory of Change. We work with universities and research institutes to test our assumptions, so when we start the actual programme we can work from a clear and proven starting point.



Nepal



**Kapilvastu**

Evidence-informed programming

The first prototype programme we developed focuses on maternal health, one of our expertise areas. Vrije Universiteit Amsterdam conducted an evidence review as an input to this programme. Simavi then dedicated part of its unrestricted funds to implement the programme. The programme aims to increase healthy and hygienic behaviour during pregnancy. At the same time we want to learn from this programme, so we are testing new approaches that we can apply to other programmes.

We work closely with our implementing partners SOLID and KIDS to monitor the effectiveness of our actions. This helped us

to discover that one of the proposed participatory method – based on the evidence review – did not match with what the women in the programme needed. The locally recruited facilitators were also not experienced enough yet to apply this method.

We decided to start with general information meetings first to touch on a broader range of topics and to build trust and the skills of the facilitators. Whereas most of the findings from the evidence review were incorporated into the implementation, this example illustrates how context matters as well: there are many factors influencing the success of an intervention.

The mothers of Kapilvastu form a network of women actively working towards safer pregnancies.

**Ritu - Bangladesh**

Through education, awareness raising and access to services - girls feel more confidence during their menstrual health, enabling them to receive their education, participate in different sport activities and nourish their individual talents.

chapter two

# IMPACT THROUGH OUR PROGRAMMES

In the end, what matters is the change our work has made in the lives of women and girls. In this chapter we present outcome and impact data and illustrate these with stories. We explain how we work and why we work this way, and how this ultimately has an

impact on the health and lives of many people. Of course, we have also got the figures to back this up: we present a selection of the numbers (output) that detail what we have done to achieve this impact. More numbers can be found in Annex 4.

&gt;&gt;&gt;

# Impact through our programmes

In this chapter we report on our achievements towards the outcomes and impact in our Theory of Change.

For each of the five outcomes, we highlight three programmes that illustrate our work, using outcome data from evaluations and stories to illustrate the data. Each story is accompanied by output level data that illustrate what activities contributed to the change at the outcome level and/or the reach of the programme.

Impact is literally on another level. As we do not yet have impact level data for all our programmes, we highlight two programmes in which we were already able to measure impact by using our five dimensions of well-being: Ritu and Golden Line.

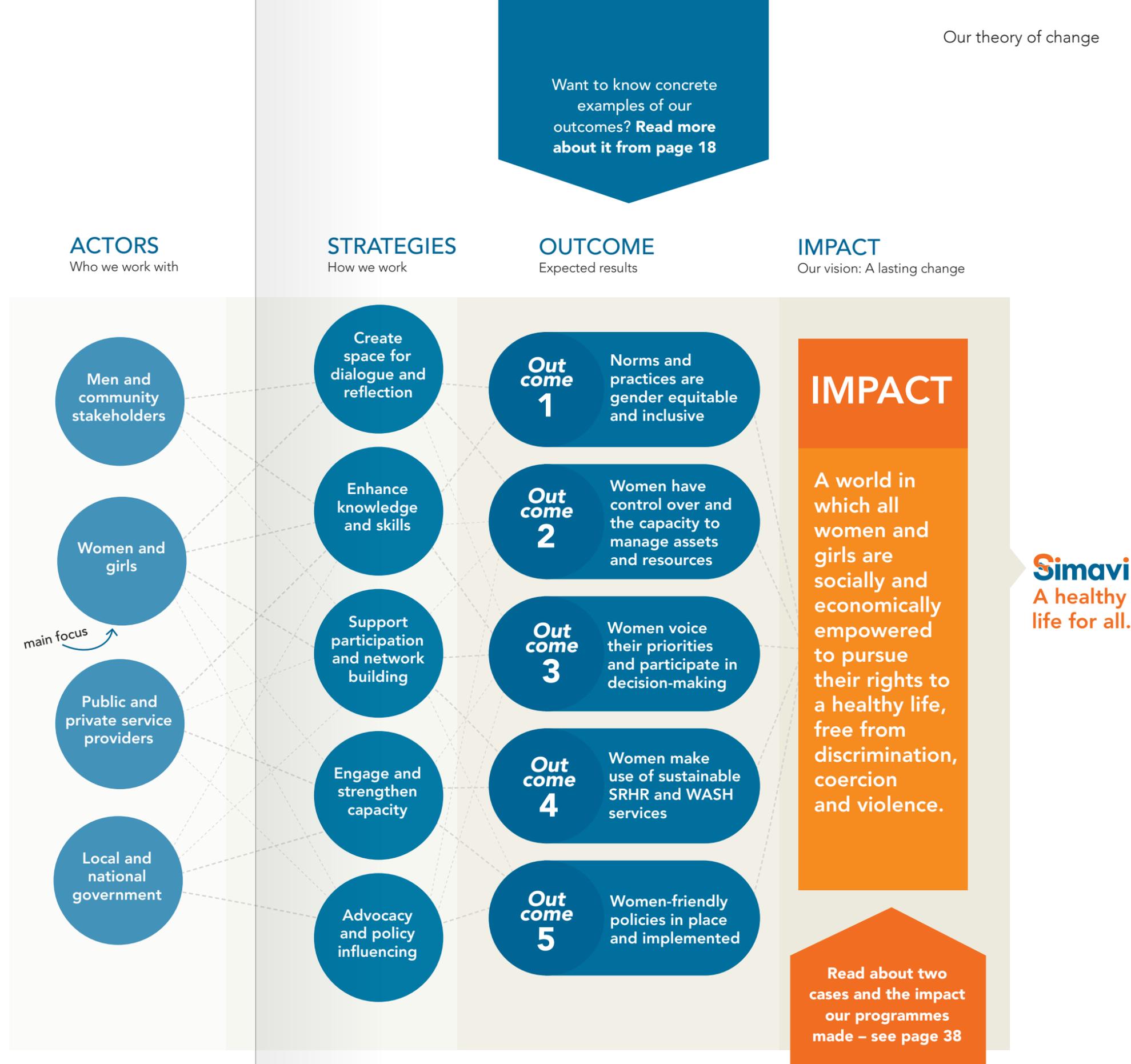
## Our theory of change

Our Theory of Change summarises our purpose and way of working. Starting from the left, we identify the main actors that play a role in our programmes. Women and girls are in the centre as they are central to everything we do. But because women and girls do not live in isolation, men and community stakeholders play a key role in our programmes too. In addition, we work with public and private service providers as well as local and national governments to ensure access to services as well as a women-friendly policy environment.

Next are the strategies, in which our implementing partners play a key role. We summarise our main approaches in five strategies. As can be seen from the lines, these involve different actors and contribute to several outcomes. This is key

to a Theory of Change: it is not linear. The five outcomes in the next column identify the five areas of change that we believe are essential to women and girls being able to pursue their right to health: our impact. This is how we contribute to our mission: a healthy life for all.

We believe that two factors are crucial in achieving health for women and girls: **sexual and reproductive health and rights (SRHR)**, and **water, sanitation and hygiene (WASH)**. All our work focuses on these two areas of health. To provide further focus in our work, we have identified five expertise areas that combine our specific expertise on SRHR and WASH with our focus on women and girls: **Menstrual Health, Maternal Health, Bodily Integrity, Water and Sanitation and Hygiene.**



**Outcome 1**  
Norms and practices are gender equitable and inclusive

**Outcome 2**

**Outcome 3**

**Outcome 4**

**Outcome 5**



# Changing the norm

To a large extent cultural and social norms define how people behave and interact. For example, norms might prescribe that men decide what the household income is spent on or that women and girls are not allowed to cook while menstruating. To create space for women to become more socially and economically empowered, learn and practice new skills and access services, it is important that norms and practices are supportive.

## How do we work on this?

- We create space for dialogue and reflection between women, within communities, with service providers and with key government and other stakeholders.
- We enhance the knowledge and skills of women and girls – and the people around them – on topics such as SRHR, WASH, gender equality and human rights.
- We work with change agents and role models who can spearhead change in their communities.

A women-centred approach includes ensuring equal rights among men and women.

Indonesia



## Get Up Speak Out (GUSO)

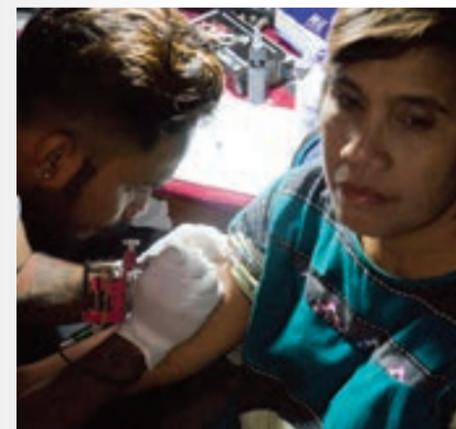
Outcome

In Indonesia, 64% of young people who were questioned for the GUSO midline survey (2019) agree or strongly agree that they feel supported by religious leaders in accessing sexuality education and sexual and reproductive health services. At the start of the programme this was 36 % (2017).

Output

As part of the GUSO programme, Simavi's partner IHAP contributed to this by structurally involving 186 representatives of relevant community groups (including religious leaders) in 2019.

As permanent as her commitment: religious leader Ibu Ross supports sexual and reproductive health and rights.



## RELIGIOUS LEADERSHIP

Indonesia is developing rapidly and in many ways. Unfortunately, women's sexual and reproductive rights are coming under increasing pressure. Religious leaders play an important role in changing norms related to SRHR. As in many countries, religious leaders are a conservative force resisting rights to information on SRHR and sexual identity and access to contraceptives and safe abortion.

*"We can now use words like penis and vagina and even topics such as LGBTQI are now being discussed in our church"*

Ibu Ros, the head of the local Synod of GMIT (the Protestant Church), has worked closely with Simavi's implementing partner IHAP since she was invited to an event to raise awareness for SRHR being a human right in Kupang, Indonesia, in 2018. The event was organised with Human Rights Tattoo, a Dutch initiative that tattoos the letters of the Universal Declaration of Human Rights on people around the world. Ibu Ros was invited to speak during the event as a key community influencer. She surprised everyone by her bold decision to get a human rights tattoo herself!

Since then, Ibu Ros has become an advocate for SRHR. She organised a seminar on SRHR that was attended by 60 religious leaders from the area. The responses of the attendees were very positive. Since the beginning of 2019, the church has been using a module developed with IHAP to share SRHR messages among their young members. Ibu Ros says that a lot has changed: 'We can now use words like penis and vagina and even topics such as LGBTQI are now being discussed in our church.'

Outcome 1

Norms and practices are gender equitable and inclusive

Outcome 2

Outcome 3

Outcome 4

Outcome 5

Ghana



The Golden Line

**Outcome** 83% of the women included in the midline survey (2019), say they experience an increase in joint decision-making in financial household decisions as a result of the programme.

**Output** Simavi's implementing partners HFFG and PRSP in Ghana reported that in 2019 they reached 3,368 women and 9,910 community members with their sessions on gender equality and women's right to health. A total of 779 men were involved in



The involvement of boys and men in the efforts towards gender equality is essential to achieve behavioral change.

A RESPONSIBLE MAN RESPECTS HIS WIFE

Joseph Adu Amankwaa (Wassa Ntwentwene, Ghana) lives in one of the communities that was included in The Golden Line programme. He describes how it changed the way he interacts with his wife: 'I attended a workshop with community leaders from different communities. As part of the workshop, we had discussions about the causes, effects and consequences of domestic violence. Those discussions made me realise that some of my actions at home could be called domestic violence. As the man I am the head of the

house and I mostly take the decisions. These decisions sometimes affected my wife and children, and my wife and I had lots of quarrels about them. I decided to change some of my behaviour and improve the situation in my home. I changed the way I spoke with my wife and children and offered my help to them each time I felt it was needed. Now I have a peaceful relationship with my household. This also affected my position in the community as a lot of men now look up to me as a responsible man.'

MENSTRUATION IS NO LONGER A REASON TO MISS SCHOOL

Aleksuis, headmaster of Iteng Junior High School in Indonesia, says the programme brought changes to his school and to him as a person: 'Perfect Fit really raised awareness among the teachers about menstruation. We all now have a better understanding of what menstruation is. I used to think that menstruation was a disease and that women who were on their period could not wash their hair or drink cold drinks, but I now know that is not true. Talking about menstruation used to be taboo, but now I talk with my daughter about menstruation and it's not a problem anymore.'

At our school we made our new medical facility available as a space for girls to come and get changed and do what they need to do if their period comes all of a sudden. We started giving girls who had suddenly got their period free Perfect Fit pads, but we have run out of pads now and are considering getting disposable pads as a back-up.'

"I used to think that menstruation was a disease"



As Aleksuis overcame the taboo to talk about menstruation, it enabled an environment of learning and understanding.

Indonesia



The Perfect Fit

**Outcome** At the beginning of the programme (2018), 22% of women said they faced no restrictions on their daily activities during menstruation. This doubled in 2019 (end-evaluation).

**Output** Simavi's partner Kopernik and implementing partner AYO Indonesia Foundation trained 12 local tailors in reusable menstrual pad production and 148 menstrual health agents to disseminate information on menstrual health throughout communities across Indonesia. Under the project 23,941 Perfect Fit pads were manufactured and distributed, reaching 5,964 adult and adolescent females in Indonesia.

Outcome 1

Outcome 2

Women have control over and the capacity to manage assets and resources

Outcome 3

Outcome 4

Outcome 5



# Money is power. And women need more of both.

In most countries men hold the decision-making power and decide what the household income is spent on. This means women often do not have access to or control over assets (such as tools that are needed to make a product that can be sold) and resources (cash or a loan). Being economically empowered enables women to access SRHR and WASH services and products and make their own decisions. It also influences women's status within their families and communities.

### How do we work on this?

- We train women in finance literacy and provide them with relevant skills to generate an income.
- We give support to women on organising saving groups and expanding their network.
- We engage men and key stakeholders in moving towards gender equality and gaining their support for women's economic empowerment.

The title is a reference to a NY Times article about women's needs in the field of economics and politics.

Financial literacy is a big first step towards economic independence for women, which contributes to women's ability to pursue their right to health.

Uganda



### WASH & Learn 2.0

**Outcome** 7 Village Savings and Loan Associates are active and enable local women to save together and take out small loans to finance WASH entrepreneurship.

**Output** In 2019, implementing partner JESE in Uganda trained 42 women in two women's groups in how to make and market liquid soap.



Soap-making business in Uganda.

## CLEAN BUSINESS

JESIKA detergent is a liquid soap that is produced and sold by a women's group in Kabahango in the east of Uganda. The group was trained in soap making by JESE, one of Simavi's partners in Uganda. The group sell four jerry cans of their liquid soap per month in neighbouring villages and at local markets. To support the growing business, JESE is working closely with the group to arrange official registration at sub-county and district level. This will enable the group to access grants from local government development funds.

**"The income from the liquid soap making enables most members to pay their children's school fees"**

During a visit by Simavi, Jane Kakyö, the secretary of the women's group, explained how after successfully selling their first samples all 32 members of the group put in an equal amount to buy ingredients in Kampala (the capital of Uganda) and launch their business. They came up with the name JESIKA by combining the first letters of JESE, Simavi and Kabanhango.

Jane Kakyö told us how the income from the soap enables most members to pay their children's school fees and other financial contributions they are required to make at school. There is still room for growth, though, as not all members are able to fully cover the fees. As some community members prefer soap bars to liquid soap, she asked JESE to train the group in how to expand their product range.



Outcome 1

Outcome 2

Women have control over and the capacity to manage assets and resources

Outcome 3

Outcome 4

Outcome 5



Girls in Malawi use their visibility to speak out against child marriage, for example through t-shirts, girls clubs and performance.

Malawi



**More Than Brides Alliance (MTBA)**

Outcome

While only 4.4% of girls reported working for an income at the start of the programme in Malawi (baseline, 2017), in the midline evaluation (2019) partners reported that 19.6% of girls in the More Than Brides Alliance (MTBA) areas are working.

Output

To increase access to economic opportunities for girls at risk and affected by child marriage, implementing partners YONECO and GENET in Malawi have trained 1607 girls in financial literacy and created links to income generating opportunities for 830 girls during 2019.

**THE DIFFERENCE BETWEEN NEEDS AND WANTS**

When she was in form 1 of Junior Secondary School, Chifuniro Katipo from Kochilira had to drop out of school because she got pregnant. Her parents were supportive, but could not bear the costs of the pregnancy. She therefore moved in with the father of the baby. When she gave birth to a stillborn, her friends in the MTB's Girls Only club convinced her to go back to school. She also moved back to her parent's house. Chifuniro tells us: 'It was not easy, as my classmates were teasing me. But with the help of my teachers and the mentors of the girls' club I managed to excel in my studies.'

**"I do not rely on men for money"**

At the Girls Only club Chifuniro received information about SRHR and financial literacy training. She was also introduced to a Village Saving and Loans Association (VSLA) and started a small business selling *mandasi* (deep fried bread). 'Through the business I am able to support myself and buy basic needs, which was not the case before,' Chifuniro says. 'One of the things I learned in the financial literacy training was to differentiate between needs and wants. The money I earn from my business I spend on necessities such as notebooks, pens and sanitary pads. I do not rely on men for money and am able to support my family in buying things for the household. The remaining money I invest in my business.'

Nepal



**Kapilvastu**

Outcome

In the Kapilvastu baseline survey (2019), only 9% of women said they can spend most or all of their income at their own discretion, without permission from family members or parents. As the project started in 2019, we have no outcome data yet.

Output

In 2019, our partners SOLID and KIDS worked with 40 women's groups, 31 community groups and 4 health facilities as part of the Kapilvastu programme.



Asma Khatun and the other mothers who participated in the Kapilvastu programme, that helped Asma positively "shift her priorities" towards safer pregnancy practices.



**SHIFTING PRIORITIES**

To ensure women have access to resources to spend on healthcare during pregnancy, we initially planned to strengthen or set up Village Saving and Loan Schemes (VSLs) under the programme. However, close monitoring of implementation of the programme brought up two new insights after the first year.

1. It became clear that an important reason for women not to invest in health services around their pregnancies was their limited knowledge about the importance of proper care.
2. We learned that women's experience with credit groups were not very positive. At the same time, we found that even families with the lowest incomes could generate emergency funds.

Following these findings, it was decided to cancel the VSLs activities and focus on motivating families to set up an emergency fund for expenditure on pregnancy related healthcare.

Asma Khatun participated in one of the mothers' groups. She explains that although the family income did not increase, her priorities shifted. 'My daughter-in-law was pregnant and I decided to take her to the health clinic for antenatal care visits. Basic healthcare is free, but we need funds for transport. At the time of delivery, I took my daughter-in-law to the nearby health post. Because of complications she was transferred to the nearest hospital where she gave birth to a healthy girl.'

**"Even families with the lowest income could generate emergency funds"**

Outcome 1

Outcome 2

Outcome 3  
Women voice their priorities and participate in decision-making

Outcome 4

Outcome 5



# She decides

Men are often the main decision-makers in households and the communities where we work. As women have different needs from men, it is important that these needs are included in decisions on both water, sanitation and hygiene and on sexual and reproductive health facilities and services. This is why Simavi works with women and girls as well as decision-makers and decision-making bodies – to ensure women’s voices are heard.

## How do we work on this?

- We ensure women have the right knowledge, skills and tools to actively participate in decision-making at both household and community level.
- We strengthen the capacity of local civil society organisations (such as women’s rights organisations) so they are able to represent women and girls in decision-making and lobby for their rights and needs to be met.
- We enhance the knowledge and skills of husbands and decision-makers so that they support women taking part in decision-making.

The title refers to the SheDecides movement launched in 2017 by Lilianne Ploumen (then Dutch minister for foreign trade and international development), to support the rights of girls and women to decide freely and for themselves.



Knowledge is power. Valentine gained influence after learning about her rights as a person living with a disability.

## A SEAT AT THE TABLE

Women and people with a disability are most affected by water issues, as women have more household responsibilities and both groups have larger water needs. Unfortunately, they often do not have the opportunity to voice their concerns or participate in decision-making processes.

Valentine Mombafi, who is living with a disability, explains: ‘We didn’t know about public participation, we didn’t know about budgeting. Women didn’t know anything about the government.’ This changed when she was invited to participate in water management and WASH meetings as part of the Watershed programme. From the capacity strengthening training she received through the programme she learned to use her influence to bring forward the water issues of women and people living with disabilities in Nanyuki.

“We didn’t know about public participation, we didn’t know about budgeting, women didn’t know anything about the government”

So far, Valentine has been successful in getting a water tank for a local school, has joined the board of the local water company and was part of the Laikipia East Budget Committee. Having a seat at the table is a great step forward. As Valentine says, ‘Nobody listens to us unless we have one of our own people there.’



### Watershed

**Outcome** Civil society organisations (CSOs) that have been capacitated in inclusive lobby and advocacy by Simavi’s partners in Kenya have succeed 7 times in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage

**Output** Simavi works with implementing partners KEWASNET, KWAHO and NIA in the Watershed Alliance in Kenya. In 2019, their lobby and advocacy work increased the capacity of 49 local CSOs.

Outcome 1

Outcome 2

Outcome 3



A community training in the Tarkwa Nsuaem Municipal Area in the Western Region of Ghana

Women voice their priorities and participate in decision-making

Outcome 4

Outcome 5

## THE GOAL AND THE SCORING

Scorecards are a useful tool for getting community members involved in decision-making. Simavi's partner Hope for Future Generations (HFFG) is working with rural communities in the Tarkwa Nsuaem Municipal Area in the Western Region of Ghana. In this region, WASH services are not up to par and community members and their representative CSOs are often not involved in decision-making. This means their wants and needs are not taken into account.

To make sure everyone in the community has access to quality WASH services, HFFG worked with communities and local government to develop community scorecards. These were used by community members to assess the WASH service delivery in their communities and the information gathered formed the basis for dialogues between communities and service providers. The scorecards legitimise the demands of community members and help them to influence policy.

“The scorecards showed that in every community women have less access to water and sanitation services than men”

The active involvement of women in the process required an additional investment as initial project meetings were attended mainly by adult men. The involvement of women in the development of the scorecards increased their willingness to participate in the rest of the process. One of the clear conclusions from using the scorecards was that in every community women and youth have less access to WASH services.

In just one year's time, the approach has a positive influence on the local government's commitment and accountability and they are now in the process of preparing municipal WASH plans for a more equitable distribution of WASH services.

Ghana



### Watershed

Outcome

In 2019 local CSOs managed to engage with authorities to discuss their WASH demands on at least 7 occasions (Watershed Annual Report, 2019). In 2019, local CSOs managed to carry out 25 advocacy initiatives, for, by or with their membership or constituency. These activities included engaging national media in WASH and IWRM, using budget tracking as a tool for lobby and advocacy and hosting periodic review meetings with stakeholders.

Output

In 2019 Simavi's implementing partner HFFG contributed to this outcome by reaching 636 people during a community interface meeting where community scorecards were disseminated.



At just 17 years old, Nisha Kumari is already taking the lead in the abolition of child marriages



## NO REGRETS

As a peer educator under the MTB programme, Nisha Kumari (17) was chosen to be one of two child representatives in the Village Level Child Protection Committee (VLCPC) in her area. The VLCPCs are established by the government of India. Nisha recalls that she did not attend the first meetings of the committee: 'I was not sure about the purpose of the VLCPC and why I needed to be there. I was also afraid of having to talk in public.' Later, her experience as a peer educator and the training sessions by CINI she attended gave her the confidence to start attending the meetings.

In March 2019, two of her peers (both 15) said that their families had arranged their marriages without their consent. Nisha knew she had to do something. It took several interventions to convince the parents to cancel the weddings. Nisha faced some backlash for her involvement. 'People would say child marriages used to happen before, so what is the problem now?' she says. 'We all felt a little scared as well. Some of us got scolded at home too,' she adds. However, Nisha remains convinced that she did the right thing: 'It is not legal. When a girl marries early, her life changes completely. She can't study. Her health may suffer. If she becomes a mother, it is bad for her and her child,' she says.

'Before, we girls used to just sit on our problems, keep them to ourselves. Now, the VLCPC and the adolescent girls group are there. We have found these spaces where we can raise our issues and find solutions. It feels really good,' she adds with a smile.

India



### More Than Brides Alliance (MTBA)

Outcome

Midline data (2019) of the programme revealed that 28% of girls in MTB implementation areas in India are aware of Child Protection Committees, compared with only 8% in other areas. Besides, 18% of those exposed to the programme feel safe in reporting concerns about possible child marriages to the committee compared with only 4% of those not exposed.

Output

As a part of the More Than Brides Alliance (MTBA), Simavi's partners VHAI, BVHA, CINI and NEEDS have given training to 141 Child Protection Committees and engaged over 410 girls in their work during 2019. These committees have mediated 137 cases and prevented 129 child marriages last year.

Outcome 1

Outcome 2

Outcome 3

Outcome 4  
Women make use of sustainable SRHR and WASH services

Outcome 5



# Beyond building toilets

To pursue their right to health, it is important that women and girls have access to SRHR and WASH services that respond to their specific needs. Simavi works with public and private service providers to ensure that services are available, accessible, acceptable and of good quality. For women and girls to actually use these services, they have to be aware of them – and recognise the importance of using them – and of course they must have money to pay for them and for transport. Moreover, they must be allowed to make use of these services by the people around them, as social and cultural norms might restrict them from using services.

## How do we work on this?

- We train service providers to deliver services that (are) respectful to and respond to the needs of young people and women.
- We ensure women are engaged in decision-making structures, such as WASH committees.
- We provide training and support to women and communities to demand services using social accountability methods.

An important part of sexual reproductive autonomy for women is proper education about safe sex practices.

## THE POWER OF SAYING NO

A participant (19 years old) of GUSO that wants to stay anonymous tells: 'When I was worried about pain during my menstruation, I decided to call the SHE+ helpline that Savannah Signatures operates. I didn't have good experiences with healthcare workers during my pregnancy, but the lady that spoke to me was young and very friendly. She explained to me that it is normal to experience cramps during menstruation and gave me some tips to manage them. As I was breastfeeding my daughter, she also informed me about different techniques that can benefit me and the baby. Later, when I attended one of the sessions on SRHR, they explained to me how I could avoid another unplanned pregnancy and referred me to a health centre to get contraceptives. What I liked is that no-one said I was a bad girl for wanting to use contraceptives.'

**"No-one said I was a bad girl for wanting to use contraceptives"**

'Becoming part of the GUSO programme has helped me in so many ways. I am now more informed, empowered and confident in my decisions. I now have the power to say no if I don't want sex! I have a renewed hope for a better future for myself and my daughter. I am so excited to be back in school, so that I can fulfil my dream of becoming a nurse.'

Ghana



## Get Up Speak Out (GUSO)

Outcome

In Ghana, the percentage of young people surveyed who said they had received SRHR information increased from 65% (GUSO baseline, 2015) to 88% (GUSO midline, 2019).

Output

In the Ghana SRHR Alliance that implements the GUSO programme, Simavi works with its implementing partners Hope for Future Generations (HFFG), Presbyterian Health Innovative Projects (PHIP), Savana Signatures and Northern Sector Action on Awareness Centre (NORSAAC). In 2019 they trained a total of 270 educators and reached 22,983 young people with comprehensive SRHR information.



This GUSO programme workshop in Ghana is an example of the proactive approach to getting young people involved in their SRHR practices.

Outcome 1

Outcome 2

Outcome 3

Outcome 4  
Women make use of sustainable SRHR and WASH services

Outcome 5

Indonesia



**SEHATI**

Outcome

In 2016, Simavi found that only 27% of women in the targeted communities had access to sustainable toilets that met their needs (SEHATI baseline, 2016). This increased to 69% of women at the end of the programme (SEHATI endline, 2019).

Output

In 2019, Simavi and its implementing partners Plan Indonesia and Yayasan Dian Desa enabled 168 women to lead Community Led Total Sanitation activities in communities across seven districts in eastern Indonesia.



Theresia and her parents in front of a now woman-friendly toilet.

**PRIVATE BATHROOM**

Before the SEHATI programme was implemented in their community, Theresia and her husband had a toilet behind their house in a bamboo shed. For bathing and washing she and her mother would go to the river. Theresia asked her father and husband to build a permanent and more spacious toilet with washing facilities. 'The men in the house thought that building a toilet was expensive and didn't see the problem of using the river for washing.'

"The men in the house didn't see the problem of using the river for washing"

Before and after



Their opinion changed when they attended a session on women-friendly toilets given by Simavi's implementing partner Yayasan Dian Desa. The men decided to build an improved toilet and washroom for the family that gives the women more privacy and safety. They received a loan from a local rural bank and the village government supported them by installing a pipeline. 'I am happy now because I am able to use a closed, spacious and comfortable bathroom. I am not in the open anymore. I hope my family will be healthier and can manage hygiene in and outside the house.'

**MORE THAN ENTREPRENEURSHIP**

The aim of the Healthy Business, Healthy Lives project is to increase access to basic healthcare products and information. This is done by training Village Health Workers (VHWs, who are mostly women) to become so called Community Health Entrepreneurs (CHEs) and make an income through selling health products. Although VHWs are part of the government health system, they work as volunteers. Earning a sustainable income increases the likelihood of them being able to continue their work as VHWs. On top of that, the training they receive and the tablet with informative videos provided through the project enhance their awareness raising activities.

"This has enabled me to handle menstruation with dignity and normalcy."

The health entrepreneurs make essential medicines readily available in the community. Community members no longer have to wait in long queues at the local health centres or spend a lot of money on transport to nearby hospitals. Many of the products serve women's needs (personal hygiene, maternal health, menstrual health), which is particularly valued by the women in the communities. As Mrs Kamugisha, a regular customer, says, 'I can easily access pads, contraceptives and knowledge on menstrual health and sexually transmitted diseases from the CHEs. This has enabled me to handle menstruation as a matter of course and with dignity.'

A Community Health Entrepreneur explaining how to use a sanitary napkin.



Uganda



**Healthy Business Healthy Lives**

Outcome

The programme has given a total of 173,750 people in 250 villages access to healthcare products.

Output

In 2019 Simavi's Ugandan partners EMESCO and HEWASA, together with consortium partner Healthy Entrepreneurs, trained 175 village health workers (VHWs) to become community health entrepreneurs (CHEs) so they can obtain an income from their work. The CHEs sold a total of 843,691 products in 2019.

A group of trained Community Health Entrepreneurs with their supplies.



Outcome 1

Outcome 2

Outcome 3

Outcome 4

Outcome 5  
Women-friendly policies in place and implemented



# Women's rights are human rights

To sustain our work, it is important that women-friendly policies are in place and implemented at national and local levels. At the same time, international instruments, such as new resolutions, should also adequately articulate women's needs as these present a strong basis for further translation into national policies.

### How do we work on this?

- We inform women and girls about their rights and support them to claim their rights.
- We strengthen the capacity of local CSOs and provide them with knowledge and tools to lobby government authorities to uphold their legal obligations.
- We support duty bearers (governments, service providers, corporate sector) to fulfil their existing obligations.
- We lobby with national and international stakeholders to ensure needs are represented in new legislation.

The title was the name of a speech given by Hillary Rodham Clinton (then First Lady of the USA) September 5th 1995, at the United Nations Fourth World Conference on Women in Beijing

## SEXUAL AND REPRODUCTIVE RIGHTS FOR INDONESIAN YOUTH



### International Lobby Work

The International Conference on Population and Development (ICPD) that took place in 1994 in Cairo, Egypt was a ground-breaking moment as 179 nations committed to promote and ensure SRHR for all. The conference is now organised on a yearly basis to follow up on the agreed Programme of Action.

In 2019, Simavi attended the 52nd session of the United Nations Commission on Population and Development (follow-up of ICPD) together with IHAP, one of our implementing partners from Indonesia. We brought issues to do with young people's SRHR in Indonesia to this international platform in a bid to take our advocacy work under the GUSO programme forward.

As SRHR is a sensitive topic, the positions of stakeholders vary widely within and between countries. Some push for a very conservative agenda whereas others are more progressive. For this reason IHAP carefully engaged in conversations prior to and during the conference to get a good understanding of the dynamics and the different agendas of countries in the region. With messages collected from young people and the use of online support through social media, they pushed for more progressive action on youth SRHR in Indonesia.

Looking back, Mirawati, director of IHAP, says: 'I had the opportunity to bring the voice of the young people of Indonesia to the CPD. I have learned to bring SRHR to the heart of the development progress linking the national, regional and global levels.'

### Demanding rights

Our work is based on human rights. Human rights are rights given to everyone regardless of their race, sex, nationality, ethnicity, language, religion or any other status.

These rights are generally established through treaties, such as the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights and the Convention on the Elimination of All Forms of Discrimination against Women, and are usually translated into national or local legislation. In every signatory country there should be a policy in place that safeguards rights, such as the right to health and the right to water and sanitation.

At Simavi we use this as a framework, since people can demand that their rights are upheld by their local or national government. This includes women, since human rights are for everyone. At the same time, we work towards a better representation of women's needs in international law and in national and local legislation.

Outcome 1

Outcome 2

Outcome 3

Outcome 4

Outcome 5  
Women-friendly policies in place and implemented

Bangladesh



**Watershed**

Output Outcome

Under the Watershed Bangladesh Programme, CSOs carried out 20 advocacy initiatives

In 2019 Simavi's implementing partner DORP trained or coached local CSOs a total of 224 times.

## LOWER PRICES FOR MENSTRUAL HYGIENE PRODUCTS

Under the Watershed programme, our partner WaterAid Bangladesh engaged in an advocacy campaign to increase access to sanitary pads for women and girls in Bangladesh. This resulted in the National Board of Revenue signing an initiative to exempt value added tax and supplementary duty on raw materials required to produce sanitary napkins. The aim is to make the napkins more affordable for women and girls.

Although this is an encouraging outcome, Sara Ahrari, Simavi's programme lead for the Watershed programme, has some reservations: 'We've seen that similar action in Tanzania in fact only benefited the multinationals and big companies importing the raw materials. Companies using local materials were not exempted and therefore at a disadvantage. Furthermore, while the larger companies had lower production costs, the reduction in the price of the sanitary napkins in the shops was at best marginal. In the end, the well-intended law did not benefit women and girls or the local economy. We want to avoid the same thing happening in Bangladesh and will be monitoring events closely to make sure it doesn't.'

*"The well-intended law did not benefit women and girls nor the local economy. We want to avoid the same thing happening in Bangladesh"*



Sara Ahrari, Programme Manager



Malawi



**More Than Brides Alliance (MTBA)**

Outcome

The proportion of girls who are or were married in MTBA areas in Malawi dropped from 17.2% at baseline (2015) to 8.5% at midline (2019).

Output

In 2019, Simavi's implementing partners YONECO and GENET contributed to policy change by training 5 law enforcement officers, judicial officers and legal aid lawyers. Further, a total of 11 alternative policy approaches on SRHR and child marriage were presented by the More Than Brides Alliance (MTBA) partners in Malawi during 2019.

*"Child marriages are a violation of the 1948 Universal Declaration on Human Rights"*

## A NATIONAL SYMPOSIUM TO END CHILD MARRIAGE

In Malawi, the MTBA organised a national symposium as part of their advocacy strategy to end child marriage. The event was co-organised by the Government of Malawi and the United Nations delegation.

The gender minister gave the opening speech at the symposium. She pointed out that child marriages are a violation of the 1948 Universal Declaration of Human Rights as well as various laws at international, regional and national level. She was adamant that Malawi should not be on the wrong side of the law by failing to address the issue. The symposium resulted in a concrete action plan and commitments by representatives of the Government of Malawi to end child marriage. It was also agreed that the MTBA partners would work closely with the ministry to lead the implementation of the action plan.

Film is a great way of sharing stories. These MTBA videos have been shown at the National Symposium in Malawi. Watch them on YouTube (search for 'MTBA Simavi').





## THE CASE OF RITU

# Improving menstrual health = improving young girls well-being

### Ritu + Ritu extension

**Location:** Netrakona, Bangladesh

**Funder:** Royal Embassy of the Kingdom of the Netherlands

**Partners:** RedOrange, TNO, BNPS and DORP

**Timeline:** 2015–2019 (implementation), 2019–2020 extension (advocacy)

**Expected impact:** Improved health and well-being of girls between 10 and 13 years in Netrakona, Bangladesh

The Ritu programme is a partnership between Simavi, RedOrange and TNO. As part of this programme, Simavi and its partners BNPS and DORP implement a combination of WASH and SRHR interventions in schools and communities in Netrakona district

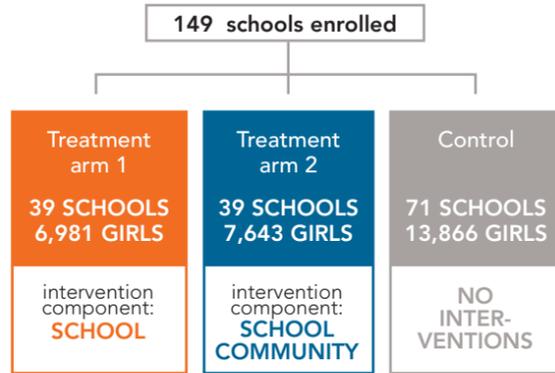
### It starts with evidence...

Simavi worked with Impact Centre Erasmus at Erasmus University on the evidence-informed and impact-oriented design of the Ritu programme. Based on a review of academic literature and formative research in Netrakona, a mix of activities was selected that was most likely to result in improved menstrual health of girls. To add to the

existing evidence, Simavi works with Maastricht University to evaluate the programme through a **randomised controlled trial**. This is a rigorous evaluation that includes a random sampling of the Ritu schools and communities, strict implementation protocols and increased investment in data collection.

### Overall IMPACT

Improved health and well-being of girls (10–13 years) in Bangladesh



### The programme activities and reach

Our Netrakona activities reached a total of 34,010 girls, 29,102 boys, 9,230 parents and 1,000 teachers. A selection of the girls were included in the randomised control trial.

#### School component

- A school campaign to introduce the programme
- MHM-friendly WASH facilities through budget mobilisation
- MH/SRHR lessons given by trained teachers

#### Community component

- MH/SRHR sessions with parents + take-home module
- MHM-friendly WASH facilities through budget mobilisation



**The 'research programme'**  
**QUAZI ROBIUL ALAM**

Ritu Programme Coordinator at BNPS:

In Bangladesh, menstruation is still a secret matter shrouded by misconceptions and taboos. As a result, we often encountered resistance when approaching schools and communities to engage in the programme. We were able to overcome that by using fact-based messages and interactive methods for delivering sessions and training. Our close collaboration with the local department of the Ministry of Health and the Ministry of Education was also instrumental in the successful delivery of the programme. The randomised controlled trial also provides us

with some challenges. For it to be successful, we had to follow strict protocols where normally we have a lot more freedom to decide how and where we work. Collecting data from control schools was also a challenge, as they did not directly benefit from the programme. Because we had piles of data in our offices, we used to call Ritu the 'research programme'. We have learned a lot from this programme though and the evaluation shows that it made a positive impact on girls' menstrual health. That is the most important.



### Impact: Feeling confident and positive

**Data:** As a result of the school component, girls' confidence in managing their menstruation increased by 12% at school, but there was no significant effect on confidence at home (which was already very high). The school + community component increased confidence at school by 15% and confidence at home with by 4% compared with control communities.

Feeling confident is an important aspect of well-being. In the Ritu programme we measured girls' confidence in managing their menstruation when at home and when at school, as recent evidence\* suggests that being confident to manage menstruation in one environment (eg. at home) does not naturally translate to feeling confident in a different setting (eg. at school or at work). At baseline level, girls generally expressed more confidence managing their menstruation at home than at school. Both treatments increased confidence levels in the school environment, but only the school + community component increased the confidence levels in the home environment. The results suggest that Ritu had a significant and positive impact on the subjective well-being of girls during their menstruation.

\* See: Julie Hennegan & Lidwien Sol (2020) Confidence to manage menstruation at home and at school: findings from a cross-sectional survey of schoolgirls in rural Bangladesh, Culture, Health & Sexuality, 22:2, 146-165, DOI: 10.1080/13691058.2019.1580768



**"I used to feel too embarrassed to talk about menstruation with others"**

### Feeling confident and positive

**SADIYA AFRIN JELI:**  
(15 year old girl)

Before the Ritu programme I knew very little about menstruation. I used to worry a lot, but felt embarrassed to talk about it. My mother was the only one with whom I talked about it, but very little. There was so much I didn't know! I also used to miss school during menstruation because I felt uncomfortable using the toilets.

Things changed when the Ritu programme came to our school. Teachers started talking to us about menstruation. I joined the student forum where I received more information about menstrual health. This increased my knowledge about menstruation and made me much more confident to talk about it. Now I openly discuss menstrual issues with my parents, brothers and sisters as well as my teachers. The toilets at my school are now cleaned regularly and there is running water, soap and a bin. In general, I worry a lot less during my periods. All this also helps me to focus on my studies. I haven't been absent from school because of my menstruation lately.

### Impact: Feeling in control over one's life and environment (as opposed to coercion)

**Data:** The school component had no significant effect on girls' freedom to express opinions and influence decisions, whereas the school + community component increased this by 17% compared with the control group.

Feeling in control is an important aspect of well-being. To measure this, we asked girls about the possibility for them to change aspects of their lives, including 7 questions about their freedom to express opinions and influence decisions. Where the school component did not have an effect on this, the school + community component had a significant positive effect on girls freedom to express opinions and influence decisions. This shows the added value of involving parents in a programme aimed at improving girls' menstrual health.

### Impact: Experiencing positive relations with others (as opposed to discrimination)

**Data:** 84% of girls in the school component and 83% in the school + community say that they disagree with the statement 'I avoid playing with other children during my menstruation', compared with 68% of the girls in the control group.

Social and cultural practices upheld by themselves and the people around them tend to restrict girls during their menstruation. For example, it is a common practice for girls in Netrakona, Bangladesh, not to be allowed to cook or to be around men and boys during menstruation, as well as to play with other children. The Ritu programme had a significant effect on all activities that were included in the survey, except for religious activities which are still strongly upheld by more than 95% of all girls.



# THE CASE OF THE GOLDEN LINE

## Improving the position of women around the mines

### The Golden Line

**Location:** Ghana, Tanzania

**Funder:** Ministry of Foreign Affairs, Netherlands

**Partners:** Solidaridad, Healthy Entrepreneurs, PRSP, HFFG, WPC, UMATI

**Timeline:** 2016–2020

#### Expected impact:

- Women have improved working conditions within gold mines
- Women in mining communities are better able to take part in economic activities

The Golden Line focuses on the social and economic empowerment of women, because it is essential that women are able to decide about their own SRHR and access women-friendly SRHR services. In the programme women receive SRHR information and activities are undertaken to improve the access to and quality of SRHR services.

### Overall IMPACT

Economically empower women in and around artisanal and small-scale gold mining communities in Ghana and Tanzania.

The programme aims to create a situation in which women have the capacity and opportunity to engage in economic activities, enjoy fair and healthy working conditions in gold mines and have access to women-friendly sexual and reproductive health services.

#### It starts with evidence

At the start of The Golden Line programme an evidence review was conducted by Impact Centre

Erasmus, which looked at existing evidence on the effectiveness of the Theory of Change and proposed interventions. In addition, we made use of the findings of an external needs assessment conducted in mines and communities selected for the programme. Since the start of The Golden Line, continuous learning has taken place and when needed our approaches were adjusted. For example, the midterm evaluation showed that the average age of female beneficiaries

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was around 35 years old, while younger women are a vulnerable group when it comes to SRHR. Simavi partners therefore decided to select more young women for new activities.

When asked to reflect on the monitoring tools that were used in The Golden Line programme, Rudolf Abungada, PME focal point at Simavi's implementing partner at PRSD, Ghana, replied: 'What I like is that all the tools were easy to use and self-explanatory. I think the disadvantage of the rigorous monitoring system was that it was an additional burden for the field staff to collect all the data. Another challenge was that some of our indicators were changed at the end of the first phase of the programme. As a result we had to analyse data in retrospect, which wasn't easy.'



The Golden Line women and their stories and their stories are presented in a travelling exhibition – shown here at the Organisation for Economic Co-operation and Development (OECD)

### The programme activities and reach

The programme is being implemented in 45 mining communities in Ghana and 13 mining communities in Tanzania. It covers 7 districts in Ghana and 3 districts in Tanzania. In total, the programme aims to reach 40,000 women and 8,000 men.

#### The main interventions are:

- Developing skills and knowledge on gender equality for both men and women;
- Advocacy activities at the national and international levels to influence development and implementation of policies that support opportunities for women in mines and mining communities;
- Campaigns celebrating empowered women and proud communities;
- Raising awareness among traders, refiners, consumers and brands and increasing demand for gold from responsible mines.

#### Impact: Feeling confident and positive

In Tanzania, 92% of the women interviewed for the midline evaluation (2019) said that The Golden Line has opened up more opportunities to earn money or that they have already increased their income.

Women say that bringing money into the household has a positive effect on family life, and the word 'happy' often crops up in such conversations. It seems to be experienced as an extra or a bonus and reduces the stress on families. Increased access to financial means in combination with the empowerment and gender equality components of the programme gives women more confidence (Midline Report, 2019).

This is illustrated by the story of Juliana Nicklaus in Tanzania: 'Before I joined the Village Saving and Loan Association group under the Golden Line programme, I didn't feel very confident. I am HIV positive, but didn't tell anyone. I also struggled to pay for the treatments costs. When I joined the VSLA, I was able to access loans and get health insurance. But financial security is only one aspect of my new confidence. The group gave me a sense of belonging, which also strengthened my confidence. The programme also had an impact on how people in our community look at people living with HIV/AIDS. People started to be open about being HIV positive. That gave me the courage to tell my story as well. Now I am an ambassador for people living with HIV/AIDS in our community.'



#### Impact: Feeling in control

The percentage of men that find it acceptable for women to decide on spacing between children increased from 45% to 66 % in Ghana and from 26% to 42% in Tanzania. In Ghana, men's acceptance of contraceptive use by women increased from 49% to 69%.

As having children has a huge impact on women's bodies and lives, and hence their well-being, it is important that women feel in control of planning their families. Joycelyn Mensah, Golden Line Community Ambassador, Ghana, explains how she is able to contribute to this change in her community: 'The Golden Line has given me the confidence to talk and address people, including higher ranked people. It has also helped me gain more knowledge about family planning. A programme that helps community members to protect their lives and plan for better future excites me. I was even able to educate my daughter on family planning.'

"Storytelling is a great way of illustrating impact"



#### Raising international awareness WOMEN OF GOLD

Film maker Jerry de Mars produced a documentary about Anna Elias, one of the women in the programme. The film, Women of Gold, was shown at international film festivals during 2019 and has raised the visibility of gender equality issues. 'Storytelling puts people in the front line and allows them to tell their own story. It is great way of illustrating the impact that organisations like Simavi create through programmes like The Golden Line.' Watch the documentary online on thegoldenline.org. Other strategic communication activities to raise awareness included the use of billboards within the communities and a travelling exhibition (left page) that has been in Paris, Geneva, Santa Clara (USA), the Innovation Festival of Partos in Amsterdam, and during the Dutch TV programme Koffietijd.

**More Than Brides Alliance – India**

We are convinced that young people, especially girls, are only able to decide if and when to marry if they are empowered to make informed decisions, if their protective assets are built, and if their community respects their rights.



chapter three

# BROADENING OUR IMPACT

We define impact as the lasting change in the lives of women and girls. In this chapter we share examples of how we broaden our impact beyond our programmes: from changing dynamics in partnerships, to how our stories

contribute to representation of marginalised groups, to how our expertise on menstrual health influences international policies, manuals and partner organisations.

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# Broadening our impact

Looking at our organisation over the past 95 years we see an evolution from the simple shipping of medicine to taking up more supportive roles towards our implementing partners as part of a more complex and dynamic international development sector.

In this chapter we illustrate how we extend our impact beyond our programmes with three examples:

- The shift towards global leadership and our role in that process
- How we develop and share our expertise on menstrual health
- Taking responsibility as a publisher and distributor of stories about marginalised groups



## Changing partnerships

Our implementing partners play a key role in the design and implementation of our programmes. They have in-depth knowledge of the specific context they work in, including the culture and national policies, they have relevant networks and they speak the local languages. In this chapter we give examples of the dynamics in our partnerships with local organisations: where and how we make our specific expertise count, how our partners share their knowledge and how the dynamics in those partnerships continue to change.

### Southern Leadership or Global Leadership?

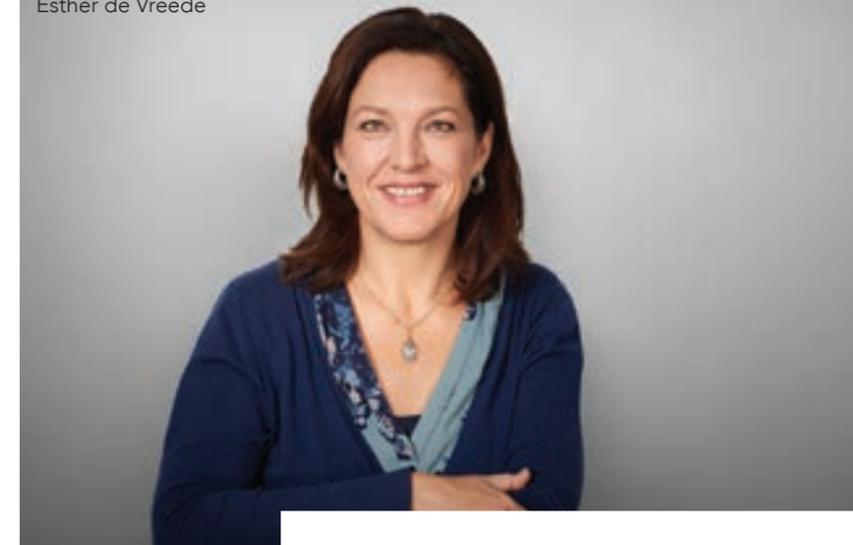
Simavi is leading an international consortium in developing a proposal for our new SRHR partnership to the Dutch Ministry of Foreign Affairs for its new Strategic Partnerships Funds. The consortium includes 3 Dutch partners and 10 youth-led organisations from different countries in Africa. Whereas our partners are often contracted as implementers in our focus countries, in this partnership the youth-led organisations are equal partners right from the proposal development stage.

As part of this process, we discussed the concept of Southern leadership with all the partners during a workshop in Nairobi, Kenya. During that conversation, Olgah Namukazu, programme manager at UNYPA, a youth-led organisation from Uganda, said 'The word Southern in the term Southern leadership has a negative connotation to me. It still implies an unequal power relation between North and South.'

Olgah's remark sparked off a lively discussion, which led us to agree on using the term 'global leadership' instead of Southern leadership. Inspired by this remark, Simavi is currently developing a vision that explains what global leadership means to our new consortium programme and to Simavi as a whole.

**"The word Southern in the term Southern leadership has a negative connotation to me. It still implies an unequal power relation between North and South"**

Esther de Vreede



### ESTHER DE VREEDE

#### Director of Programme Implementation:

Simavi has worked in partnerships with civil society organisations for decades. Throughout those years we have moved away from the traditional donor-recipient roles and towards more equality in our partnerships. We aim to transform power imbalances and disruptive norms, values and practices at all levels. This is not a quick fix, nor a one-size-fits-all approach.

Together with our partners we are on a journey to explore our synergy, learning from and with each other through successes and challenges. Our implementation partners are becoming more involved in decision-making processes and as they do so we increasingly value each other's complementarities and understand that working together requires investments in time and money. Everyone has been pushed to think and work outside their comfort zones.

As Simavi we also need to face our own blind spots, which we systematically assess, for example through regular partnership satisfaction surveys. At the same time, we are working with our partners on the representation of women and marginalised groups in programme management and we are establishing social accountability mechanisms to give women a stronger voice and the power to influence decision-making processes.



The first Simavi Summit, April 2019

**Simavi Summit**  
Getting together results in leading together

In April 2019 Simavi organised its first Simavi Summit, a conference at our Amsterdam offices to facilitate exchange of knowledge. Representatives from 30 implementing partners in nine countries participated. We made use of this unique opportunity to discuss topics such as the new policy framework of the Dutch Ministry of Foreign Affairs.

We discussed what Southern leadership means for our partnerships. We explored the interest among our partners in taking up different roles in the future, and we asked them about their needs and what they expect from us.

Although few of our key partners seemed immediately interested in leading big programmes or alliances, we learned that grant management experience, including management of multi-country programme grants, was already available among our partners. We also learned that many of our implementing partners were working on proposals and were willing to work with us to develop new partnerships.

We have agreed with our partners that Simavi will rethink the way we develop our partnerships. This has resulted in a specific objective in our 2020 Annual Plan: strategic partners will lead the development of two new programmes and one new partnership.

**Mutual learning is key**

Our programme Our Lives, Our Health, Our Futures (started in 2019) puts mutual learning and capacity strengthening at the core of its strategy to sustain progress made and contribute to more sustainable and responsive civil society. Simavi works with its strategic partner BNPS (a Bengali national NGO) and provides financial, organisational and technical support to ten women-led and indigenous-led community-based organisations.

“Key for success is to understand that this a process where we need to give space and time to build trusting relations where we recognise each other’s strengths”

To ensure local ownership, Simavi has engaged BNPS in a coordinating and monitoring role throughout the capacity strengthening process. The specific support that organisations receive is tailored to their needs, which are identified through organisational capacity self-assessments and their own action plans.

To ensure mutual learning, in each district a lead organisation has been identified on the basis of objective criteria. These organisations will lead joint reflections, with support from BNPS, to inform programming and facilitate cross-learning and collaboration in their visibility and advocacy efforts. By providing resources, capacity support and space for local organisations to lead these processes, we ensure that learning is locally owned and specific to context and needs.

Implementing this new way of working brings its challenges. Jimena Duran, the Programme Manager, says: ‘It has been an exciting and challenging start. We have taken time to shape the definition and sharing of responsibilities for capacity strengthening between Simavi, BNPS, the leads in the districts and all partners. It has not been easy as we are working with different sizes and types of grassroots organisations in a restrictive setting marked by conflict. What has been key to success is understanding that we need space and time to build trusting relationships



The Perfect Fit: Women in Indonesia proudly show off their self-made reusable pads.



in which we recognise each other’s strengths. During my first visit, it was gratifying to see that the partners are starting to value working together, the leads are starting to take initiative, and Simavi and BNPS are also learning how to adapt our support to their needs and contexts.’

**Discovering new partnerships**

Most of Simavi’s current programmes are either led by Simavi or by another Dutch or International NGO, but the Perfect Fit programme, which aims to improve menstrual health through access to reusable menstrual pads and menstrual health education, is a different kind of partnership. The programme is funded by Grand Challenges Canada (GCC) and is led by Kopernik, an Indonesian private sector organisation.

Dorine, programme manager of the Perfect Fit programme, is very positive about the partnership: ‘Kopernik is managing the programme extremely well, which has allowed Simavi to focus on the research and education elements of the programme. Based on the positive evaluation of the project, we were invited by GCC to apply for further funding to scale

up the programme. This grant required us to provide co-funding, which we managed to raise together: Kopernik by developing a partnership with The Body Shop in Indonesia and Simavi by integrating Perfect Fit into our EKN-funded SEHATI programme. In many ways, this has turned out to be a great partnership. It is built on complementarity and equality and has proven to be extremely flexible. We complement and strengthen each other, which has led to great success and is a perfect example of the global leadership we envision.’

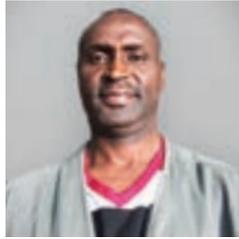
### Sharing and learning with our partners



**PARTHA SARATHI KUNTAL** programme coordinator, DORP, Bangladesh:

'The training I received from Simavi has built my capacity in different ways. One example is the training on outcomes harvesting I attended as part of my role in the Watershed programme. This is a qualitative monitoring tool that helps us document achievements in the programme. To be honest, I was a bit sceptical that we could really use this tool to capture outcomes. But when I grew more confident about using the tool myself, I began to really enjoy working with it. When Simavi asked me to co-facilitate a session on outcome harvesting for the Menstrual Hygiene Management Platform in Bangladesh, I was ready to share my knowledge with others. I felt I was good as a co-facilitator as I took time to share more concrete examples from my own experience.

'Following this experience, I have recently been invited by another NGO in Bangladesh to facilitate a workshop on outcome harvesting for their organisation. I am proud that I am now in a position to share my knowledge with others!'



**PATRICK MWANZIA** Simavi programme manager for Watershed, Kenya:

'From the experiences that I acquired from working with my colleagues in the Netherlands I was able to take the lead in the management of the Watershed programme in Kenya. It was a kind of learning by doing experience, especially regarding budget matters. I am happy to say that over the years the Watershed Kenya team has become a very vibrant and coherent team. I am also proud to see the increases in the capacities of the CSOs that the Watershed partners work with. They raise a strong voice to duty bearers and demand inclusivity, not only in decision-making processes, but also for access to WASH services.'

'When asked how Patrick sees the push for Southern leadership in the new funding rounds of the Dutch Ministry of Foreign Affairs, he replies: 'I believe that empowered local CSOs are best placed to hold their respective governments accountable for sustainable services, for protecting the civic space and for operating in a transparent way.'

## Influencing through menstrual health

Menstrual health is a great example of the SRHR and WASH nexus: it is key to sexual and reproductive health, with its strong link to pregnancy and contraceptive use, for example, and requires access to toilets with the right facilities, as well as menstrual products.

Menstrual health has attracted attention in the WASH and SRHR sector over the past year. Simavi started its first menstrual health programme in 2014 with funding from the Dutch National Postcode Lottery and has subsequently launched three other programmes that were fully focused on menstrual health. Menstrual health is included in many of our broader WASH and SRHR programmes and is integral to many of our specific SRHR or WASH programmes. To support this, we have trained several implementing partners on menstrual health and how to integrate the topic into existing and new programmes.



This training session in Bangladesh empowers women to safely pursue their menstrual health practices.

### Manual

Simavi's menstrual health manual, builds on the manual developed for the Ritu programme in Bangladesh. This manual is used to guide the training sessions we hold in our programmes and to train other NGOs. There are now versions of the manual in four languages: Bahasa Indonesia, Bengali, English and in 2019 it was translated in Portuguese.

### Training

Our expertise on menstrual health, combining both WASH and SRHR, has also caught the interest of other NGOs. We are increasingly being asked to train their staff or partners on the topic and give technical support on how to integrate menstrual health into their programmes. A great way to increase our impact.

### International advocacy

Simavi also actively advocates for menstrual health to be recognised in national policies and international treaties. We work closely with other organisations that are active in this area. For example, we are one of the founding members of the Global Menstrual Health and Hygiene Collective and started the Menstrual Hygiene Platform in Bangladesh.



Agostinho Fernando receiving his certificate for participating in a menstrual health training.

### Our expertise opens up new horizons

Besides integrating our expertise into our own programmes, we also share knowledge by taking up technical assistance assignments, allowing others to benefit from our knowledge and grow their capabilities. Under the Health Promotion Programme funded by SDC, Simavi provides training and support on menstrual health to the Helvetas team in Cabo Delgado, Mozambique – a country outside our normal sphere of operations. Helvetas had not worked on the topic before and wanted to integrate it into the second phase of their programme.

### AGOSTINHO FERNANDO, Health Promotion Project programme manager at Helvetas Mozambique at HELVETAS Mozambique:

'In December 2018, Simavi trained the Helvetas team and our partners working on the Health Promotion Project in Cabo Delgado on the topic of menstrual health. The participants got very excited to start working on the topic and integrate it into the wider programme. Simavi then developed a training manual which we used in community meetings.

The manual is very comprehensive and we felt the need for a simplified version to use during our sessions in communities. We therefore asked Simavi to develop a two-pager on menstrual health that we could share with our community facilitators. The manual itself has been submitted to the Provincial Health Directorate in Cabo Delgado. When it is approved, it will be used as a guide for government health technicians to use in meetings with communities, teachers and girls' counsellors.'

On the impact of the menstrual health sessions in the programme, he says 'The biggest change that I observed was in the heart of the communities where we work: we now observe open conversations between men and women about menstruation and the construction of toilets to improve facilities for menstrual hygiene management in the communities.'



### Our partners worldwide influence their communities

Angelina Yusridar, MEL and documentation officer for SEHATI, Simavi Indonesia, tells us about integrating menstrual health into the programme: 'I had never realised menstruation could be an issue for many girls and women in Indonesia, because I am quite privileged. By privileged I mean that I have access to water and sanitary facilities, education and information on menstruation, and I have access to menstrual products.'

'I have become much more aware of the importance of understanding women's needs in WASH programmes, and that we should not only focus on the number of toilets. Now I try to encourage our partners and local government to work on MH in other villages too. That is sometimes challenging because it is a sensitive topic that conflicts with sociocultural and religious norms and values in Indonesia. I do, however, notice that our implementing partners now talk more openly about menstruation. Even male staff are interested and engage in discussions with their families.'

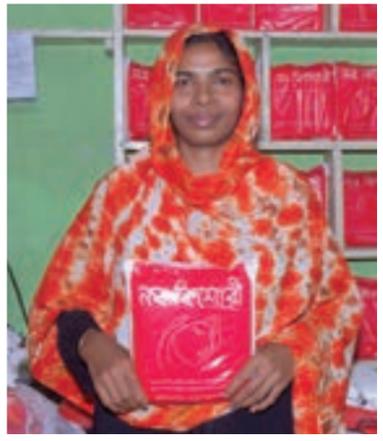
### Expanding menstrual health opportunities

Where possible we identify opportunities to integrate menstrual health into existing programmes. As part of the WASH SDG programme, the WASH Alliance International sub-programme in Bangladesh, our partner Hope for the Poorest (HP) shared the story below, which illustrates how the menstrual health training influenced other programme interventions.

Rubi lives in Barguna, Bangladesh, with her husband and daughter. Her husband owns a photocopy shop and is the breadwinner of the family. Like her mother and grandmother, Rubi never considered earning an income as something women could do. She took care of the house and their child. Then Rubi was selected to participate in an entrepreneur training under the WASH SDG programme. After the training, she was linked to a microcredit institution that provided her with a loan to start a business selling low-cost sanitary pads.

Rubi says it was not an easy journey to become an entrepreneur. 'I had no idea how to start a business. I also never thought selling sanitary napkins could be a profitable business.' Initially, her husband and mother-in-law were strongly opposed to Rubi starting a business. 'My husband ordered me to stay home and take care of the family,' Rubi says. Her mother-in-law did not like the fact that Rubi was planning to sell sanitary pads at all. 'In Bangladesh, menstruation is every woman's secret,' she explains, 'and my mother-in-law was afraid other community members would boycott us.'

Rubi did not give up. She was determined to become an entrepreneur. She now has a small showroom near her house and earns 5,000 Bangladeshi Taka (50 euros) per month. Having her own business has made a positive impact on her life: 'The business gives me freedom and confidence. Having my own income has changed my position in the family and gave me more power.'



Rubi claimed her 'freedom and confidence' through her business selling sanitary pads.



## Representation through communication

Research shows that continuous exposure to the image of people in developing countries as poor and without prospects has led people in the developed world to have little faith in development possibilities for these countries. This does not help our sector, as potential donors may think 'Why donate, if the situation won't change anyway?'

More importantly, the public might start to believe that all people in developing countries lead lives without joy, dreams and potential. Simavi believes that as an organisation working on the empowerment of women and girls, it is our responsibility to paint a more realistic and nuanced picture of the communities and the people we work with. We want to show women and girls as naturally strong and not as victims, while telling their stories of change. This should be reflected in the tone of voice we use in our communication and in the choice of pictures and video materials.

At the same time, communication is instrumental for fundraising. Its purpose is not just to inform, but to engage. And for that matter, it is sometimes needed to focus on the problems that exist in the countries we



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Laksmi tells her own story with support of filmmaker Prabuddha Paul.



work in. Our role is still to make it abundantly clear that even if a woman looks powerful, it does not mean our work is done. A woman can have a confident smile and look as if she has everything under control – and yet still be afraid to tell her husband she might not want any more children. A girl can have a mobile phone and pay attention to her looks, but that does not mean she is able to go to school during her menstruation if there are no facilities in place.

The difficulty of making the right choices was illustrated by our nomination in 2019 for a ‘High-flyer Award’ (Hoogvlieger Award, IDLeaks) for our ‘Beyond Shame’ 2018 campaign about menstruation as an example of positive NGO communication. But at the same award show, two of our other communication campaigns (Hike for Health and a video for Wandelen voor Water) were mentioned as contributing to a negative image. In response to this we discussed the matter with IDLeaks and internally and this has led to a greater awareness of, and commitment to responsible communication.

Responsibility also entails that we recognise our role as a gateway to stories that will otherwise never be

“We realise that with our presence in the communities, we have the unique opportunity to make sure their voices are being heard”

told. The people in the communities we work in are rarely represented in the media and do not have a voice on the international stage. Our presence in these communities gives us the unique opportunity to make sure their voices are heard.

We can show the world that these women and girls are powerful and full of life, dreams and ideas. Some may be potential world leaders, fashion designers or Nobel prize winners. Among them are loving mothers working hard to take care of their families and young girls helping their friends navigate the consequences of unprotected sex. We are eager to unlock the potential of these stories. This not only has a positive impact on the women and girls, but on all of us by dispelling clichés and prejudices.



Young people in Malawi use signs to communicate their beliefs during sports matches in the programme ONE: Malawian Youth Kicks Back, funded by UEFA Foundation.



We recognise our role as a gateway to stories that will otherwise never be told.

**Wash SDG - Uganda**

The WASH SDG Programme is targeting about 15,000 school going children from 20 primary schools and community members accessing health services at 10 health centers in Agago district. Based on existing gender roles and norms, women and girls have the prime responsibility of providing water to their families and therefore they have a better understanding of the issues in the sector and how sustainable improvements can be achieved, yet they are often excluded from decision making processes that affect their access to such services.



## chapter four

# HOW WE ORGANISE OURSELVES

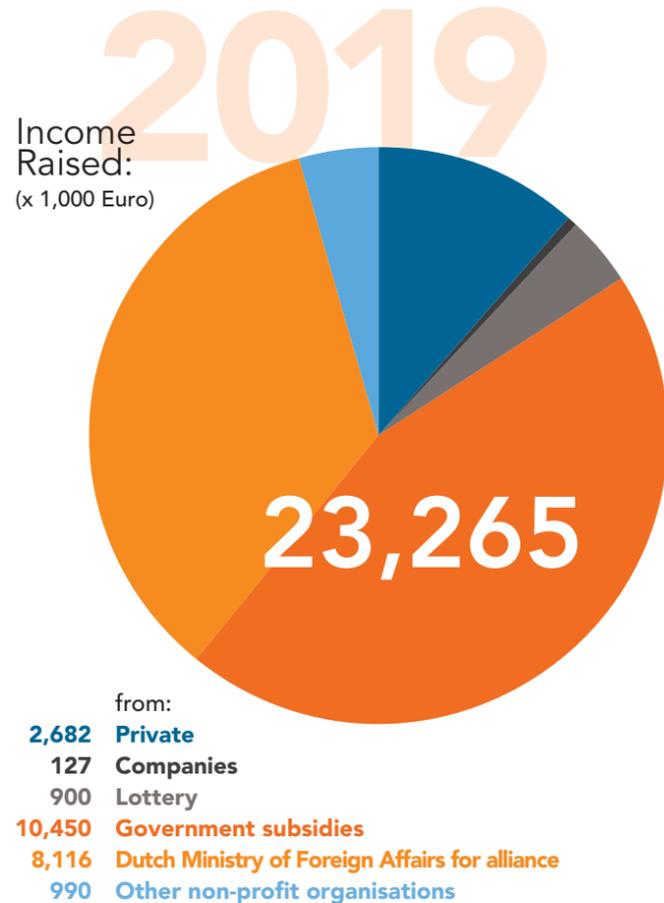
Where does our money come from? How do we spend it? Who do we work with to get our programmes off the ground? What risks are we aware of, and how do we protect ourselves as an organisation?

Simavi is a professional organisation that takes pride in its people. Transparency is a core value. This chapter explores how we organise ourselves to work efficiently, safely, respectfully and with an acceptable risk tolerance.

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# How we organise ourselves



INCOME FROM: (X1,000 EURO)

	Actual 2019	Budget 2019	Actual 2018
Private individuals	2,682	2,397	2,252
Companies	127	413	158
Lottery organisation	900	900	900
Government subsidies	10,450	11,299	10,992
Dutch Ministry of Foreign Affairs for alliances	8,116	8,828	6,413
Other non-profit organisations	990	1,042	720
<b>Total Income raised</b>	<b>23,265</b>	<b>24,879</b>	<b>21,445</b>

For further details about Simavi's income, please refer to the Annual Accounts (Part III, page 88)

From our income to leadership: a healthy life starts with a professional organisation.

## Where does our money come from?

We are proud of every euro invested in our work. In 2019 Simavi generated an income of €23.3 million. Income from private individuals amounted to €2.7 million, some €0.3 million more than budgeted. Revenue from lotteries, companies and non-profit organisations amounted to €2.0 million, €0.3 million under budget, which is mainly due to lower income than expected from companies (€0.3 million). Government subsidies made up €18.6 million of our income, €1.6 million less than budgeted, which is mainly due to delays in the execution of some programmes.

Government subsidies include grants from Dutch embassies and tenders awarded by the Dutch Ministry of Foreign Affairs and other governments. Of the total amount of €17.4 million, €8.1 million was received by Simavi as the lead agent of several alliances. This amount was paid out directly to the consortium partners.

### GRATITUDE

**ARIETTE BROUWER:** The personal and professional relationships we have with our donors are deep and warm. We see them as true partnerships in which we work together to achieve our mutual objective: a healthy life for all. While the major grants allow us to design and implement big programmes, the unrestricted funds are just as vital for running our organisation, investing in programme quality and for the opportunity to initiate important learning programmes, such as Kapilvastu.



**New way of fundraising: Hike for Health**

A new event premiered in 2019: the Hike for Health, a sponsored hike in the mountains of Nepal during which the participants visit Simavi projects. The first edition attracted 24 participants and raised donations amounting to €86K. In 2020 The Hike for Health will be scaled up, with at least four more editions.

## Fundraising in 2019

Raising funds that help us realise our impact is a continuous and ever-changing task and we are always on the look-out for new opportunities and to diversify our funding. Our four main fundraising priorities in 2019 were to:

1. increase our visibility with potential donors;
2. diversify our donor base and explore new types of partnerships;
3. increase revenue from our Dutch constituency by intensifying our relationships with individual donors, the Dutch private sector and Dutch foundations;
4. explore new ways to raise funds.

## Fundraising activities

### Institutional fundraising

- To support our fundraising efforts, it is important that donors and other players in the sector know Simavi and what we stand for. Attending international fora and conferences is one way to strengthen our network and profile. In 2019, Simavi was present at Women Deliver, World Water Week and ICPD+25. During the latter, we met Sigrid Kaag, the Dutch development cooperation minister, who complimented us on our work.
- We submitted a total of 17 proposals, for a total amount of 10 million euros, to a variety of donors, including the European Commission, the Swiss Development Corporation, Global Affairs Canada, the Canadian Embassy in Tanzania and the Dutch Postcode Lottery (NPL). A total sum of 1.3

million euros was approved, which is not as much as we had hoped for. Although we made it through to the second round (full proposal stage) of NPL and the EU, we were not selected. From this we conclude that we are most successful if we stay close to our core expertise, and if we have sufficient staff available.

- Simavi receives a significant part of its funding from the Dutch Ministry of Foreign Affairs. The main funding streams reopen every five years. In 2019 we worked hard to establish new partnerships to submit proposals with. Simavi is leading a consortium on SRHR with Aidsfonds, Choice and six African youth-led organisations as partners. We will remain a partner in the Watershed and More than Brides Alliance consortia. >>>

Children across the Netherlands join Walking for Water



**Events**

- No fewer than 8,526 pupils at 105 primary schools participated for Simavi in our Walking for Water event, generating an income of €182K. The organising alliance (consisting of Amref Flying Doctors, ZOA and Simavi) is being strengthened by a valuable partnership with Rotary clubs all over the Netherlands.
- Other Simavi partners raised money by organising special events. For example, the employees of the water authority Hoogheemraadschap Delfland donated their end-of-the-year gift to Simavi. Another special event was the Meijendelloop run organised by Dunea in which almost 250 runners raised €2,500.

Dopper aims to make people aware of the impact of single-use plastic and contribute to the global access to safe water through its partnership with Simavi.



**Partnerships with the private sector**

Our partnerships with different corporate partners lead to fruitful and interesting results. In 2019, Dopper extended our partnership for another two years. In the Netherlands, we raised awareness during World Toilet Day with our partner The Goodroll, who produced our own Simavi toilet paper. We also work together with Made Blue in the Wash&Learn programme. Corporate partnerships become more meaningful when the relationship is not just about donations, but about creativity and growing together.

**Partnership with National Postcode Lottery**

The Dutch Postcode Lottery raises funds for charitable organisations committed to a greener and fairer world. Simavi has been one of the Lottery's beneficiaries since 1998. In 2019 we received a general grant of €900K. This support is particularly valuable to us, as it can be used for additional investments to increase the impact of our programmes. Furthermore, this partnership gave us the opportunity to create wider public awareness for the lack of proper sanitation worldwide through the Dutch television show *Koffietijd* as part of our campaign around World Toilet Day in November. Simavi's ambassador Dieuwertje Blok informed viewers that 1 in 3 people do not have access to a safe toilet, and that this is disproportionately problematic for women and girls.



Dieuwertje Blok has been a loyal ambassador of Simavi since 2009. In 2019 she spoke about girls and sanitation in *Koffietijd*.

**Unrestricted money**

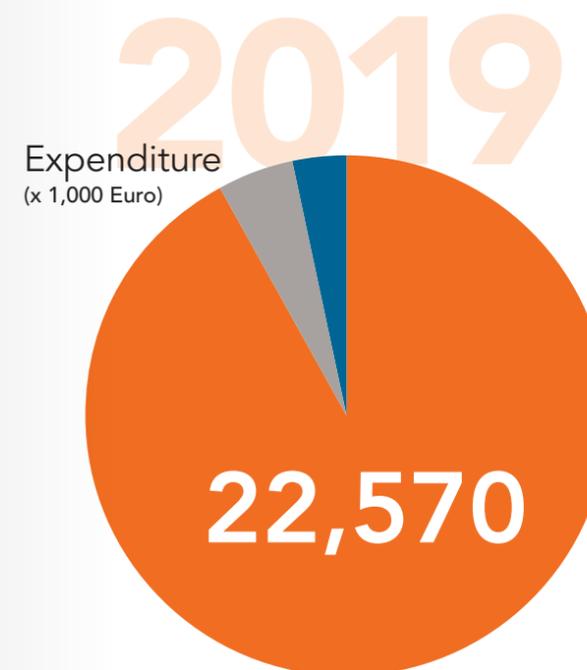
Private donors (individuals who support us financially) are of great importance to Simavi. They allow us to set up small independent projects (such as maternal health project Kapilvastu in Nepal) in which we can test our approach. In 2019 we added 10,500 private donors to our database. Gross turnover from private donors has risen from €1.6 to 1.8 million. In 2019 we managed to increase the proportion received by direct debit by 33%, from €300K to €400K. Private donors also leave us legacies. In 2019 we received €756K from legacies. We are a part of the Toegift legacy campaign, in which around 100 NGOs participate.

**Foundations**

We consolidated our relationships with several foundations, such as Weeshuis der Doopsgezinden, Steunfonds Bazisorg, Foundation Flexiplan and Dioraphte. In 2019, we received support from 40 Dutch private foundations amounting to €200K.

## How do we spend our money?

Simavi's result for the 2019 financial year was €696K positive (2018: €237K positive). Our budgeted result was a negative amount of €737K. The difference stems from the income from legacies and bequests, which were not budgeted, given the uncertainty of such income. The lower operational and fundraising costs and favourable programme results (better coverage of our organisational costs) also contributed to this positive result.



- 20,783** Spent on objectives
- 1,078** Cost of generating funds
- 729** Management and Administration

**Spent on objectives**

In 2019 Simavi spent a total of €20.8 million (2018: €19.5 million) on objectives, €2.6 million lower than budgeted. This was mainly due to delays in the execution of some programmes.

In 2019, the ratio of Simavi's total expenditure on objectives to its total income was 89.2% (2018: 90.9%). This decrease reflects the timing difference between receiving the funds from our own fundraising and the actual expenditure.

Expenditure on objectives, as a percentage of total expenditure, amounted to 92.0% (2018: 91.9%). We strive to spend on average 92% of our income on our objectives.

**Non-objective expenditure**

Simavi needs to invest to generate funds and incurs management and administration costs to ensure its continuity and proper operation. We are committed to strict control of these costs. Simavi uses two cost indicators to monitor its non-objective expenditure:

- the cost of generating funds, expressed as a percentage of the total income raised;
- management and administration costs, expressed as a percentage of total expenditure.

>>>

EXPENDITURE (X1,000 EURO)

	Actual 2019	Budget 2019	Actual 2018
Total spent on objectives	20,783	23,328	19,494
Total cost of generating funds	1,078	1,506	917
Total Management & Administration costs	729	784	799
<b>Total Expenditure</b>	<b>22,570</b>	<b>25,618</b>	<b>21,210</b>

For further details about Simavi's expenditure, please refer to the Annual Accounts (Part III, page 88)



Girls boost their confidence and self-esteem through sports such as karate.

“We strive to spend 92% of our income on our objectives”

>>> The percentage cost of generating funds increased a little to 4.6% (2018: 4.3%). This increase mainly reflects the increased efforts made to ensure sufficient funding. However, expenditure in 2019 was still significantly under budget. Our total management and administration costs were 3.2% of our total expenditure (2018: 3.8%). This decrease from the previous year is mainly attributable to lower costs and the higher total expenditure in 2019.

EXPENDITURE ON OBJECTIVES (X 1,000 EURO)

	Actual 2019	Budget 2019	Actual 2018
Total Income	23,256	24,879	21,445
Total Expenditure	22,570	25,618	21,210
Total spent on objectives	20,763	23,328	19,494
% total spent on objective/total income	89,2%	93,8%	90,9%

NON-OBJECTIVE EXPENDITURE (X1,000 EURO)

	Actual 2019	Budget 2019	Actual 2018
Cost of generating funds	1,078	1,506	917
Total Income raised	23,265	24,879	21,445
% of generating funds	4,6%	6,1%	4,3%
Total Management & administration cost	729	784	799
Total Expenditure	22,570	25,618	21,210
% total M&A costs /total expenditure	3,2%	3,1%	3,8%

**Accountability**

Simavi’s accounts for the financial year 2019, which form an integral part of this annual report, have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). They were audited by PricewaterhouseCoopers Accountants N.V., who expressed an unqualified audit opinion on Simavi’s annual report.

PricewaterhouseCoopers performs no non-auditing tasks for Simavi. Audit reports are discussed by the supervisory board’s audit committee in a meeting with the auditors, which is also attended by Simavi’s managing director and its director of finance and operations. The supervisory board has approved Simavi’s annual report and accounts for 2019.



Albert Klomp has been Deputy Managing Director and Director of Finance & Operations at Simavi since 2015.

“In doing our work, we cannot avoid taking risks”

## Safeguarding our operations

As an organisation that encourages innovation and entrepreneurship and that depends on subsidies, donations and partnerships, Simavi encounters risks.

We are committed to managing those risks as an integral part of our operations, focusing on strategies that shield Simavi’s mission and objectives from harm. Our risk management framework and guidelines help us to systematically scrutinise risks, optimise our decision-making and safeguard our operations.

### 1. Programmatic risks

Programme implementation is Simavi’s core activity. This entails several aspects of risk that might jeopardise the execution of programmes or the outcomes to be achieved, such as integrity issues, fraudulent (local) partners, substandard partner performance and security, activities that are not rolled out according to plan or that do not adhere to our quality standards, and safety or health incidents.

In doing our work we cannot avoid taking risks. This is acceptable, provided we are aware of these risks and are able to manage them without jeopardising our continuity and goal. Overall, Simavi’s risk tolerance is moderate. We have put several preventive controls in place to reduce the likelihood of a risk occurring and

to mitigate the consequences if it does. Clear internal policies on integrity, compliance and sanctions, the systematic scrutiny of existing and new partners, and a safety and security policy are examples of these controls. Furthermore, we continue to invest in strengthening the capacity of our partners to help them improve their performance and governance.

**What would we do if we found out that one of our partners has been fraudulent?**

Albert Klomp: ‘We always start with an investigation, either by asking for more information from the organisation itself or by asking a third party to do a forensic audit. The outcomes are discussed with the aim of coming to a mutual agreement on appropriate actions. Simavi will not accept unsupported expenditure and will terminate the contracts and black list an organisation that does not take adequate measures to correct the situation and establish controls to prevent any further infringements.’



“We are committed to responsible human resources management and have enacted policies to safeguard our employees’ health and safety”

## 2. Organisational risks

Simavi is highly dependent on its employees and systems to achieve its goals and objectives. Inherent organisational risks include data security and the availability of qualified staff and well-functioning information systems.

### Human resources

Simavi’s organisational risk tolerance is low. We are committed to responsible human resources management and have enacted policies to safeguard our employees’ health and safety. Our ISO-certified quality management system is an important means of ensuring the controlled and reliable execution of Simavi’s operations and mitigating the associated risks.

### Data security

Data security, both from a cybercrime and privacy point of view, is critical to our operations. In 2019, Simavi migrated to the Windows 365 cloud platform

to enhance system flexibility and security. Simavi continuously stresses the importance of data security to its staff, as their alertness and caution is critical.

### How do you ensure risk management is followed by all employees?

Albert Klomp: ‘Risk management is the responsibility of every single colleague, and is often applied subconsciously. Think about closing the door when you leave: this is already thinking ahead. Blind spots are everywhere. Risk management is mainly an attitude of awareness. Furthermore, we have procedures in place to prompt employees to scrutinise risks, for example in programmes and in entering into partnerships.’

Please refer to the explanatory notes to the annual accounts in Part III for more information on our financial status

## 3. Financial risks

Fluctuations in income are Simavi’s main financial risk. Our financial risk tolerance is low: drastic changes could significantly affect not only individual programme continuity, but also the organisation as a whole.

### Funding

Simavi continues to diversify its fundraising strategies in order to spread its income sources and thus its financial risk. We invest significant effort in maintaining good relationships with the private sector, institutional partners and governments to secure funding. Funds from these donors constitute a large part of our income, but are mostly earmarked to programmes. Non-earmarked funds are essential for achieving our impact, test new approaches and run our organisation. They also enable us to provide the required matching funds that many donors ask for when they fund specific programmes. We have therefore taken great care to retain and expand our individual donor base and have developed new fundraising methods for new markets, such as international and online donors.

### Currency

Simavi’s international operations entail some currency risks. To mitigate these risks Simavi strives to contract and commit only in euros. However, this shifts the risk of exchange rate losses onto our partners. Programme staff work with our implementing partners to ensure potential losses are taken into account in biannual budget updates. Some contracts, however, are denominated in US dollars. The resulting risk is sufficiently hedged by keeping liquidity in US dollars that matches the US dollar obligations we have under these contracts.

### Insurance

Simavi mitigates the financial risks arising from fire, burglary, accidents and liabilities through insurance. Simavi maintains a very strict treasury policy. Excess funds may only be placed in savings and deposit accounts with Dutch banks. The funds are spread over several banks to further minimise our exposure to credit risk.

### Impact of the COVID-19 outbreak

The outbreak has put a hold on parts of the programme implementation and may also influence the fundraising activities (see also the paragraph on this subject on page 77). This may have an impact on our financial



result: reduced cost coverage from programme management and lower income from fundraising. We will mitigate the financial consequences by refocusing our programmes and fundraising towards COVID-19 prevention and by lobbying for this with our existing and possible new donors. At the same time we will take cost reduction measures were needed and possible.

## 4. Reputational risks

For an organisation like Simavi, a good reputation is essential, but at the same time it is fragile. Any incident may pose a real threat to Simavi’s reputation and thus affect its ability to achieve its goals and objectives, and even its continuity.

Many factors can damage Simavi’s reputation: inconsistent, incomplete, incorrect, low quality or uncontrolled communication (online and offline); lack of transparency; involvement in controversial issues or debates; bad press; ethics and integrity issues; incidents in the fundraising or civil society sector; and environmental incidents. Our reputational risk tolerance is low, as these risks may affect people’s trust in Simavi, our partners and the people that we work with and eventually reduce the donations and funding we need to achieve our goals.

To mitigate reputational risk, Simavi endeavours to communicate openly and with a positive tone. We seek not to be provocative, but focus on

constructive, transparent and positive messaging. We will actively communicate on any integrity issues that may arise.

### Making sure we have enough: our financial health

Simavi’s financial position is sound and sufficient to ensure continuity, even despite the current COVID-19 crisis. Although sufficient funding is contracted for all our budgeted programmes, donor commitments are not irrevocable. For this reason, Simavi maintains a continuity reserve. We have estimated the need to cover six to nine months of operational expenditure, which will enable us to either regain sufficient funding or properly shut down or restructure our active programmes. Our continuity reserve meets this criterion, amounting to €2,336K at year-end 2019.

The financial impact of the COVID-19 outbreak is estimated between €0.1 mln and €0.8 mln, this eventual loss can be financed from our continuity reserve, still leaving us with a financial position that is adequate for facing the future challenges.

On December 31, 2019 our total cash balance was €11,058K. This balance consists mainly of the amounts we have received in advance to be spent on projects in the coming year. It also covers our continuity reserve and our earmarked funds and reserves.

## A key ingredient for impact: Integrity

A standard procedure, a choice between right and wrong... How could you go wrong? But integrity is not a science or a rule. It is more of an ongoing debate about morals and ethics. Albert Klomp explains why working with integrity is so much more than a formality:

'The work we do is very much based on trust. We use donors' money to get our job done and we are committed to spending their money in a fair and transparent way. At the same time, we work with our beneficiaries: vulnerable groups. We cannot betray trust or harm people. Finally, it is important that our colleagues around the world can work safely. All our stakeholders must be able to rely on proper conduct, transparency and accountability.'

### Simavi's integrity system

- Simavi's code of conduct clearly defines appropriate and inappropriate behaviour. Our integrity system sets out what procedures are to be followed in the case of inappropriate behaviour and which proportionate sanctions are to be taken in such cases. Simavi has adopted a child safeguarding policy, an anti-fraud and anti-bribery and corruption policy, a whistle-blower policy and a complaints policy (available on our website or on request).
- New employees are familiarised with Simavi's code of conduct and relevant policies and procedures. All employees are required to submit a certificate of good conduct (*Verklaring Omtrent het Gedrag*).
- Simavi strongly encourages the filing of complaints and reporting of suspected irregularities and is committed to act whenever its core principles are violated or threatened. Our duty is to protect the victims and restore justice, and to learn from and prevent any repetition of such violations.

"Integrity is an essential precondition to achieve our goals"

### Integrity issues in 2019:

The external confidential adviser for the whistle-blower policy did not receive any reports or requests in 2019.

The Simavi head office received one complaint about our communication relating to a legacy, which was found to have been confusing at times. We have resolved this issue with the complainant and took measures to avoid similar confusion in future.

In mid-December we received an allegation of fraud from a former employee of one of our partners in Uganda. The allegation concerned activities reported but not carried out and certain salaries not being paid. We have commissioned a forensic audit to ascertain the validity of the allegation. We are awaiting the outcome of the audit before deciding on whether or not to take further action.

Albert Klomp: 'We are pleased to receive information like this. It enables us to stay properly informed. A crucial part of integrity is justice, so we never act upon one voice, but first conduct a thorough investigation. If corrective measures are needed, we act proportionately, rectifying any damage or injustice to those affected, making sure we learn from the situation and taking adequate preventive precautions. If we uncover any criminal conduct, we inform the police. But if we cannot resolve an issue, trust can be damaged. And trust is ultimately essential to how we work.'

### Interesting integrity debates in 2019:

We regularly sit down together and discuss issues we encounter in our work. Quite often, these present serious dilemmas. For example, in the countries where we work we respect local cultural norms and laws, but these may go against what we want to achieve, such as gender equality. Local rules may exclude women from certain decision-making processes, for instance. We discuss such conflicts of interest, not only to find a way out of the predicament, but also to equip our staff with the resources and the tools to remain consistent in their day to day work.

Another dilemma that was discussed in 2019 is compliance versus programme progress: making sure that partners meet all requirements can be at odds with programme progress. For example, a request for an urgent payment cannot be processed if the partner has not met the conditions, such as a biannual narrative and finance report. However, a delayed payment might lead to delays in the activities or salaries not being paid. How should we deal with this?

### Corporate Social Responsibility

When selecting and monitoring our local partners, we find it important that we share the same values and vision on what makes a world that works for everyone, including gender equality, LGBTQI+ rights, diversity and inclusion, HIV and AIDS, cooperation among CSOs, financial management and sustainability. In accordance with our Theory of Change, sustainability is a core component of our programmes.

At our home office in the Netherlands, we are equally aware of our responsibilities with regard to the environment. We offset the CO<sub>2</sub> emissions from our road and air travel through a compensation contract with Climate Neutral Group and monitor the number of flights we make per year. Our lunches largely consist of organic and fair-trade products. We use biodegradable cleaning products, we

separate out recyclables, we purchase green electricity and we use FSC-certified paper for printing and copying as well as for our correspondence and newsletters.

### We are reliable and safe!

The quality of Simavi's operations is safeguarded by an ISO-certified quality management system. This system monitors and evaluates our internal processes. It is embedded in internal manuals, which specify the applicable policies, procedures and processes. More detailed information is available in our Declaration of Accountability at [www.simavi.org/declaration-of-accountability](http://www.simavi.org/declaration-of-accountability). This document also describes Simavi's policy cycle. In October, Certiked conducted the external audit of our ISO 9001:2015 and Partos 9001 certifications. We successfully passed this audit and our certificates are valid until November 2021. The Central Bureau for Fundraising conducted its regular annual review and concluded that we comply with their standards and extended our official recognition.

In addition to external audits, in 2019 we performed two internal audits on our processes and procedures to ensure proper functioning of our system. The outcomes of these internal audits were discussed in the management review and followed up accordingly by the respective circles.





Colleagues and partners from all over the world meet during the Simavi Summit (page 51).

## Our people

Simavi is an independent international development organisation. Our head office in Amsterdam is staffed by a dedicated team of 51 people (46.5 FTE, December 2019). We work with local staff and/or consultants in Indonesia, Bangladesh, Kenya, Nepal and Uganda, who play a key role in the implementation of our programmes.

### How do our employees feel?

We conduct an employee satisfaction survey each year. The May 2019 survey revealed positive ratings on general satisfaction, organisation, collaboration, commitment and professional development (between 7.5 and 8.1 on a scale of 1–10).

Working conditions, work-life balance, internal communication and leadership/coaching scored somewhat lower (between 6.9 and a 7.2 on a scale of 1–10). To follow up on the lower scores, all staff joined a feedback training to enhance communication between staff, coaches and with internal and external partners.

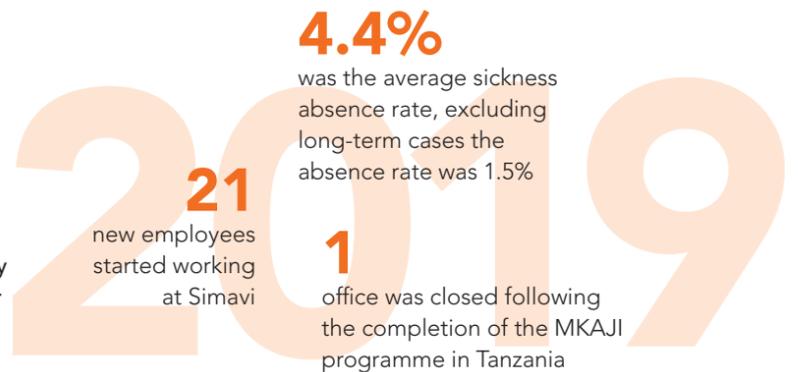
Simavi’s employee representative body (ERB) consists of four elected employees. The ERB flags and discusses issues that are important to Simavi and its employees and advises the management on the employees’ behalf. The ERB met four times in 2019. Among other things, the ERB was involved in measures to improve working conditions.

“I am impressed with the dedication of working towards sustainable change. This motivates me to help the team out one day a week”

MEANDER SIPS (33) communication volunteer

### Volunteers and interns

People who work at Simavi on a voluntary basis for at least four days per month are offered a volunteer contract that contract sets out their rights and obligations. We make verbal agreements with all our other volunteers. All our circles make grateful use of volunteers and interns who support our employees. Interns are given a chance to learn valuable skills for their future employment, which for Simavi is also a part of contributing to qualitative work being conducted in the development sector. Both interns and volunteers are highly valued; they help us achieve our ambitions and are an important part of the Simavi team.



“Working with Simavi gave me an opportunity to grow not just professionally, but also personally. I have had the opportunity to work with others on analysing and influencing global policy processes to ensure the human rights of women and girls are respected, protected and fulfilled”

MORILLIO WILLIAMS (32) policy & advocacy manager

### Agile organisation

Simavi uses a circles-based, agile organisation model. Each employee has one or more roles, which may vary in time. An employee typically is part of one circle, but people are able to join several circles and take up different roles that match the talents and expertise of the staff member with the needs of the organisation.

The organisation is grouped into seven functional circles, each with a specific purpose:

**Compass:** provide strategic direction and make sure all resources are available and sufficiently enabled to achieve Simavi’s vision and mission.

**Partnership Development:** build strategic partnerships and develop impactful programmes which are ready for implementation, in line with Simavi’s mission and Theory of Change. These programmes are backed by committed donors and business and other partners. Lobby and advocacy ensure political will and financial support for Simavi’s programmes and priorities.

**Programme Implementation:** implement the funded and agreed programmes in such a way that each has maximum impact, in line with Simavi’s vision, mission and Theory of Change.

**Monitoring, Evaluation & Learning:** ensure that the Simavi Theory of Change is validated, programmes are impact-oriented and contribute to the impact as formulated in the Theory of Change and the programme objectives, and ensure that the lessons learned are incorporated into all our current and future work.

**Marketing & Communication:** show our audiences that Simavi’s work changes our beneficiaries’ lives in order to gather support for our work, financial or otherwise.

**Human Resources:** ensure that sufficient, qualified and motivated personnel (national and international staff, volunteers and interns) are available to run professional and sustainable operations.

**Finance & Operations:** create a professional and sustainable work environment for Simavi personnel, ensure financial planning and control activities are executed accurately and in a timely fashion to ensure adequate operation of the organisation, and ensure the availability and smooth running of all ICT systems and the required quality of working methods and processes.



## Meet our supervisory board

### Hans Valkenburg audit committee

Planning and control,  
Theory of Change,  
international development,  
poverty alleviation,  
journalism

Self-employed consultant  
on finance, strategy and  
planning

### Jeroen Wels remuneration committee, strategy committee

Human resources  
management

Executive Vice-President  
Human Resources, Unilever

### Joyce Browne

Global health, maternal  
health, epidemiology  
Assistant Professor, UMC  
Utrecht

### Willem van de Put

International health  
development

Senior Research fellow at  
the Institute of Tropical  
Medicine Antwerp

### Mirjam Bakker vice chair, audit committee

Governance, risk and  
compliance management  
Group Risk & Compliance  
Director at SBM Offshore  
N.V.

### Michiel de Wilde chair, remuneration committee, strategy committee

Strategy and organisation,  
international devel-  
opment, corporate social  
responsibility

Member of the executive  
board / Director at Gold-  
schmeding Foundation for  
People, Work and Economy

Simavi's Supervisory Board, from left to right: Hans Valkenburg, Jeroen Wels,  
Joyce Browne, Willem van de Put, Mirjam Bakker, Michiel de Wilde



### Three questions for Willem van de Put member of Simavi's Supervisory Board since 2018

#### Why did you become a member of Simavi's supervisory board?

I have worked in this sector for a long time – for one thing I have been director of HealthNet TPO for 19 years – and I have seen many changes, including in the organisations around me. I was impressed by the way Simavi has adapted through an extensive and necessary change process, which has truly improved the way the organisation works. Besides

this, I feel that Simavi's focus on hygiene is very much needed. For me this is the true basis of a healthy life, and in this role I hope to contribute a little to Simavi addressing it.

#### Much has changed in the sector over the years. How do you see the future?

In my view, there will and should be a real shift towards 'the South' taking the lead. I can, for instance, imagine Dutch organisations such as Simavi becoming technical partners for African or Asian organisations. At the same time, there is still considerable dependence on subsidies. In that sense,

we will also need to move more towards partnerships, including new ways of financing them. For instance, activities on the fringes of a project could be funded by companies or private individuals from the countries themselves. Finally, excellent communication about the impact you are actually making through your work is essential. People need to know when change really has occurred. And why it is still necessary to support this sector.

#### What is the importance of working on impact, and why should we talk about it?

There are too many examples of projects in which there was

probably enough output, but nothing truly changed in the end. By monitoring impact, you are able to see whether

“People need to know: has change really occurred? And why is it – still – necessary to support this sector?”

change has taken place and how real improvements in health situation were made. Reporting on impact serves two goals: rather than just complying with the often rigid standards of your institutional donor, you clearly show the community you're working in how impact was achieved. In the end, what matters is whether you were able to help them from their point of view – not only ours. Reporting on impact in my view also means talking about what went differently than expected and how you handled that situation. I feel that donors themselves are becoming more and more interested in this story as well.

## Leadership

Simavi is headed by a one-person executive board, managing director Ariette Brouwer. She is ultimately responsible for Simavi's strategy and operations, the decisions made and the results achieved.

Simavi has a two-tier board. Among the supervisory board's tasks is overseeing the good governance of the organisation. The managing director is appraised by the supervisory board, and the circle leads are appraised by the managing director. The supervisory board is the managing director's employer and supervisor and acts as her adviser. The board itself has no managerial or operational tasks.

### How much does the managing director earn?

Our supervisory board has determined the managing director's compensation package within the Goede Doelen Nederland's guidelines for directors' salaries at charitable organisations. In 2019, the managing director's remuneration amounted to €103,946 (gross salary). In accordance with the standards set by Goede Doelen Nederland, Simavi does not pay bonuses to its managing director or any other employee.

### Our supervisory board

We are proud to have a strong group of people, with diverse backgrounds and talents, steering our organisation in the right direction.

Every year the supervisory board reviews Simavi's performance. A highlight from the 2019 evaluation reports: 'Simavi is continually improving its capabilities as a future-proof, learning and adaptive organisation that combines professionalism, an ever-expanding global network and 95 years of experience.'

Please refer to the full report of the supervisory board in Part II (page 82)

**WASH SDG – Uganda**  
Despite progress, billions of people still lack access to safe water, sanitation and handwashing services. The WASH SDG programme responds to the 2030 Agenda for Sustainable Development and the universal call to action formulated as the Sustainable Development Goals. Simavi leads a consortium with more than 40 partners - in seven countries across Africa and Asia - towards ensuring availability and sustainable management of water and sanitation for all – also known as SDG 6.



chapter five

# LOOKING FORWARD – 2020 AND BEYOND

We started 2020 full of confidence and excitement. Our team is ready and eager to continue our work to realise a healthy life for all, focusing on women and girls in Africa and Asia. The new reality of the COVID-19 outbreak will influence our work and

activities. With our stable and healthy financial situation, we are motivated to work towards a healthy life for all – guided by our vision and responding to opportunities and risks, market trends and global developments.



# Looking forward – 2020 and beyond

## BUDGETED INCOME FOR THE YEAR 2020 (X 1,000 EURO)

INCOME	
Income from private individuals	1.623
Income from companies	495
Income from lottery organisations	900
Income from government subsidies	9.858
Income Dutch Ministry of Foreign Affairs for alliance partners	9.149
Income from other non-profit organisations	619
<b>TOTAL INCOME RAISED</b>	<b>22.644</b>

## BUDGETED EXPENDITURE FOR THE YEAR 2020

SPENT ON OBJECTIVES	
Awareness raising	1.122
Programmes	
- Simavi projects	11.054
- Paid to alliance partners	9.149
Advocacy	124
<b>TOTAL SPENT ON OBJECTIVES</b>	<b>21.449</b>

## OTHER EXPENDITURE

Cost of generating funds	1.082
Management & administration costs	742
<b>TOTAL EXPENDITURE</b>	<b>23.273</b>

## BALANCE OF FINANCIAL INCOME AND EXPENSES

Financial income	3
<b>RESULT</b>	<b>-626</b>

## THE NEGATIVE RESULT WILL BE FUNDED BY WITHDRAWALS FROM:

- Earmarked reserve for Strategy	-325
- Earmarked reserve for Projects	-214
- Earmarked reserve for Fundraising legacies	-16
- Earmarked reserve Capacity building	-15
- Financing assets	-56
	<b>-626</b>

The negative result is financed from our reserves and reflects the investments needed to realise our future strategy and additional funding needed for running the programmes.

The 2020 budget was prepared and approved before the COVID-19 outbreak, the eventual consequential financial impact is not taken in to ac-

count in these figures. The financial impact of the outbreak is estimated between €0.1 mln and €0.8 mln. The actual financial impact up to the end of April 2020 has been minimal. Currently the results are still in line with budget. The longer the lockdown measures will last the bigger the impact will be. However we do not foresee any significant consequences for our staffing for 2020.

Simavi has been working to improve the health of disadvantaged people since 1925. In all that time we have remained versatile, constantly adapting our working methods to suit the changing landscape of development and the needs and rights of disadvantaged people. We are proud of what we have achieved so far, but there is still much more to do.

## Financial outlook for 2020

We will finalise four of our major programmes plus some smaller ones in 2020. At the same time, our flagship programmes Our Lives, Our Health, Our Futures and WASH SDG will run until 2022 or 2023. To continue to make an impact we are determined to obtain new funding for the period 2021 to 2025.

In 2020 we anticipate spending €21.4 million on our objectives, which is almost 95% of our total income of €22.6 million. The cost of generating funds is budgeted at 4.8% of total income raised. This percentage is similar to previous years.

Our reserves and funding are sufficient to ensure continuation of the existing programmes in 2020. For the future, we aim to realise a stable volume in the range of €22–26 million per year. To achieve this, we need to prolong our existing sources of income and obtain new sources of funding, targeting both institutional and private donors in the Netherlands and abroad.

## 2020: impact of the COVID-19 virus

The COVID-19 crisis highlights the importance of our work. Access to water, sanitation and hygiene facilities and adequate knowledge about these topics are key in preventing the spread of the virus. Furthermore, women will be disproportionately affected by the pandemic, with measures such as lockdowns also having an impact on their sexual and reproductive health and rights.

In our target countries the status of WASH facilities leaves much to be desired. This creates significant barriers for people to follow COVID-19 related hygiene instructions. As women are the main users of water and are often in charge of hygiene within the household, this will particularly affect them. They will be the ones caring for the sick or the ones fetching (even more) water. They are also more likely to suffer harmful consequences of the measures implemented to combat the virus, such as increased domestic violence during the lockdowns. In the

“Women and girls will be particularly affected by the worldwide crisis”



long term we foresee consequences for the social and economic position and rights of women: emergency laws sometimes revoke human rights, and SRHR services are being reduced to free up resources for Corona patients.

At the same time, the work of our implementing partners is affected by the pandemic. Our interventions generally entail group discussions and training in the community, but these need to be put on hold to limit the spread of the virus. As a result, it will take longer to realise our goals, and in some cases those may not be fully achieved. This also has financial consequences. During the period programmes are on hold, income is on hold as well, whereas salaries and other fixed costs still have to be paid. This affects both our partners and ourselves. We are in discussion with our main donor, the Dutch Ministry of Foreign Affairs, to agree on mitigation measures. The ministry has indicated that given the importance of the civil society organisations and their activities they are willing to help prevent financial damage. At the moment the actual measures to be taken are still unclear.

Apart from affecting income from government subsidies, the COVID-19 crisis will also affect our other fundraising activities. Fundraising events have been postponed or cancelled and companies are less able to provide financial support. The effects on private fundraising are yet unclear. Our donors may boost their support because they see the importance of our work on hygiene, or opt to limit their donations in favour of focusing on their local situation. Of course, some may themselves be affected financially by the crisis. So far, the figures up to and including April 2020 do not show specific effects (either increase or decrease) on private fundraising.

Fortunately, Simavi's financial situation is sound and so we are able to continue our operations. We have the means to support our local partners in these difficult times by drawing on our existing reserves for projects. The financial impact on our own organisation can be absorbed by our continuity reserve, although we cannot yet assess the implications for future years. However, given the critical importance of our work, we are confident that we will be able to raise sufficient income to continue our endeavours to realise our mission: a healthy life for all.

## Beyond 2020: Ariette Brouwer about our long term vision

### What are your plans for the future?

Simavi always works in partnerships, and we will continue on that path. Partnerships exist on many levels: in donor relationships and funding opportunities, in exchanging and collecting learnings and knowledge, in forming alliances with other NGOs and in implementing with country-based organisations that have niche expertise. Ideally, we look for partnerships in which we can complement each other. This becomes even more critical with the consequences of the Corona virus in mind.

In terms of health and rights for women and girls, the need for improvement continues to be strong, especially for the most vulnerable in the countries we work in. This emphasises Simavi's current role in the world, our added value and the role we can play in the future to optimise our contribution to society and remain sustainable.

### What is your personal ambition?

I hope that in ten years' time, I can look back on my work at Simavi and measure our legacy in terms of impact. This is our ambition. That we can truly make and measure a difference in the lives of people, and don't have to fall back on numbers of activities. For upcoming generations, my future dream would be complete equality: a fair chance for everyone to have a healthy life.

### Do you believe that this will happen?

When I compare the opportunities my grandmother had with those of my daughters, I see a huge difference. Change never comes in a day, but what is important is that we see an upward trend. The rise in conservatism does worry me, as do the vulnerability of societies and healthcare systems under the strain of the COVID-19 pandemic, but in the long run I am hopeful and convinced that our work on the ground, our communication and lobbying activities and our partnerships will make a positive contribution to the right to a healthy life.

Ariette Brouwer,  
managing director of  
Simavi since 2013



### The three most important topics in 2020

1. A number of our bigger programmes are ending. Our priority is to bring the implementation of these programmes to a good conclusion, ensure good quality evaluations and capture lessons learned. We want to understand the impact of every programme and ask ourselves what we can do better next time. This is part of our commitment to the future.
2. Fundraising is more important than ever. Besides the three proposals for the new Strategic Partnerships funding programme of the Dutch Ministry of Foreign Affairs, we will intensify our contacts with private and corporate donors and foundations in 2020.
3. We are working on different future scenarios for Simavi and their effects on our business model. What effect will global leadership have on our way of working, for example. Of course, the current COVID-19 pandemic will be taken into account as well. We are honest in our approach. The needs of our beneficiaries are more important than our status or our current role in the sector.



### Of the 17 goals, we contribute directly to four:

#### SDG 3 – Good health and well-being

It is Simavi's mission to ensure a healthy life for all. Health is a basic human right. Through our programmes we create the right environment for women and girls to pursue their right to health.

#### SDG 5 – Gender equality

Simavi strongly believes that societies will benefit if women and girls have equal opportunities. We contribute to this in our programmes by working towards equal access to WASH and SRHR services, information and education, income generating activities, equal representation of women in decision-making processes and women-friendly policies.

## SDGs: 10 years to go

Simavi contributes to the Sustainable Development Goals: a set of global objectives formulated by the United Nations to focus our attention on the most pressing needs of our planet. The deadline for achieving the SDGs is 2030.

**Ariette Brouwer:** We have ten more years to work towards our common objectives. Simavi is here to contribute! One of my favourite sayings is this from Albert Einstein: *If you always do what you always did, you will always get what you always got.* For me, this means that being agile and result-driven is the only way forward – a strategy I learned during my time in business.

Keeping in mind the 2030 deadline, I would say we have all got to pull together. We must invest five more years in global leadership, and then spend five years working globally together towards realising the maximum potential. Our role in the 'Western world' would change, but that's only fair.

*“One of my favourite sayings is If you always do what you always did, you will always get what you always got”*

#### SDG 6 – Clean water and good sanitation

The United Nations states that access to safe water and sanitation is essential for human health and the environment and for a thriving economy. We share this vision and incorporate it into our activities.

#### SDG 17 – Partnerships to achieve objectives

Because Simavi believes that health for all can only be achieved through strong and meaningful partnerships, all our programmes include cooperation with partner organisations worldwide.

In addition to the above list, there is a strong link between our work and the goals formulated in SDG 1 (no poverty) and SDG 10 (reducing inequalities).

# 2020: 95 years of Simavi

In 1925 two Dutch doctors, Van der Spek and Bervoets, founded Simavi with the aim of bringing medication to Indonesia. Just as any other birthday, this is a moment to reflect, to celebrate and to look forward. Festive activities are planned in 2020 as a warm-up for the upcoming milestone: a century of Simavi.



Then

Now



### 1 The Doctor

**Then:** Foreign doctors needed to be flown in. **Now:** Local doctors are trained and equipped to care for the well-being of their people.

### 2 Funding

**Then:** Donations were collected door to door in tin cans. **Now:** New fundraising methods like the Hike for Health engage private donors in our work.

### 3 Our Team

**Then:** The Simavi team consisted of enthusiastic volunteers. **Now:** Local experts on SRHR and WASH implement our programmes.

### 4 Supplies

**Then:** Supplies needed to be gathered and shipped from abroad. **Now:** Local solutions with a focus on sustainability.



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part two

# REPORT OF THE SUPERVISORY BOARD

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The accountability and responsibilities of Simavi's supervisory board are described in the organisation's Declaration of Accountability (see [www.simavi.org/declaration-of-accountability](http://www.simavi.org/declaration-of-accountability)).

#### About the supervisory board

- Throughout 2019 the supervisory board and the management team operated entirely according to the declaration's rules and intent.
- The supervisory board is the managing director's employer and supervisor and acts as her adviser. The board itself has no managerial or operational tasks.
- The supervisory board members are recruited according to pre-agreed profiles to ensure the board's composition encompasses diverse areas of expertise. Vacancies are publicly advertised.
- The supervisory board appoints new board members. The supervisory board may involve the managing director in the assessment and selection procedure.

#### Composition

Simavi's supervisory board is composed as follows:

Supervisory board members	Area of expertise	Current position	Other ancillary positions
Michiel de Wilde, chair, remuneration committee, strategy committee	Strategy and organisation, international development, CSR	Member of the executive board / Director at Goldschmieding Foundation for People, Work and Economy	Chairman of the board of Vrijzinnig-Christelijk Lyceum (The Hague)
Mirjam Bakker, vice chair, audit committee	Governance, risk and compliance management	Group Risk & Compliance Director at SBM Offshore N.V.	Member of the Council of Experts of the Centre for Organizational Integrity (Stichting SIO)
Hans Valkenburg, audit committee	Planning & Control, Theory of Change, international development, poverty alleviation, journalism	Self-employed consultant on finance, strategy and planning	Member of the board of Milieudefensie; Non-executive member of the board of Tear; Non-executive member of the board of PerspActive
Willem van de Put	International health development	Senior Research fellow at the Institute of Tropical Medicine Antwerp	Senior Research fellow at Institute of International Humanitarian Affairs, Fordham University (New York); Co-founder/director of Culture4Change
Jeroen Wels, remuneration committee, strategy committee	Human resources management	Executive Vice-President Human Resources, Unilever	–
Joyce Browne	Global Health, Maternal Health, Epidemiology	Assistant Professor, UMC Utrecht	Board member Netherlands Society of Tropical Medicine and International Health (NVTG), Founder/organizer Dutch Global Health Film Festival

#### Rotation and election procedure

Supervisory board members are appointed for a maximum of two four-year terms. The board's rotation schedule is as follows:

Supervisory board members	Appointed as of	End of first term	End of second term
Michiel de Wilde	2014 (November)	2018	2022
Jeroen Wels	2014 (November)	2018	2022
Mirjam Bakker	2016 (September)	2020	2024
Willem van de Put	2018 (December)	2022	2026
Hans Valkenburg	2019 (September)	2023	2027
Joyce Browne	2020 (January)	2024	2028

#### Recent changes

Laura de Graaf stepped down in July 2019 after completing her second term of four years. She was succeeded by Hans Valkenburg, who also joined the audit committee. In January 2020, Joyce Browne was appointed as member of the Supervisory Board.

#### Compensation

The remuneration policy for the supervisory board remains unchanged. Members of the supervisory board do not receive any form of compensation. Actual expenses incurred can be reimbursed.

#### Supervisory board meetings in 2019

The board convened four times in 2019. The standard agenda items for supervisory board meetings throughout the year are as follows:

- the annual plan and budget
- the annual report
- programme implementation
- strategic partnerships and alliances
- formal audits, evaluations and risk assessments
- risk management and fraud prevention
- progress of the organisation, its capabilities and the strength of its leadership
- employee satisfaction

In addition to the standard agenda items, the board also discussed the following items this year:

- review of the governance structure
- fundraising strategies
- country strategies
- partner policies
- succession of board members

#### 2019 in review

In 2018 Simavi initiated a process of 'reinventing itself'. This involved a thorough assessment of Simavi's strategy and position in the changing international development sector, its added value, its ability to get things done and the risks and opportunities to be expected in the future. A new Theory of Change (ToC) was developed during this process.

During 2019 this new ToC was implemented throughout the entire organisation, both in the Netherlands and internationally. Working groups were established to explore in full the five focus areas, chosen by Simavi to structure its expertise and its capacity to implement programmes and projects. These themes are menstrual health, maternal health, water and sanitation, bodily integrity and hygiene. The working groups also examined what it means as an organisation to implement programmes that combine several of these themes. Vital parts of the strategy detailed in the ToC, such as the women-centred, rights-based and impact-oriented approach, have already been integrated into new programmes and programme proposals.

Several large programmes are approaching their final year(s) of implementation. This means that 2019 has also been a prelude to consolidating what has been learned from these interventions. At the same time, Simavi has been looking forward: forming new partnerships (or reinforcing existing ones) and developing new programme formats that build upon well-defined expertise as well as lessons learned.

In short, Simavi is continually improving its capabilities as a future-proof, learning and adaptive organisation that combines professionalism, an ever-expanding global network and 95 years of experience.

#### **Evaluation of the managing director**

Each year the supervisory board – through its remuneration committee – reviews the managing director's past performance and personal development goals for the coming year. The board is satisfied with Ariette Brouwer and has expressed its continued confidence in her. The supervisory board emphasises its strong commitment to the ongoing implementation of the chosen strategic direction.

#### **Audit committee**

The audit committee convened four times in 2019. Meetings took place about two weeks before the regular supervisory board meetings. Simavi's managing director and director of finance and operations also attended. Topics included the annual budget and forecasts, the internal financial reports and annual accounts, the auditor's report and the governance structure. The external auditor also participated in the discussions of the annual accounts and the auditor's report.

#### **Self-evaluation of the supervisory board**

In line with Simavi's governance code, the supervisory board annually evaluates its performance. In 2019 the evaluation did not give any reasons for substantial adaptations of its way of working. However, it was decided to explore a number of important subjects in more detail together with leading staff members. The subjects that were chosen for this exercise were governance, fundraising, partnerships, Simavi's organisational health and impact management.

The supervisory board will continue the strategic dialogue with Simavi's management team, mindful of the rapid changes in the world and the successful improvements already made. In particular, the board will continue to reflect on how impact is measured and can be enhanced.

We pay constant attention to safeguarding the proper balance in the relationship between the board and the managing director to ensure that both can fulfil their respective roles to the best of their abilities.

#### **Recognition**

The supervisory board deeply thanks Simavi's volunteers, employees and management team for the commitment and perseverance they have demonstrated throughout the year. The supervisory board also thanks Simavi's partners in the field for their cooperation and their impactful work on the ground, and the organisation's Dutch and international stakeholders.

Looking forward to 2020 and beyond, the supervisory board has confidence that the Simavi team will continue to make strong progress in achieving their purpose: a healthy life for all.



part three

# ANNUAL ACCOUNTS

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Balance Sheet as per December 31, 2019 (after appropriation of result)

ASSETS (x 1,000 Euro)	Note	31-12-2019	31-12-2018
<b>FIXED ASSETS</b>	1		
Intangible fixed assets		20	49
Tangible fixed assets		25	54
		<b>45</b>	<b>103</b>
<b>CURRENT ASSETS</b>			
Receivables and accrued income	2		
Bequests to be received	2.1	32	29
Interest to be received		1	1
Grants to be received	11	186	32
Other receivables and prepaid expenses	2.2	1,091	1,200
		<b>1,310</b>	<b>1,262</b>
<b>CASH AND CASH EQUIVALENTS</b>	3	11,058	14,357
<b>TOTAL ASSETS</b>		<b>12,413</b>	<b>15,722</b>
<b>LIABILITIES (x 1,000 Euro)</b>	Note	31-12-2019	31-12-2018
<b>RESERVES AND FUNDS</b>	4		
Continuity reserve	4.1	2,336	2,336
Reserve for financing assets	4.2	45	103
Earmarked reserves	4.3	3,338	2,564
Earmarked funds	4.4	73	93
		<b>5,792</b>	<b>5,096</b>
<b>SHORT-TERM LIABILITIES</b>			
Project/programme commitments	5	77	5
Taxes and social insurance premiums		88	71
Other liabilities and accruals	6	582	916
Deferred income	7	5,874	9,634
		<b>6,621</b>	<b>10,626</b>
<b>TOTAL LIABILITIES</b>		<b>12,413</b>	<b>15,722</b>

Statement of Income and Expenditure for the year 2019

INCOME & EXPENDITURE (x 1,000 Euro)	Note	Actual 2019	Budget 2019	Actual 2018
<b>INCOME</b>				
Income from private individuals	9	2,682	2,397	2,252
Income from companies		127	413	158
Income from lottery organisations	10	900	900	900
Income from government subsidies	11	10,450	11,299	10,992
Income Dutch Ministry of Foreign Affairs for alliance partners	11	8,116	8,828	6,413
Income from other non-profit organisations	12	990	1,042	730
<b>Total income raised</b>		<b>23,265</b>	<b>24,879</b>	<b>21,445</b>
<b>EXPENSES</b>				
<b>SPENT ON OBJECTIVES</b>	13			
Awareness raising		1,254	1,593	1,115
<b>Programmes</b>				
Simavi programmes		11,177	12,701	11,745
Paid to Alliance partners		8,116	8,828	6,413
<b>Advocacy</b>		216	206	221
<b>Total spent on objectives</b>		<b>20,763</b>	<b>23,328</b>	<b>19,494</b>
<b>Cost of generating funds</b>	14	1,078	1,506	917
<b>Management &amp; administration costs</b>	15	729	784	799
<b>TOTAL EXPENSES</b>	16	<b>22,570</b>	<b>25,618</b>	<b>21,210</b>
<b>Balance of financial income and expenses</b>				
Financial income		1	3	2
<b>RESULT</b>		<b>696</b>	<b>-736</b>	<b>237</b>

Statement of Income and Expenditure for the year 2019 - continued

APPROPRIATION OF RESULT (x 1,000 Euro)	Actual 2019	Actual 2018
Withdrawal from earmarked reserve Projects	-129	-73
Withdrawal from earmarked reserve Capacity Building	-25	-
Withdrawal from earmarked reserve Fundraising legacies	-40	-20
Withdrawal from earmarked reserve Strategic development	-137	-60
Withdrawal from earmarked fund Children eye care Africa	-	-31
Withdrawal from earmarked fund Children eye care Nepal	-	-2
Withdrawal from earmarked fund Interest	-20	-
Withdrawal from reserve for financing assets	-62	-60
Addition to earmarked fund Interest	-	2
Addition to earmarked reserve Strategic development	246	316
Addition to reserve for financing assets	4	28
Addition to earmarked reserve Projects	859	137
<b>TOTAL</b>	<b>696</b>	<b>237</b>

Cash Flow Statement for the year 2019

(x 1,000 Euro)	Note	2019	2018
Result		696	237
Adjustment for depreciation	1	62	60
Adjustment for interest income		-1	-2
		757	295
<b>Changes in operating capital</b>			
Change in receivables	2	-48	-130
Change in short-term liabilities	5, 6, 7	-4,005	3,532
Interest received		1	6
<b>Cash flow from operational activities</b>		<b>-3,295</b>	<b>3,703</b>
<b>Cash flow from investment activities</b>			
Investments in fixed assets	1	-4	-28
<b>Change in cash and cash equivalents</b>		<b>-3,299</b>	<b>3,675</b>
Balance of cash and cash equivalents on January 1		14,357	10,682
Balance of cash and cash equivalents on December 31	3	11,058	14,357
<b>Change in cash and cash equivalents</b>		<b>-3,299</b>	<b>3,675</b>

## Accounting policies

### General

The annual accounts have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650, amended 2016) and are subject to the “Wet Normering bezoldiging Topfunctionarissen publieke en semi publieke sector” (WNT). The annual accounts aim to provide a fair presentation of the financial position of Stichting Simavi, registered in Haarlem (reg.no. 40594571), having office at Naritaweg 153, 1043 BS Amsterdam, The Netherlands (Simavi), as of December 31, 2019, and of its income and expenditure for the year 2019. The financial year coincides with the calendar year. The valuation principles and methods of determining the result are the same as those used in the previous year.

### Continuity

The annual accounts are drawn up on the basis of continuity. The COVID-19 outbreak will have its impact on the activities Simavi, in cooperation with our donors and partners we seek to execute our programmes within the limitations caused by this pandemic. Whilst uncertain, we do not believe, however, that the impact of the COVID-19 crisis will have an effect on our continuity. For further information we refer to the ‘after balance sheet date information’ paragraph.

### Related parties

Transactions with related parties are disclosed in the notes insofar as they are not transacted under normal market conditions. The nature, extent and other information is disclosed if this is necessary in order to provide the required insight. With reference to Section 407(1a);13, Title 9, Book 2 of the Netherlands Civil Code, the financial data of Stichting NFICH and Stichting Zien have not been consolidated. The current accounts between Simavi and these foundations are reported under Other liabilities and accruals (see note 6).

### Functional and reporting currency

The annual accounts are denominated in euros, Simavi’s functional and reporting currency. Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the rate of exchange at the reporting date. Any resulting exchange differences are recognised in the statement of income and expenditure.

### Use of estimates

In applying the accounting policies and standards for preparing annual accounts, the management of Simavi is required to make estimates and judgments that might significantly influence the amounts disclosed in the annual accounts. If necessary for the purposes of providing the insight required under Section 362(1), Book 2 of the Netherlands Civil Code, the nature of these estimates and judgments, including the related assumptions, has been disclosed in the notes to the relevant items. Simavi did not change its policies for accounting estimates compared to the previous year.

### Basis of measurement

Unless indicated otherwise, the annual accounts have been prepared using the historical cost basis.

### Events after the balance sheet date

Post balance sheet events that provide further information about the actual situation as at the balance sheet date and appear up to the date of the preparation of the financial statements will be adjusted in the financial statements for the current year.

Post balance sheet events that do not provide further information about the actual situation as at the balance sheet date will not be adjusted in the financial statements for the current year. If such events are considered material to the judgment of the users of the financial statements, their nature and estimated financial implications are disclosed in the financial statements as ‘Events after balance sheet date’.

### Impairments

Simavi assesses at each reporting date whether there is any evidence of assets being subject to impairment. If any such evidence

exists, the recoverable amount of the relevant asset is determined. An asset is subject to impairment if its carrying amount is higher than its recoverable amount; the recoverable amount is the higher of net realizable value and value in use. If it is established that a previously recognised impairment loss no longer applies or has declined, the increased carrying amount of the asset in question is not set higher than the carrying amount that would have been determined had no impairment loss been recognised. An impairment loss is directly expensed in the statement of income and expenditure.

### Fixed assets

Fixed assets, both tangible and intangible, are carried at cost less straight-line depreciation over their estimated useful lives. The percentages used are: Equipment: 10 %; Office machines: 20 %; Computers and software: 20 - 33 %.

### Operational Leasing

The lease of the office premises is recognised as operational lease, as a large part of the risks and rewards associated with the ownership are not for the benefit of, nor incurred by Simavi. Lease payments are recorded on a straight-line basis in the income statement for the duration of the contract.

### Financial instruments

Financial instruments include receivables, cash and cash equivalents, project/programme commitments, accounts payable, and other payables. Financial instruments are initially recognised at fair value. Any directly attributable transaction costs are part of this initial valuation. Financial instruments are subsequently valued in the manner described below.

### Cash and cash equivalents

Cash and cash equivalents represent cash in hand, bank balances and deposits with terms of less than twelve months. Overdrafts at banks are recognised as part of debts to lending institutions under current liabilities. Cash at banks and in hand is carried at nominal value.

### Receivables and accrued income

Receivables and accrued income are initially stated at fair value, and are subsequently valued at amortised cost. An allowance is made for obsolescence where necessary.

Bequests to be received and Legacies with usufruct are valued at the time they can reliably be determined based on the notarial deed of distribution.

### Reserves

In order to secure the continuity of the foundation in case of unexpected events, part of Simavi’s capital has been transferred to a separate continuity reserve. The size is in accordance with sector regulations and is aimed to meet legal and moral obligations in case of a significant fall in income.

Simavi holds a reserve for financing fixed assets to guarantee replacement of these assets in the future.

Earmarked reserves are held for different purposes as determined by management. Management of Simavi can change the specific earmark of reserves, when deemed appropriate.

### Earmarked funds

The earmarked funds represent all received earmarked income that the donor intended for a specific purpose, for which the underlying objective and related expenditure have not yet been realised. Furthermore, earmarked funds are held for accumulated interest income earned on the advance payments of grants in respect of the applicable programmes. The earmarked funds are expected to be used within 3 years or in case of interest from grants during the remaining project period of the grant. The restriction following the earmark can only be released by specific third party approval.

### Financing contracts with government and other major donors

Simavi signed financing contracts for carrying out specific projects. Simavi recognises the incoming resources from these financing contracts and grant decisions at the time resources are actually expended. The difference between the income recognised and the actual amounts received in the form of contributions from donors is recorded in the balance sheet. This results in receivables if more resources have been expended than received or in deferred grants if amounts actually received are greater than those expended.

**Pension scheme**

Simavi's pension scheme is a defined contribution scheme, managed by life insurance company Nationale Nederlanden. All premiums pertaining to the reporting year are included under staff costs. Any premiums due at year-end are included on the balance sheet under other liabilities, any premiums paid in advance or in excess of the premiums due are included as prepaid expenses, in case these can be offset against future premiums due. There are no additional obligations arising from the management agreement with the pension insurer, the pension agreement with employees or other commitments to employees. Up to 2018, the scheme was based on an average salary system; for employees who joined before December 1, 2005 the scheme was based on a final salary system.

**Project/programme commitments**

The grants unconditionally committed as of the balance sheet date, which have not been already paid, are divided into short-term liabilities and long-term liabilities. The amounts that are expected to be settled after more than one year after the balance sheet date, are accounted for as long-term liabilities.

**Liabilities**

On initial recognition, liabilities are recognised at fair value. After initial recognition liabilities are recognised at the amortised cost price, being the amount received, taking into account premiums or discounts, less transaction costs. This usually is the nominal value.

Liabilities due within one year are presented as short-term liabilities; liabilities due after one year are presented under long-term liabilities.

**Conversion of foreign currency**

Monetary assets and liabilities in foreign currency are converted into euros at the closing rate at year's end. Exchange differences are accounted for in the statement of income and expenditure, where their method of presentation depends on the nature of the underlying asset or liability.

**Determination of results****Income from private individuals, companies, lottery organisations and other non-profit organisations**

Income from private individuals, companies, lottery organisations and other non-profit organisations is recognised in the year to which it pertains, unless income is subject to conditions still to be met.

Legacies and bequests are valued and accounted for as income in the year in which their amount can be reliably determined.

Provisional payments are accounted for as income in the financial year in which they are received, in cases when a reliable estimate or valuation was not possible at an earlier time.

**Income from government subsidies**

Income from government subsidies that have been allocated by the donor depending on actual project costs is accounted for in the statement of income and expenditure in the year that the eligible expenditure is recognised, it is probable that the amounts will be received and Simavi complied with all attached conditions. In this context, the expenditure in respect of alliance partners in alliances where Simavi is the lead agency is equal to the amounts paid to these partners.

Differences between the (final) settlement of the grants and accumulated income are accounted for in the statement of income and expenditure in the year in which these differences can be reliably estimated.

**Expenditure**

Amounts spent on Simavi projects and programmes are accounted for as expenses in the financial year in which the contribution has been unconditionally committed. The expenses recognised in the statement of income and expenditure include the related direct and indirect organisational costs.

Fundraising, awareness raising and management & administration costs are charged to the statement of income and expenditure in the year to which they pertain and as soon as they become apparent.

Salaries, wages and social security contributions are recognised in the statement of income and expenditure based on the pay and benefits package to the extent that they are payable to employees.

**Expenditure allocation**

Expenditure allocation is described in note 16 of the notes to the statement of income and expenditure.

**Financial income**

Financial income is recognised in the statement of income and expenditure time proportionally.

**Cash flow statement**

The cash flow statement is prepared using the indirect method. To determine the change in cash and cash equivalents during the reporting period, the result for that year is adjusted for items in the statement of income and expenditure and for balance sheet movements that did not result in actual cash flows.

The cash flow statement makes a distinction between cash flow from operational, investment and financing activities. In this context, changes in long-term debts from project/programme commitments and interest income are presented as cash flow from operational activities. Under the investment activities, only investments are included for which cash is paid.

## Notes to the balance sheet

### 1. Fixed assets

Fixed assets are used for operations only. Intangible fixed assets consist of externally acquired software. Tangible fixed assets comprise office machines, equipment and computers. The movements during the year can be specified as follows:

(x 1,000 Euro)	Intangible Fixed assets	Tangible Fixed assets	Total Fixed assets
<b>Value as at January 1, 2019</b>			
Acquisition value	91	131	222
Cummulative depreciation	-42	-77	-119
<b>Book value</b>	<b>49</b>	<b>54</b>	<b>103</b>
<b>Movements</b>			
Investments	-	4	4
Depreciation	-21	-23	-44
Divestments	-22	-34	-56
Depreciation on divestments	14	24	38
<b>Balance</b>	<b>-29</b>	<b>-29</b>	<b>-58</b>
<b>Value as at December 31, 2019</b>			
Acquisition value	69	101	170
Cummulative depreciation	-49	-76	-125
<b>Book value</b>	<b>20</b>	<b>25</b>	<b>45</b>
<b>Depreciation percentages</b>	<b>20 - 33%</b>	<b>10 - 33%</b>	

The divestments and the depreciation thereon relate to assets, which were discarded due to obsolescence.

### 2. Receivables and accrued income

#### 2.1 Bequests to be received

From a legacy Simavi obtained 15 certificates of shares (16.9% of the total shares) in Marnel Zaandam Beheer B.V., registered in Amsterdam. These certificates do not bear any voting rights. Simavi received €19K dividend in 2019 (2018: €1k), which was accounted for as income from Legacies and bequests. Considering the uncertainty of future income from these certificates, the valuation is set at nil (2018: nil). Any future income from these certificates will be accounted for as soon as this income can be reliably determined.

At year-end Simavi had five legacies (four in 2018) encumbered with usufruct. Due to the uncertainty on the size and timing of future payments, these legacies are valued conservatively at €29K (2018: €29K).

### 2.2 Other receivables and prepaid expenses

(x 1,000 Euro)	31-12-2019	31-12-2018
Other receivables	67	177
Contribution Dutch Postcode Lottery	900	900
Prepaid expenses	124	123
<b>Total</b>	<b>1,091</b>	<b>1,200</b>

All amounts are to be settled within one year after the balance sheet date. At year-end 2019, the other receivables included an amount of €11K of donations pledged but not yet received (2018: €151K). The contribution of the Dutch Postcode Lottery, committed but not yet received, amounted to €900K at year-end (2018: €900K).

### 3. Cash and cash equivalents

The cash and cash equivalents are placed on current accounts or savings accounts. The total amount of €11,058K includes foreign currency in the amount of US\$367K (€333K). All amounts are placed at Dutch banking institutions and are available upon demand, except for €26K, which is restricted as a collateral for a bank guarantee. There are no cash or cash equivalents placed on deposit for more than 1 month. The cash and cash equivalents are intended for objectives and operations only, so not for investment purposes.

The average yield on outstanding cash and cash equivalents was 0.0% in 2019 (0.0% in 2018).

### 4. Reserves and funds

#### 4.1 Continuity reserve

(x 1,000 Euro)	31-12-2018	Withdrawal	Addition	31-12-2019
<b>Continuity reserve</b>	<b>2,336</b>	<b>-</b>	<b>-</b>	<b>2,336</b>

The continuity reserve is designed to create a sufficiently large buffer to enable Simavi to complete or terminate ongoing projects/programmes appropriately in case of a significant shortfall of key sources of funding. Furthermore, it includes funding necessary for actions to enable Simavi to rebuild such a shortfall or, in worst case, dissolve the organisation, while still meeting legal and moral obligations.

To do this we envisage requiring an equivalent of six to nine months of total operational expenditure, thus ranging between €1.8 and 2.8 million. The continuity reserve, after appropriation of result, amounts to €2,336K at the end of 2019. This is just over seven months and falls well within the indicated range. Despite the increased risk levels, due to the COVID-19 outbreak, the continuity reserve is kept at the same level as last year. The current level is perceived to be sufficient to cope with the expected financial impact. See also the paragraph on the future outlook in the annual report.

The maximum size for the continuity reserve, according to the assets' guidelines set by the association for fund-raising institutions (Goede Doelen Nederland), equals to one and a half times the annual operational costs of the organisation, based on the budget for the following year. This maximum amounts to €5.5 million as per December 31, 2019.

**4.2 Reserve for financing assets**

(x 1,000 Euro)	31-12-2018	Withdrawal	Addition	31-12-2019
Reserve for financing assets	103	62	4	45

The reserve for financing assets matches the book value of the tangible fixed assets.

**4.3 Earmarked reserves**

The earmarked reserves held by Simavi, including the movements in these reserves during the year, are specified below:

(x 1,000 Euro)	31-12-2018	Withdrawal	Addition	31-12-2019
<b>Purpose</b>				
Capacity building	38	25	-	13
Projects	2,148	129	859	2,878
Strategic development	322	137	246	431
Fundraising Legacies	56	40	-	16
<b>Total earmarked reserves</b>	<b>2,564</b>	<b>331</b>	<b>1,105</b>	<b>3,338</b>

**Capacity Building**

This reserve was created with the aim of broadening and deepening our partner portfolio, in order to facilitate anticipated growth and attract new donors. This reserve is used for capacity building where this cannot be funded from the regular programme funds. The reserve can also be used to identify new partners through identification missions and to offer some 'start-up capital' for initiating small programmes with them.

**Projects**

This reserve will be used in the coming years to match funds of institutional donors and foundations to realise projects and to finance projects out of own funds for which no funding is yet available from other sources. An amount of €859K from the 2019 result was added to this reserve.

In 2016 we decided to set aside €350K for the Nepal Learning programme. This programme is a combined WASH and SRHR programme and is running in the period 2018-2020. A further amount of €560K has been reserved as matching fund for the EU Our lives, our health, our futures programme in Bangladesh. This programme will be running up to 2023.

**Strategic Development**

A reserve has been formed for Strategic Development to further position Simavi, preparing for the future. A net amount of €109K was added to the reserve. In the coming year, this reserve will be invested in: proposal development, partner selection, the Simavi 95 years event, CRM, website development and branding.

**Legacies Fundraising campaign**

In order to ensure a continuous flow of legacies, a multi-year plan has been developed to actively acquire future legacies from existing and new donors and to obtain insight in the size of currently existing (but latent) legacies. The communication and acquisition plan is executed during 2016 up to 2020. €40K was spent in 2019 (2018: €20K). The remainder will be spent in 2020.

**4.4 Earmarked funds**

(x 1,000 Euro)	31-12-2018	Withdrawal	Addition	31-12-2019
<b>Purpose</b>				
Children eye care Irian Jaya	6	-	-	6
Children eye care Africa	64	-	-	64
Interest to be spent on objective:				
- MKAJI	20	20	-	-
- Other subsidies	3	-	-	3
<b>Total earmarked funds</b>	<b>93</b>	<b>20</b>	<b>-</b>	<b>73</b>

For the funds for Children eye care Irian Jaya and Africa relevant programmes have been identified. The amounts are expected to be fully spent in 2020. The Mkaji programme was finalised in 2019, the interest income was spent as required.

**5. Project/programme commitments**

Project and programme commitments consist of unconditional commitments with partner organisations in Africa and Asia. The total amount of these commitments amount to €77K at year-end 2019 (2018: €5K). Most of our contracting is currently done on an annual commitment basis.

**6. Other liabilities and accruals**

(x 1,000 Euro)	31-12-2019	31-12-2018
Accounts payable	306	177
Current account Stichting NFICH and ZIEN	5	83
Accrued vacation hours	43	49
Accrued holiday allowance	107	86
Accrued audit fees	121	63
Other payables	-	458
<b>Total</b>	<b>582</b>	<b>916</b>

All other liabilities and accruals are due within one year. In 2018 we received an amount of €458K, for which the legal title and purpose was not clear. Finally, it was confirmed that this amount should be treated as a legacy. Hence, the amount has been included under income from private individuals in 2019. Stichting Zien has contributed an amount of €78K to a trachoma prevention programme in Tanzania.

7. Deferred income

(x 1,000 Euro)	31-12-2019	31-12-2018
Government grants	5,348	9,243
Other projects	526	391
<b>Total</b>	<b>5,874</b>	<b>9,634</b>

In 2019 the deferred income from government grants decreased to €5,348K (2018: €9,243K). More income was recognised than factually received. Further information on deferred income from government grants is provided in note 11.

8. Off balance sheet rights and obligations

**Off-balance sheet rights**

Simavi has received multiyear grants for programmes to be executed in the coming years. The grants are subject to restrictions, so these may be withdrawn. As far as these grants are not yet unconditionally committed, they have not been included in the balance sheet and are considered as off-balance rights.

The below table provides an overview of these rights, of grants in excess of €1 million, as at December 31, 2019.

SUBSIDY (x 1,000 Euro)	Golden Line	GUSO	MTB	Watershed	WASH SDG	SEHATI	OLHF
Grant received from:	MoFA	MoFA	MoFA	MoFA	MoFA	EKN ID	EU
Programme period	1-1-2016 till 31-12-2020	1-1-2016 till 31-12-2020	1-1-2016 till 31-12-2020	1-1-2016 till 31-12-2020	1-7-2017 till 31-12-2021	1-2-2016 till 31-8-2020	1-1-2019 till 31-12-2023
Lead of the alliance	Simavi	Rutgers	Save the Children	IRC	Simavi	n.a.	n.a.
Total grant amount for the alliance	7,996	34,590	29,275	16,352	59,000	-	-
Grant amount for Simavi	3,399	7,136	6,823	4,268	p.m.	3,450	5,000
Total amount received upto 2018	5,782	4,434	3,693	2,997	16,965	2,640	-
Received in 2019	1,086	1,457	2,064	867	6,717	574	997
<b>Total amount received upto 2019</b>	<b>6,868</b>	<b>5,891</b>	<b>5,757</b>	<b>3,864</b>	<b>23,682</b>	<b>3,214</b>	<b>997</b>
Total amount still to be received	1,128	1,245	1,066	404	35,318	236	4,003
To be received after determination of total grant amount	400	71	68	43	590	173	500

*Golden Line* - The Dutch Ministry of Foreign Affairs awarded a grant for the Golden Line programme in which Simavi acts as lead agency in the cooperation with Solidaridad and Healthy Entrepreneurs.

*GUSO* (incl. Flex fund) - Rutgers is the lead agent in the consortium of Rutgers, IPPF, Dance4Life, Stop Aids Now, Choice and Simavi for the Get Up Speak Out for your rights programme. Simavi received a total amount of €5,891K for running the programme up to 2019, for the remaining period we will receive an amount of €1,245K.

*MTB* (incl. Flex fund) - Save the Children is the lead agent in More than Brides consortium of Save the Children, Oxfam Novib, Population Council and Simavi. Within the programme of this consortium Marriage no child's game the total amount for Simavi is €6,823K.

*Watershed* - IRC is the lead agent in the Watershed consortium of IRC, Wetlands, AKVO and Simavi. In the Watershed programme of this consortium, a total amount of €4,268K is allocated to Simavi.

*WASH SDG* - The Dutch Ministry of Foreign Affairs awarded a grant to the WASH SDG consortium in which Simavi acts as lead agency of the consortium consisting of SNV, Plan International and the WASH Alliance International partners. The amount received upto 2019 for the WASH SDG consortium is in total for all parties €23,682K.

*SEHATI* (incl. extension) - In 2019 the Dutch embassy in Indonesia awarded an additional amount of €450K to the SEHATI programme and the programme period is 1 year extended. The programme is to realise community led total sanitation in its focus areas. The programme will be finalised in 2020.

*OLHF* - Simavi obtained a grant from the European Union for the programme Our lives, our health, our future in Bangladesh. The total amount of programme entails an amount of €5,560K, of which €560K is financed from our own funds. The programme started in January 2019 and will run for 5 years, up to the end of 2023

The grants of Dutch Ministry of Foreign Affairs are conditional upon sufficient funds being made available in the budget by the government and parliament.

**Off-balance sheet obligations**

Under the framework of the GUSO (€805K), Ritu (€23K), Watershed (€333K), Golden Line (€220K), MTB (€899K) WASH SDG (€1,136K), Sehati (€29K) and EU OLHF (€3,001K) programmes, Simavi and its partners entered into contractual (multi-year) project commitments to carry out projects in areas where Simavi operates. Where these contracts depend on conditions that are yet to be met, such as grant allocation by Dutch Ministry of Foreign Affairs or other parties, they have not been accounted for in the balance sheet. These obligations amounted to €6,775K at the end of 2019 (2018: €5,705K).

Additionally, for other programme contracts, where contracts depend on conditions yet to be met, off balance sheet commitments exist in the amount of €329K (2018: €102K).

Simavi is located at rented premises. The rent amounts to €78K per year. A bank guarantee for this lease has been issued in the amount of €26K. The contract runs until December 31, 2021, with a one-year notice period. The total obligation amounts to €156K, of which €78K is due after one year.

Notes to the cash flow statement

The cash position of Simavi has decreased by an amount of €3,299K in 2019. This decrease resulted from a negative cash flow from operational activities of €3,295K (2018: €3,703K positive). This mainly stems from the decrease of deferred income: from €9,634K last year, to €5,874K at year-end 2019. Our cash position is volatile over the years, due to the timing of receipt of the larger instalments of the government subsidies.

## Notes on the statement of income and expenditure

All income reported in the annual accounts has a structural character.

### 9. Income from private individuals

This income comprises donations and gifts as well as legacies and bequests. The donations and gifts from private individuals amounted to €1,927K which is considerably higher than in 2018 (€1,675K), reflecting the efforts to expand our donor base. The income from legacies and bequests amounted to €755K (2018: €577K). Income from legacies and bequests is not budgeted given the uncertainty of this type of income.

### 10. Income from lottery organisations

In 2019, Simavi received €900K as a contribution from the Dutch Postcode Lottery. This unearmarked contribution is made under a multi-year conditional commitment.

### 11. Income from government subsidies

The income from government subsidies in 2019 amounted to €10,450K (2018: €10,992K) which is €849K lower than budgeted. The latter is resulting from lower level of activities than expected. In 2019, the income from the Dutch Ministry of Foreign affairs for alliance partners amounted to €8,116K (2018: €6,413K). These funds are directly transferred to the consortium partners of the Golden Line and WASH SDG alliances.

The table on the next page gives an overview of the grants received and income accounted for from the Dutch Ministry of Foreign Affairs and the Swiss Agency for Development and Cooperation (SDC). The MKAJI programme, funded by the latter, was finalised in 2019.

A positive balance between the grants received and the actual expenditure eligible for grant funding is presented in the balance sheet as advance government grants under deferred income (see note 7). In the event of a negative balance, these assets are presented in the balance sheet as grants to be received. The smaller programmes (SDC Helvetas, Propopi, USDP, YEP) are grouped under 'Other'.

Note that the accounted income and expenditure can differ from what was reported to the related donor, as a consequence of their specific reporting or accounting requirements.

(x 1,000 Euro)	31-12-2018		2019			31-12-2019	
	Grants to be received	Grants received in advance	Add: Grants received	Minus: Income government subsidies	Minus: Income for alliance partners	Grants to be received	Grants received in advance
Sehati & extension	-	104	574	506	-	-	172
Watershed	-	529	867	896	-	-	500
WASH SDG	-	5,866	6,717	2,438	7,528	-	2,617
GUSO & GUSO Flex	-	650	1,457	1,618	-	-	489
Golden Line	-	266	1,086	668	525	-	159
MTB & MTB Flex	-	144	2,064	1,618	-	-	590
Ritu & extension	-	570	345	1,026	-	139	28
MKAJI	-	780	269	1,049	-	-	-
OLHF	-	-	997	487	-	-	510
Other	32	334	141	144	63	47	283
<b>Total</b>	<b>32</b>	<b>9,243</b>	<b>14,517</b>	<b>10,450</b>	<b>8,116</b>	<b>186</b>	<b>5,348</b>

### 12. Income from other non-profit organisations

This income mainly relates to the donations received from foundations. Also the income from schools, relating to the Walking for Water campaign is reported under this heading. The income is specified as follows:

(x 1,000 Euro)	Actual 2019	Budget 2019	Actual 2018
Income from foundations	652	805	292
Income from schools (Walking for Water, Koningsspelen)	147	237	185
Income from other fundraising organisations	191	-	253
<b>Total</b>	<b>990</b>	<b>1,042</b>	<b>730</b>

This income is higher than last year, but still under budget. The income from Walking for Water is actually €50K higher than indicated, because part of the income is paid directly to Simavi and must therefore be accounted for as income from private individuals.

### 13. Spent on objectives

(x 1,000 Euro)	Actual 2019	Budget 2019	Actual 2018
Objective: Awareness raising	1,254	1,593	1,115
Objective: Simavi programmes	11,177	12,701	11,745
Objective: Paid to alliance partners	8,116	8,828	6,413
Objective: Advocacy	216	206	221
<b>Total spent on objectives</b>	<b>20,763</b>	<b>23,328</b>	<b>19,494</b>

The actual expenditure on objectives in 2019 is €1,269K higher than last year, however €2,565K lower than budgeted. The difference between budget and amounts actually spent is mainly caused by less expenditure on project activities than planned, this stems from the somewhat delayed execution of some programmes.

#### Spending percentage

The ratio of the total expenditure on objectives as a percentage of the total income is presented in the following table:

(x 1,000 Euro)	Actual 2019	Budget 2019	Actual 2018
Total spent on objectives	20,763	23,328	19,494
Total income raised	23,265	24,879	21,445
<b>Spending percentage</b>	<b>89.2%</b>	<b>93.8%</b>	<b>90.9%</b>

The percentage expenditure on objectives of total income in 2019 is 89.2%, as compared to 90.9% in 2018 and 93.8% as budgeted. The lower percentage in 2019 is mainly resulting from the timing differences in the expenditure of the income. Corrected for the effect of payments to alliance partners, the spending ratio is 83.5% in 2019 (87.0% in 2018).

As a percentage of total expenditure, the expenditure on objectives amounts to 92.0% (2018: 91.9%).

### 14. Cost of generating funds

The cost of generating funds relate to the various funding activities. The most important are the costs relating to private fundraising and the costs for fundraising of grants. The percentage cost of generating funds is somewhat higher at 4.6% (2018: 4.3%). This increase is mainly reflecting the increased efforts made to ensure sufficient funding. The expenditure in 2019 was however still significantly under budget.

(x 1,000 Euro)	Actual 2019	Budget 2019	Actual 2018
Costs of generating funds	1,078	1,506	917
Total Income raised	23,265	24,879	21,445
<b>Percentage cost of generating funds</b>	<b>4.6%</b>	<b>6.1%</b>	<b>4.3%</b>

Apart from the costs of our own organisation, the fundraising costs mainly relate to the costs of our newsletters and mailings, these are important for maintaining and expanding our donor base.

### 15. Management & administration costs

(x 1,000 Euro)	Actual 2019	Budget 2019	Actual 2018
Management & administration costs	729	784	799
Total expenditure	22,570	25,618	21,210
<b>Percentage management &amp; administration costs</b>	<b>3.2%</b>	<b>3.1%</b>	<b>3.8%</b>

The management & administration costs are lower than in 2018, as well as under budget. As a percentage of the total expenditure, the costs are lower at 3.2%. The higher percentage compared to budget is attributable to the fact that the actual total expenditure is under budget.

#### Independent auditors costs

PricewaterhouseCoopers Accountants N.V. have audited the financial accounts. The following fees are charged:

(x 1,000 Euro)	Actual 2019	Budget 2019	Actual 2018
Audit of the Financial Statements	80	69	60
Audit contracts institutional donors	51	43	34

The costs are significantly higher than in previous years due to the ongoing tightening of the audit regulations.

The amounts for the audit contracts institutional donors are allocated to the programmes were applicable. Eight contracts of institutional donors required audited reports in 2019 (2018: seven).

### 16. Total Expenses

Expenditure (x 1,000 Euro)	Objective			Generating Funds	Management & administration	Total 2019	Budget 2019	Total 2018
	Awareness raising	Programmes	Advocacy					
Grants and contributions	-	17,122	-	-	-	17,122	19,269	16,147
Publicity and communication and outsourced work	837	310	73	697	-	1,917	2,672	1,765
Staff costs	363	1,620	125	331	553	2,992	3,143	2,788
Accommodation costs	17	77	6	16	27	143	147	143
Office and general expenses	29	130	10	27	138	334	331	307
Depreciation	8	34	2	7	11	62	56	60
<b>Total</b>	<b>1,254</b>	<b>19,293</b>	<b>216</b>	<b>1,078</b>	<b>729</b>	<b>22,570</b>	<b>25,618</b>	<b>21,210</b>

All direct and indirect costs are allocated to 1) the three objectives of Simavi (Awareness raising, Programmes and Advocacy); 2) the cost of generating funds; and 3) management & administration costs.

Apart from direct costs spent on Simavi projects/programmes, all other out of pocket costs that can be directly allocated to the

objectives and fund generation are specified under Publicity and communication and outsourced work. All indirect costs, such as staff, accommodation, office and general expenses and depreciation are allocated based on the number of hours employees have spent on the aforementioned components. A calculation of the hours spent is made for every employee. This calculation is based on the employee's job description. Management & administration costs include all administrative and secretarial hours, as well as all hours classified by the organisation as overhead, such as meetings with the supervisory board and other meetings intended to provide guidance and direction to the organisation.

**17. Staff costs**

(x 1,000 Euro)	Actual 2019	Budget 2019	Actual 2018
Salaries in the Netherlands	2,272	2,342	1,902
Social insurance premiums, insurances	413	415	349
Costs of pension facilities	125	174	170
Other staff costs	182	212	367
<b>Total</b>	<b>2,992</b>	<b>3,143</b>	<b>2,788</b>

For information about the allocation of staff costs to the different categories of expenditure presented in the statement of income and expenditure please refer to note 16.

The staff costs are higher than in 2018, but within budget. The lower cost of pension facilities are the result of the change of the pension scheme. The wind off of the previous pension scheme resulted in a repayment of €70K.

The development of the number of staffing is as follows:

Average number of persons employed	Actual 2019	Budget 2019	Actual 2018
In Dutch office	46.9	46.3	46.9
In Indonesia office	5.3	5.0	5.3
In Tanzania office	8.1	8.0	8.1

In average number of FTE's	Actual 2019	Budget 2019	Actual 2018
In Dutch office	42.7	42.1	42.7
In Indonesia office	5.3	5.0	5.3
In Tanzania office	8.1	8.0	8.1

**Management model and remuneration**

Simavi has a two-tier board: a supervisory board for monitoring, supervising and consulting, and a one person executive board (the managing director) for the implementation of Simavi's strategy and its day-to-day management.

The salaries of the staff are based on a formalised salary structure. The functions are grouped into categories based on the job characteristics. The categories are linked to a salary grid. The categorisation and salary grid are based on a standardised calculation method performed by an independent agency (Human Capital Group). Periodically we participate in a general survey on

salary levels, commissioned by Goede Doelen Nederland. The results of latest survey indicate that our salary levels correspond to the average levels in the sector and are in conformity with the market.

**Remuneration of the supervisory board**

The members of the supervisory board receive no remuneration for their activities. The members of the supervisory board have also not received any loans, advance payments or guarantees.

Name	Position
Michiel de Wilde	Chair of the supervisory board
Mirjam Bakker	Vice-chair of the supervisory board
Laura de Graaf	Member of the supervisory board (until June 2019)
Willem van de Put	Member of the supervisory board
Hans Valkenburg	Member of the supervisory board (since September 2019)
Jeroen Wels	Member of the supervisory board

**Remuneration of the managing director**

The supervisory board determines the remuneration policy, the level of executive remuneration and other fixed remuneration components. The policy is reviewed periodically. Simavi follows the guidelines of Goede Doelen Nederland, laid down in the Advisory Guidelines for the Remuneration of Executives of Charities (see [www.goededoelennederland.nl](http://www.goededoelennederland.nl)) in determining the remuneration policy and remuneration levels. These guidelines provide a maximum norm for the annual salary based on weighing criteria. These criteria result in a, so called, BSD-score. The rating for Simavi is determined by the supervisory board. The resulting BSD-score is 415-440 points, indicating a maximum full-time gross salary of €120,491 (excluding remuneration payable in future). The 2019 maximum individual executive remuneration according to the WNT for development cooperation organisations is €181,000.

In 2019, the managing director, Ms Ariette Brouwer, received a gross salary, including holiday allowance, of €103,946 (2018: €101,908). This is well within both the remuneration guideline of Goede Doelen Nederland and the WNT norm.

The managing director did not receive any bonuses, loans, advance payments or guarantees. The 2019 employer's contribution to the pension scheme of the managing director amounted to €11,696 (2018: €11,220). Allowances for expenses are only granted based on actual costs incurred, and contain no remuneration elements. Simavi does not provide lease cars. In 2019, the managing director received an untaxable commuting allowance of €1,975 and an untaxable telephone allowance of €300.

Remuneration Executives (WNT-format) (x 1 Euro)	2019	2018
Name: A.D. Brouwer, Managing Director		
Term of employment	1/1 - 31/12	1/1 - 31/12
Employment in FTE	1.0	1.0
Former executive	no	no
Formal employment	yes	yes
Individual WNT maximum	181,000	174,000
<b>Total remuneration</b>		
Remuneration	103,946	101,908
Taxable expense reimbursements	-	-
Remunerations payable in future	11,696	11,220
<b>Total remuneration</b>	<b>115,642</b>	<b>113,128</b>

Remuneration Executives (GDN-format) (x 1 Euro)	2019	2018
Name: A.D. Brouwer, Managing Director		
Duration of employment	undetermined	undetermined
Contract hours	36	36
Part-time percentage	100	100
Term of employment	1/1 - 31/12	1/1 - 31/12
<b>Total remuneration</b>		
Gross salary	96,328	94,439
Holiday allowance (8%)	7,618	7,469
<b>Remuneration</b>	<b>103,946</b>	<b>101,908</b>
Pension scheme paid by employer	11,696	11,220
<b>Total remuneration</b>	<b>115,642</b>	<b>113,128</b>

Also no other staff member received a remuneration exceeding the individual WNT maximum. No severance payments were made to employees that must be (or should have been) reported based on the WNT in 2019 and previous years.

**Remuneration of Simavi's goodwill ambassadors**

Mr Barry Atsma, Ms Dieuwertje Blok, Ms Britte Lagcher and Ms Pien van Vierssen Trip, Simavi's goodwill ambassadors, carried out their activities without receiving any remuneration.

**18. Multi-year income analysis**

The below table provides an overview of the development of Simavi's income over the past six years.

(x 1,000 Euro)	Collections	Individual giving	Legacies and bequests	Corporate	Lottery organisations	Government subsidies	Other non-profit organisations	Other	Total income
2014	442	792	104	218	1,943	15,999	1,373	60	20,931
2015	37	954	749	235	1,595	15,959	853	20	20,402
2016	-	1,024	491	239	1,012	12,988	1,130	-	16,884
2017	-	1,241	438	81	1,158	12,877	1,466	-	17,261
2018	-	1,675	577	158	900	17,405	730	-	21,445
2019	-	1,927	755	127	900	18,566	990	-	23,265

In 2013, Simavi decided that 2014 would be the last year of the nationwide door-to-door collection, since the high costs of the collection did no longer weigh up to the benefits.

The fall in income from the collections has been compensated by the steady increase in individual giving since 2015. We aim to maintain this trend by further investments in active private fundraising activities.

The amount received from legacies and bequests is volatile and unpredictable, yet they are an important source of income for Simavi.

In 2017 some of the income from Corporates was shifted to other non-profit organisations, due to the restructuring of the funding channel (e.g. via a related foundation).

Over the past years, the regular contribution of the Dutch Postcode Lottery was €900K. In 2014 Simavi received a contribution for the Making Periods Normal programme, amounting to a total of €2,064K, which was recognised as income during the years of execution of the programme (2014-2017).

The amount of government subsidies has been substantial over the past years. In 2016 and 2017, the finalisation of old and start-up of new programmes caused a dip in the income from government subsidies. From 2018, this income has returned to higher levels. The government subsidies are inclusive the amounts received for alliance partners.

The income from other non-profit organisations shows marked fluctuations. This is partly due to the effect of the timing of income recognition. The results of 2018 have been disappointing, requiring us to rethink our approach. In 2019 we were only partly successful in bringing this to the previous levels. Generation of income from foundations and the private sector remains an important focal point of our fundraising efforts.

### Appropriation of result

The result of the financial year 2019, is €696K positive. The executive board proposes, with approval of the supervisory board, to appropriate the result for the year, in accordance with the overview provided in the Statement of Income and Expenditure on page 91-92 and the explanation in note 4.

### After balance sheet date information

There have been no material post balance sheet events, which would require adjustment to the financial statements of Simavi for the year 2019.

The COVID-19 outbreak and its economics effects will impact the activities of Simavi. The work of our local partners is affected by this crisis. Our interventions generally entail group discussions and trainings in the community. To limit the spread of the virus these need to be put on hold. As a result, the realisation of our goals is delayed or not fully achieved. This also has financial consequences. During the period programmes are on hold, income is on hold as well, whereas the salaries and other fixed costs are still to be paid. This affects both our partners and ourselves. We are in discussion with our main donor, the Dutch Ministry of Foreign Affairs, to find mitigation measures for this. The Ministry indicated that given the importance of the civil society organisations and their activities, they will be cooperative to prevent financial damage. At this moment the actual measures to be taken are still unclear.

Apart from effects on the income from government subsidies, the COVID-19 crisis will also affect our other fundraising. Fundraising events are postponed or cancelled, and companies are less able to provide financial support. The effects on private fundraising are yet unclear. On the one hand our donors may boost their support as they see the importance of our work on hygiene, on the other hand they may opt to limit their donations as they are more focused on their local situation, and/or have been affected financially themselves by the crisis. So far, the figures up to and including April 2020 do not show specific effects (either increase or decrease) on private fundraising.

The circumstances mentioned above are likely to result in lower revenue (both government and non-government) and lower direct costs of postponed programs. We estimate the financial consequences for our organization to be between €0.1 mln and €0.8 mln effect on net loss. Within this analysis, a best case, mid case and worst case scenario have been assessed, with a 'close down' period ranging till the end of May 2020 (best case) and the end of December 2020 (worst case). The additional net loss in all scenarios can be covered from our continuity reserve, which is held in cash. Impairment of assets is not required.

Uncertainties remain and the implications for future years cannot be assessed yet.

Amsterdam, April 24, 2020

#### Executive board

Ariette Brouwer

#### Supervisory board

Michiel de Wilde (chair)  
 Mirjam Bakker (vice-chair)  
 Joyce Browne  
 Willem van de Put  
 Hans Valkenburg  
 Jeroen Wels

### Other information

#### Appropriation of result

According to article 16.5 of the articles of association of Simavi, the Supervisory Board approves the annual accounts drawn up by the executive board. The annual accounts include a proposal for the appropriation of the result for the year 2019. The appropriation of result takes the imposed restrictions on spending by third parties into account.



## Independent auditor's report

To: the executive board and the supervisory board of Stichting Simavi

### Report on the financial statements 2019

#### Our opinion

In our opinion, the financial statements of Stichting Simavi ('the Foundation') give a true and fair view of the financial position of the Foundation as at 31 December 2019, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board and the provisions of and pursuant to the Dutch Standards for Remuneration Act (WNT).

#### What we have audited

We have audited the accompanying financial statements 2019 of Stichting Simavi, Amsterdam.

The financial statements comprise:

- the balance sheet as at 31 December 2019;
- the statement of income and expenditure for the year then ended; and
- the notes, comprising the accounting policies and other explanatory information.

The financial reporting framework applied in the preparation of the financial statements is the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board and the provisions of and pursuant to the WNT.

#### The basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the Audit protocol WNT 2019. We have further described our responsibilities under those standards in the section 'Our responsibilities for the audit of the financial statements' of our report.

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

#### Independence

We are independent of Stichting Simavi in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence requirements in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

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### Emphasis of matter - uncertainty related to the effects of the coronavirus (COVID-19)

We draw attention to the paragraph "after balance sheet date information" in the financial statements in which the executive board has described the possible impact and consequences of the coronavirus (COVID-19) on the foundation and the environment in which the foundation operates as well as the measures taken and planned to deal with these events or circumstances. This note also indicates that uncertainties remain and that currently it is not reasonably possible to estimate the future impact. Our opinion is not modified in respect of this matter.

### Compliance with anti-accumulation provisions WNT not audited

In accordance with the Audit protocol WNT 2019 we have not audited the anti-accumulation provisions of article 1.6a WNT and article 5, paragraph 1 (j) Uitvoeringsregeling WNT. This means we have not audited whether or not there is a breach of anti-accumulation remuneration standards resulting from remuneration for a possible employment as a high-ranking official of other WNT-entities, nor have we audited if any related disclosure requirement are correct and complete.

### Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- The directors' report (impact report and report of the supervisory board);
- Our programmes in numbers.

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains the information that is required by the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

We have read the other information. Based on our knowledge and understanding obtained in our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing our procedures, we comply with the requirements of the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those performed in our audit of the financial statements.

The executive board is responsible for the preparation of the other information, including the directors' report pursuant to the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

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## **Responsibilities for the financial statements and the audit**

### **Responsibilities of the executive board and the supervisory board for the financial statements**

The executive board is responsible for:

- the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board and the provisions of and pursuant to the WNT; and for
- such internal control as the executive board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the executive board is responsible for assessing the Foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the executive board should prepare the financial statements using the going-concern basis of accounting unless the executive board either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so. The executive board should disclose events and circumstances that may cast significant doubt on the Foundation's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the Foundation's financial reporting process.

### **Our responsibilities for the audit of the financial statements**

Our responsibility is to plan and perform an audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance, which makes it possible that we may not detect all material misstatements. Misstatements may arise due to fraud or error. They are considered to be material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

A more detailed description of our responsibilities is set out in the appendix to our report.

Amsterdam, 25 May 2020  
PricewaterhouseCoopers Accountants N.V.

Original has been signed by M. van Dijk RA

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In addition to what is included in our auditor's report, we have further set out in this appendix our responsibilities for the audit of the financial statements and explained what an audit involves.

### **The auditor's responsibilities for the audit of the financial statements**

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, the Audit protocol WNT 2019, ethical requirements and independence requirements. Our audit consisted, among other things of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the intentional override of internal control.
- Obtaining an understanding of internal control relevant to the audit 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.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the executive board.
- Concluding on the appropriateness of the executive board's use of the going-concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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part four  
**OUR PROGRAMMES IN NUMBERS**



## WASH SDG

**Donor** Dutch Ministry of Foreign Affairs

**Consortium partners** WASH Alliance International (WAI) | SNV | Plan International Netherlands.  
The WAI consists of Simavi (consortium lead), Amref, Akvo, RAIN (Aidenvironment), WASTE (via Nedworc-STIP), IRC, Wetlands International, PRACTICA Foundation and RUAF (Hivos).

**Description** The WASH SDG programme responds to the Dutch commitment to contribute to the 2030 Agenda for Sustainable Development Goal (SDG) # 6, with the goal to reach an improved WASH situation for all. It aims to sustainably improve access to, and use of, safe drinking water for at least 450,000 people, sanitation for at least 2 million people and improve the hygiene behaviours of 1,6 million people before the end of 2022. This programme builds upon our experience leading the WAI and past programmes from 2011-2016.

**Overall goals** The WASH SDG programme is built on three core strategic objectives:

- increased demand for improved WASH facilities and practices through improved behaviour change interventions;
- improved quality of service provision, thus leading to increased availability and affordability of WASH products and services which contributes to sustainable and equitable access to WASH;
- strengthened WASH governance and institutional framework in the sector, leading to governments enabling efficient and effective delivery of inclusive and sustainable WASH services which contributes to sustainable and equitable access to WASH.

Gender and social inclusion will be an area of specific attention in each of the three strategic objectives as well as climate vulnerability and resilience.

**Period** 6 years (2017–2022)

**Progress 2019** At the end of 2019, of the 15 sub-programmes, 14 were on track and one aims to catch up in 2020. All Consortium partners noted important progress in their sub-programmes in all three pathways indicated above. This included:

- positive attitude- and behaviour change in many of the communities resulting in improved sanitation and hygiene practices;
- an increase in the demand for WASH products and services;
- greater interest and involvement from WASH entrepreneurs and enterprises to provide these products and services;
- greater coordination and collaboration between the local authorities and different stakeholders.

Some 2019 highlights from the WASH Alliance International (WAI) sub-programmes in which Simavi has a lead role (Bangladesh, Nepal and Uganda):

- In Uganda, access to and use of WASH facilities and services increased significantly: from 68% to 83%. Hygiene practices improved from 44% to 67% across the 105 project communities. The majority of women, men and children in these communities are now not practicing open defecation anymore which was rampant a year ago. Currently, most latrines have functional handwashing facilities with soap.
- In Bangladesh, local entrepreneurs were trained to recognise WASH services and products as a business opportunity. Approximately 287 now create their products according to the demand from the community. The monthly net profit per sanitation entrepreneur increased from around 4.000 BDT to 12.000 BDT (€120).
- In Nepal, through lobby and advocacy, meetings with elected representatives of municipalities and wards resulted in increased budget for WASH activities and infrastructure. Bheriganga Municipality has allocated NRs. 2,52,00,000 (€190K) and Barahataal Rural Municipality NRs.1,81,60,000 (€140K) for WASH activities.

In 2019, the programme also defined a learning question: “To what extent have the approaches to include the excluded in WASH decision-making been effective?” A set of activities were defined for 2019-22 with the aim to improve the programme and wider WASH sector’s knowledge on this question.

WASH SDG		Bangladesh		Nepal		Uganda		Overall	
Level	Indicator description	Result 2018-2019	Targets 2018-2019	Result 2018-2019	Targets 2018-2019	Result 2018-2019	Targets 2018-2019	Result 2019	Targets 2019
Output	# of demo facilities constructed at institutions	2	2	27	31	0	0	29	33
	# of demo facilities constructed at other public places	8	13	3	9	1	2	12	24
	# of direct awareness raising activities for the general public (on WASH) (# of meetings)	2,371	2,189	500	562	269	220	3,167	2,971
	# of dissemination meetings/ activities organised where these studies/mappings have been presented	72	120	20	16	15	27	107	164
	# of indirect awareness raising activities (# of times content is made public)	1,129	924	359	361	179	152	1,667	1,437
	# of trainings given	85	195	86	67	111	120	282	382
	# of people trained (e.g. entrepreneurs, community members, staff from institutions and local partners)	1,677	1,816	4,370	3,365	2,510	2,197	8,557	7,378
	# of people present at direct awareness raising activities	61,479	54,500	28,412	22,774	22,281	21,020	112,172	98,294
	# of studies/mappings done	22	20	9	9	45	45	76	74

Annual targets are set at the beginning of each year, as such there are no programme level targets.

More Than Brides Alliance (MTBA)	
<b>Donor</b>	Dutch Ministry of Foreign Affairs
<b>Consortium partners</b>	Save the Children Netherlands (lead), Oxfam Novib, Population Council
<b>Description</b>	Child marriage is a gross violation of children’s rights to health, protection, and bodily integrity, and an impediment to sustainable development. It often leads to negative health impacts, truncated education, lack of access to income generation opportunities, and increased risk of intimate partner violence. This programme builds upon our past UACM programme in India and Malawi.
<b>Overall goals</b>	<ol style="list-style-type: none"> <li>1. Empowering at risk and already married adolescents, girls in particular, with life skills education (LSE), CSE and SRHR information.</li> <li>2. Providing alternatives to child marriage and mitigate the impact on married girls, through enhancing access to education-, economic opportunities-, and child protection systems for girls and their families.</li> <li>3. Increasing access to SRHR services for young people.</li> <li>4. Changing social norms. Challenging harmful customs, traditions, norms and practices is crucial in addressing child marriage.</li> <li>5. Influencing legal and policy frameworks. A supportive policy and legal environment are crucial to our cause.</li> </ol>
<b>Period</b>	5 years (2016–2020)
<b>Progress 2019</b>	<p>The fourth year of the MTBA sub-programmes in India and Malawi showed solid implementation as they achieved the intended results and show visible effects.</p> <p>Adolescent girls are now able to interface with government and the media, participate in community-based decision-making forum/platform, fight against gender-based violence and reach out to other girls groups. Girls lives are changing as they return to school, improve their livelihoods at family and community level, understand their sexual and reproductive health rights and reduce the prevalence of teenage pregnancy. Through behaviour change communications and training, men and boys are sensitive to gender inequality issues and the mal practice of child marriage, while the community mindset on the value of the girl child has improved. Lobbying and advocacy has engaged governments in change. Child protection committees are reformed, youth friendly services established, women’s desks at police stations established and a national symposium on ending Child marriage convened.</p>

More Than Brides Alliance		India			Malawi			Overall		
Level	Indicator description	Baseline	Result 2016-2019	Target 2016-2020	Baseline	Result 2016-2019	Target 2016-2020	Baseline	Result 2016-2019	Target 2016-2020
Impact	% girls that were married before 15	56%	42%*	–	19%	16%*	–	38%	29%	–
Outcome	% girls by age category and marital status, with basic correct knowledge on SRHR	14%	15%*	–	38%	51%*	–	26%	33%	–
	% girls, by age category and marital status, who know and can tell the legal minimum age at marriage for girls	62%	81%*	–	44%	64%*	–	53%	73%	–
	% of girls, by age category and marital status in school	58%	64%*	–	62%	64%*	–	60%	64%	–
	# documented cases of mediation for girls at risk of and affected by child marriage by Child Protection Committees, facilitated by the project	–	93	–	–	282	–	–	375	–
	# of these cases which resulted in a satisfying response for the girls concerned, in the reporting period	–	83	–	–	186	–	–	269	–
	# number of girls who can convince their parents to delay a marriage	–	1,123	–	–	253	–	–	1,376	–
Output	# of boys and girls trained by the project on SRHR, CM, communication skills	–	35,595	35,860	–	3,172	3,032	–	38,767	–
	# of youth groups formed	–	1,668	1,545	–	241	248	–	1,909	–

\* Results for these indicators were assessed during midline evaluation in 2018

\*\* Results in India have been adjusted to account for double counting

### Making the Most of What We Know

**Donor** Dutch Ministry of Foreign Affairs

**Consortium partners** Save the Children Netherlands (lead), Oxfam Novib, Population Council

**Description** Although there is a good understanding of the diverse drivers of child marriage, the evidence and experience base on what works in these different situations is not as strong as we would like (and need!) it to be. To remedy this, the MMWWK programme provides MTBA with a learning vision on the topic of linkages between adolescent sexuality and child marriage. It will facilitate cross-country thematic and strategic learning, capture evidence and support mutual capacity building as well as social innovation labs.

- Overall goals**
1. Systematically unlock lessons learned from implementation and research on how social norms about female sexuality impact child marriage. Additionally, conduct girl-led research to create new insights on young role models.
  2. Produce an interconnected set of public resources including learning briefs, pathways of change with assumptions and a factsheet with recommendations on how to design programmes in such a way that their evaluations can contribute to the evidence base. These products are expected to be beneficial for implementing partners, policy makers and donors alike.
  3. Create a demand-led small grants mechanism, the Learning Exchange Facility (LEF), in close consultation with implementing partners and girls themselves. Following a fully demand-led approach, through this LEF, local organisations can tap into the support they need to more effectively design and implement interventions and thus contribute to them in achieving the Alliance’s objectives.

**Period** 23 months (August 2019–June 2021)

**Progress 2019** During the orientation phase (November - December 2019) Simavi conceptualised LEF as a participatory grant making fund. Applying open space methodology to an online platform will allow multiple stakeholders from nine countries and three alliances to have spaces where they can share what they know, collaborate and co-create – new knowledge. In addition to a concept note, an operational budget was developed and preliminary suggestions for operations crafted.

Note: as the programme started at the end of 2019, there is no data to present.

### Maji Kwa Afya ya Jamii (MKAJI)

**Donor** Swiss Agency for Development and Cooperation

**Consortium partners** Witteveen + Bos

**Description** MKAJI aims to establish sustainable safe water supply, sanitation and hygiene services at 94 primary health facilities in Dodoma region. WASH infrastructural works are complemented with capacity building activities on:

1. O&M and water and financial management.
2. behavioural change communication for improved hygiene behaviour practices and safe motherhood.
3. leadership skills for women in water management.
4. social accountability.

**Overall goals** The overall goal of the MKAJI Project is to improve the quality of public health services provision by reducing the potential risk of outbreak of communicable diseases and infections during routine patient care and treatment and improved maternity health care and service delivery. More specifically, the overall objective of the programme is to improve access to water and sanitation, and hygiene promotion in 100 public primary health facilities (dispensaries and health centres) in the 7 districts of Dodoma region comprising a population of 2.16 million.

**Period** 5 years (2014–2019)

**Progress 2019** The programme that is funded by the Swiss Agency for Development and Cooperation (SDC), and implemented in partnership with Witteveen+Bos and Tanzanian partners CBHCC and UFUNDIKO has officially ended in 2019. The end evaluation showed good results related to the sustainable safe water supply, sanitation and hygiene services that were upgraded in 94 health facilities – providing women with a safer environment to deliver their babies. MKAJI also supported the WASH in Health Facilities Guidelines – which aim to improve hygiene levels in all health facilities in Tanzania.

Maji Kwa Afya ya Jamii (MKAJI)		Tanzania	
Level	Indicator description	Result 2015 - 2019	Target 2015 - 2019
Output	# Staff members from health facilities who have been trained on hygiene measures and protocols for equipment, personal hygiene and hygiene in the building and premises	310	270
	# Community members who have been trained on water governance	807	900
	# Water committee members who have been trained on WASH Financing and Business models	248	270
	# Community members and staff members from health facilities who have been trained on Operations & Maintenance of WASH facilities <sup>1</sup>	183	270
	# Health Facilities provided with an adequate, sustainable and safe water supply and sanitation facilities in the eight district councils of Dodoma region <sup>2</sup>	94	90

1. In many of the Health Facilities, less staff were working than initially planned. MKAJI has identified the key community- and staff members that are responsible for the operation and maintenance, and they have been trained.
2. The MKAJI programme ended mid-2019. As the WASH services at the 90 Health Facilities are improved more cost-efficient than initially budgeted for, 4 extra Health Facilities were added to the target of 90.

### Get Up Speak Out (GUSO)

**Donor** Dutch Ministry of Foreign Affairs

**Consortium partners** Rutgers (lead), IPPF, Choice, Aidsfonds, Dance4Life

**Description** Many young people lack access to comprehensive SRHR information, education and services, severely limiting their ability to make informed SRHR decisions, protect their health and stand up for their rights. GUSO builds upon the past experiences in UFBR and ASK programmes and works towards improved SRHR for young people in seven countries.

**Overall goals** Overall: *All young people, especially girls and young women, are empowered to realise their SRHR in societies that are positive towards young people's sexuality.*

**Outcome 1** Strengthened and sustainable alliances comprehensively address the SRHR of young people. Including sensitive issues.

**Outcome 2** Empowered young people increasingly voice their rights.

**Outcome 3:** Increased utilisation of comprehensive SRHR information and education by all young people.

**Outcome 4:** Increased utilisation of quality and youth-friendly SRHR services that respond to the needs and rights of all young people.

**Outcome 5:** Improved social-cultural, political and legal environment for gender-sensitive, youth-friendly SRHR.

**Period** 5 years (2016–2020)

**Progress 2019** In 2019, the third year of full programme implementation, Simavi supported 13 local partners in their work to establish comprehensive sexuality information and education, improve access to quality youth friendly services and create a more supportive environment for sexual reproductive health and rights in their countries. We facilitated trainings on social accountability, menstrual health and resource mobilisation. Social accountability is a mechanism in which rights-holders (community members) hold dutybearers (service providers and government) accountable for improving SRHR services. This helps influence various stakeholders and directly influence their community. Menstrual health has proved to be an alternative entry point to discussing sexuality and providing comprehensive SRHR information in conservative settings. Resource mobilisation and fundraising are important skills and activities for the sustainability of the work post 2020 when the programme comes to a close.

As in previous years, in Indonesia, Kenya, Malawi and Uganda, Simavi had a lead role in strengthening country alliances. We provide direct support to the national country coordinators and supported many of the alliances to become legal entities and build sustainability plans for the future beyond the program. In 2019 we supported the consortium on operational research to help validate our assumptions and methods. These reports have shown that we are indeed achieving our goals. The programme has made great progress, particularly in the area of increasing knowledge about SRHR, but there is still room for improvement in the uptake of SRHR services among young people.

2019 was an important year for cumulative lobby and advocacy as growing conservatism and the 'global gag rule' (prohibiting NGOs that receive US global health assistance from providing legal abortion services or referrals) make the programme challenging, but more needed than ever. Here we have really seen the power and strength of the alliances that have been built and how they exercise their collective voices and power.

Get Up Speak Out		Ghana		Indonesia		Kenya	
Level	Indicator description	Result 2016-2019	Target 2016-2020	Result 2016-2019	Target 2016-2020	Result 2016-2019	Target 2016-2020
Output	# People reached by campaigns and (social)media <sup>1</sup>	173,226	69,304	1,856,568	453,500	3,172,742	302,400
	# People structurally involved in the implementation of the programme at community level (for example youth groups, CBOs, peer educators)	2,273	979	415	82	2,292	591
	# Service providers who have been trained in Youth Friendly Services (YFS)	945	649	85	25	645	168
	# SRH services provided to young people (except condoms)	94,955	68,512	3,685	3,600	812,836	202,000
	# Young people reached with (comprehensive) SRHR education	7,040	8,100	918	450	83,441	70,640
	# Young people reached with (comprehensive) SRHR information	48,112	38,155	3,426	50	180,321	127,090

Get Up Speak Out – continued		Malawi		Uganda		Overall	
Level	Indicator description	Result 2016-2019	Target 2016-2020	Result 2016-2019	Target 2016-2020	Result 2016-2019	Target 2016-2020
Output	# People reached by campaigns and (social) media	5,001,601	1,765,000	685,796	644,904	10,892,234	3,235,108
	# People structurally involved in the implementation of the programme at community level (for example youth groups, CBOs, peer educators) <sup>2</sup>	1,502	5,418	1,870	2,110	8,352	9,180
	# Service providers who have been trained in Youth Friendly Services (YFS)	160	73	254	246	2,089	1,161
	# SRH services provided to young people (except condoms)	685,218	311,013	366,304	227,330	1,962,995	812,455
	# Young people reached with (comprehensive) SRHR education	105,577	125,750	–	–	196,969	204,940
	# Young people reached with (comprehensive) SRHR information <sup>3</sup>	226,678	332,500	21,310	24,000	479,744	521,795

All these targets and results are the consolidated numbers of 5 countries and 12 local partners. Targets were set conservatively and will be in all cases met or overachieved.

1. In Kenya, the targets were already met (and exceeded in 2018) so all activities are adding to a larger sum. Though when you look closely most of the numbers given for 2019 are under 25% of the 4 year period so aren't that exciting and if anything are less than previous years). However, partners credit success to the joint activities with other alliance members helping achieve great numbers and success.
2. In Malawi, a large drop out rate of peer educators was seen mainly due to transportation challenges. In addition, there were no internal procedures in place to recruit interns and youth as staff in the implementation of the programme at community level, which resulted in under achievement of the set target.
3. Due to a loss in budget caused by a drop in the exchange rate from Euros to Malawian kwacha, two of the planned radio programmes which aimed to provide SRHR information and education were cancelled. In addition, there was a high rate of relocation and drop out of trainers of service providers in Youth Friendly Health Services and mobility problems to areas with transportation challenges meaning that less outreach could be completed. As a result the target was not achieved.

### GUSO Flexibility Fund

**Donor** Dutch Ministry of Foreign Affairs

**Consortium partners** Aidsfonds (lead), Rutgers, IPPF, Choice, Dance4Life

**Description** GUSO Flexibility Fund project contributes to GUSO's Theory of Change and its targets are integrated into the GUSO M&E framework. Under this project (started in March 2018 in Uganda, managed as a separate project) the GUSO consortium and the Uganda SRHR Alliance in Uganda create an integrated SRHR and HIV community service delivery model. It brings together an innovative business, peer educators and peer providers models, which offers young people comprehensive SRHR and HIV information and services, and empowers young people in generating an income as healthy entrepreneurs (selling most essential SRHR, HIV and other health commodities and medicines).

**Overall goals** Young people in rural districts of Uganda (4 GUSO districts) provided with the SRHR and HIV information and services they desire; Young people empowered in generating an income.

**Period** 2018–2019

**Progress 2019** In the last nine months of the GUSO Flexfund programme implementation, peer educators, peer buddies, peer providers and Community Health Entrepreneurs (CHEs) were able to put in place and practice the integrated SRHR and HIV community service delivery model. Extra funds were made available to improve the quality and sustainability of the model. Simavi partner conducted a refresher training on SRHR-HIV integration for CHEs and continued its support to CHEs in social accountability and referral activities, resulting in special youth days and health workers open to provide youth friendly services.

GUSO Flexibility fund		Nepal	
Level	Indicator description	Result 2016 -2019	Target 2016-2020
Output	# Peers trained in SRHR-HIV	673	607
	# Young people who participated in social accountability activities <sup>1</sup>	114	-
	# Complete referrals made by CHEs <sup>2</sup>	584	200

1. No target was set for # of young people that participated in social accountability activities, as this is an unexpected result of the interaction between the FlexFund and the GUSO programme.
2. The high numbers of complete referrals were realised more in 2019 as a result of conducting a refresher training in complete referrals and linkages, continuous on job mentorship of CHEs, spot checks on the referrals made by CHEs, but also the join quaterly meetings between health workers and CHEs created a harmonious working relationship which contributed to high numbers in complete referrals made.

### Our Lives, Our Health, Our Futures

**Donor** European Union

**Consortium partners** BNPS

**Description** The forgotten conflict in the isolated Chittagong Hill Tracts (CHT) area of Bangladesh gravely affects the lives of the indigenous Jummas (11 ethno-linguistically and religiously diverse people). Traditional patriarchal social structures disadvantage women and girls, and restrict their bodily and sexual autonomy. Together with the prolonged conflict, this increases their vulnerability. Our Lives, Our Health, Our Futures is a holistic programme design to support and empower indigenous women and girls to live their lives with dignity and without violence.

**Overall goals** **Impact:** Enable and support young women and adolescent girls from indigenous groups in the CHT of Bangladesh to transition into adult womanhood with dignity, and bodily and sexual autonomy, without violence, coercion and/or discrimination.

**Specific objectives:**

1. Local CSOs have strengthened their technical, methodological, financial and administrative capacity to effectively respond to the SRHR needs of young women and adolescent girls and foster their rights to live free from violence, coercion and discrimination;
2. Young women and adolescent girls from indigenous groups are empowered to make free and informed decisions about their SRHR (and are supported to do so), free of violence, coercion and discrimination.

**Period** 5 years (2019–2023)

**Progress 2019** During this first year of implementation, we have selected and awarded grants to 10 locally based indigenous / women-led organisations in the CHT. We have focused on the capacity strengthening component starting with performing OCAs with the 10 CSOs. Informed on OCAs we have provided training and coaching, mainly on: finance and programme management, impact-oriented and women-centred programming, SRHR and GBV. We have invested in building trust and collaboration among all the local partners, focusing on ensuring their ownership of the programme. The programme was successfully launched in Bangladesh with the support of the Ambassador of the European Union in the CHT.

Our Lives, Our Health, Our Futures		Bangladesh	
Level	Indicator description	Result 2019	Target 2019
Output	# of advocacy and stakeholder meetings organised by local partners <sup>1</sup>	3	8
	# of local CSOs trained on impact-oriented and women-centred programming.	10	10
	# of local CSOs trained on SRHR, GBV and MH (WASH) thematic areas	10	10
	# of Organisational Capacity Assessments conducted	10	10
	% of activities implemented in line with quality requirements (see methodology)	89%	90%
	% of local CSOs receiving bi-annual monitoring visits and targeted technical assistance support.	100%	100%

1. The target of 8 is not for 2019, but rather the whole programme. In 2019, we had as target and budget to organize 2 meetings. We did 3. It is worth mentioning than in the overall programme logframe we had not set a target on this in 2019 nor for the whole programme. We have now defined a target of 15 for the whole programme (aiming at 3 meetings per year).

Watershed – Empowering Citizens	
<b>Donor</b>	Dutch Ministry of Foreign Affairs
<b>Consortium partners</b>	IRC, Wetlands International, Akvo
<b>Description</b>	Strategic partnership under the umbrella of the 'Dialogue and Dissent' policy framework from the Dutch Ministry of Foreign Affairs. Focused on capacity building of local CSO's in the area of policy influencing.
<b>Overall goals</b>	<p>Long-term objective: 'improved governance of the WASH sector, responsive to the interests of marginalised groups'.</p> <p><b>Overall outcomes:</b></p> <ol style="list-style-type: none"> <li>In the countries where we work: competent CSOs and their networks lobby effectively for the realisation of the human right to water and sanitation and the reduction of inequalities in access to WASH/IWRM services.</li> <li>Communities and citizens become capacitated and organised to demand their rights to water and sanitation and participate in WASH planning and budgeting.</li> </ol> <p>In the global WASH/IWRM arena: global civil society effectively demands realisation of the human right to water and sanitation and inclusive and sustainable allocation of water resources.</p>
<b>Period</b>	5 years (2016–2020)
<b>Progress 2019</b>	'Leave No One Behind' was the theme of 2019 in Water sector, which provided a great opportunity for Watershed programme to amplify the voice of marginalised groups from grassroots to international levels. In Bangladesh, where Simavi is leading the programme, for instance the CSOs have influenced the pro-poor strategy and demand involvement of the poor in decision making process. Watershed also had a strong presence at Stockholm World Water Week, where our experiences on Inclusive WASH programming from Bangladesh, Kenya and the Netherlands were shared with the international audience.

Watershed – Empowering Citizens		Bangladesh			Ghana			Kenya		
Level	Indicator description	Result 2016-2018	Result 2019	Result until now	Result 2016-2018	Result 2019	Result until now	Result 2016-2018	Result 2019	Result until now
Outcome	DD1 # of laws, policies and norms, implemented for sustainable and inclusive development	2	3	5	1	5	6	4	3	7
	DD2 # of laws, policies and norms/ attitudes, blocked, adopted, improved for sustainable and inclusive development	3	4	7	0	2	2	5	10	15
	DD3 # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage	5	68	73	0	7	7	9	7	16
	DD4 # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency	5	20	25	3	25	28	7	6	13
	DD5 # of CSOs with increased L&A capacities	1	3	4	2	3	5	5	49	54
Output	DD6 # of CSOs included in SPs programmes	9	7	16	55	8	63	44	32	76

Watershed – continued		Netherlands			Uganda		
Level	Indicator description	Result 2016-2018	Result 2019	Result until now	Result 2016-2018	Result 2019	Result until now
Outcome	DD1 # of laws, policies and norms, implemented for sustainable and inclusive development	0	–	0	3	6	9
	DD2 # of laws, policies and norms/ attitudes, blocked, adopted, improved for sustainable and inclusive development	3	1	4	2	3	5
	DD3 # of times that CSOs succeed in creating space for CSO demands and positions through agenda setting, influencing the debate and/or creating space to engage	3	–	3	33	80	113
	DD4 # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency	0	1	1	3	50	53
	DD5 # of CSOs with increased L&A capacities	0	–	0	1	11	12
Output	DD6 # of CSOs included in SPs programmes	-	1	1	7	0	7

Note that QIS ladders were dropped as a form of data collection and replaced by Outcome Harvesting as it collects more sensitive data on more outcomes than the QIS ladders and tells a fuller story in relation to achieving the ToC.

SEHATI	
<b>Donor</b>	Embassy of the Kingdom of the Netherlands, Indonesia
<b>Consortium partners</b>	Plan International, IRC
<b>Description</b>	<p>The SEHATI programme is funded by the Embassy of the Kingdom of the Netherlands (EKN) in Indonesia. The objective is that local government authorities (district, sub-district and village level) in seven districts in Eastern Indonesia ensure sustainable sanitation and hygiene through the implementation of the following five pillars of community-based total sanitation (STBM):</p> <ol style="list-style-type: none"> <li>1. stop open defecation.</li> <li>2. hand washing with soap.</li> <li>3. drinking water management.</li> <li>4. domestic solid waste management.</li> <li>5. domestic liquid waste water management.</li> </ol>
<b>Overall goals</b>	The goal of this project is district wide access to improved and sustainable sanitation and hygiene facilities and practices, which contributes towards the Indonesian Government's target of providing universal access to water and sanitation.
<b>Period</b>	4.5 years (2016–2020)
<b>Progress 2019</b>	During 2019 the capacity of local government stakeholders for STBM monitoring, village verification and budgeting was expanded, access to sanitation and hygiene facilities in the communities was increased through community triggering, and private sector sanitation service delivery was improved. Three of our partners finished their implementation activities by the end of August 2018, having worked in four different districts. By the end of August 2019 our partner Plan Indonesia finished the implementation in Dompu (Sumbawa). Since September 2019 SEHATI extended its implementation in the following two districts: Lombok Utara (Lombok) and Manggarai Barat (Flores). This extension was granted by the Dutch Embassy in Indonesia as the island of Lombok was hit by two big earthquakes in mid-2018, and to guarantee a clear exit strategy in all districts by mid-2020.

SEHATI		Indonesia		
Level	Indicator description	Baseline	Result 2016-2019	Target 2016-2019
Outcome	# of people using safe water	473,121	531,809	–
	# of people using improved sanitation services	228,681	388,908	–
	# of people using improved sanitation services including a hand washing facility with soap and water	92,061	331,879	–
	# of people living in open defecation free communities	69,041	210,223	–
	# of villages declared open defecation free	18	98	105
	# of pupils with improved sanitary facilities in schools	94,833	117,121	–
	# of health centres with improved drinking water and sanitary facilities	584	844	–
	Total amount of communities' contribution for 5 pillars of STBM in Indonesian rupiah	–	2,652,353	–
Output	# of sanitation entrepreneurs trained and supported to produce, sell and market sanitation products and services	–	183	–
	# of villages implement 5 pillars of STBM (pilot and replication villages)	–	404	215*
	# of people trained in 5 pillars of STBM at all levels	–	3,928	–
	# of women working for 5 pillars of STBM at all levels	–	2,351	–
	Total amount of government's contribution for 5 pillars of STBM	325,954	8,994,019	–

As of August 2018, SEHATI completed the implementation in four districts (implemented by three local partners) and continued only working in three new districts with just two of the implementing partners (Plan Indonesia and Yayasan Dian Desa) until mid 2019. As only one of these districts showed positive achievement, the Embassy granted a one year extension until 2020 to work in the other two districts which did not achieve such positive results due to earthquakes which hit the areas in 2018.

Targets are very low, mostly, as when the proposal was developed, no target was set for number of beneficiaries only number of villages, which are:

- a. Total number of villages implemented by STBM (output)
- b. Total number of village declared ODF (outcome)

This is because SEHATI works at the governmental level and people (communities) is expected to be the impact of the programme SEHATI approach indeed differs with other programme in Simavi which work directly with communities.

\* Simavi is pleased to have seen an 88% increase in this result over the original target. Villages outside of the proposed target areas have also been encouraged to implement our approach in their respective areas. In addition, as we are working with high level government authorities, they have the capacity to continue scaling up the interventions to other villages.

### The Golden Line

<b>Donor</b>	Dutch Ministry of Foreign Affairs
<b>Consortium partners</b>	Solidaridad, Healthy Entrepreneurs
<b>Description</b>	In artisanal small-scale gold mines women work under harsh circumstances. In the mines and surrounding communities they face discrimination at multiple levels. Responsibility to have (and care for) children, limited access to health services and prevailing sociocultural norms further prevent women benefitting from mining and other economic activities.
<b>Overall goals</b>	<p><b>Overall objective:</b> Economically empower women in and around artisanal and small-scale gold mining communities in Ghana and Tanzania.</p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>Improved working conditions for women within gold mines.</li> <li>Increased abilities to engage in economic activities for women in mining communities.</li> </ol>
<b>Period</b>	5 years (2016–2020)
<b>Progress 2019</b>	The fourth year of The Golden Line programme was a strong implementation year and the results of our approach are now clearly visible. Additional women’s groups have been established in 2019 and more than 5,000 women in the gold mining communities in Ghana and Tanzania are now having access to savings and loans as well as SRHR information and services. In 2019 almost 1,000 men have participated in dialogues on gender-based violence and we furthermore successfully advocated for gender sensitive policies at local, national and international level.

The Golden Line		Ghana		Tanzania		Overall	
Level	Indicator description	Result 2016-2019	Target 2016-2020	Result 2016-2019	Target 2016-2020	Result 2016-2019	Target 2016-2020
Output	# of community members (disaggregated by gender) who attended sensitization meetings on gender equality and women’s health needs and rights <sup>1</sup>	9,910	2,250	1,787	715	11,697	2,965
	# of loans taken <sup>2</sup>	1,400	900	10,082	270	11,482	1,170
	# of women that regularly attended or participated in women’s group <sup>3</sup>	43	56	30	63	73	119
	# of women that regularly attended or participated in women’s group <sup>4</sup>	4,017	3,600	1,523	864	5,540	4,464
	# women that attended EA\$E groups <sup>5</sup>	4,579	4,500	3,220	1,080	7,799	5,580

- Partners developed a strong relationship with community and district stakeholders, including chiefs, opinion leaders, women groups, youth groups and government authorities, who are playing an active role in the implementation of the Golden Line activities. This resulted in very high turnouts and engagements during sessions to sensitise communities on SRHR, gender equality and violence against women and to identify community needs, priorities and solutions.
- In Tanzania, there are 60 VSLA groups and each week loans are granted to participants. Hence the target was set too low.
- The ‘social accountability’ component started later than planned and therefore also the multi stakeholder meetings. From July, this component was only begun to be properly implemented.
- As there were many more VSLA groups formed than anticipated, the target was too low.
- More EA\$E groups were formed in Tanzania than anticipated.

### Kapilvastu

<b>Donor</b>	Hike for Health
<b>Description</b>	The Nepal Learning Programme aims at piloting new ways of achieving the Simavi mission described in our ToC. Its main focus is on implementing inclusive interventions to help (especially disadvantaged) women to practice hygienic behaviour during pregnancy and during safe delivery – at home and at the health facilities.
<b>Overall goals</b>	<ul style="list-style-type: none"> <li>Gain more experience in combining WASH and SRHR, focusing on a different aspect of hygiene and health (hygienic behaviour during pregnancy and safe delivery).</li> <li>Pilot the inclusion approach developed within Simavi to reach disadvantaged people and ensure inclusivity in the way we design and implement our project.</li> </ul>
<b>Period</b>	3 years (2018–2021)
<b>Progress 2019</b>	Project implementation started at the beginning of 2019 with the selection and training of local project staff. 40 women’s groups have been formed in the 4 wards with each group consisting of women of different age and backgrounds. Also, groups of family members of the women were formed to ensure support from the influential members of their family like husbands and mothers-in-law. Information, education and communication materials were developed and used and discussed in the different groups on topics like hygiene, sanitation, birth preparedness, safe delivery, safe pregnancies, and new-born care. Several women are speaking out in the groups now and women that are not yet attending the meetings are stimulated to join especially newlywed women and women from disadvantaged groups.

Kapilvastu		Baseline	Result 2019	Target 2019-2020
Level	Indicator description			
Output	# women’s groups active	–	40	40
	# women participating in groups	–	2,286	2,280
	# wards with active WASH committee	–	4	4

Ritu + Ritu extension	
Donor	Embassy of the Kingdom of the Netherlands, Bangladesh
Consortium partners	RedOrange, TNO
Description	The programme aims to structurally improve the health, well-being and social and economic participation of women and girls.
Overall goals	Improved health and well-being, social and economic participation of girls in Bangladesh.
Period	4 years (2017–2020)
Progress 2019	<p>In August 2019, the Ritu programme entered into a 6-month costed extension period building up on the momentum that was created to sustain the relevant initiatives of the programme and national advocacy activities.</p> <p>In Netrokona, DORP and BNPS organised in total 109 meetings with various stakeholders including local governments, School Management Committees, teachers, education officers and community members to ensure full ownership of MHM-friendly toilets as well as to guarantee the proper implementation of the Government Circular on MHM-friendly toilets in schools.</p> <p>The Menstrual Health Management (MHM) Platform held several meetings to revise their MoU and take first steps to develop an MHM model to guide the national strategy to address MHM in the national education curriculum. Two trainings on evidence informed advocacy and outcome harvesting were facilitated by Simavi staff.</p> <p>RedOrange set the foundation for the handover of the Ritu material to the Government of Bangladesh and NGOs by holding an advocacy meeting with the Directorate General of Family Planning (DGFP) on the existing IEC/BCC materials and capacity building tools and guidelines, developed under Ritu National Campaign.</p>

RITU + RITU extension			
Level	Indicator description	Result 2016-2019	Target 2016-2019
Outcome	# of NGOs and CSOs that participated in training that have increased knowledge on MHM <sup>1</sup>	40	30
	# of schools with better sanitation facilities for girls	89	89
Output	# CSOs and NGOs trained on advocacy regarding MHM <sup>2</sup>	40	30
	# MHM friendly school WASH facilities realized	89	89
	# schools assessed on MHM friendly WASH facilities	176	176
	# people reached via community MHM awareness raising <sup>3</sup>	9,230	14,000
	# school girls and boys participated in interactive MHM sessions <sup>4</sup>	49,056	80,411
	# teachers participated in interactive MHM sessions <sup>5</sup>	595	1,000
	# teachers trained on MHM and facilitation skills	1,000	1,000

1. Number of MHM platform member organizations was increased to 40 and therefore more NGOs and CSOs were involved in programme activities than originally planned.
2. Number of MHM platform member organizations was increased to 40 and therefore more NGOs and CSOs were involved in programme activities than originally planned.
3. The number of people reached via community MHM awareness raising is smaller than anticipated as the parents of girls in a control group community were initially included in target. In addition, some students graduated before the parent intervention started and some families moved away. Accordingly, the anticipated revised target was 6546 parents (and not 14000 parents) which has been achieved already.
4. The target was an initial estimation. The actual number of boys and girls in grade 5 - 8 turned out to be much lower.
5. All teachers are trained on MHM, and all students are exposed to MHM activities. However, for interactive sessions on MHM which require more involvement, the programme chose to focus on specific teachers and their students, becoming focal point and MHM champions within their schools. The target was set before this decision was made and is therefore underachieved.

### PROPOPI

<b>Donor</b>	Fonds Duurzaam Water
<b>Consortium partners</b>	PDAM Kota Bandung, VEI Dutch Water Operators and TU Delft
<b>Description</b>	The water company Bandung, PDAM, faces challenges in keeping up with and improving the water services for the rapidly growing population. This results in quite some areas which are poorly or not at all served, particularly leaving poorer parts of the population without adequate water services. Simavi is responsible for Result 3 on community awareness and participation.
<b>Overall goals</b>	The overall goal is to improve water supply in Bandung with a focus on increasing access to safe water for the poor population (MBR) and provide drinking water to at least 12,000 poor people (MBR) by building 25 public stand posts serving 2,500 people and 1,600 house connections serving 9,600 people.
<b>Period</b>	4 years (2018-2021)
<b>Progress 2019</b>	<p>On October 3, 2018 the PROPOPI project Towards Pro-Poor Private Investments in Water Supply in the city of Bandung, Indonesia was relaunched.</p> <p>In 2019 Simavi conducted a first survey to identify 582 low income households. Simavi has also completed the Terms of Reference for recruiting a consultant to develop a Water Safety Plan at consumer level. In addition, Simavi is planning to give technical support towards gender equality and social inclusion in 2020.</p>

Note: PROPOPI is working towards one main outcome: connecting 600 households to water supply. These infrastructures was build for 600 households, but due to a technical issue that is not within Simavi's control the households do not yet have water.

### Healthy Business, Healthy Lives

<b>Donor</b>	Stichting Flexi-Plan
<b>Consortium partners</b>	Healthy Entrepreneurs
<b>Description</b>	The programme aims to provide access to affordable and quality health products and to stimulate entrepreneurship.
<b>Overall goals</b>	Improved health and well-being and, increased access to resources
<b>Period</b>	2017–2019
<b>Progress 2019</b>	The extension of funding to the 'Healthy Business, Health Lives programme' provided us the opportunity to train 175 more 'Community Health Entrepreneurs (CHEs)', to supply and supervise the already active CHEs and to provide our partner organisations a refresher training on Sexual Reproductive Health and Rights. The training aimed at refreshing and updating knowledge of programme staff, and to discuss upon traditions and norms that work against women having equal opportunities and rights. In the CHE community there is now more knowledge about modern contraceptives, and HIV/AIDS prevention and there is an increased use of modern contraceptives.

Healthy Life Healthy Business		Uganda	
Level	Indicator description	Result 2018-2019	Target 2020
Output	# Community health workers trained in business skills	375	364
	# Community health workers trained in SRHR/WASH	375	364

The Perfect Fit	
Donor	Grand Challenges Canada
Consortium partners	Kopernik (lead), IHAP Indonesia
Description	The Perfect Fit is an innovative programme funded through Grand Challenges Canada (GCC). It is a seed grant to improve the production and distribution of reusable menstrual pads, develop a business model including social marketing and education strategy to promote the product and inform on Menstrual Health and SRHR. The programme is based on informative research by a VU student in 2014 and a pilot project in 2015 and can potentially be scaled through the GCC funding framework.
Overall goals	To improve the production and distribution of reusable menstrual pads, develop a business model including social marketing and education campaigns to promote the product and inform on MH and SRHR, with the ultimate aim to break taboo and increase uptake of SRHR services, reaching 33,000 people.
Period	2018–2019
Progress 2019	The Perfect Fit was successfully closed end of September 2019. The production and distribution model is sustainable and our endline study shows changes in knowledge and attitudes as well as preliminary signs of behavioural change. We were invited to submit a proposal to GCC to transition Perfect Fit to scale. Meanwhile, in collaboration with Kopernik and integrated in our SEHATI programme, we have set up another production and distribution unit in a new regency.

The Perfect Fit				
Level	Indicator description	Baseline	Result 2019	Target 2019
Outcome	% of women that have a high level of MH knowledge	17%	59%	–
	% of women that practice health-seeking behavior when experiencing pain or discomfort in relation to menstruation	8%	19%	–
	# of (Perfect Fit) pads manufactured and distributed <sup>1</sup>	–	23,941	33,000
Output	# of people reached with education campaign through disseminating six key messages around MH <sup>2</sup>	–	108,798	33,000
	# of pad distributors trained (disaggregated by health workers and 'posyandru cadres')	–	148	106

1. Some of the trained tailors dropped out of the project after being trained meaning that there was less capacity to manufacture and distribute the pads.  
 2. The results were much higher than first expected due to the addition of a successful social media campaign, which allowed the outreach to be much higher than just those in physical outreach activities.

Mama-na-Mwana	
Donor	UNICEF
Description	This project builds on an ongoing initiative of UNICEF in Tanzania; a mobile platform called Mama-na-Mwana. Mama-na-Mwana provides a platform for pregnant women and new mothers to provide feedback on the services they received (ANC, delivery, PNC), in line with the health policy. UNICEF have piloted this platform and now want to improve the system, and the data be used for social accountability. Through scoring card and community dialogues, the project should contribute to improving services. The project is taking place in two entire regions (Mbeya and Njombe in South Tanzania), in 13 districts and 215+ health facilities.
Overall goals	To enhance adoption and use of the Mama-na-Mwana feedback platform
Period	3 years (2018–2020)
Progress 2019	Progress on implementation went slower than anticipated and less rounds of dialogues than planned took place. After initial set up and training of the staff, data on opinions from more than 18,000 mothers attending healthcare services in 194 health facilities was collected through a mobile app. The information was analysed per health facility and discussed with the mothers and their community and the healthcare providers. Based on these discussions (or dialogues) action plans to improve the identified issues were made after which a new round of data collection, analysis and dialogues are held. Not all cycles of dialogues at all health facilities could take place due to a kind of unforeseen setbacks.

Mama-na-Mwana				
Level	Indicator description	Baseline	Result 2019	Target 2019 - 2020
Outcome	% of women pregnant enrolled in MnM platform	–	34%	70%
	# of pregnant women enrolled in MnM platform	–	18,818	55,000
	# of Key government partners who attend community dialogue sessions	–	3	3
Output	# of CHWs trained in MnM system	–	193	194
	# of community members reached through community dialogues focusing on health workers and mothers to encourage feedback feeding <sup>1</sup>	–	12,731	18,000
	# of community dialogues on Improving quality of Ante Natal Care and Safe Delivery service at the health care facility	–	133	582

1. Although the total number of 18,000 has not yet been reached it is expected that once the first round of dialogues have been completed we will be nearing this target number. The high average number of participating community members shows that the interest of the community is high. Of the community members reached through the dialogues 70% are women, showing that we are reaching the intended target group while also the men are involved.

WASH & Learn 2.0	
<b>Donor</b>	Walking for Water (private donations), Rotary District 1570, Aqua for All, The Good Roll, Made Blue, Viva con Aqua, Dutch foundations
<b>Description</b>	The WASH & Learn 2.0 programme is integrating community and school WASH projects in two adjacent countries in East Africa: Uganda and Tanzania. Together with three local NGO partners with specific features and learning objectives, Simavi will implement this programme, building on the experience of the WASH & Learn 1.0 programme that has been implemented from 2016-2018.
<b>Overall goals</b>	<ol style="list-style-type: none"> <li>1. Improved access and use of WASH facilities for 5.000 pupils at seven schools.</li> <li>2. Improved sustainable access and use of WASH facilities for 24.000 people from the communities surrounding the schools.</li> <li>3. Improved capacity of local NGOs on: implementing WASH programmes in schools and community; and business model development.</li> </ol>
<b>Period</b>	January–December 2019
<b>Progress 2019</b>	Three local NGO partners have worked in seven schools and their surrounding communities in Uganda and Tanzania in 2019 under the WASH & Learn 2.0 programme. In all seven schools water, sanitation and hygiene facilities have been constructed, alongside awareness raising activities around the importance of WASH as well as menstrual hygiene management. This programme is building on the lessons of the WASH & Learn 1.0 programme and focus has been on sustainability tools to ensure schools are aware and have the knowledge to work on operation and maintenance of WASH facilities.

WASH & Learn 2.0		Uganda			Tanzania <sup>7</sup>			Overall		
Level	Indicator description	Baseline	Result 2019	Target 2019	Baseline	Result 2019	Target 2019	Baseline	Result 2019	Target 2019
Outcome	% households with access to safe drinking water <sup>1</sup>	26%	38%	–	47%	–	–	37%	–	–
	% households with access to improved sanitation <sup>2</sup>	8%	14%	–	20%	–	–	14%	–	–
	# of key stakeholders regularly engaged in the project <sup>3</sup>	–	74	36	–	114	154	–	188	190
	# of local entrepreneurs who gained knowledge on WASH related economic activity <sup>4</sup>	–	169	69	–	18	60	–	187	129
Output	# of children trained on menstrual health in schools <sup>5</sup>	–	1,311	744	–	80	72	–	1,391	816
	# of children trained on WASH issues in schools	–	3,442	2,558	–	80	72	–	3,522	2,630
	# of local entrepreneurs-artisans trained <sup>6</sup>	–	93	24	–	18	15	–	111	39
	# of people trained on WASH issues in the community	–	10,503	10,211	–	60	66	–	10,563	10,277
	# of school health clubs established/strengthened	–	–	4	–	3	3	–	3	7
	# of school management committees strengthened on WASH	–	4	4	–	3	3	–	7	7
	# of trainings for local entrepreneurs-artisans	–	4	4	–	1	1	–	5	5

1. Safe drinking water is classified as coming from an improved source within 30 minutes distance from the household that is available all year round.
2. We are happy to see an increase in the % of households with access to safe drinking water as well as improved sanitation. We have only seen a small increase, however, as the programme only ran for one year we did not expect to impact these indicators too much.
3. In Tanzania, more government officials from different departments have been involved - as there have been changes in the governing structure in the government with the introduction of a new ministry dedicated to rural water supply. In Uganda, more village health workers have been engaged than planned to ensure they could play a role in implementation, but also in follow-ups after the programme period. Furthermore, the partners decided to involve more district, sub-county and village authorities than planned to ensure there is sufficient institutional memory after the programme.
4. In Tanzania, there were less entrepreneurs that signed up for training than expected. In Uganda, the partners decided to engage existing entrepreneurs and expand their knowledge on WASH, as well as women groups that have been trained on liquid soap making. As a result the results were higher than planned.
5. In Uganda, the partners decided to train all girls from the four schools that are in the age of menstruation, to ensure they all have the right knowledge on how to manage them. Furthermore, boys, teachers and parents have been trained, to ensure the environment also has the right knowledge to support the girls.
6. In Uganda, the partners decided to engage existing entrepreneurs and expand their knowledge on WASH, as well as women groups that have been trained on liquid soap making. As a result the results were higher than planned.
7. In Tanzania, endline evaluation was delayed until 1st of March due to school closures and extended project implementation. Unfortunately, due to the global pandemic of COVID-19 a decision was made to postpone the endline evaluation to limit the spread of the virus to vulnerable communities.

### Health Promotion Programmes

<b>Donor</b>	Swiss Agency for Development Corporation
<b>Consortium partners</b>	Helvetas (lead)
<b>Description</b>	The Health Promotion Programme works with the government of Mozambique to strengthen health programmes in three districts in Mozambique
<b>Overall goals</b>	Simavi will provide technical assistance to local CSOs and Helvetas staff on gender, menstrual health, WASH in health facilities and neglected tropical diseases.
<b>Period</b>	2018–2020
<b>Progress 2019</b>	<p>We are now at the end of our support role in the programme. Trainings have been provided on menstrual health and WASH in health care facilities + neglected tropical diseases. We are now following up on the implementation.</p> <p>A recent visit showed that menstrual health has been integrated in the programme. Messages have been shared through local radio and are integrated in the programme. The Menstrual Health manual that was developed for the programme based on Simavi’s menstrual health manual is translated in Portuguese and is now waiting for approval of the Ministry of Health for a further role out.</p> <p>A follow-up training was done to implement the tools for WASH in health care facilities and there is a strong incentive to work with these tools.</p> <p>On request of Helvetas, a two-pager was developed on menstrual health. In addition, further guidance was provided to support the implementation of the tools for WASH in health care facilities.</p>

Note: as Simavi provides Technical Assistance and does not implement, we cannot claim any results.

### Give Girls Wings

<b>Donor</b>	Diorapthe, Stichting Zien, Dutch Foundations
<b>Description</b>	The project aims to reduce school dropout among girls, through adoption of menstrual hygiene practices, utilisation, SRHR information and services and improved WASH in school and surrounding communities.
<b>Overall goals</b>	The integrated WASH-SRHR programme between the two partners intends that girls 10-16 years in Mulanje will be better prepared for their future and be able to improve the position of women and girls.
<b>Period</b>	3 years (2018–2021)
<b>Progress 2019</b>	In 2019 the project has successfully established six SRH clubs in all the target schools, six community awareness events were conducted, training for all health extension workers and sanitation masters in School Lead Total Sanitation (SLTS), training of 6 school water point committees, menstrual health training to girls leaders, Matrons, teachers, sanitation masters on Menstrual Hygiene Management and hand sewing of sanitary pads in all 6 schools and construction of boys and girls Improved Latrines .

Give Girls Wings		Malawi	
Level	Indicator description	Result 2019	Target 2018-2021
Output	# of people reached by campaigns to increase awareness of importance of sexuality education and hygiene	29,500	100,000
	# of people trained on providing SRHR information	240	192
	# of people trained on providing WASH information	120	192
	# of school health clubs established and trained	6	6
	# of women who are trained to produce and sell washable sanitary napkins and provide information about SRHR and hygiene	60	60

Youth Access	
Donor	Porticus
Description	<p>To improve young people’s access to SRH services in Mayuge District (Eastern Uganda), by strengthening the service delivery component that cannot really be incorporated under GUSO (before that ASK), targeting vulnerable young people (10-24 years old), such as fishermen, young women sex workers.</p> <p>The current project builds on results and lessons learned and aims at sustainability, by building the capacity of health clinics to provide quality youth-friendly SRH services and empower vulnerable youth, to engage in evidence-based advocacy. By monitoring health services on youth friendliness, young people provide feedback to the health clinics and duty bearers (social accountability).</p>
Overall goals	Ensure that young people in Mayuge District are supported and empowered to continue accessing youth-friendly sexual and reproductive health services.
Period	2018–2019
Progress 2019	Under this programme, which ended in 2019, Simavi supported the partner in gathering evidence, and using score cards on the quality youth-friendly SRH services. The partner continued its activities to call upon the local government to support their work. An important result is that Jinja District Government issued a protocol that Health Unit Management Committees (HUMC) should have two young people as Ex-officio’s in the committee. In addition, trainings of district level duty bearers is institutionalised, now that trained HUMC staff have taken over the rollout of training for health workers in the district.

Youth Access		Uganda	
Level	Indicator description	Result 2019	Target 2019
Outcome	# of local authorities aware of the importance of the provision of quality YF health services <sup>1</sup>	29	–
	# of public and private clinics providing quality YFS	10	–
	# of service providers aware of the importance of provision of quality YF health services	100	–
Output	# of community based youth consultation sessions	4	4
	# of multi-stakeholder meetings to present results and raise demands	2	2
	# of participants at orientation sessions with stakeholders <sup>2</sup>	29	–
	# of service providers trained on YFHS	104	107
	# of staff trained on use of score cards for social accountability of YFHS	3	3
	# of young people trained and oriented on YFHS, social accountability tools	15	20

1. The youth corners are in place at health centres and are actively operating. Health workers from 14 facilities, peer educators, mentor buddies and HUMCs members are now skilled and willing to provide young people with quality services(see hereunder) after having gone through training.
2. No target was set as originally it was planned to have 1 orientation session, which was completed, but Simavi found it more meaningful to capture how many participants attended and as such decided to report on this figure.

Improving Health and Hygiene through WASH Intervention	
Donor	Dopper
Description	The joint programme Improving Health and Hygiene through WASH Intervention of Simavi and Dopper aims to improve the personal and environmental hygiene practices of the people in the target are and improve WASH governance in Sindhupalchowk and Dolakha. The focus is on strengthening WASH services in the schools, health centres and within the communities. The capacity of the relevant local stakeholders is strengthened to effectively manage WASH services and monitor the Building Back Better principles during the reconstruction of WASH facilities. It is also expected that the government plan at VDC and district level will better reflect the needs of the population in particular those who are often excluded.
Overall goals	The objective of the project is to improve the health status of the community of Sindhupalchowk and Dolakha with the involvement of local WASH stakeholders, schools, health institutions as well as improve governance in WASH at the local level.
Period	2017–2019
Progress 2019	<p>This project has been in the implementation phase since December 2016 in 34 villages in two districts that were hit by the 2015 earthquake: Sindhupalchowk and Dolakha. Simavi works in partnership with the Dopper Foundation and local partner SEBAC-Nepal. The programme aims to rehabilitate water supply and improve the health status of these communities with the involvement of local WASH stakeholders, schools and health institutions as well as to improve WASH governance at the local level.</p> <p>The implementation of the programme continued in 2018 as planned. The communities, schools and the local government in Dolakha and Sindhupalchowk have been very actively involved in the activities. This has resulted in more healthy behaviour and several new initiatives of community members that positively impact the environment, such as ‘community cleaning up’ campaigns and raising funds to improve solid waste collection. The repairs of the water schemes in the area where the earthquake struck in 2015 has been completed; allowing people, especially women, to have more free time as they do not have to fetch water far from their homes.</p>

Improving Health and Hygiene through WASH Intervention		Nepal	
Level	Indicator description	Result 2016 -2019	Target 2016-2020
Output	# Toilet facilities rehabilitated/maintained in schools	17	17
	# WASH trainings given to child clubs	227	201
	# Households informed about the importance of healthy behaviours related to sanitation and hygiene	34,991	30,428
	# Preparation meetings for WASH Strategic Plan at VDC level <sup>1</sup>	44	34
	# Drinking water schemes constructed in Sindhupalchowk and Dolakha	20	20

1. In Nepal, the government structure has changed which resulted in the revision of the need for the support in Village Development Committees. The outcome was to upscale the number of meetings and the strategic plans that have been developed.

### One: Malawian Youth Kicks Back

<b>Donor</b>	UEFA Foundation
<b>Description</b>	Through sport activities like football and karate, we bring together vulnerable girls and boys in a different setting, with the purpose of creating mutual respect, as well as giving an enormous boost to girls their resilience and self-esteem. Sports training as well as the provision of information on sexual reproductive health rights offered in the programme will support young girls and boys to protect themselves in such situations as strong independent as well as knowledgeable individuals.
<b>Overall goals</b>	<p><i>Specific objectives:</i></p> <ol style="list-style-type: none"> <li>To strengthen young people's mutual respect, boost resilience and self-esteem.</li> <li>To empower young people to increase awareness and support to youth-friendly sexual and reproductive health services.</li> </ol>
<b>Period</b>	January–December 2019
<b>Progress 2019</b>	<p>We trained 15 boys and 15 girls in karate, thereby challenging social norms that girls too could do things that were culturally meant more for boys. CAVWOC also established 12 girls' football teams in T/A Lundu and Ngabu and supported girls' football tournaments on a quarterly basis in 2019. These sports tournaments were used as a platform to raise awareness on Sexual and Reproductive Health as well as Gender equality issues. Over 1,600 adolescent girls were reached through this. In addition, 9,113 community members have benefited through distribution of contraceptives and information regarding SRH.</p> <p>CAVWOC also trained 30 girls in leadership skills, aimed at providing girls with skills and confidence to become leaders in their communities, as well as Gender Transformative Approach, understanding roles and responsibilities among men and women and how they are related to SRHR, understanding the Human Rights point of view, as well as the need for male involvement in SRHR programming.</p> <p>The movie of the project has also been approved (and praised) by donor UEFA and as a result have shared it in their social media channels.</p>

### Check2gether

<b>Donor</b>	Stichting Flexi-Plan
<b>Consortium partners</b>	IHAP, TNO
<b>Description</b>	Check2gether is an innovative programme funded through Grand Challenges Canada (GCC). It is a seed grant to improve, utilise and test, an integrated testing kit with instant mobile diagnostic support, via a mobile app, to improve access to and quality of antenatal care in rural Indonesia by detecting pre-eclampsia, anaemia and diabetes. The programme is based on a successful pilot in Ghana and can potentially be scaled through the GCC funding framework.
<b>Overall goals</b>	To improve, utilize and test, an integrated testing kit with instant mobile diagnostic support, via a mobile app, to improve access to and quality of antenatal care in rural Indonesia by detecting pre-eclampsia, anaemia and diabetes, targeting 2000 pregnant women, served by 25 midwives, working from 5 government clinics.
<b>Period</b>	2018–2019
<b>Progress 2019</b>	After training of midwives end 2018, a baseline study was conducted and the check2gether testing kit was used in 5 government clinics. 25 Midwives used the kit during ANC consultations until September 2019. Lessons learned are gathered used to improve the development of follow-up programmes.

Note: As we have a Technical Assistance role in this programme, we cannot claim the results.

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