

# IMPACT

2020

BLACK  
LIVES  
MATTER

CLIMATE  
CHANGE

WOMENS  
RIGHTS  
UNDER  
PRESSURE

COVID-19



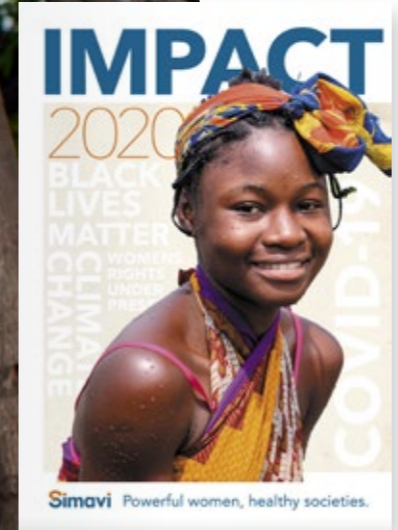
**Simavi** Powerful women, healthy societies.



A resident of Kanara Landing site fetching water from a tap with her son in Ntoroko District, Uganda

### Cover

Our cover model is Atuhura Brenda, a 16 year old from Uganda, photographed while washing her clothes in the river Lamia. 'I use water for washing, cooking, bathing and swimming. Without this water, I would not have fun. Water from the river is life to my community.'



Learn more about important topics of the past year in these expert articles



### Credits

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# Powerful women, healthy societies.



Akello Norah is a water vendor at Oliga Market street in Agago, Uganda. She runs another business, a produce store named BK Cwal Lobo Mot, which directly translates as "Be patient".



## A promise is a promise

*Leave no-one behind is the central, transformative promise of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals. It represents the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole.*

I start my preface with this reminder as 2020 has shown us that this promise is more important than ever after a year in which the Covid-19 pandemic has left its mark on so many lives, especially the lives of girls and women. They are disproportionately impacted by events like the pandemic and climate change. They are set back significantly in terms of gender equality and the fulfilment of their rights.

Our work focuses mainly on four SDGs: good health and well-being; gender equality; clean water and sanitation; and partnerships for the goals. Despite the practical barriers to carrying out our work thrown up by the pandemic, we have still been able to adapt our programmes to support local governments with their preventative measures to stop the spread of the virus. And, with support from the Dutch Ministry of Foreign Affairs, we have launched the WASH First programme with the aim of improving hygiene and access to water and sanitation – for obvious reasons. The SDGs provide a mirror

on how we are progressing in the world, and on a smaller scale, as an organisation. Since last year, we have included SDG-data in our Impact Report, demonstrating our dedication, reflection and accountability for contributing towards the global objectives.

**Our Impact Report sets out our dedication, reflections and accountability for contributing towards the global objectives**

In 2020 Simavi commemorated 95 years of working for a healthy and equal world in regions where this is far from self-evident. I am proud to be part of Simavi's journey, even for just a short period of Simavi's history, and I thank all our partners, our donors, our Supervisory Board and our employees for their commitment to our work. With cautious optimism, I look forward to new challenges and opportunities in 2021.

**Ariette Brouwer**

### 1 Who?

We do not work alone: we team up with other international organisations with complementary expertise and experience, and with our in-country 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, Nepal, Tanzania, and Uganda.

### 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 the focus on women are combined in our five expertise areas: **Menstrual Health | Maternal Health | Bodily Integrity | Water and Sanitation | Hygiene**



# Simavi works in Africa and Asia

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

## Access to Sanitation and Hygiene for all (ASHA)

**Location** Nepal  
**Donor** Dopper  
**In-country partner** SEBAC  
**Timeline** 2020 - 2022  
**Goal** To enhance access for quality of drinking water, improve sanitation status and hygiene behaviour, local governance and maintenance of WASH facilities, and empower local women and socially excluded groups.

## More than Brides (MTBA)

**Location** Malawi | India (Pakistan, Niger, Mali through partners)  
**Donor** Dutch Ministry of Foreign Affairs  
**Consortium partners** Save the Children Netherlands (lead) | Oxfam Novib | Population Council  
**In-country partners** GENET | YONECO | VHAI | NEEDS | CINI | BVHA  
**Timeline** 2016 - 2020  
**Goal** Young people are able to decide if and when to marry and to pursue their sexual and reproductive health and rights in a supportive environment.

## WASH First

**Location** Kenya | Uganda (Ethiopia, Indonesia, Rwanda and Mozambique through partners)  
**Donor** Dutch Ministry of Foreign Affairs  
**Consortium partners** WASH Alliance International (WAI) partners Simavi and AMREF | SNV | Plan International Netherlands  
**In-country partners** WASH Alliance Kenya (WAK) | KEWASNET | KWAHO | NIA | WASEU | Caritas Fort Portal - HEWASA | JESE | IRC Uganda  
**Timeline** Sept 2020 - Nov 2021  
**Goal** Promotion of health-related hygiene practices to prevent further spread of Covid-19 in at-risk countries through awareness raising and improved access to WASH services.

## Mama-na-Mwana

**Location** Tanzania  
**Donor** Unicef Tanzania  
**In-country partner** UMATI  
**Timeline** 2018 - 2020  
**Goal** Mama-na-Mwana provides an online platform for pregnant women and new mothers to give feedback on the ANC, delivery and PNC services they received at the Health Facility.

## Get Up Speak Out (GUSO)

**Location** Ghana | Indonesia | Kenya | Malawi | Uganda (Pakistan and Ethiopia through partners)  
**Donor** Dutch Ministry of Foreign Affairs  
**Consortium partners** Rutgers (lead) | IPPF, Choice | Aidsfonds | Dance4Life  
**In-country partners** IHAP | KMET | CSA | ADS | TICH | NORSAAAC | HFFG | CAVWOC | PHIP | YONECO SRHR Alliance Uganda  
**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.

## Give Wings to our Girls (Mulanje)

**Location** Malawi  
**Donor** Diorapthe, Stichting Zien, Dutch Foundations  
**In-country partners** HVP | GENET  
**Timeline** 2018 - 2021  
**Goal** Reduce school dropout rates among girls aged 10-16 years in Mulanje district, through the adoption of menstrual hygiene practices, utilization of SRHR information and services and improved water and sanitation facilities in schools and surrounding communities.

## Making the Most of What We Know

**Location** India | Bangladesh | Pakistan | Malawi | Mali | Niger | Uganda | Ethiopia | Nepal (together with partners)  
**Donor** Dutch Ministry of Foreign Affairs  
**Consortium partners** Save the Children Netherlands (lead) | Oxfam Novib | Population Council  
**Timeline** August 2019 - June 2021  
**Goal** The programme provides the More Than Brides Alliance with a learning vision on the topic of linkages between adolescent sexuality and child marriage.

## WASH SDG

**Location** Bangladesh | Nepal | Uganda (Ethiopia, Indonesia, Tanzania, Zambia through partners)  
**Donor** Dutch Ministry of Foreign Affairs  
**Consortium partners** Simavi (consortium lead) for WASH Alliance International (WAI) | SNV | Plan International Netherlands | Amref | Akvo | RAIN | WASTE | IRC WASH | Wetlands | PRACTICA | RUAF  
**In-country partners** All partners from the Bangladesh WASH Alliance, Nepal WASH Alliance, and the Uganda WASH Alliance  
**Timeline** 2017 - 2022  
**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.

## PROPOPI

**Location** Indonesia  
**Donor** Fonds Duurzaam Water  
**Consortium partners** PDAM Kota Bandung | VEI | 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.

## The Golden Line

**Location** Ghana | Tanzania  
**Donor** Dutch Ministry of Foreign Affairs  
**Consortium partners** Solidaridad | Healthy Entrepreneurs  
**In-country partners** WPC | UMATI | PRS&D | HFFG  
**Timeline** 2016 - 2020  
**Goal** Women in artisanal gold mining communities in Ghana and Tanzania are empowered by improving working conditions in mines and increasing women's abilities to engage in economic activities.

## The Perfect Fit - Transition to Scale

**Location** Indonesia  
**Donor** Stichting Merk Biologisch Plus | Stichting Valle | Schmallhausen  
**In-country partners** Kopernik  
**Timeline** 2020 - 2021  
**Goal** Women create or have access to sustainable menstrual hygiene products, and are participating actively on the discussions on menstrual health and SRHR. Also women are socially and economically empowered in their communities.

## Ritu

**Location** Bangladesh  
**Donor** Embassy of the Kingdom of the Netherlands in Bangladesh  
**Consortium partners** RedOrange | TNO  
**In-country partners** BNPS | DORP  
**Timeline** 2015 - 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.

## Kapilvastu

**Location** Nepal  
**Donor** Simavi own funds and Hike for Health  
**In-country partners** KIDS | SOLID  
**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.

## Watershed - Empowering Citizens

**Location** Kenya | Uganda | Ghana | Bangladesh | Netherlands | International (Mali and India through partners)  
**Donor** Dutch Ministry of Foreign Affairs  
**Consortium partners** IRC WASH | Wetlands International | Akvo  
**In-country partners** HFFG | KEWASNET | KWAHO | NIA | Caritas Fort Portal - HEWASA | ANEW | DORP | Wateraid Bangladesh | GWA  
**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.

## Our Lives, Our Health, Our Futures

**Location** Bangladesh  
**Donor** European Union  
**Consortium partners** BNPS  
**In-country partners** Progressive, Hill Flower | Taungya, Weave | Ananya | Gram Unnayan Sa | Tahzingong | Zabarang | Khagrapur Mahila Kalyan Samity | Trinamul Unnayan Sangstha  
**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.



## GC\_1000 (Check2Gether)

**Location** Ghana  
**Donor** EU (Horizon 2020)  
**Consortium partners** TNO (Lead) | LUMC | Free University Brussel | Group Care Global | City University Of London | University Of Cape Town | Action for Mothers and Children | Perisur | PHS/PCG  
**Timeline** 2020 - 2023  
**Goal** GC\_1000 strategies integrate group care into antenatal and postnatal health systems for the first 1000 days with particular attention to the needs of vulnerable populations.

## SEHATI

**Location** Indonesia  
**Donor** Embassy of the Kingdom of the Netherlands, Indonesia  
**In-country partners** YPII | YDD | Rumsram | YMP | CD Bethesda | Kopernik | IRC WASH  
**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.

VERY  
2020...

# GLOBAL LEADERSHIP

Esther de Vreede, director of programme implementation at Simavi on the shift in leadership and the challenges that brings:



Global leadership, shifting the power, southern leadership, localisation... whatever name you choose to give it, the fact is, as an international NGO we should take responsibility, look in the mirror and recognise how we are part of the problem.

We need to shift power and resources to those that matter most and promote more equitable and people-led development in order to realise the most impact. One of the efforts that Simavi undertook in 2020 was the partner satisfaction survey, an extensive quantitative and qualitative investigation of power relations within our partnerships.

### Evolving partnerships - towards global leadership

We asked our partners about the most important thing that could be done to make our partnerships stronger. Their answer was primarily participating in fundraising and co-creating processes to design programmes together. Some partners also mention knowledge sharing and learning as something that could benefit the partnership.

A way of balancing power relationships between Simavi and our partners would be to invest in strategic relation management at the organisational leadership level, beyond the scope of a specific programme. This approach could help to build long-term partnerships where expertise and added value on both sides would be acknowledged and to move away from a relationship that is currently programme-based and therefore conditioned by unidirectional financial flows.

### Making decisions jointly

When assessing their influence on programmes within their relationship with Simavi, most partners said that their organisation and Simavi make decisions together, but almost a third (29%) said they are not treated as partners in decision-making during the design phase. Partners recognise Simavi's expertise in 'packaging' proposals using language that resonates with donors, but they think local partners should be the main source of programme design ideas.

Another aspect of a more equal partnership would lie around jointly developing proposals and fundraise together. Simavi could play a match-maker role and help partner organisations to develop skills in proposal writing.

Some partners complain about having to implement activities and not always being able to decide on changes to make: 'Simavi has to move away from a donor-recipient relationship in which they have the money and the knowledge, so we have to do what they say.'

### Equal partnership: what would it look like?

The results of the survey show that equal partnership starts with fully involving partners in programme design. Partners know the local context and think they should be trusted to

design effective activities. Partners are also asking for more say in decisions about adapting programmes at implementation stage, although some partners were more hesitant, fearing they lacked the required skill or capacity.

When asked what Simavi could bring to an equal partnership, partners mention technical expertise, especially on inclusion, gender, advocacy, sustainability and social accountability. Simavi's role would be to build on its international experience, knowledge of different countries and global network to offer exposure, visibility and opportunities for the partners and for the partnership.

Another critical aspect of a more equal partnership would lie around developing proposals and raising funds together. In that regard, Simavi could play a broker or matchmaker role and help partner organisations to develop skills in proposal writing. Partners expect Simavi to advocate the earmarking of programme funds for activities that would strengthen the sustainability of local organisations. The sustainability of both partners and programme results could be improved by establishing trust funds for implementing partners or via income generating activities that benefit implementing organisations. Lastly, Simavi would bring added value to an equal partnership through sharing evidenced-backed strategies and 'lending' its credibility for better advocacy results.

When asked what their own organisation could bring to an equal partnership, partners mentioned their knowledge of the local context, their expertise in implementation and their capacity for action and mobilisation, both locally and nationally. Partners also see their role as testing models and interventions to generate evidence. In that sense, a partnership between them and Simavi could be a powerful tool to develop knowledge and evidence for programmes and for the sector.

These results are in line with partners' answers to the question 'In your opinion, how does your expertise and experience benefit Simavi and its partners?' Both in 2018 and 2020, our partners vastly agreed (80% and above) that they have specific skills that could be drawn upon by other Simavi partners, that they have deep and extensive knowledge of the context and field reality, that they have the capacity to implement high quality programmes, and that their contributions to learning and knowledge platforms benefit Simavi and other Simavi partners.

### The dynamics of shifting responsibilities: a reflection

In the case of Our Lives, Our Health, Our Futures, the idea of shifting and sharing responsibilities was initially donor-driven and resulted from specific donor requirements. Simavi met these requirements rather than making a conscious choice to modify dynamics. Donors are indeed central players in the global leadership movement. This programme and this donor helped Simavi realise that its structure, framework, tools and processes were not ready for a real shift. For example, Simavi partners are usually subcontractors of a grant on a fixed-term basis. In this case, a consortium agreement was drawn up with the local partner, BNPS. Simavi could target donors that encourage and support global leadership, and donors could push further. The donor for Our Lives, Our Health, Our Futures still asks for one lead organisation that coordinates the programme and is the only point of contact, but this set-up maintains an asymmetry between the co-applicants. Simavi is still the coordinator, the guardian of the programme, the organisation that is exposed to big donors, but therefore also faces the biggest risks.

chapter one

# Our work during the pandemic

The Covid-19 crisis makes the importance of our work very clear. Access to safe water, sanitation and hygiene facilities and adequate knowledge about these issues are key in preventing the spread of the virus. In our target countries, the status of these services leaves much to be desired. As hospitals and health facilities became preoccupied with Covid patients, our work in medical care, such as health information, contraceptives and safe deliveries at home, became even more urgent.



Girl making use of the facility installed during the WASH SDG programme in Baijnath, Kohalpur, Nepal. Young students are taught the habit of washing their hands after using the toilet and before they eat.

## Women and girls are disproportionately impacted

Women and girls are particularly affected by the worldwide crisis in the short term, since they are the ones caring for the ill and fetching water, and they form the majority of the front line health workers. They also suffer the consequences of the measures to combat the virus, such as increased domestic violence due to lockdowns or lack of contraceptives and menstrual products. In the longer term, we foresee effects on the social and economic position and rights of women as emergency laws sometimes revoke human rights and access to and use of SRHR services are reduced. The full impact of side effects such as the increasing child marriage rate and unintended pregnancies cannot yet be foreseen, but will set back the position of women and girls and their rights – a worrying trend.

## Consequences of the lockdown for our work

All over the world people have been affected by the spread of the virus. As our head office is in Amsterdam, the Netherlands, Simavi follows the guidelines issued by the Dutch government. Our colleagues and partners across Africa and Asia follow the guidelines of their respective governments. As a result, the majority of our staff now

work from home. The restrictions we face and the various lockdowns have had a huge impact on our programmes, which are mostly built around group meetings and community interactions, and as a result, activities were put on hold while we reviewed and adapted them to address the global health crisis and to function within the restrictions.

Simavi is not a humanitarian organisation providing relief aid; rather, we work on long-term, sustainable solutions. Our response to this crisis is an adaptive management approach. Adjusting to the new situation requires listening carefully to our partners and the women and girls in our communities to understand what is needed most and what is needed now. Considerable adaptation, innovation and creativity were needed, from both the partner organisations and the supporting staff in our head office.

Although the crisis has been painful on so many levels, there have been some innovations and cases that illustrate the potential of sustainable change in our operations. Not being able to travel forced us to adopt a supportive and advisory role towards our partners, instead of a leading role.

### The side-effects of the pandemic Research results India 2020

- Girls report challenges caused by Covid-19 and associated lockdowns. More than half (52.3%) of girls report increased tension in their home and about two-thirds (65.5%) report being more depressed.
- Girls and parents both report that girls spend more time doing chores and caring for children and the elderly than they did prior to Covid-19.

		% respondents agree
GIRLS SURVEY	Report feeling more depressed	65.5
	Report tensions in the home increased	52.3
	Worried about getting sick from Covid-19	81.2
	Report access to SRHR services is more difficult	57.5
	Spends more time...	
	- doing chores	61.6
	- caring for children/elderly	51.2
- with friends	7.7	
- in the home	92.9	
	Violence in my neighborhood has increased	16.5
PARENT SURVEY	Girls spend more time doing chores	82.2
	Girls spend more time caring for children/elderly	59.2

### How did we support the local activities?

Our first priority was to look for alternative ways to continue our community engagement. We created a two-way communication process in which we and our partners identify what was needed to establish inclusive communication and messaging while ensuring that we reach the most vulnerable and leave no-one behind. Considering the barriers thrown up by the pandemic, the realities on the ground, and the perceptions and defined needs of the communities, we refined or adapted our existing SRHR and WASH messages to integrate Covid-19 messaging aimed at behavioural change. Recognising that social media might not reach most women and other populations at risk of being left behind, we sought other ways to communicate our SRHR and WASH messages. We therefore reverted to the use of radio and more direct delivery of messages through existing community structures.

At all times, we considered the specific situation in each case and developed channels of communication that are accessible and effective for the particular population. We investigated who uses which communication channels, the channels used by those hardest to reach and those in vulnerable situations, such as women or very remotely located populations, and how they can be reached. We also made sure that messages contain correct and reliable information, are provided by a trusted source, are aligned with government measures and messaging, with a focus on prevention, and offer solutions and do not create fear.

Lockdowns and social distancing complicate women's access to SRHR and WASH services. With our partners, Simavi played a role in raising awareness and advocated the logistics required to ensure that the most at risk have continued access to contraceptives, menstrual products, water and other essential needs. Available products should be stored locally as much as possible. We actively engage with authorities at different levels to ensure safe and continued access to WASH and SRHR services and hold governments accountable for their commitments.

In September we conducted a partner satisfaction survey to learn more about how we relate to our in-country partners. One of the outcomes was that partners appreciate Simavi's flexibility in shifting budgets and adapting activity plans in response to the pandemic. Partners indicated that Simavi has supported them during the Covid-19 pandemic by providing material, advice and small grants, and through virtual support to compensate for the lack of field visits. But respondents also mentioned the heaviness and slowness of the process: 'We had to review the budget numerous times and it took us so much time that we couldn't implement the activities that were still possible to implement.'

First when hearing about Covid-19, we did not care much since we thought the disease was only affecting Europe. It seemed like some dream, far away for us.

### Like a dream

'When we started hearing about Covid-19, we did not care much since we thought the disease was only going to affect the countries in Europe. It seemed like some dream, far away for us. When we started hearing that some of the people in Kampala were suffering and dying and people were buried in our neighbourhood, the community became alert and cautious about the pandemic. We extend great appreciation to Simavi's partner JESE, who came in to collaborate with the district on raising awareness and building the capacities of community health workers to provide information about Covid-19. Our involvement in awareness raising through public drives has been paramount for behavioural change among our community. The radio talk shows and spot messages in our local languages deepen people's understanding of Covid-19. Currently, most people in our community are aware of the symptoms and are vigilant about going to a health centre if they have any related sickness.'

Mr Robert Abra Asiimwe, village health teams coordinator for Butungama Subcounty, Ntoroko District

The frequency and intensity of contact between Simavi and our partner organisations has improved and everyone is doing their best given the circumstances. The partner satisfaction survey also indicates that the quality of Simavi's support during this crisis is similar to other international organisations. The travel ban also impacted capacity building and knowledge transfer activities.

From our partner satisfaction survey (2020). Read more on page 10.

### Training in Tanzania

Between 4 and 8 April, in the early stages of the pandemic, communities in Tanzania received training on the prevention of Covid-19. Around 70 people in total participated, including community health workers, women ambassadors, women's group facilitators, male change agents and mine managers. This training was jointly organised by the Golden Line partners and facilitated by the Geita Regional Medical Office and partner UMATI. The training was based on the official guidelines of the Tanzanian government and addressed recognition of symptoms, preventive measures, the myths surrounding Covid-19, a handwashing demonstration, role play and the government's telephone helpline. The participants made a plan for safely sharing and disseminating the information in their communities and received a form they can use to keep track of the number of people they have reached with this information.





### Gender-based violence during the pandemic

It is becoming increasingly clear that many of the lockdown measures have an unsettling side effect: women and girls face an increased risk of violence and they are less able to distance themselves from their abusers or access external support. Simavi adjusted its activities with this emerging sensitivity in mind, for example in our programmes the Golden Line in Tanzania and Our Lives, Our Health, Our Futures in Bangladesh.

In Ghana and Tanzania, a total of 114 male and female community facilitators, women’s ambassadors and miners received training on Covid-19 and gender-based violence and shared the knowledge they acquired with their peers. Due to the travel restrictions and limitations on social gatherings, several planned activities had to be postponed. Instead, partners adjusted their approach and focused on activities that were still possible, such as radio programmes. Some of the gender discussion groups took place in households instead of in bigger groups. We learned that this led to more open discussions between couples on SRHR topics.

In the Chittagong Hill Tracts in Bangladesh, it was expected that domestic violence would increase due to the lockdown and its effect on male employment. Partners reached out to local leaders to raise attention to the problem of domestic violence and decide together on how to counter it. Partners distributed 3,961 banners and posters that conveyed messages on Covid-19, but also advocacy messages to reduce violence and spread positive messages on taking care of the family. Additionally, partners made video messages about gender-based violence and domestic violence and mentors distributed these by social media on smartphones to girls, mothers and other community members. Sometimes partners brought specific cases of violence to local leaders for mediation. After the first lockdown was lifted, 55 awareness raising meetings were organised with local leaders and community members on gender-based violence.

Women and girls face an increased risk of violence and they are less able to distance themselves from their abusers or access external support.

#### 2020 - the year of the pandemic in key moments for Simavi

**MARCH:** The Covid-19 virus is declared a pandemic by the World Health Organization. Colleagues at the Simavi head office and in-country staff start working from home.

**APRIL:** Simavi signs a joint appeal to call for action. Simavi and over 40 development, human rights and emergency aid organisations argue that support for developing countries and civil society organisations in those countries should be part of the Dutch government’s emergency measures to combat Covid-19.

**MAY:** Simavi designs a framework of action, making sure our core values are reflected in all adapted activities.

**NOVEMBER:** Launch of WASH First, a preventive programme in six countries by the WASH SDG Consortium, led by Simavi.



Christine Aryemo refills the jerry can at the hand washing station in her home. Christine’s home is a model home for other residents in terms of hygiene following a Community Led Total Sanitation (CLTS) intervention. Oporot South village, Agago District, Uganda

#### WASH First: boost hygiene and prevention

The Dutch Ministry of Foreign Affairs decided to invest in Covid-19 prevention. WASH First started in November 2020 and will run for one year.

extreme poverty, are also the ones with less access to proper facilities. They are more likely to share a toilet for instance, or to not have access to running water to wash their hands.

Until there is a vaccine or treatment for Covid-19 available for everyone, there is no better cure than prevention. Access to clean water, safe and hygienic sanitation facilities plus hand hygiene, together with physical distancing, are central to preventing the spread of Covid-19, and a first line of defence against this serious threat to lives and health systems.

That is why the WASH SDG Consortium, led by Simavi, consisting of the WASH Alliance International, Plan and SNV, and supported by the Dutch Ministry of Foreign Affairs has started the WASH First programme. Together with our partners in Ethiopia, Indonesia, Uganda, Kenya, Mozambique and Rwanda, we promote health-related hygiene practices to help prevent further spread of Covid-19 to those that are often left behind. The programme uses awareness raising and improved access to WASH services to ensure everyone has a fighting chance against the virus.

Besides the fact that there are certain groups more at risk of facing severe consequences from contracting the virus, such as the elderly and those with underlying health issues, there are other concerns. People that are often left behind or marginalised, like women and girls, persons living with a disability, those living in informal settlements or in

**Smart innovation from Uganda**

Musa Kasagazi Katende, 29 years old, lives in Bukoto Kampala. He is the proud owner of a metalworking company. Katende has designed a hands-free handwashing facility with a liquid soap and water dispensing tap that can be operated by a foot pedal. It is a simple and easy to use machine that is in great demand by households, institutions, non-governmental organisations (NGOs) and businesses in Uganda. 'I have so far made and sold over 450 handwashing stations since the start of Covid-19,' he said. 'As a welder and technician, I always think of new ideas to improve the lives of the people around me. After Covid-19 hit Uganda, I realised that the traditional handwashing facility where people use their hands to wash their hands may not be appropriate. To mitigate the spread of Covid-19 and save people's lives, I decided to make a hand washing station you can operate without needing to touch the tap.'

Katende is a proud member of Water and Sanitation Entrepreneurs Association (WASEU) and he is excited to train other welders in building handwashing stations under WASEU's Covid-19 response project in Agago. This intervention is financed by the WASH SDG Project through the WASH Alliance International sub-programme in Agago district.

Musa Kasagazi Katende (in the red shirt) teaching fabricator metal welding techniques to make handwashing stations for the community as part of the COVID-19 response initiative. The training was organised by WAI partner, WASEU in Karogoto, Ntoroko District, Uganda.



**Employee engagement**

Being an international organisation with regular field visits, the travel ban and working from home has had serious consequences for our way of working. To ensure a healthy and functioning working climate, Simavi introduced a number of measures. These include:

- ▶ help with and compensation for adapting the home environment for working;
- ▶ moving all meetings online;
- ▶ regular plenary updates at optimal times for all time zones, including all international staff;
- ▶ surveys to monitor the physical and mental health of staff.

**Monitoring and evaluation during Covid-19**

In 2020, many programme evaluations were ongoing in most of the countries we work in. However, data collection turned out to be challenging: evaluators could not travel to programme locations to observe or train data collection teams and local restrictions made it difficult and costly for local teams to collection information from target groups. Not only did

we need to navigate restrictions, but we also had to consider the potential risks of large-scale evaluations, with people gathering to be interviewed and data collection teams travelling through different parts of the country. For each evaluation, options and risks were carefully considered and tailored solutions were sought. Local data collection agencies were given more responsibility to conduct the evaluations with remote training and guidance from the international evaluators. Group discussions were limited to minimise the risk of spreading the virus. All evaluations took additional safety precautions by providing soap and water, hand sanitiser and face masks, and maintaining distance according to national guidelines.

Even though most evaluations eventually took place, the findings should be treated with care. The major contextual changes in 2020 could have significantly affected the end results of multi-year programmes. Positive changes may have been reversed due to the consequences of the pandemic, and target groups may have found it more difficult to recall changes in the programme. In view of this, additional questions were incorporated to assess the effects of the Covid-19 pandemic on our programme target groups. This provides an important first-hand source of information for follow-up support to address the consequences of the pandemic, and also allows us to understand to some extent the effect Covid-19 has on reducing the results of our existing programmes.

**Unleashed potential amidst the crisis**

One aspect of the crisis is that it reveals how resilient and creative people can be. Simavi's programmes were up and running within weeks, replacing community meetings with radio campaigns and megaphone messaging from vehicles, raising awareness through social media campaigns, and with female entrepreneurs making face masks. Entrepreneurship is stimulated, applauded and sometimes funded within our programmes.

One aspect of the crisis is that it reveals how resilient and creative people can be: replacing community meetings with radio campaigns, raising awareness through social media campaigns, and with female entrepreneurs making face masks.

# VERY 2020...

## OUR IMPACT IN SDG'S

Hilda Alberda, director of monitoring, learning and evaluation at Simavi on the integration of SDG-indicators:



We aim for a lasting change in the lives of women and girls, and luckily we are not on our own in this endeavour. To better connect our work to that of others, we have further clarified the link between our mission and the Sustainable Development Goals.

These goals are defined by the United Nations and provide a shared objective for actors worldwide to realise a lasting change. We recognise the importance of these shared targets and aim to actively show the contribution we are making to those SDGs that relate to our Theory of Change. With nine years to go until the targets are to be met and in the midst of the Covid-19 pandemic, it is also important to realise that the targets may need to be adjusted to respond to global changes. We will closely follow updates and changes to this global common framework in the years leading up to the deadline of 2030, and in the meantime continue to report on the goals we work on.

The SDG indicators linked to these targets are incorporated into our baseline and impact measurements where relevant (but not all indicators in all programmes). This allows us to understand our impact in relation to national and global change. Because the SDG indicators are developed to be widely applicable, they provide a limited picture of the comprehensive changes that we aim to bring about. As they do not cover less tangible aspects of women's well-being, such as confidence and empowerment, we complement the SDG indicator data with other quantitative and qualitative data. Because our programmes run for a number of years, we do not have data to report on all indicators annually.



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

SDG Goal 3 aims to ensure healthy lives and promote well-being for all at all ages. Simavi contributes to this by enhancing the health and well-being of women and girls. SDG Goal 3 is further specified into 13 targets, of which the following relate to our impact (and outcomes):



**SDG 3.1**  
By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births



**SDG 3.7**  
By 2030, ensure universal access to sexual and reproductive healthcare services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes



**SDG 3.9**  
By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

**Simavi focus: health effects attributed to unsafe water, sanitation and hygiene**



### SDG Goal 5 Achieve gender equality and empower all women and girls

SDG Goal 5 contains nine targets, of which the following relate to our impact:



**SDG 5.1**  
End all forms of discrimination against all women and girls everywhere



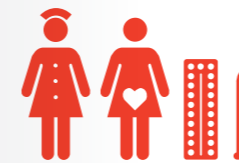
**SDG 5.2**  
Eliminate all forms of violence against all women and girls in the public and private spheres



**SDG 5.3**  
Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation



**SDG 5.4**  
Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate



**SDG 5.6**  
Ensure universal access to sexual and reproductive health and reproductive rights



### SDG Goal 6 Ensure availability and sustainable management of water and sanitation for all

SDG Goal 6 contains eight targets, of which the following relate to our work:



**SDG 6.1**  
By 2030, achieve universal and equitable access to safe and affordable drinking water for all



**SDG 6.2**  
By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

**Target 6.b**  
Support and strengthen the participation of local communities in improving water and sanitation management

**SDG's:**  
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:



chapter two

# Impact of our work

In 2020, we continued on our pathway to increasing impact. We took steps to improve our impact measurement, created room for reflection and shared our work with others. This deepened our insight into the potential impact of our work and expanded the influence of our lessons learned.



Students from Shree Nera Madhyamik Bidhyalaya in Baijnath, Kohalpur, Nepal. Girls are often prevented from going to school, looking in the mirror, touching flowers, fruit or even drinking water during menstruation.

Simavi sees impact as lasting change in the lives of women and girls. The impact we are striving for is a change at the individual level, so that women and girls feel:

- physically **healthier**,
- more **confident** and positive,
- more **in control**,
- **safer**,
- more **positive** in their relationships with those around them.

These are what we call the five dimensions of well-being. Positive change in these areas ensures a sustainable change in women's health, and ultimately in their lives. It is our assumption that these changes in individual women and girls are indicators of their ability to pursue their right to a healthy life in the longer term.

## Levels of change

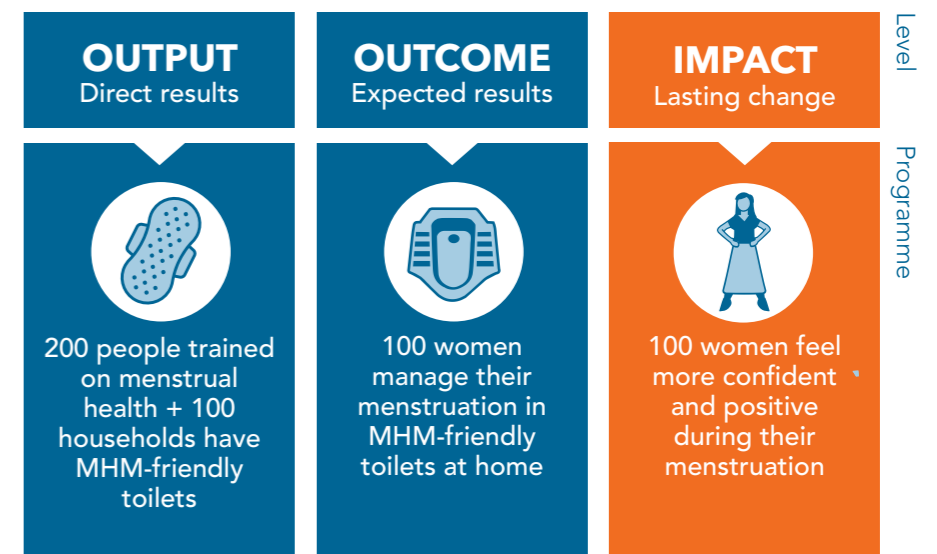
The results of our work can be measured at three levels: by looking at output, at outcomes and at impact.

**OUTPUTS** are the direct results of our work and are monitored by our implementing partners on an ongoing basis. Outputs may be measured in different ways, from the number of implemented actions to 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 in our Theory of Change (women and girls make use of quality SRHR and WASH services) what we want to achieve is that women choose 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.

### The results of our work can be measured at three levels:



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

### Experienced – and still learning

We design programmes with our impact in mind and measure our progress, but we would never learn and grow without looking back. By investing time and resources in learning and reflecting, we continue to improve our work and maximise our impact.

**Marianne van Diggele, impact specialist at Simavi, explains:** 'Last year we published an impact report for the first time. This was not only an interesting read to others, but the report allowed us to critically reflect on our impact. Simavi employees reflected on whether we were satisfied with the impact we managed to achieve. An important insight was that the data we collect to assess and demonstrate our impact is still limited, and that this makes it hard to determine whether or not we are on track towards achieving our mission. Colleagues identified impact measurement in ongoing programmes and measuring sustained results after a programme has come to an end as a priority for improvement.'



### Broadening impact: top 10 promising interventions

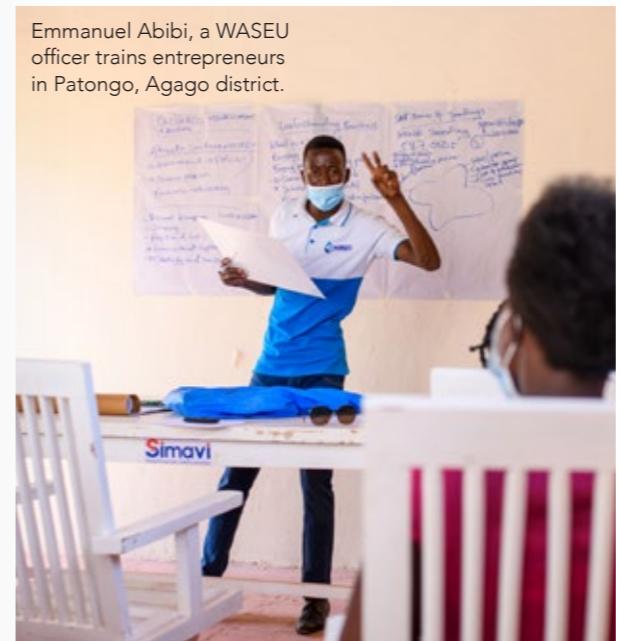
Featured in last year's impact report was the Ritu programme. We measured our impact in this programme by conducting a rigorous research with control groups. The results enriched the global evidence base on what works to improve menstrual health of women and girls. They were also used to support lobby activity towards the government of Bangladesh to scale up the Ritu model. The Ritu model was recognised by Founder's Pledge as one of the top 10 promising cost-effective interventions to address period poverty.

### Urgent global research

Simavi invested in research to get a better understanding of the relation between community level WASH practices and gender-based violence. This is where WASH and SRHR come together, and it will inform our interventions in the Bodily Integrity and Water and Sanitation expertise areas. In 2020, partnerships with local research institutes in Bangladesh, Nepal and Uganda were established to conduct joint research. This partnership will be leveraged to disseminate findings among development practitioners and academics. The impact of Covid-19 as well as the effects of climate change make it even more urgent to understand the dynamics behind gender-based violence and to develop effective responses.

### Impact in practice: three examples from our programmes

A lasting change in the life of a woman or a girl: it is ambitious, but for Simavi it is essential. Our programmes are built to be holistic and sustainable, since we do not believe in short-term or isolated problem solving. Impact is usually perceived as positive, but can unintentionally be negative. We take documentation of negative impact seriously to ensure we do no harm and take action to mitigate it.



Emmanuel Abibi, a WASEU officer trains entrepreneurs in Patongo, Agago district.



The Wash Business and Innovation Hub.



### Impact in practice

Country **Uganda**  
Partner **WASEU**  
Programme **WASH SDG**

## UNINTENDED NEGATIVE IMPACTS ON WASH ENTREPRENEURS

Simavi supports women to become WASH entrepreneurs. This improves WASH service provision for more accessible and inclusive services and creates an enabling environment for economic empowerment.

Over the first two years of the WASH SDG programme the number of female WASH entrepreneurs increased from 10 to 231 of the 356 entrepreneurs in total. They are WASH service providers or produce hygiene products. Although these figures seem encouraging, it became clear that the women involved face additional challenges because of their new role as entrepreneur. Female entrepreneurs indicated that their new business led to an increase in violence and abuse by their husbands. Women said that their partners fear that entrepreneurship will make them more independent and less obedient, which leads to more conflict and violence in the household. In the male dominated WASH sector, female entrepreneurs also face more discrimination and difficulties in challenging traditional norms and customs than in less male dominated sectors. This often resulted in loss of motivation to do business.

Women started to share their mixed experiences during the regular monitoring field visits. The WEWASH forum was established to enable women to meet and share their experiences openly and confidentially. Women entrepreneurs identified a need for more comprehensive business support with long-term mentorship to compete in the male dominated market place, for support on how to navigate gender-based violence, and for their male counterparts to be more supportive instead of a source of violence and confusion.

WASEU always conducts follow-up business mentorship visits. In this case a tool was developed to mentor entrepreneurs more intensively over a longer period of time. The WEWASH forum also helped women to join forces to seek more collective support. Women organised themselves for additional training based on shared needs. Issues related to gender-based violence were raised and discussed with a district focal person for gender. At the same time, we are in the process of gathering funds to incorporate more gender-related training for women entrepreneurs.

**On some occasions, our interventions can have unintended negative impact. Monitoring and responding to this is an essential part of impact-oriented working.**



**Impact in practice**

Country **India**  
 Partner **VHAI**  
 Programme **More than Brides**

**MORE THAN A BRIDE:  
 AN INDEPENDENT YOUNG  
 WOMAN**

'My name is Lily Behera and I live in a village called Danapur with my parents and three siblings. I joined a girls group from More Than Brides in 2017 as an adolescent group member. Within six months I became the discussion leader of my group. However, the very next year I faced a setback as my family received a marriage proposal for me. I was just 17 years old at the time. My future seemed hopeless as my family seriously considered the early marriage proposal due to our weak financial situation.

'With the support of my fellow adolescent group members, I somehow found the courage to reject the early marriage proposal. Instead, I insisted on continuing my education. It was no less than a miracle when I was finally able to convince my parents to reject the proposal. Not only was I able to continue school, but I also got the opportunity to follow a certificate course on computer application conducted by VHAI. After completing the course, I found a part-time job as a data entry operator in a local Kiosk Bank, which gave me an income of INR 3,000 per month. I not only became independent, but I was also able to support my family.

'As I continued my role as a discussion leader of my adolescent group, an official from Odisha Livelihood Mission happened to see me taking a session for adolescent group members. He was impressed with my presentation and encouraged me to apply for the post of Cluster Level Resource Person in the Odisha Livelihood Mission. Motivated by his kind appreciation, I did apply for the position and with the unanimous support of the villagers, I was selected. Today I hold a respected job in my own village. Once seen as a burden, I am now a financial support for my family. I can say with confidence that the power of self-belief and determination can do anything!'

Lily Behera (19), Danapur, India



Lily Behera

**Not only was child marriage averted, but Lily was empowered to make her own decisions, opening up opportunities which enabled her to grow in confidence, gain more control through her financial independence, and obtain social support from her peers as well as appreciation and respect from the wider community.**

**Examples of progress**

**SDG 5.3.1.**  
 Proportion of women who were married or in a union before age 18

**INDIA:** 16% of girls in 2016, falling to 4% of girls in 2020

**BANGLADESH:** 19% in 2020 (target 14% in 2022)

We notice a significant decline in India, which was confirmed through a rigorous test against a control group. These findings place our work in a small group of rigorously designed and implemented programmes that have demonstrated effectiveness in reducing child marriage. Information from Bangladesh indicates a comparable rate of child marriages and very little room for women to make their own decisions on SRHR. We will continue to strive for lasting change there as well.

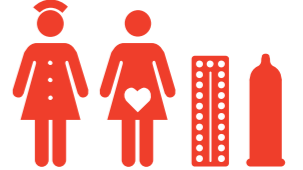
Note: Due to Covid-19 we experienced delays in evaluation in Malawi. The findings are still being processed and may lead to additional insights and reflections on the impact of our work.

**SDG 5.6.1**  
 Proportion of women aged 15–25 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive healthcare in the Chittagong Hill Tracts

**BANGLADESH:** 17% in 2020 (target increase in 2022)



**TARGET 5-3**  
 ELIMINATE FORCED MARRIAGES AND GENITAL MUTILATION



**TARGET 5-6**  
 UNIVERSAL ACCESS TO REPRODUCTIVE HEALTH AND RIGHTS



Financing her childrens education, family savings and making sanitary pads available to the community: Avenita Surya makes The Perfect Fit



Anita Surya works as a tailor of reusable and sustainable pads in the production hub Labuan Bajo in Flores, Indonesia to sustain her family and hopes to empower other women with a disability.



**Impact in practice**

Country **Indonesia**  
 Partner **Kopernik**  
 Programme **Perfect Fit**



**FROM TABOO TO A LIVING: MENSTRUATION MEANS MORE**

Avenita Surya, originally from Flores Island, Indonesia, had her first menstruation at 12 years old. She was not afraid as her mother has explained her about it: she told her daughter to prepare a cloth to absorb the blood, to stay away from boys and men and to not wash her hair during menstruation. Avenita, mute since birth, was not able to ask many questions.

When the pandemic hit in early 2020, it impacted the income of her family. Avenita and her husband both lost their jobs. It was a stressful situation for her, given her physical condition and lack of financial support. She was invited to join the Perfect Fit tailor training conducted by Kopernik in Labuan Bajo. She was trained to manufacture reusable pads together with other female tailors and was educated about menstruation.

This was a big relief for her during the pandemic, as she now has a new job to help the family income as well as new knowledge about menstrual health. Avenita now understands that it is okay to wash her hair during menstruation and that it is also important to stay clean and healthy during menstruation. The programme includes a Facebook discussion group, where all the questions she had during her teenage years were answered, including those about closeness with boys and men during menstruation, as long as there is consent among those concerned.

Avenita is now able to finance her children’s education and save money for the family. Her knowledge about producing reusable pads and SRHR topics gives her great confidence. The contact she has with the other female tailors makes her very happy, and she says that these women feel like a new family, a new home, and she is grateful for that. She hopes that the work of the Perfect Fit programme can be sustained so that many disabled women like her can be reached and empowered.



**Impact works in multiple dimensions: width (reaching as many people as possible) and depth (a profound or big change for fewer people). This case shows how knowledge, letting go of taboos, a social network, employment, empowerment and the recognition of the needs of a disabled woman can have a lasting effect on her well-being – and that of her family and community. In 2020 more than 10,000 pads were made locally by the female tailors in Labuan Bajo, giving 3,991 women and girls access to use of the products.**



# BLACK LIVES MATTER

Sara Ahrari, inclusion expert at Simavi about what we already do and what we can do better when it comes to equality:



The aim of our work is to reduce inequalities, to reach those who are excluded and invisible and make sure they are able to fulfil their potential for a healthy life.

The welcome increase in attention to the Black Lives Matter movement and subsequent worldwide discourse on racism and discrimination triggered a discussion within our organisation as well. There are many linkages to the work we do. How do we, as a Dutch organisation, relate to the deep-rooted issues that were raised by the Black Lives Matter activists?

### 95 years of history: from colonial heritage to human rights

We work from a human rights-based perspective. This means that human rights norms and principles such as participation, equality and non-discrimination are central to the way we work. The aim of our work is to reduce inequalities, to reach those who are excluded and invisible and make sure they are able to fulfil their potential for a healthy life.

The foundation of our organisation, however, is rooted in inequality. Simavi was established in 1925 with the aim of bringing better healthcare to the then Dutch colony of Indonesia. Although some things have changed, the power balance between our 'Northern' organisation and the people we work with in Africa and Asia is still skewed. To name a few things:

- It is much easier for an organisation like ours – with its networks in the Netherlands – to access international funding than it is for African or Asian organisations.
- Job openings in our organisation, although they open to everyone and diversity is encouraged, could be harder to obtain for Africans and Asians because of informal networks, cultural differences, migration and permit issues, and language barriers.
- Strategic decisions are made by a Dutch board and management team, which means that African and Asian colleagues, partners and communities are not always able to participate in these processes.

We feel it is important to be honest and transparent about all of the above, particularly as we want to change. That being said, there are also many steps we have taken so far:

#### • An inclusive and women-centred approach

In our work, we start by defining together with the women themselves which interventions are needed. This is what we call our women-centred approach. Moreover, inclusion is integrated into all our work. We have developed several tools to improve both gender and social inclusion in practice and policy, making sure we leave nobody behind.

#### • Partnerships

We work with 62 organisations in 10 countries, with excellent expertise in WASH and SRHR. These representatives of their communities have the networks and knowledge of the local context that is of critical importance to the work we do. In recent years, we have been striving to live up to our organisational value of being more just in these partnerships and to work towards global leadership.

#### • Powerful communication

In our communication, we aim to steer clear of stereotypical and one-dimensional images. We focus on showing the actual change in the lives of the women and girls we work for. For fundraising, this can create moral dilemmas. People have limited time and attention, and care about a number of different causes. This means that appeals need to be clear and simple and aim straight at the heart of the recipient if they are to trigger a response to support our organisation. Showing urgency can mean showing people at their most vulnerable or in traditional gender roles. Even if these people give their consent, Simavi feels that such representations do not fit the current zeitgeist. We have therefore created a more optimistic and powerful visual language that demands a longer attention span from our audience.

#### Work to do

We realise there is still more work to do before we can speak of a real power balance and true inclusion. We will continue to challenge ourselves and reflect on what we do well and what we can do better; be as transparent about the issue as possible; listen to and learn from others; and most importantly, consult our partners and the women and girls we work with about their needs and what value we can add to achieve a lasting positive change in their lives.

Please refer to page 10 to read more about Simavi's efforts towards shifting the power.

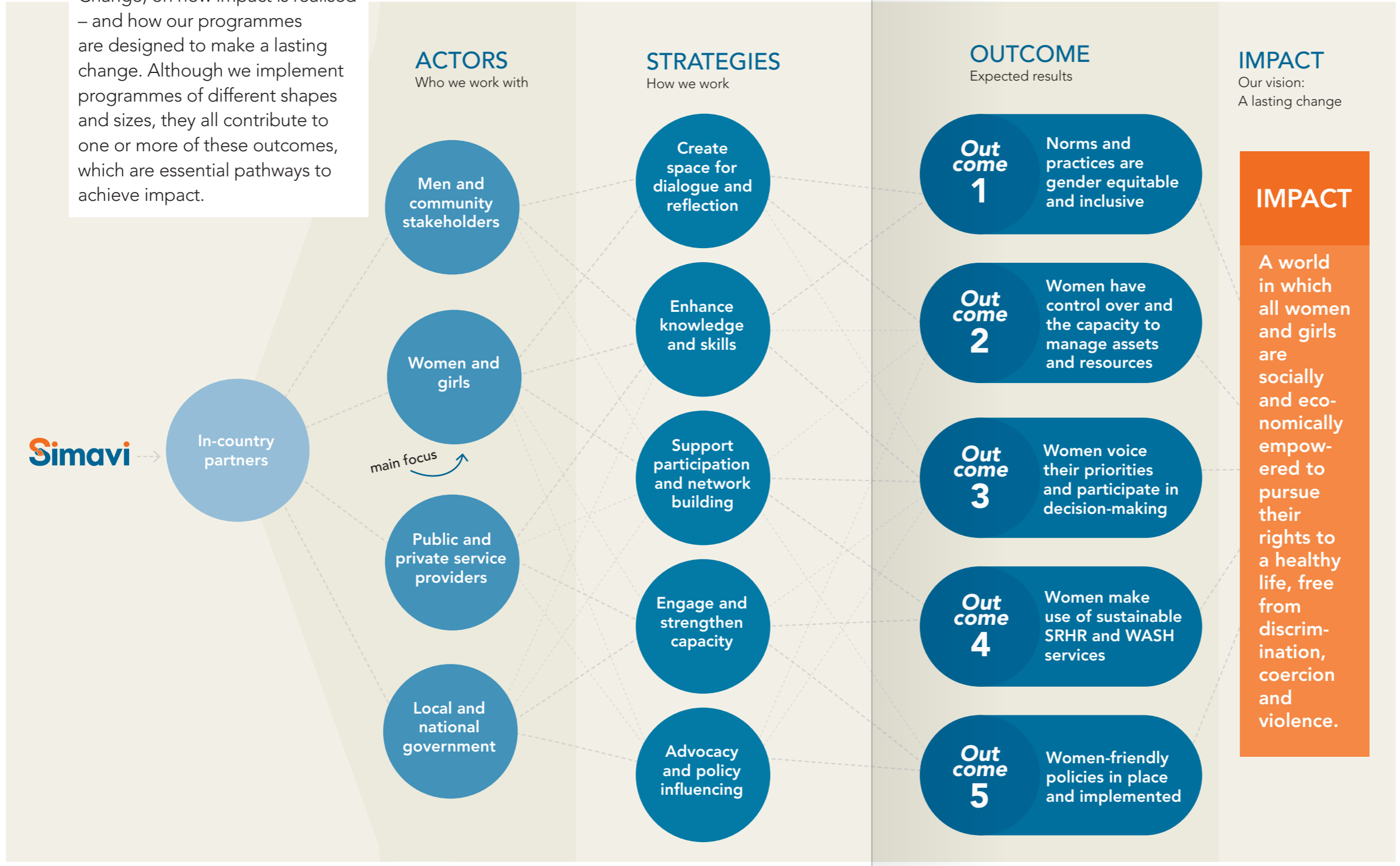




chapter three

# The results of our programmes

In this chapter we report on our achievements towards the outcomes stated in our Theory of Change, on how impact is realised – and how our programmes are designed to make a lasting change. Although we implement programmes of different shapes and sizes, they all contribute to one or more of these outcomes, which are essential pathways to achieve impact.



For each of the five outcomes, we describe our approaches, highlight one story that illustrates the results achieved under this outcome and present outcome data from programme evaluations.

### How do we get to our results?

Our Theory of Change summarises our 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 in-country partners play a key role. We currently have 62 established and long-term partnerships on the ground in 10 countries. They are our veins into the communities, and are at the frontline of the work we do. 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 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.

Family of Ramkali. Podari, Bajjnath.



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

Outcome 2

Outcome 3

Outcome 4

Outcome 5

# Equality and safety is 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.



### Case study

Country **Malawi**  
Partner **Yoneco**  
Programme **GUSO**

## TELLING THE UNTOLD STORIES: HOW SEXUAL VIOLENCE IS NO LONGER THE NORM

Naomi (her real name has been withheld for privacy reasons) is a 16-year-old girl from Nankumba, Malawi. Naomi is one of many adolescent girls who are defiled by older men. Rape and defilement cases usually go unreported and Naomi did not perceive her ordeal perpetrated by her uncle as a special case. It remained a secret until two months later when it was noted that Naomi was pregnant. Naomi's mother and other older women were eager to know who was responsible for the pregnancy. However, when it became clear that Naomi's uncle was responsible, the women dropped the matter.

Naomi listened to a radio programme in which the members of Nankumba Youth Radio Listening Clubs and other young people from the area were speaking out against harmful cultural practices. Naomi then realised that what her uncle had done is punishable by law, and that she was also exposed to the risk of HIV. Naomi approached the Radio Listening Club and the matter was quickly referred to the authorities. The case went to court and her uncle was sentenced to 14 years imprisonment.

This case opened up a Pandora's box. Many further cases came up, which were reported to the authorities either directly or through the Radio Listening Club. The Club has now become an icon and mouthpiece for the youth in the area.

15 Radio Listening clubs were established to raise awareness about young people's rights, amplify their voices and provide a mechanism for signalling various SRHR violations.

**Sexual gender-based violence (SGBV) cases are so deeply rooted in sociocultural norms that most girls did not report such incidents – and those who did were simply dismissed by adults. Despite having the legal and policy environment for protecting the rights of young people, community members were not aware of the illegality of SGBV. Under the GUSO Programme, YONECO empowered young people with knowledge and skills on how they can raise awareness as well bring to light issues that affect young people. A total of 15 Radio Listening clubs have been established to raise awareness about young people's rights, amplify the voices of young people and provide a mechanism for signalling various SRHR violations that are perpetrated against young people.**

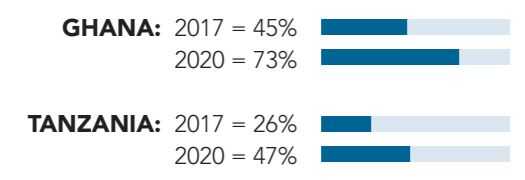
**Outcome 1**

**Examples of progress ON NORMS AND VALUES**

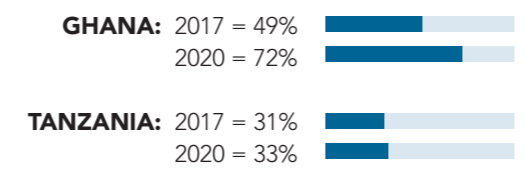
In general, we see a positive trend in gender norms, although it varies from country to country. In Uganda, we saw a growing trend of conservatism and clinging to traditional norms, which we could not counteract. In Malawi, overall changes in attitudes were positive, including less acceptance for violence, but norms around women's general position towards her husband have shown no significant change. Joint decision-making on contraceptives and pregnancies

is still a challenge, and progress is slow. Decisions are often still not made together, let alone by women independently. In Ghana we saw more improvement than in Tanzania. Altogether, the quality of health services is generally better in Ghana and the starting point in Ghana was more positive, which could have accelerated a change in norms. Partners in Ghana also put more emphasis in their activities on changing reproductive health norms.

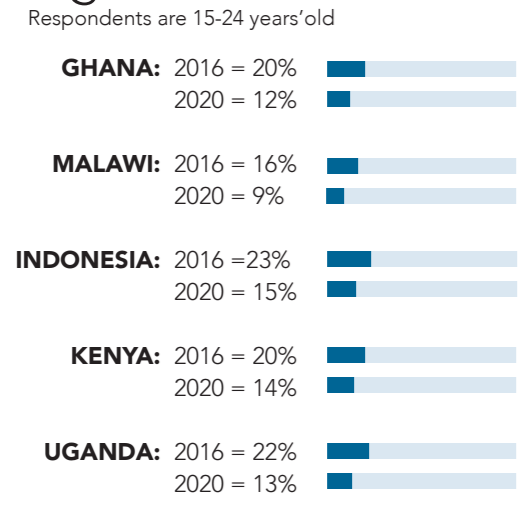
'It is acceptable for women to decide on the timing between pregnancies'



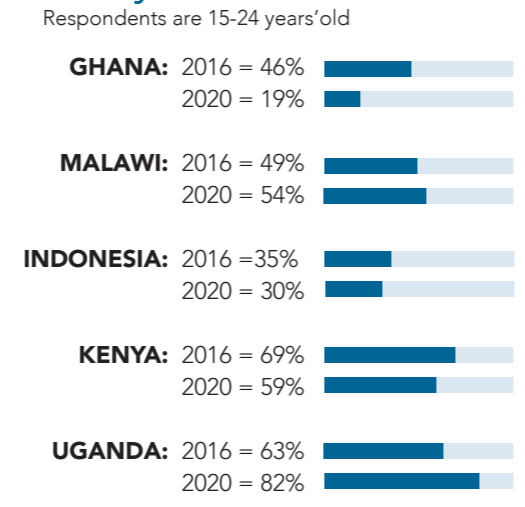
'It is acceptable for women to use contraceptives'



'It is acceptable for husbands to beat their wives if they argue with them'



'Girls and women should always obey a man'



Susan Anying works as a tailor in Agogo, Uganda, and is now making face masks to fight Covid-19.



**Outcome 1**

**Outcome 2 Women have control over and the capacity to manage assets and resources**

**Outcome 3**

**Outcome 4**

**Outcome 5**

**Fair decisions are made in empowered environments**

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 financial literacy and provide them with relevant skills to generate an income.
- We support women to organise saving groups and expand their network.
- We engage with men and key stakeholders to bring about a shift towards gender equality and to gain their support for women's economic empowerment.

Outcome 2



The Golden Line in 2019



Zawadi Robert



Case study

Country: **Tanzania**  
 Partner: **WPC**  
 Programme: **The Golden Line**

THE DIFFERENCE BETWEEN NEEDS AND WANTS

'I knew little about savings and loans and I was hesitant about it. I feared that my property could be confiscated if I took out a loan. However, I decided to join the EA\$E women's savings and loan group after the supervisor of the group came to my house and explained the Golden Line programme to me. I realised that this group is different from other savings and loan groups, because we get the opportunity to learn about important things, such as family planning and business skills.

'In the group I meet with other women from my community and we have become like relatives. The group's emergency fund helps a lot when one of our members has a problem. In the gender discussion series we talked about the difference between needs and wants. After that, I decided to use the money I am saving in the group to build a house on the small plot of land that I own. After the first share out I started the building work, which I aim to finish after the second share out. I am planning to rent the house to earn money. Owning the house will also help me to access a larger loan from a bank.'

*Zawadi Robert, member of the women's savings and loan group, Golden Line programme, Geita, Tanzania*

**Our work contributes to the economic empowerment of women living in and around artisanal and small-scale gold mining communities in Tanzania. Its aim is a world where men and women are treated as equally important and where women have control over their lives and their bodies.**

Examples of progress IN WOMEN'S ACCESS TO RESOURCES:

We put a lot of emphasis on promoting female economic empowerment and entrepreneurship and we see a big boost in uptake of women entrepreneurship, sometimes way beyond our expectations. That said, current evidence does show a big gender gap in generated income; in Bangladesh male entrepreneurs earn roughly four times as much as their female colleagues. In Uganda the number of WASH related enterprises has nearly doubled from the initial very low numbers in the remote areas of Agago. Much has improved for women, but general financial security remains relatively low (especially in Tanzania). Savings groups give access to loans and social support, but access to larger credit and training is required to further strengthen access and control over resources.

**IN TANZANIA:**  
 69% of women state that their financial security has improved (compared with 2019)

73% of women experienced positive changes in financial decision-making in the household (compared with 2019)



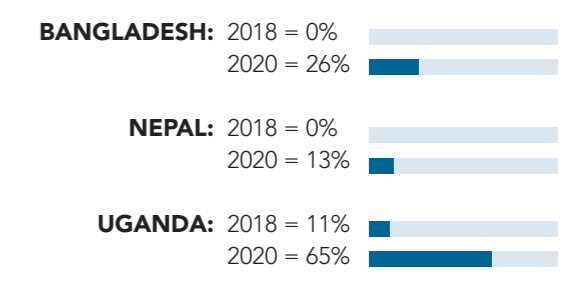
**IN GHANA:**  
 98% of women experienced positive changes in financial decision-making in the household (compared with 2019)

81% of women stated that their financial security has improved (compared with 2019)



Muna Adhikari is a young technician involved with Mini Lab Barahatal, a water quality testing lab in Badichaur, Surkhet, Nepal.

In the areas where we work, the percentage of women WASH entrepreneurs in the local WASH market increased:



Outcome 1

Outcome 2

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

Outcome 4

Outcome 5



# Making sure all voices are heard

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.



### Case study

Country: **Bangladesh**  
Partner: **DORP**  
Programme: **Watershed**

## SPECIAL NEEDS FOR WATER: REPRESENTED

‘Inclusion was a key priority on the agenda of the Watershed programme, which finished in 2020. In the Bhola region transgenders are a particularly marginalised group and are excluded and stigmatised. Including this group in the Water Management Citizen Committee (WMCC) presented a dual challenge: the transgender community itself was initially unwilling to participate because they were afraid they would not be accepted, while the members of the WMCC were reluctant to open up to the transgender representatives. Consequently, in the first two years transgenders were not included in the WMCC.



Partha Sarathi Kuntal

‘DORP argued for open communication and sought to convince the transgenders and the members of the WMCC to talk to one another so as to better understand each other’s needs. Most of the demands of the transgender community were similar to women’s needs, but transgenders face additional challenges. When they go to fetch water, they are often asked to do so quickly or come back another time. This means they sometimes walk long distances to remote water points to avoid stigmatization and being sent away. Their demand was to install a tubewell sunk where they live, which was granted but is still awaiting formal registration procedures. Greater representation of excluded groups means that they can better voice their needs.’

*Partha Sarathi Kuntal, Programme Coordinator, DORP, Bangladesh*

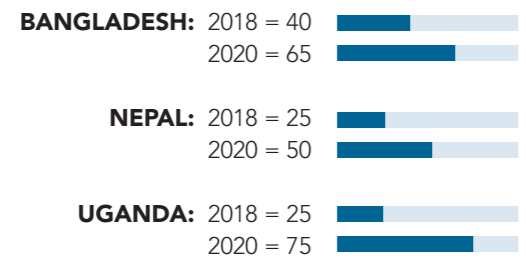
Excluded groups, such as transgenders, need to be heard

**On 20 May 2020, the local WMCC in Bhola, Bangladesh was represented by 37 members, of which 13 were women (35%) and one was transgender (she), compared with 6 women (24%) among 25 members in 2017. Simavi’s partners have repeatedly emphasised the importance of gender and social inclusion in their training activities, consultation meetings and advocacy with local civil society organisations.**

Outcome 3

### Examples of progress IN WOMEN'S ABILITY TO PARTICIPATE AND VOICE THEIR PRIORITIES

We have seen an increase in the level of participation of women and girls in decision-making about WASH activities (position on the participation ladder, scale 0-100):



We have also seen an increase in their political participation:

**IN TANZANIA**  
83 women engaged in our programmes contested local leadership positions, and 51 women successfully obtained such positions.

**IN GHANA**  
women took part in traditional decision-making processes (in 10 communities) and Unit Committees (in 4 communities).

In Bangladesh participation by women in public forums, such as WASH committees, is generally higher than other countries and continues to improve steadily. As a result, the number of women involved in the preparation of local government budgets has also increased. Although women are still underrepresented in terms of absolute numbers, they report that the number of seats held by women has increased and they have more confidence to speak up.

In the rural areas of Uganda where we work, we see a remarkable increase in the participation of women in community level WASH decision-making, which is actively encouraged by our partners. This can be partly explained by the affirmative action taken by government and the positive performance by women in the positions they hold, which further reinforces election of women for such positions. Compared with the situation in 2018, women feel highly empowered.

Political participation was not a direct objective of our work in Ghana and Tanzania, but surprisingly, a lot has been achieved on women's leadership. Our approach was strongly women-centred and empowering. Activities strengthened trust and social support among women, and engagement with men on women's leadership has created more space for them to thrive. Women ambassadors played a key role in linking advocacy to the larger groups of women involved in the programme.

The number of seats held by women has increased and they have more confidence to speak up.



Anil Maharjan from WASH Alliance giving information pamphlets of Covid-19 to Durga B.C. representing Harihar Health-post. Ranighat, Surkhet, Nepal.

Outcome 1

Outcome 2

Outcome 3

Outcome 4 Women make use of sustainable SRHR and WASH services

Outcome 5



## Available, accessible, acceptable

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 – without discrimination. For women and girls to use these services, they must 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. In bringing together both the demand and supply sides, we ensure the sustainability of SRHR and WASH services.

### How do we work on this?

- We train service providers to deliver services that respect and respond to the needs of women and girls.
- We ensure women are meaningfully engaged in decision-making structures, such as WASH committees.
- We provide training and support to women and communities on demanding services using social accountability methods.
- We promote a variety of social accountability tools for quality services to respond to women's and girls' needs.

Outcome 4



Accommodation matters: now the Bogu community has a midwife available to ensure safe deliveries, even at night.



Case study

Country: Ghana  
Partner: NORSAAC  
Programme: GUSO

COMMUNITY OWNERSHIP FOR SUSTAINABLY IMPROVED HEALTHCARE

An emerging issue in the Bogu community in Gushegu municipality was the lack of accommodation for a midwife at their health facility, which made it difficult for the midwife to be available for deliveries, especially at night. During an action planning session, the community decided to build a three-unit accommodation facility using locally available materials.

The community built the accommodation and a philanthropist provided assistance with the roofing and plastering. This inspired the community to write a letter to ask for funds to complete the structure, and as a result another philanthropist stepped in. The facility is now almost complete and the Bogu community has a midwife available to ensure safe deliveries, even at night.

Social accountability is a very important strategy in our programme implementation. By using the community scorecard tool, we allow communities and health facilities to discuss key issues that could be depriving people of access to quality services. This example is one of the issues that was raised and solved by the community, following the social accountability strategy.

Examples of progress

IN WOMEN'S ABILITY TO MAKE USE OF SUSTAINABLE SRHR AND WASH SERVICES

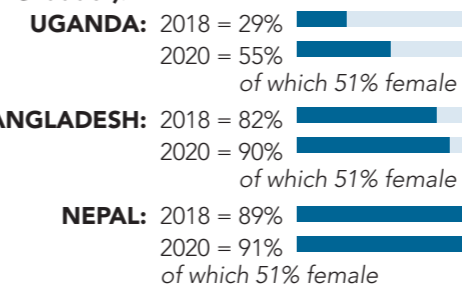
Although the SDG 6 indicators used by the Joint Monitoring Programme (WHO/UNICEF) are not gender-specific, our gender-disaggregated data suggest that men and women make more or less equal use of water and sanitation services, including hand washing, which suggests that once a household has access, both husband and wife make use of the facilities. A noticeable trend is the increased uptake of hygiene practices in both Bangladesh and Uganda (and moderately in Nepal too), which has been boosted by the introduction of Covid-19 measures and messages featuring handwashing as a prominent line of defence. Although our aim is to reach the poorest communities, which are most at risk of being left behind, our midline data shows most progress in the richer segments. The poorer communities are improving, but from a much lower starting level.

In Ghana and Tanzania we saw a general increase in the uptake of health services in all areas, but uptake varied between facilities. In some health facilities, the documentation of uptake was improved, which could be the reason for at least some of this increase in recorded uptake. Access to services in Malawi was already high. Good progress has been made in Uganda: the in-depth end-line study shows a big increase in the use of SRHR services and a decrease in the numbers of young people unable to access these services. Indonesia is an exception because of the restrictive environment for unmarried people to use SRHR, which was exacerbated by the closure of services due to Covid-19.



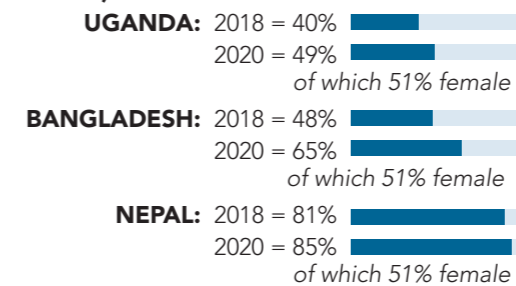
SDG 6.1.1.

Proportion of people who use basic or safely managed drinking water services (SDG ladder):



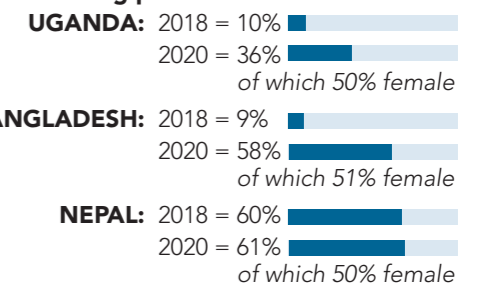
SDG 6.2.1a.

Proportion of people who use basic or safely managed sanitation services (SDG ladder):



SDG 6.2.1b.

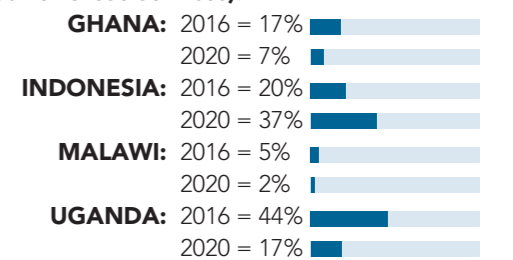
Proportion of people who reach basic levels of hand washing practices of the SDG-ladder



Percentage increase in uptake of SRH services:



Percentage of young men and women that have not yet used SRH services, but wanted to use them (excluding those who had no need for these services):



- Outcome 1
- Outcome 2
- Outcome 3
- Outcome 4
- Outcome 5**

**Women-friendly policies in place and implemented**



# Lasting change by women-friendly legal framework

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 civil society organisations 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.



### Case study

Country: **India**  
 Partners: **VHAI, NEEDS, BVHA, CINI**  
 Programme: **More than Brides**

## ENDING CHILD MARRIAGE THROUGH POLITICAL CHANGE AND LEGAL AWARENESS

In India, our lobby and advocacy strategy focused on having strong political, financial and public support at local, national and international level to reduce the percentage of child marriages and its adverse effects on young women and girls. Women's groups campaigned against child marriage, dowries and violence against women, and awareness was raised in communities about legal rights, laws and law enforcement. In Odisha, a state in India, caste societies developed a resolution to verify proof of age before consenting to marriage. In addition, local government members declared child marriage-free villages.

Policy change is a process that often takes many years and depends on many external factors, such as political dynamics and momentum for change. With the closure of our MTBA programme, this case shows our achievements at the local level. The number of real changes in policies and regulations may be small, but their effects can be far-reaching and sustained for many years to come as it helps women and girls to claim their rights to decide who and when they marry.

Policy change is a process that often takes many years and depends on many external factors



Outcome 5



More work remains to be done as the bill has not yet been passed into law by Parliament



Case study

Country: Ghana  
Partners: HFFG, PRSD  
Programme: Golden Line

ADVOCATING WOMEN'S REPRESENTATION IN POLITICAL AND ECONOMIC SPACES

In Ghana, our lobby and advocacy aimed to strengthen women's participation in decision-making. In 2019, the government approved the Affirmative Action Bill, which was pushed for approval by the gender minister. The bill contains provisions on equal opportunity for women and reserves at least 40% of government and other appointments for women. As part of the Affirmative Action Bill Coalition, our partners advocated for the equal representation of women in political, public and private sectors, actively lobbied the gender minister and presented a petition to the president to pursue the passage of the bill. After approval of the Affirmative Action Bill, our partners continued to call on the government to pass it into law and for a policy stipulating that 30% of all mining concessions go to women. This was shared via videos, publications and press statements. More work remains to be done as the bill has not yet been passed into law by Parliament.

These policies and regulations will help women and girls to claim their rights and have a seat at the table where decisions are made. Although difficult to pinpoint now, the long-term effect of creating an enabling environment supportive of women's rights and priorities, cannot be underestimated.

Examples of progress

WITH THE ADOPTION AND IMPLEMENTATION OF WOMEN-FRIENDLY AND INCLUSIVE POLICIES

The final year (2020) of Watershed – despite being a tough year for governments and communities alike, with their attention focused on the global pandemic – still brought about several positive changes, building upon four years of investment. In Bangladesh the approval of the revised Pro-Poor Strategy for Water Supply and Sanitation Sector in Bangladesh in June 2020 was one such positive outcome. In Bangladesh, the majority of the poor are women, so a pro-poor strategy for WASH would ideally benefit them. Although the strategy fully aligns with the pledge to leave nobody behind, as stated in the SDGs, and provides for a 100% subsidy to WASH services for the poorest and marginalised people, it does not highlight specific gender strategies or respond to the particular barriers encountered by women, and especially households headed by women, in terms of access to water and sanitation.



Number of laws, policies and norms implemented for sustainable and inclusive development in water and sanitation services:

- BANGLADESH:** a total of 9 laws/policies/norms were implemented in 2017-2020. 5 of those were implemented in 2020.
- KENYA:** a total of 10 laws/policies/norms were implemented in 2017-2020. 4 of those were implemented in 2020.



Number of laws, policies and norms/attitudes, adopted or improved for sustainable and inclusive development in relation to water and sanitation

- BANGLADESH:** a total of 13 laws/policies/norms were adopted or improved in 2017-2020, of which 5 in 2020.
- KENYA:** a total of 19 laws/policies/norms were adopted or improved in 2017-2020, of which 6 in 2020.



**VERY  
2020...**

**FOCUS ON CLIMATE  
CHANGE**

Brechje Oonk, public affairs officer at Simavi about climate change and how it directly affects our work:



In recent decades the world has been shaken by evidence of climate change and the far-reaching consequences have been discussed extensively in international forums. In 2015, this resulted in the Paris Agreement, which was adopted by most countries and aims to reduce greenhouse gas emissions and build resilience for adapting to the impacts of rising temperatures.

Within Simavi there have been ongoing discussions on whether climate change is related directly to our work on WASH and SRHR. In March 2020 a focus group researched the potential linkages between Simavi's core areas and climate change.

**It's all connected**

Climate change affects us all. However, it does not affect us all equally. The countries least responsible for the increase in carbon dioxide are also the most vulnerable to its effects. Ninety per cent of the problems caused by climate change are water-related, such as drought, flooding and heatwaves. The greatest risks and vulnerability to climate change are experienced by young people and older adults, disabled people, ethnic, gender and sexual minorities, and poor communities. Within these population groups, it is women and girls who bear the brunt, which further widens gender inequalities.

For example, women and girls will have to walk further to fetch water due to the decreasing availability of safe and clean water. That means that they cannot spend that time on education or economic activities. Another example is a worldwide increase in child marriage. In Malawi for instance, climate change is putting 1.5 million girls at risk of getting married before adulthood. When financial resources become scarce, the idea of 'one mouth less to feed' and the prospect of a dowry makes families resort to child marriage as a survival strategy.

**Our added value**

Simavi is in an excellent position to fight the negative impact of climate change on WASH and health and promote and advocate equal access to water sources and sanitation

For example, women and girls will have to walk further to fetch water due to the decreasing availability of safe and clean water. That means that they cannot spend that time on education or economic activities.

services and facilities. We have decades of experience in community mobilisation through local partners in some of the world's most vulnerable regions. In addition, Simavi has extensive experience in influencing global, national and local WASH and SRHR policies, engaging with public and private service providers and mobilising communities, focusing on women and youth.

Another, strong added value for Simavi is its people and women-centred approach. Simavi's work is closely aligned to adaptation efforts and helps to increase resilience and reduce inequalities. Simavi can explicitly link its expertise areas to certain effects of climate change by addressing how climate change drives health disparities and gender inequality and increases SRHR risks. Besides, by working with communities in vulnerable situations we can bring local data and realities to global conversations and we can raise marginalised people's voices.

'As we collectively address our climate emergency, we need everyone at the table. This includes the meaningful inclusion of youth, women and indigenous peoples. No voice, and no idea for a solution, should be left unheard.'

António Guterres, Secretary-General of the United Nations (February 2021)

**Water & inequality at the heart of climate change**

- 90% of all natural hazards are water-related.
- 2 billion people are currently experiencing water stress.
- 2.2 billion people do not have safely managed drinking water services and 3 billion lack basic handwashing facilities.
- Women and girls are responsible for water collection in 8 out of 10 households with water off premises, so reducing the population with limited drinking water services will have a strong gender impact.
- Climate change has led to an increase in non-partner sexual violence associated with fetching water far away from the house or community and power abuse by water source managers.



Students from Karugaya Primary fetching water in Bundibugyo, Uganda.

# How do we organise ourselves?

Where does our money come from? How do we spend it? Who do we work with? What risks are we aware of, and how do we protect ourselves? Impact starts with a healthy organisation.



**GRATITUDE**

**ARIETTE BROUWER, managing director:** '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, fundraising campaigns and for the opportunity to initiate important learning programmes.'

## Where does our money come from?

We are proud of every euro invested in our work. In 2020 Simavi generated an income of €27.6 million. Income from private individuals amounted to €2.6 million, some €1.0 million more than budgeted. This additional million euros consists mainly of revenues from legacies and bequests, which was not budgeted due to the uncertainty of such income. Revenue from lotteries, companies and non-profit organisations amounted to €1.6 million, €0.4 million under budget, which is mainly due to lower income than expected from foundations (€0.3 million). Government subsidies made up €23.4 million of our income, €4.4 million more than budgeted, which is mainly due to the timing difference between receipts and transfers of funds for alliance partners.

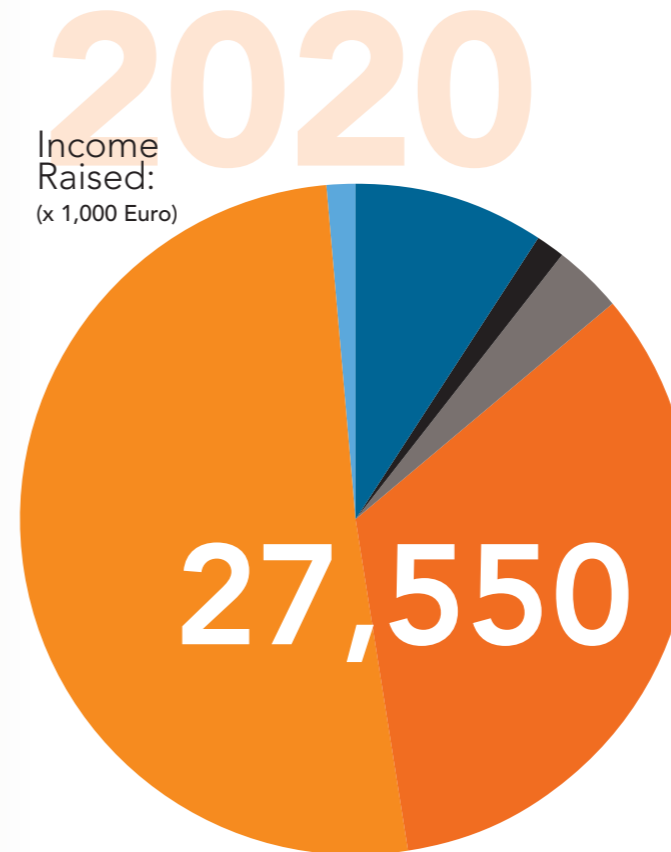
Government subsidies include grants from Dutch embassies and tenders awarded by the Dutch Ministry of Foreign Affairs and other governments. Of the total amount of €22.4 million, €14.1 million was received by Simavi as the lead agent of several alliances. This amount was paid out directly to the consortium partners.

**Fundraising in 2020**

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 ways to diversify our funding.

Our four main fundraising priorities in 2020 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.



- from:
- 2,565 Private
  - 367 Companies
  - 900 Lottery
  - 9,297 Government subsidies
  - 14,067 Dutch Ministry of Foreign Affairs for alliance
  - 354 Other non-profit organisations

**INCOME FROM: (X 1,000 EURO)**

	Actual 2020	Budget 2020	Actual 2019
Private individuals	2,565	1,623	2,682
Companies	367	495	127
Lottery organisation	900	900	900
Government subsidies	9,297	9,858	10,450
Dutch Ministry of Foreign Affairs for alliance partners	14,067	9,149	8,116
Other non-profit organisations	354	619	990
<b>Total Income raised</b>	<b>27,550</b>	<b>22,644</b>	<b>23,265</b>

For further details about Simavi's income, please refer to the Annual Accounts (Annex II, page 80)

### 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 forums and conferences is one way to strengthen our network and profile. Due to Covid-19 this has been a special year and all conferences and meetings were either cancelled or online. This created a unique opportunity to engage our partners in global conferences and showcase our work to a broader audience. Simavi, in collaboration with Girls Not Brides, the Global Partnership to End Child Marriage, the More Than Brides Alliance, Her Choice Alliance and Partners for Law in Development hosted a virtual side event during the 2020 UN High-Level Political Forum. The United Nations Population Fund (UNFPA) estimates an additional 13 million child marriages will occur between 2020 and 2030 because of Covid-19. During our event we raised awareness and urged governments to increase their efforts to end child marriage.

- 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 started to establish new partnerships and in 2020 submitted three proposals with large consortia of Dutch, international and African organisations. Despite all the demanding work, none of the proposals were approved, which has been a big setback for the organisation. This also resulted in a revised fundraising strategy and increased investments in diversifying our donor base.

#### Foundations

- We consolidated our relationships with several foundations, such as Weeshuis der Doopsgezinden and Foundation Flexiplan. In 2020, we received support from 25 Dutch private foundations amounting to €175,000.

#### Partnerships with the private sector

- Simavi works in partnership with different Dutch and International business partners. These partnerships are based on a set of shared ambitions, from which we create shared value and strive for impact in the field we work in. As a valued long-time partner, Dopper continued to work with us in Nepal where we jointly improve health and hygiene standards. In the Netherlands, we worked together with our partner The Good Roll, raising awareness for WASH. Together with Made Blue, we create access to water for rural communities in Tanzania and Uganda in the WASH & Learn programme. Corporate and business partnerships are truly meaningful when the relationship is not just built on donations, but on creativity and reflexivity. With a renewed strategy on the business partnerships we look forward to the next years.

#### GRATITUDE

**FERNANDO VAN DER BRUG,**  
director of private fundraising:

'It is really rewarding to see how committed our supporters are. Every day we receive heart-warming messages from donors who find our work so urgent during the pandemic and who even want to take an extra step with us. That makes our work even more valuable. Our team works with a lot of passion to engage people even better in our work and organisation.'



#### Unrestricted funds

Individuals who support us (private donors) are of great importance to Simavi. They allow us to finance a big part of our daily work, but also to strengthen our visibility and contribute in other ways that support our mission. In 2020 we received financial support from more than 42,500 private donors. Gross turnover from private donors has been almost stable around €1.8 million euros, which was mainly due to improved response rates to our direct mail campaigns and higher average donations. Following the Covid-19 restrictions, we stopped our door-to-door acquisition in mid-2020, but fortunately more than 200 HER Film Festival visitors supported us by making a structural donation after visiting the online festival.

More than a quarter of our income from private donors derives from legacies. We are very grateful that so many people add Simavi to their will, and it's an honour to work in their spirit. In 2020 we received €737,000 from legacies.

#### Events

2020 has been a challenging year for events due to the Covid-19 restrictions. Two main fundraising events were planned throughout the year: Wandelen voor Water (Walking for Water, our school event organised with ZOA, AMREF, Rotary Netherlands and other supporting partners) and Hike for Health (an adventurous challenge with Simavi supporters in Nepal).

#### • Wandelen voor Water

Wandelen voor Water was planned in March 2020, but was almost completely cancelled as schools closed down and social distancing restrictions were imposed. We therefore received little income from this in 2020, but luckily many schools did sign up for the 2021 edition. In 2020 we developed digital Covid-19 proof alternatives for upcoming editions. In September 2020 Simavi took over the brand ownership of Wandelen voor Water, which gives us the opportunity to grow the event further.

#### • Hike for Health

This new event premiered in 2019. It is a sponsored hike in the mountains of Nepal during which the participants visit Simavi projects. In 2020 a number of Hike for Health events were needed to accommodate all the volunteers. In February 2020 we went to Nepal with two groups (43 participants in total) from our partner Dopper. They raised €135,000. In March we went with 13 participants to Nepal. This group raised €40,000. Unfortunately, due to the emerging Covid-19 pandemic, we had to travel back to the Netherlands one day earlier than planned. The next group that was planned (starting 25 March with 18 participants) were unable to travel to Nepal, but they had already raised €57,000. This trip has been postponed until further notice.



Basisschool De Dijk raised money and awareness with Wandelen voor Water.

#### Partnership with the 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 2020 we received a general grant of €900,000. This support is particularly valuable to us, as it can be used for additional investments to increase the impact of our programmes.

Furthermore, the partnership with the Dutch Postcode Lottery gives us the opportunity to create public awareness of the need for access to water, sanitation and hygiene, all the more important now the Covid-19 crisis has increased the lack of proper hygiene and sanitation worldwide. During the Dutch television show Koffietijd, ambassador Leonne Stentler explained more about this theme, using Simavi's GIRLS POOP TOO campaign as the entry point.



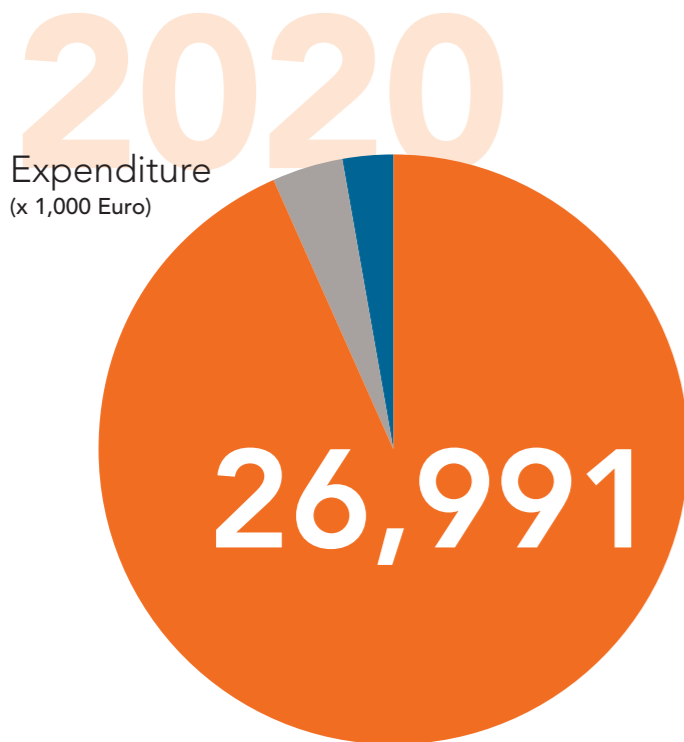
Logo from the Girls Poop Too campaign on a cake.



The Dopper team participated in the challenging Hike for Health.

## How do we spend our money?

Simavi's result for the 2020 financial year was €559K positive (2019: €696K positive). Our budgeted result was a negative amount of €626K. The difference mainly stems from the income from legacies and bequests, which were not budgeted given the uncertainty of such income. The favourable programme results (better coverage of our organisational costs) also contributed to this positive result.



**25,213 Spent on objectives**  
**1,049 Cost of generating funds**  
**729 Management and Administration**

EXPENDITURE (X 1,000 EURO)

	Actual 2020	Budget 2020	Actual 2019
Total spent on objectives	25,213	21,449	20,763
Total cost of generating funds	1,049	1,082	1,078
Total Management & Administration costs	729	742	729
<b>Total Expenditure</b>	<b>26,991</b>	<b>23,273</b>	<b>22,570</b>

### Spent on objectives

In 2020 Simavi spent a total of €25.2 million (2019: €20.8 million) on objectives, €3.8 million higher than budgeted. This was mainly due to the timing difference between receipts and transfers of the payments for alliance partners. In 2020, the ratio of Simavi's total expenditure on objectives to its total income was 91.5% (2019: 89.2%). This increase is mainly a result of the increase in expenditure and income as indicated above.

Expenditure on objectives, as a percentage of total expenditure, amounted to 93.4% (2019: 92.0%). 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.

The percentage cost of generating funds has decreased to 3.8% (2019: 4.6%). This decrease is caused by the higher level of income realised. In monetary terms the costs are almost stable. Our total management and administration costs were 2.7% of our total expenditure (2019: 3.2%). This decrease is also attributable to the higher total expenditure in 2020.

*For further details about Simavi's expenditure, please refer to the Annual Accounts (Annex II, page 80)*



Students from Picfare in Bundibugyo, Uganda attending class in their colorful reusable masks.

EXPENDITURE ON OBJECTIVES (X 1,000 EURO)

	Actual 2020	Budget 2020	Actual 2019
Total Income	27,550	22,644	23,265
Total Expenditure	26,991	23,273	22,570
Total spent on objectives	25,213	21,449	20,763
% total spent on objective/total income	91,5%	94,7%	89,2%

NON-OBJECTIVE EXPENDITURE (X 1,000 EURO)

	Actual 2020	Budget 2020	Actual 2019
Cost of generating funds	1,049	1,082	1,078
Total Income raised	27,550	22,644	23,265
% of generating funds	3,8%	4,8%	4,6%
Total Management & administration cost	729	742	729
Total Expenditure	26,991	23,273	22,570
% total M&A costs /total expenditure	2,7%	3,2%	3,2%

### Accountability

Simavi's accounts for the financial year 2020, 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 financial statements. 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 2020.

## Safeguarding our operations

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

In facing the effects of the pandemic, it is safe to say that any organisation would be impacted in unforeseeable ways, which underlines the need to safeguard the operations. We are committed to managing 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.

### 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. A clear example of this is the pandemic we are currently experiencing. Flexibility in programme execution and creative solutions have mitigated the impact considerably.

In doing our work we cannot avoid taking risks. This is acceptable, provided we are aware of these risks and can 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 screening 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.



Gitaran Tharu and Phulkumari Tharu from Baankattuwa, Kohalpur, Nepal.

### 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. Simavi uses the Windows 365 cloud platform which provides flexibility and security. Simavi continuously stresses the importance of data security to its staff, as their alertness and caution is critical.

## The pandemic has demonstrated the urgency of managing risks

### 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 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.

### Our financial health

Simavi's financial position is sound and sufficient to ensure continuity. 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 2020.

On 31 December 2020 our total cash balance was €8,317K. 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.

*Please refer to the explanatory notes to the Annual Accounts for more information on our financial status. (Annex II, page 80)*

### Financial risks

Fluctuations in income are Simavi's main financial risk. Our financial risk tolerance is low: drastic changes could not only significantly affect 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 make significant efforts to maintain 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.

#### 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 interest-bearing savings and deposit accounts with Dutch banks. The funds are spread over several banks to further minimise our exposure to credit risk.

## A key ingredient for impact: Integrity

Integrity is not a science, a handbook, guideline or a rule – it is an ongoing debate about morals and ethics. Albert Klomp explains why working with integrity is so much more than a formality:



**ALBERT KLOMP, director of finance and operations:** 'We use donors' money to get our job done and we are committed to spending their money in a fair and transparent way.'

'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 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.
- To keep the conversation going we have regular discussion meetings about moral dilemmas.

### Integrity issues in 2020

In 2020 we investigated possible cases of fraud by four partners in Africa. All cases were investigated by third parties. The allegations of factual fraud could not be confirmed, but we did find expenditure that was not properly substantiated. These unsupported expenses were excluded from the financial accounts and have not been reimbursed to the local partner. The external confidential adviser for the whistle-blower policy did not receive any reports or requests in 2020.

The Simavi head office received two complaints. The first concerned a consultant in Bangladesh who claimed to be treated unfairly by Simavi. After thorough investigation we concluded that the claim was unfounded.

### Consent: a legal and moral matter

The second complaint involved the use of a portrait of a woman from Uganda. This photo was taken by a photographer during a field trip. When taking pictures it is essential that

the person or persons being photographed give their consent. Consent has two layers:

1. The person agrees to be photographed.
2. The person agrees to the use of the images.

In this case, the woman was aware of her picture being taken and agreed to that: she posed for the photographer. However, she was not aware of the possibility of the picture being used for an internationally distributed report. This matter became evident during a research in our photo database, in order to restructure consent forms and it was discovered that this particular form was not available. Simavi contacted the freelance photographer, who remembered the woman in question and still had her contact information. We asked our colleague in Uganda to visit her and talk about the matter. It turned out the woman was uncomfortable with Simavi using her photograph for marketing objectives and Simavi responded promptly by replacing her picture and ensuring all printed copies were destroyed.



Film maker Prabuddha Paul and this crew while shooting in India.

Even for pictures that are clearly posed we need explicit permission for use for publications from the people photographed, like this one for our cover.

This resulted in a new way of filing all incoming materials: pictures of meetings, field trips and landscapes are not available for publication, even internally, unless there is explicit permission for them to be used. This even applies for pictures that are clearly posed for. Furthermore, after discussing the matter extensively we decided that pictures older than four years will no longer be used in publications, since people may change their minds about their visibility. The implications may sometimes be impractical, but integrity and moral standards are more important.



Atuhura Brenda (also seen on the cover of this report) giving her consent for photography to Diana Kazooba of Simavi during a field trip in Uganda.



Albert Klomp, director of finance and operations: 'We are grateful for feedback and complaints, as it enable us to improve our current practices and keep us sharp. A crucial part of integrity is justice, so we never act in response to a complaint by one person, 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 may be damaged – and trust is ultimately essential to how we work.'

**Interesting integrity debates in 2020**

We regularly discuss issues we encounter in our work. These often present serious dilemmas. For example, in the countries we work in, 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.

An example of a dilemma that was discussed in 2020 is the use of per diems, which we sometimes pay to people for attending a meeting. While this practice may be considered wrong, as payment should not be the reason for participating, it can be an indispensable compensation for income lost due to the attendance. The dilemma requires us to closely scrutinise the situation in each case.

**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 civil society organisations, financial management and sustainability. In accordance with our Theory of Change, sustainability is a core component of our programmes.

At our head office in the Netherlands, we are fully aware of our responsibilities regarding the environment. We offset the CO2 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 certified 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.

**Double check on accountability**

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, EIK Certificering BV conducted the external audit of our ISO 9001:2015 and Partos 9001:2018 certifications. We successfully passed this audit and our certificates are valid until 23 November 2021. In 2021 we expect to renew our certification for the next three year period.

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 2020 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 employee circles.



## Our people

Simavi is an independent international development organisation. Our head office in Amsterdam is staffed by a dedicated team of 50 people (45.8 FTE, December 2020). We work with approximately 17 local 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 2020 survey showed a slight fall in general satisfaction ratings, which was linked to the Covid-19 lockdown measures. In general, the enforced working from home is detrimental to the well-being of our employees. We have made elaborate efforts to keep in contact with each other and we monitor employee well-being through our newly introduced six-weekly Happy & Healthy Survey.

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 2020. Among other things, the ERB was consulted on dealing with the effects of the pandemic.

### Agile organisation

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

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

**Compass:** provides strategic direction and makes sure all resources are available and sufficiently enabled to achieve Simavi's vision and mission.

**Partnership Development:** builds strategic partnerships and develops 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.

**Private Fundraising:** Private Fundraising is a new circle, created in 2020. The circle's main purpose is to engage the Dutch public financially and intrinsically with Simavi's work. Direct Marketing and Events have a primary focus.

**Programme Implementation:** implements existing and new programmes in such a way that each of them leads to maximum impact in order for women and girls to pursue their right to health in line with Simavi's vision, mission and Theory of Change.

**Monitoring, Evaluation & Learning:** ensures that Simavi's 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 ensures that the lessons learned are incorporated into all our current and future work.

**Marketing & Communication:** shows our audiences that Simavi's work changes the lives of women and girls in order to gain further support for our work, financial or otherwise.

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

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



**Genesis Saragoza, intern and later part-time communication officer in Amsterdam**

'On my first day in the job my colleague said "there is never a dull moment here." Reflecting on almost a year at Simavi, most of which was spent in the midst of a global pandemic, it has certainly been suspenseful. I was barely getting the hang of things before chaos erupted and there was no longer time to be "the new girl".  
'My favourite part of my job is being creative. I love thinking of ways to bring our message of empowerment to people from all over the world in exciting, creative and bold new ways. I joined Simavi because I wanted to put all that creativity towards social equity. I stayed at Simavi because it gives me a mission, a team and the knowledge to do so in an intersectional way; in a way that empowers women, girls and communities in every sense of the word – leaving no-one behind.'



### 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 sets out their rights and obligations. We make verbal agreements with all our other volunteers. All our circles gratefully use 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.

**11** new employees started work at our Head Office.

**4** new consultants joined our field offices.

**6.4%** was the average sickness absence rate.

**2** new colleagues joined the local team in Uganda.

**start:** We introduced the global Happy & Healthy Survey, which is held every six weeks to keep in contact during lockdowns.

**finished:** The programme office in Indonesia was closed following the successful completion of the SEHATI programme.

# 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.

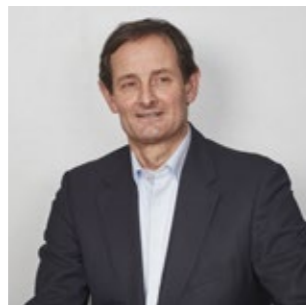
Simavi has a two-tier board. The supervisory board oversees the good governance of the organisation. The managing director is appraised by the supervisory board, and the circle leads are appraised by the managing director. The supervisory board is the managing director’s employer and supervisor and acts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

## 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.

### How much does the managing director earn?

Our supervisory board has determined the managing director’s compensation package in line with the guidelines for directors’ salaries at charitable organisations issued by Goede Doelen Nederland. In 2020, the managing director’s remuneration amounted to €107,548 (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.



**Michiel de Wilde,**  
*chair, remuneration committee, strategy committee*  
Strategy and organisation, international development, corporate social responsibility  
Member of the executive board / Director at Goldschmeding Foundation for People, Work and Economy



**Jeroen Wels,**  
*remuneration committee, strategy committee*  
Human resources management  
Executive Vice-President Human Resources, Unilever



**Willem van de Put**  
*International health development*  
Senior Research Fellow at the Institute of Tropical Medicine Antwerp



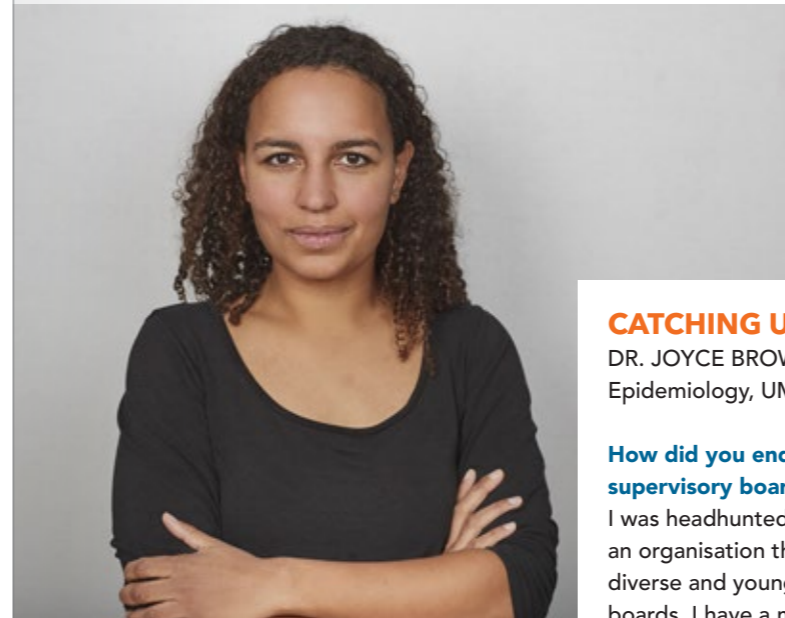
**Hans Valkenburg,**  
*audit committee*  
Planning and control, Theory of Change, international development, poverty alleviation, journalism  
Self-employed consultant on finance, strategy and planning



**Joyce Browne**  
*Global health, maternal health, epidemiology*  
Assistant Professor, UMC Utrecht



**Vera Arnoldus**  
*(as from March 2021)*  
*audit committee*  
Legal, governance  
Corporate Secretary, Atalmedial



### CATCHING UP WITH...

DR. JOYCE BROWNE, MD PHD Assistant Professor of Global Health Epidemiology, UMC Utrecht, member of Simavi’s supervisory board

#### How did you end up in Simavi’s supervisory board?

I was headhunted by Blikverruimers, an organisation that ensures a more diverse and young profile within boards. I have a medical and academic background, specialising in research in maternal health, SRHR and global health ethics, so my profile matched well with Simavi. Apart from that, I am really impressed with Simavi’s approach to impact. I have quite a constructive-critical view of NGOs and their role in the world, global health issues and development, so I would not commit to just any organisation. The focus on impact is essential for me.

#### What do WASH & SRHR mean to you?

There are many important topics when it comes to global health. Simavi chooses to focus on the nexus of WASH and SRHR, based on a century-long track record. There is no opportunism here, chasing available money, but a clear expertise and niche. These expertise areas speak to my heart, because they cannot be taken for granted and give political and cultural dimensions to complement the medical aspects. Even in high-income countries, women’s sexual and reproductive rights are still always under pressure. I think it’s important to keep focusing on normalising equal rights.

#### What was your biggest lesson of 2020?

The pandemic has demonstrated how inequity works. We saw it in the access to care and vaccines between richer and lower income countries, in how women are impacted much harder than men, and in how Covid-19 has a heavier impact on people of lower socioeconomic background – even in the Netherlands – leading to higher mortality rates. The pandemic has shown us the urgency of the need for equal opportunities globally and will hopefully lead to more support for global health and solidarity. We have to move beyond our national egos and work together. There is so much to learn from medical and public health evidence from countries that have suffered from epidemics before.

#### What is your vision of the future?

Working with students every day, I am fortunate to have access to the interests and visions of the future generation. The topics at the forefront of attention are sustainability, gender equality and decolonisation with fair partnerships. The past year has generated a lot of discussion about changing old systems, including our own position as a Dutch organisation. These conversations have thrown up existential questions. Fundamentally, are we still needed? In my opinion, there is still a very clear reason to exist. The question then is what is the right way to work? I predict a transition to more equal partnerships and less dependency on government funds.

Every year the supervisory board reviews Simavi’s performance. A highlight from the 2020 evaluation report:

*‘2020 was a challenging and in some respects disappointing year. However, the Simavi organisation and its partners have proven to be very resilient. The team kept Simavi’s programmes running as best as possible and responded with a great effort to develop the new tools and equipment needed to hit the ground running in 2021.’*

*Please refer to the full report of the supervisory board in Annex I (page 76).*



# MILESTONE: 95 YEARS SIMAVI AND A NEW FILM FESTIVAL

Sabine Brusse, senior communication advisor at Simavi about new ways to reach our audience, even during the pandemic:



The year 2020 was a milestone for Simavi: it was our 95 year anniversary. A big event was planned to engage our important stakeholders with our work, our history and future plans.

Like so many others, this event was cancelled. A virtual alternative did not meet our objectives, and more importantly, in the first half of the year the number of virtual meetings and get-togethers reached – let’s say – epidemic proportions. We challenged ourselves to find an innovative way to engage our stakeholders and raise even more awareness and enthusiasm for the work of Simavi. This resulted in HER Film Festival.

### HER Film Festival

Together with our partner Cinetree, a quality film streaming platform, we curated a film programme that showcases and celebrates women worldwide. The films were available on a special online platform, free of charge, for the Dutch public. Besides the headlining films, we hosted online discussions about relevant topics, such as the history of women’s rights and the importance of storytelling. The first edition was a big success. We reached more than 4 million people through the press and social media and attracted more than 30,000 visitors. Through follow-up efforts by e-mail and telephone, more than 200 of these visitors became structural donors.

‘With HER Film Festival we wanted to make it clear, in an accessible way, why Simavi invests in girls and women worldwide, celebrating their rights and potential. This gave us the opportunity to showcase beautiful stories from all over the world, speaking right to people’s hearts.’



‘I am extremely proud that we have launched a festival that is truly about the power of women. The programme was exciting and interesting, with films and documentaries telling the story of women full of strength and optimism.’  
HANNA VERBOOM  
founder Cinetree



### HER Film Festival:

- 29 October to 6 November 2020
- Celebrating women worldwide
- Seven headliners (titles)
- Live Q&As with experts
- The premiere of Her Story, My Story
- 100% Corona-proof

# Looking forward - 2021 and beyond

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. Looking back, 2020 was a particularly disruptive year. It has forced us to be flexible and innovative, and at the same time to critically reflect on our added value, system change, financial stance and our position in global debates.

Kunihira Margaret, a village health team member from Kanara landing site, Ntoroko District, Uganda.



## Financial outlook for 2021

In 2020 we finalised four of our major programmes plus some smaller ones. One new programme was acquired in 2020: the WASH First programme, dedicated to preventing the further spread of Covid-19. In addition, our flagship programmes Our Lives, Our Health, Our Futures and WASH SDG will run until 2022. To continue to make an impact we are determined to obtain new funding for the period 2022 to 2025.

In 2021 we anticipate spending €20.3 million on our objectives, about 97% of our total income of €20.8 million. This rather high percentage is due to the investment in programmes from our own reserves. The cost of generating funds is budgeted at 6.6% of total income. This percentage is higher than in previous years and reflects our increased fundraising efforts in 2021.

Our reserves and funding are sufficient to ensure continuation of the existing programmes in the coming years. For the future, we aim to realise a stable volume of funding in the range of €18–22 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.

### Financial setbacks

As a result of the Covid-19 restrictions, the realisation of our programmes has in some cases been delayed or not fully achieved. This also has financial consequences. During the period when 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.

Fortunately, Simavi's financial situation is sound, which means we are able to continue our operations. We have the means to support our local partners in these difficult times, using our existing reserves for projects. The possible financial impact on our own organisation can be tackled by our continuity reserve. Given the critical importance of our work, we are confident that we will be able to raise sufficient income to continue our endeavour to realise our mission: a healthy life for all.

Apart from the financial consequences of the pandemic, Simavi had to deal with the fact that we were not awarded with the three submitted strategic partnerships with the Dutch Ministry of Foreign Affairs.

#### INCOME FOR THE YEAR 2021 (X 1,000 EURO)

INCOME	
Income from private individuals	1,337
Income from companies	350
Income from lottery organisations	900
Income from government subsidies	7,728
Income Dutch Ministry of Foreign Affairs for alliance partners	9,847
Income from other non-profit organisations	655
<b>TOTAL INCOME</b>	<b>20,817</b>

#### EXPENDITURE FOR THE YEAR 2021

SPENT ON OBJECTIVES	
Awareness raising Programmes	1,250
- Simavi projects	9,033
- Paid to alliance partners	9,846
Advocacy	156
<b>TOTAL SPENT ON OBJECTIVES</b>	<b>20,285</b>

#### OTHER EXPENDITURE

Cost of generating funds	1,382
Management & administration costs	721
<b>TOTAL EXPENDITURE</b>	<b>22,388</b>

#### BALANCE OF FINANCIAL INCOME AND EXPENSES

Financial income	-25
<b>RESULT</b>	<b>-1,596</b>

#### APPROPRIATION OF RESULTS

- Earmarked reserve for Strategy	-1,039
- Earmarked reserve for Projects (Nepal)	-92
- Earmarked reserve for Projects W&L	-287
- Earmarked reserve for Projects EU	-88
- Earmarked reserve for Eye Care Africa	-63
- Earmarked reserve Capacity building	-5
- Financing assets	-22
	<b>-1,596</b>

The negative result is financed from our reserves and reflects the investments needed to realise our future strategy and own funding needed to run the programmes. In 2021 we will make an investment of €1.0 million in the organisation to boost fundraising and prepare ourselves for the future.

## Beyond 2021: our long-term vision

Ariette Brouwer, managing director of Simavi, about the future of Simavi.



It is time for a real change: starting from the in-country priorities, tackling the barriers that women face and how partners listen to and represent their voices.

### How do you prepare for the future?

We are in the middle of the process of rethinking everything that Simavi is and finding business models and partnerships that fit the current landscape. The angle for this is ideologically driven and not solely financial, although a healthy financial status is needed for us to work towards our objectives. We formulated a new Theory of Change after our 'Reinventing Ourselves' process in 2018, so our approach and implementation are up to date. But after last year, we need to zoom out even more to prepare for the future. I call this 'Simavi 3.0'. It involves critically reflecting on our position in the world: what do we have to offer as a Dutch organisation with expertise in WASH and SRHR? Without knowing the outcome of this process, it is hard to predict the future. Knowing that women's rights and access to services are still – and in some cases increasingly – under pressure, and how this interacts with global problems such as climate change and Covid-19, it is obvious that we still have an important role. The question now is how do we position ourselves without keeping old (colonial, patriarchal, top down) systems alive? More concretely, how do we make sure we sustainably shift the power? These are existential questions.

### Will Simavi still exist in five years?

When asking big questions it is crucial to keep all options open. Looking at the Sustainable Development Goals and the needs of women and girls, it is easy to recognise the added value of Simavi. That to me is more important than anything, even more than financial setbacks and the crises that we are going through. I try to embrace change with a positive attitude and lead the teams with the credo that we are not only open to change, but are eager to change. Having said that, yes, I think Simavi will still exist.



People riding bicycle. Banke, Kohalpur, Nepal.

### Ariette on the three most important objectives in 2021:

#### → Raise additional funds

We are investing in 2021 to raise additional funds. To support this objective and to create a clear focus, position papers were prepared for each thematic area and we invested in a clear brand positioning supported by inspiring communications campaigns. This will lead to increased awareness, lead generation and diversified funding.

#### → Develop Simavi 3.0

In this process we will closely investigate our role and relevance as a Dutch NGO, and how that is translated into a suitable business and partnership model. Current issues such as climate change, Covid-19 and the Black Lives Matter movement clearly demonstrate the need to shift the power in order to address systemic exclusion and discrimination – and Simavi must and will facilitate what is needed. It is time for a real change: starting from the in-country priorities, tackling the barriers that women face and how partners listen to and represent their voices. This also means that Simavi needs to investigate its own position and added value in maximising the impact for women and girls.

#### → Create an inspirational 'can-do' culture

This concerns the well-being of all colleagues and partners across the globe. It is essential to achieve all the above, but the main thing is that we take care of each other during these uncertain times. The current situation demands flexibility and new working styles. We see it as our responsibility to make sure in this new reality there is still space for ideas, innovations and discussion.

I think we can specialise even more within our niche. Simavi is not a big player from an international perspective, but we are very good in what we do. I always say that we are not a tanker, but a speedboat – we can move swiftly in the direction we are needed most.

### What will be the main influences for your work in the future?

We have learned that trends and influences can change quickly, but as far as I can see now, there are four major topics in the upcoming years:

1. Climate change: this affects women and girls worldwide in their well-being.
2. Covid-19: the pandemic will not be over until we start treating it as a global problem and look beyond national borders. Simavi can play a role in this.
3. Neocolonisation: old systems need to be reconsidered; we need to admit our wrongs, and the power needs to shift.
4. Digitising: I recognise a major potential if we use digital techniques in a positive way.

The main influence in our work will always be our strong belief that everybody deserves the right to a healthy life. Society benefits from strong women and girls who can pursue their rights to a healthy and equal life. We see that empowered women and girls don't just improve their own situation but also that of those around them.

## SDGs: nine 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.

Despite the implications of Covid-19 on our work and the Simavi 3.0 trajectory, the global objectives and their end date is our framework – giving direction to the design and execution of programmes.



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

#### 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, with a specific focus on their sexual and reproductive rights.

#### SDG 5 – Gender equality

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

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

The United Nations states that access to safe water and sanitation is a human right and essential for human health and the environment and for a thriving economy. We share this vision and incorporate it into our activities. With Covid-19 and climate change emerging, focusing on water, sanitation and hygiene becomes even more urgent.

#### SDG 17 – Partnerships to achieve objectives

Because Simavi believes that progress can only be achieved through strong and meaningful partnerships, we form alliances and cooperate 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).



Please refer to page 20 for an overview of the exact indicators formulated within the SDGs and our contribution.

## Part II

# Annexes

Annex I - Report of the supervisory board

Annex II - Annual Accounts

Annex III - Our programmes in numbers



Akello Norah from Agago, Uganda.

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 the year 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 responsibilities.
- 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, corporate social responsibility, donor relationships	Member of the executive board / Director at Goldschmeding Foundation for People, Work and Economy until November 2020	Chairman of the board of Vrijzinnig-Christelijk Lyceum (The Hague)
Jeroen Wels, remuneration committee, strategy committee	Human Resources Management	Executive Vice-President Human Resources, Unilever	–
Willem van de Put	International health development	Senior Research Fellow at the Institute of Tropical Medicine Antwerp	Senior Research Fellow at the Institute of International Humanitarian Affairs, Fordham University (New York); Co-founder/Director of Culture4Change
Hans Valkenburg, audit committee	Planning & Control, Theory of Change, international development, poverty alleviation, journalism	Self-employed consultant on finance, strategy and planning	Non-executive member of the board of Tear; Member of the supervisory board of Holland Zorggroep
Joyce Browne	Global health, maternal health, epidemiology	Assistant Professor, UMC Utrecht	Board member of the Netherlands Society of Tropical Medicine and International Health (NVTG), Founder/Organiser of Dutch Global Health Film Festival, Board member of Global Health Knowledge Centre Foundation
Vera Arnoldus (as from March 2021) audit committee	Legal, governance	Corporate Secretary, Atalmedial	–

**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
Willem van de Put	2018 (December)	2022	2026
Hans Valkenburg	2019 (September)	2023	2027
Joyce Browne	2020 (January)	2024	2028
Vera Arnoldus	2021 (March)	2025	2029

**Recent changes**

In January 2020 Joyce Browne was appointed a member of the supervisory board. Mirjam Bakker stepped down in September 2020 after completing her first term of four years. The supervisory board wishes to express its gratitude for her contributions. In March 2021, Vera Arnoldus was appointed as her successor on the board and the audit committee.

**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 may be reimbursed.

**Supervisory board meetings in 2019**

The board convened seven times in 2020. The standard agenda items for supervisory board meetings throughout the year are:

- the annual plan and budget,
- the annual report,
- programme implementation and societal impact,
- strategic partnerships and alliances,
- formal audits, evaluations and risk assessments,
- risk management and fraud prevention,
- review of the governance structure,
- development of the organisation, its capabilities and the strength of its leadership,
- employee engagement.

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

- impact of and response to Covid-19,
- fundraising strategies and plans, in particular private fundraising,
- Ministry of Foreign Affairs Strategic Partnerships calls,
- vacancies and capabilities,
- Simavi brand positioning,
- financial investment,
- succession of supervisory board members.

**2020 in review**

Simavi aims to continually improve its capabilities as a future-proof, learning and agile organisation that combines professionalism, a strong global network and 95 years of experience.

During the first six months of the year the supervisory board took a deep dive into Simavi's organisational structures to review its policies and governance systems. Furthermore, all eyes were on the progress of the three proposals for the Ministry of Foreign Affairs Strategic Partnerships call. Several scenarios were drawn up, taking all possible outcomes of the call into consideration.

By April the Covid pandemic had become a leading topic of concern during the supervisory board meetings. Input from the supervisory board members was taken into consideration when adapting the organisation to this new working situation. Throughout the year this was a recurring subject, focusing on the operational side of the Simavi programmes, the health and well-being of Simavi employees and the possible longer-term funding consequences.

As a result of not being granted the Ministry of Foreign Affairs Strategic Partnership calls, the supervisory board engaged with the managing director and director of finance and operations to analyse the proposal process, distil lessons learned and further clarify the financial outlook. A financial plan was developed for 2020 and 2021 based on the strategic scenarios that had been constructed at the start of the year. Also, the fundraising plan was adapted. A Private Fundraising Circle was introduced and the strategies for Partnership Development and Private Fundraising were improved and aligned. Simavi's strong financial position enabled the supervisory board to approve a significant investment in fundraising capacity and expertise to offset the consequences of the disappointing outcome of the Strategic Partnerships call in the years to come.

In mid-July the organisation started the process of creating a new brand positioning, based on insights from the Reinventing Ourselves project, interviews with selected external stakeholders and input from Simavi's employees. The resulting insights and choices were outlined in the Simavi Brand Book. By the end of November Simavi had developed an inspiring communication concept that will deliver the brand promise and start raising visibility and awareness. Vital parts of the strategy detailed in the Theory of Change, such as the women-centred, rights-based and impact-oriented approach, will remain key elements of new programmes and programme proposals.

The past year has been a prelude to consolidating what has been learned from several large programmes that came to the end of their final years of implementation. Insights and overviews of the impact Simavi has created in the many lives of women and girls are described in the Impact Report 2020. Towards the end of the year, the organisation was again looking ahead, forming new partnerships, reinforcing existing ones and developing new programme formats that build upon Simavi's well-defined expertise and the lessons learned.

All in all, 2020 was a challenging and in some respects disappointing year. However, the Simavi organisation and its partners have proven to be very resilient. The team kept Simavi's programmes running as well as possible and responded with a great effort to develop the new tools and equipment needed to hit the ground running in 2021.

**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's leadership under challenging circumstances and has expressed its continued confidence in her. In addition, and taking the longer-term funding challenges into account, the supervisory board stressed its strong interest in the 'Simavi 3.0' strategy project to be launched in 2021. This will lead to a clarification of the strategic direction against the background of post-Covid recovery and a number of strong trends affecting the focus, funding and implementation of international development programmes. In particular, the board will continue to reflect on how impact is measured and can be enhanced.

**Audit committee**

The audit committee convened five times in 2020. 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 2020 it was decided to combine the evaluation with a session on team dynamics including a DISC personality test. However, due to the recent changes of the composition of the board, it was decided to reschedule the evaluation and team dynamics session for the first half of 2021, once the newest member has started.

**Recognition**

In 2020 Simavi and its partners operated under difficult circumstances due to the Covid pandemic. The supervisory board applauds the commitment and perseverance shown by Simavi's volunteers, employees and management team throughout the year. The supervisory board especially thanks Simavi's partners in the field for their cooperation and impactful work on the ground, and expresses its appreciation for the strong relations with the organisation's Dutch and international stakeholders.

Looking forward to 2021 and beyond, the supervisory board has confidence that the Simavi team will find new and effective ways to achieve our common purpose: powerful women, healthy societies.



## Balance Sheet as per December 31, 2020 (after appropriation of result)

ASSETS (x 1,000 Euro)	NOTE	31-12-2020	31-12-2019
<b>FIXED ASSETS</b>	<b>1</b>		
Intangible fixed assets		4	20
Tangible fixed assets		27	25
		<b>31</b>	<b>45</b>
<b>CURRENT ASSETS</b>			
<b>Receivables and accrued income</b>	<b>2</b>		
Bequests to be received	2.1	33	32
Interest to be received		-	1
Grants to be received	11	843	186
Other receivables and prepaid expenses	2.2	1,033	1,091
		<b>1,909</b>	<b>1,310</b>
<b>CASH AND CASH EQUIVALENTS</b>	<b>3</b>	<b>8,317</b>	<b>11,058</b>
<b>TOTAL ASSETS</b>		<b>10,257</b>	<b>12,413</b>
<b>LIABILITIES (x 1,000 Euro)</b>	<b>NOTE</b>	<b>31-12-2020</b>	<b>31-12-2019</b>
<b>RESERVES AND FUNDS</b>	<b>4</b>		
Continuity reserve	4.1	2,336	2,336
Reserve for financing assets	4.2	31	45
Earmarked reserves	4.3	3,913	3,338
Earmarked funds	4.4	71	73
		<b>6,351</b>	<b>5,792</b>
<b>SHORT-TERM LIABILITIES</b>			
Project/programme commitments	5	-	77
Taxes and social insurance premiums		87	88
Other liabilities and accruals	6	840	582
Deferred income	7	2,979	5,874
		<b>3,906</b>	<b>6,621</b>
<b>TOTAL LIABILITIES</b>		<b>10,257</b>	<b>12,413</b>

## Statement of Income and Expenditure for the year 2020

INCOME & EXPENDITURE (x 1,000 Euro)	NOTE	ACTUAL 2020	BUDGET 2020	ACTUAL 2019
<b>INCOME</b>				
Income from private individuals	9	2,565	1,623	2,682
Income from companies		367	495	127
Income from lottery organisations	10	900	900	900
Income from government subsidies	11	9,297	9,858	10,450
Income Dutch Ministry of Foreign Affairs for alliance partners	11	14,067	9,149	8,116
Income from other non-profit organisations	12	354	619	990
<b>Total income raised</b>		<b>27,550</b>	<b>22,644</b>	<b>23,265</b>
<b>EXPENSES</b>				
<b>SPENT ON OBJECTIVES</b>	<b>13</b>			
Awareness raising		1,159	1,122	1,254
<b>Programmes</b>				
Simavi programmes		9,809	11,054	11,177
Paid to alliance partners		14,067	9,149	8,116
<b>Advocacy</b>		178	124	216
<b>Total spent on objectives</b>		<b>25,213</b>	<b>21,449</b>	<b>20,763</b>
<b>Cost of generating funds</b>	<b>14</b>	<b>1,049</b>	<b>1,082</b>	<b>1,078</b>
<b>Management &amp; administration costs</b>	<b>15</b>	<b>729</b>	<b>742</b>	<b>729</b>
<b>TOTAL EXPENSES</b>	<b>16</b>	<b>26,991</b>	<b>23,273</b>	<b>22,570</b>
<b>Balance of financial income and expenses</b>				
Financial income		-	3	1
<b>RESULT</b>		<b>559</b>	<b>-626</b>	<b>696</b>

## Statement of Income and Expenditure for the year 2020 - continued

APPROPRIATION OF RESULT (x 1,000 Euro)	ACTUAL 2020	ACTUAL 2019
Withdrawal from earmarked reserve Projects	-183	-129
Withdrawal from earmarked reserve Capacity Building	-13	-25
Withdrawal from earmarked reserve Fundraising legacies	-12	-40
Withdrawal from earmarked reserve Strategic development	-245	-137
Withdrawal from earmarked fund Interest	-2	-20
Withdrawal from reserve for financing assets	-34	-62
Addition to earmarked reserve Strategic development	1,028	246
Addition to reserve for financing assets	20	4
Addition to earmarked reserve Projects	-	859
<b>TOTAL</b>	<b>559</b>	<b>696</b>

## Cash Flow Statement for the year 2020

(x 1,000 Euro)	NOTE	2020	2019
Result		559	696
Adjustment for depreciation	1	34	62
Adjustment for interest income		-	-1
		593	757
<b>Changes in operating capital</b>			
Change in receivables	2	-600	-48
Change in short-term liabilities	5, 6, 7	-2,715	-4,005
Interest received		1	1
<b>Cash flow from operational activities</b>		<b>-2,721</b>	<b>-3,295</b>
<b>Cash flow from investment activities</b>			
Investments in fixed assets	1	-20	-4
<b>Change in cash and cash equivalents</b>		<b>-2,741</b>	<b>-3,299</b>
Balance of cash and cash equivalents on January 1		11,058	14,357
Balance of cash and cash equivalents on December 31	3	8,317	11,058
<b>Change in cash and cash equivalents</b>		<b>-2,741</b>	<b>-3,299</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, 2020, and of its income and expenditure for the year 2020. 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.

### 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 access 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.

**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

### Note 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, 2020</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>Movements</b>			
Investments	-	20	20
Depreciation	-16	-18	-34
<b>Balance</b>	<b>-16</b>	<b>2</b>	<b>-14</b>
<b>Value as at December 31, 2020</b>			
Acquisition value	69	121	190
Cummulative depreciation	-65	-94	-159
<b>Book value</b>	<b>4</b>	<b>27</b>	<b>31</b>
<b>Depreciation percentages</b>	<b>20 - 33%</b>	<b>10 - 33%</b>	

The 2020 investments relate mainly to the purchase of computers.

### Note 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 €4K dividend in 2020 (2019: €19k), 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 (2019: 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 four legacies (five in 2019) encumbered with usufruct. Due to the uncertainty on the size and timing of future payments, these legacies are valued conservatively at €29K (2019: €29K).

### 2.2 Other receivables and prepaid expenses

(x 1,000 Euro)	31-12-2020	31-12-2019
Other receivables	3	67
Contribution Dutch Postcode Lottery	900	900
Prepaid expenses	130	124
<b>Total</b>	<b>1,033</b>	<b>1,091</b>

All amounts are to be settled within one year after the balance sheet date.

The contribution of the Dutch Postcode Lottery, committed but not yet received, amounted to €900K at year-end (2019: €900K).

### Note 3 - Cash and cash equivalents

The cash and cash equivalents are placed on current accounts or savings accounts. The total amount of €8,317K includes foreign currency in the amount of US\$55K (€45K). 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 2020 (0.0% in 2019).

### Note 4 - Reserves and funds

#### 4.1 Continuity reserve

(x 1,000 Euro)	31-12-2019	Withdrawal	Addition	31-12-2020
Continuity reserve	2,336	-	-	2,336

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 2020. This is just over seven months and falls well within the indicated range. As the risk levels have no significantly changed, the continuity reserve is kept at the same level as last year. 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 €5.4 million as per December 31, 2020.

**4.2 Reserve for financing assets**

(x 1,000 Euro)	31-12-2019	Withdrawal	Addition	31-12-2020
Reserve for financing assets	45	34	20	31

The reserve for financing assets matches the book value of the total 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)	31-12-2019	Withdrawal	Addition	31-12-2020
<b>Purpose</b>				
Capacity building	13	13	-	-
Projects	2,878	183	-	2,695
Strategic development	431	245	1,028	1,214
Fundraising Legacies	16	12	-	4
<b>Total earmarked reserves</b>	<b>3,338</b>	<b>453</b>	<b>1,028</b>	<b>3,913</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.

**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.

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 €783K was added to the reserve. In the coming year, this reserve will be invested in: strategic and organisational development, private fundraising and programme development.

**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. The remaining €4K of this reserve will be spent in 2021.

**4.4 Earmarked funds**

(x 1,000 Euro)	31-12-2019	Withdrawal	Addition	31-12-2020
<b>Purpose</b>				
Children eye care Irian Jaya	6	-	-	6
Children eye care Africa	64	-	-	64
Interest to be spent on objective:	3	2	-	1
<b>Total earmarked funds</b>	<b>73</b>	<b>2</b>	<b>-</b>	<b>71</b>

For the funds for Children eye care Irian Jaya and Africa relevant projects have been identified under the Wash & Learn programme. The amounts are expected to be fully spent in 2021.

**Note 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 nil at year-end 2020 (2019: €77K). Most of our contracting is currently done on an annual commitment basis.

**Note 6 - Other liabilities and accruals**

(x 1,000 Euro)	31-12-2020	31-12-2019
Accounts payable	592	306
Current account Stichting NFICH and ZIEN	6	5
Accrued vacation hours	43	43
Accrued holiday allowance	103	107
Accrued audit fees	96	121
<b>Total</b>	<b>840</b>	<b>582</b>

All other liabilities and accruals are due within one year.

**Note 7 - Deferred income**

(x 1,000 Euro)	31-12-2020	31-12-2019
Government grants	2,549	5,348
Other projects	430	526
<b>Total</b>	<b>2,979</b>	<b>5,874</b>

In 2020 the deferred income from government grants decreased to €2,549K. More income was recognised than factually received. Further information on deferred income from government grants is provided in note 11.

### Note 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, 2020.

SUBSIDY (x 1,000 Euro)	WASH SDG	OLHF
Grant received from:	MoFA	EU
Programme period	1-7-2017 till 31-12-2022	1-1-2019 till 31-12-2023
Lead of the alliance	Simavi	n.a.
Total grant amount for the alliance	59,000	-
Grant amount for Simavi	p.m.	5,000
Total amount received upto 2019	23,682	997
Received in 2020	9,852	789
<b>Total amount received upto 2020</b>	<b>33,534</b>	<b>1,786</b>
Total amount still to be received	25,466	3,214
To be received after determination of total grant amount	590	500

**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 up to 2020 for the WASH SDG consortium is in total for all parties €33,534K.

**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 WASH SDG (€3,129K), WASH First (€626K) and EU OLHF (€2,251K) 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 €6,005K at the end of 2020 (2019: €6,775K).

Additionally, for other programme contracts, where contracts depend on conditions yet to be met, off balance sheet commitments exist in the amount of €734K (2019: €329K).

Simavi is located at rented premises. The rent amounts to €81K 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 six-months notice period, and can be extended year by year. The total obligation amounts to €81K, due within one year.

### Notes to the cash flow statement

The cash position of Simavi has decreased by an amount of €2,741K in 2020. This decrease resulted from a negative cash flow from operational activities of €2,721K (2019: €3,295K negative). This mainly stems from the decrease of deferred income: from €5,874K last year, to €2,979K at year-end 2020. 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.

### Note 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 €1,828K which is slightly lower than in 2019 (€1,927K), but in line with expectations. The income from legacies and bequests amounted to €737K (2019: €755K). Income from legacies and bequests is not budgeted given the uncertainty of this type of income.

### Note 10 - Income from lottery organisations

In 2020, Simavi received €900K as a contribution from the Dutch Postcode Lottery. This unearmarked contribution is made under a multi-year conditional commitment.

### Note 11 - Income from government subsidies

The income from government subsidies in 2020 amounted to €9,297K (2019: €10,450K) which is €561K lower than budgeted. The latter is resulting from lower level of activities than expected. In 2020, the income from the Dutch Ministry of Foreign affairs for alliance partners amounted to €14,067K (2019: €8,116K). These funds are directly transferred to the consortium partners of the Golden Line and WASH SDG alliances. The increase is due to the timing of receipt and transfer of these funds and an additional, unbudgeted, amount for the WASH First program (€4,197K).

The table below gives an overview of the grants received and income accounted for from the Dutch Ministry of Foreign Affairs and the European Union.

(x 1,000 Euro)	31-12-2019		2020			31-12-2020	
	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	-	172	-	356	-	184	-
Watershed	-	500	280	837	-	57	-
WASH SDG	-	2,617	9,852	3,323	9,533	387	-
WASH First	-	-	6,000	399	4,197	-	1,404
GUSO & GUSO Flex	-	489	972	1,265	-	-	196
Golden Line	-	159	728	751	337	201	-
MTB Flex	-	147	130	104	-	-	173
MTB	-	443	827	1,155	-	-	115
Ritu & Extension	139	28	133	22	-	-	-
OLHF	-	510	789	957	-	-	342
Other	47	283	197	128	-	14	319
<b>Total</b>	<b>186</b>	<b>5,348</b>	<b>19,908</b>	<b>9,297</b>	<b>14,067</b>	<b>843</b>	<b>2,549</b>

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, GC\_1000, Her Wash, 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.

### Note 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 2020	Budget 2020	Actual 2019
Income from foundations	339	479	652
Income from schools (Walking for Water, Koningssspelen)	15	140	147
Income from other fundraising organisations	-	-	191
<b>Total</b>	<b>354</b>	<b>619</b>	<b>990</b>

The income from Walking for Water is much lower than budgeted as the event was cancelled due to the COVID-19 restrictions. Also the Income from foundations is lower than projected. Foundations have been reluctant in making new commitments, presumably due to the pandemic.

### Note 13 - Spent on objectives

(x 1,000 Euro)	Actual 2020	Budget 2020	Actual 2019
Objective: Awareness raising	1,159	1,122	1,254
Objective: Simavi programmes	9,809	11,054	11,177
Objective: Paid to alliance partners	14,067	9,149	8,116
Objective: Advocacy	178	124	216
<b>Total spent on objectives</b>	<b>25,213</b>	<b>21,449</b>	<b>20,763</b>

The actual expenditure on objectives in 2020 is €4,450K higher than last year, and €3,764K higher than budgeted. The difference is mainly caused by higher payments of alliance members, due to timing of receipt and transfer of the funds. At the same time the own programme expenditures were somewhat lower due to delays caused by the pandemic.

#### 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 2020	Budget 2020	Actual 2019
Total spent on objectives	25,213	21,449	20,763
Total income raised	27,550	22,644	23,265
<b>Spending percentage</b>	<b>91.5%</b>	<b>94.7%</b>	<b>89.2%</b>



The percentage expenditure on objectives of total income in 2020 is 91.5%, as compared to 89.2% in 2019 and 94.7% as budgeted. The higher percentage in 2020 is mainly resulting from the increase of expenditure and income as indicated above. Corrected for the effect of payments to alliance partners, the spending ratio is 82.7% in 2020 (83.5% in 2019). As a percentage of total expenditure, the expenditure on objectives amounts to 93.4% (2019: 92.0%).

**Note 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 lower at 3.8% (2019: 4.6%). This increase is mainly reflecting the increased income level. The amount of expenditure in 2020 was in line with budget.

(x 1,000 Euro)	Actual 2020	Budget 2020	Actual 2019
Costs of generating funds	1,049	1,082	1,078
Total Income raised	27,550	22,644	23,265
<b>Percentage cost of generating funds</b>	<b>3.8%</b>	<b>4.8%</b>	<b>4.6%</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.

**Note 15 - Management & administration costs**

(x 1,000 Euro)	Actual 2020	Budget 2020	Actual 2019
Management & administration costs	729	742	729
Total expenditure	26,991	23,273	22,570
<b>Percentage management &amp; administration costs</b>	<b>2.7%</b>	<b>3.2%</b>	<b>3.2%</b>

The management & administration costs are in line with 2019 and budget. As a percentage of the total expenditure, the costs are lower at 2.7%, again due to the higher level of total expenditure.

**Independent auditors costs**

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

(x 1,000 Euro)	Actual 2020	Budget 2020	Actual 2019
Audit of the Financial Statements	79	69	80
Audit contracts institutional donors	59	55	51

The amounts for the audit contracts institutional donors are allocated to the programmes were applicable. Seven contracts of institutional donors required audited reports in 2020 (2019: eight).

**Note 16 - Total Expenses**

Expenditure (x 1,000 Euro)	Objective			Generating Funds	Management & administration	Total 2020	Budget 2020	Total 2019
	Awareness raising	Programmes	Advocacy					
Grants and contributions	-	21,761	-	-	-	21,761	17,877	17,122
Publicity and communication and outsourced work	738	127	77	581	-	1,523	1,745	1,917
Staff costs	378	1,785	91	420	568	3,242	3,138	2,992
Accommodation costs	18	83	4	20	26	151	147	143
Office and general expenses	21	101	5	24	129	280	298	334
Depreciation	4	19	1	4	6	34	68	62
<b>Total</b>	<b>1,159</b>	<b>23,876</b>	<b>178</b>	<b>1,049</b>	<b>729</b>	<b>26,991</b>	<b>23,273</b>	<b>22,570</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.

## Note 17 - Staff costs

(x 1,000 Euro)	Actual 2020	Budget 2020	Actual 2019
Salaries in the Netherlands	2,378	2,352	2,272
Social insurance premiums, insurances	447	399	413
Costs of pension facilities	160	174	125
Other staff costs	257	213	182
<b>Total</b>	<b>3,242</b>	<b>3,138</b>	<b>2,992</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 2019, and somewhat over budget. The latter is due to the increase of social security premiums and the costs of replacement staff.

The development of the number of staffing is as follows:

Average number of persons employed	Actual 2020	Budget 2020	Actual 2019
In Dutch office	51.3	51.0	46.9
In Indonesia office	2.4	4.0	5.3

In average number of FTE's	Actual 2020	Budget 2020	Actual 2019
In Dutch office	47.1	46.6	42.7
In Indonesia office	2.4	4.0	5.3

**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 (until September 2020)
Vera Arnoldus	Member of the supervisory board (since March 2021)
Joyce Browne	Member of the supervisory board (since January 2020)
Willem van de Put	Member of the supervisory board
Hans Valkenburg	Member of the supervisory board
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 425-450 points, indicating a maximum full-time gross salary of €124,142 (excluding remuneration payable in future). The 2020 maximum individual executive remuneration according to the WNT for development cooperation organisations is €189,000.

In 2020, the managing director, Ms Ariette Brouwer, received a gross salary, including holiday allowance, of €107,548 (2019: €103,946). 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 2020 employer's contribution to the pension scheme of the managing director amounted to €14,201 (2019: €11,696). Allowances for expenses are only granted based on actual costs incurred, and contain no remuneration elements. Simavi does not provide lease cars. In 2020, the managing director received an untaxable commuting allowance of €1,301 and an untaxable telephone allowance of €300.

Remuneration Executives (WNT-format) (x 1 Euro)	2020	2019
<b>Name: A.D. Brouwer, Managing Director</b>		
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	189,000	181,000
<b>Total remuneration</b>		
Remuneration	107,548	103,946
Taxable expense reimbursements	-	-
Remunerations payable in future	14,201	11,696
<b>Total remuneration</b>	<b>121,749</b>	<b>115,642</b>

Remuneration Executives (GDN-format) (x 1 Euro)	2020	2019
<b>Name: A.D. Brouwer, Managing Director</b>		
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	99,728	96,328
Holiday allowance (8%)	7,820	7,618
<b>Remuneration</b>	<b>107,548</b>	<b>103,946</b>
Pension scheme paid by employer	14,201	11,696
<b>Total remuneration</b>	<b>121,749</b>	<b>115,642</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 2020 and previous years.

#### Remuneration of Simavi's goodwill ambassadors

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

#### Note 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)	Individual giving	Legacies and Corporate bequests	Lottery organisations	Government subsidies	Other non-profit organisations	Other	Total income	
2015	954	749	235	1,595	15,959	853	57	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
2020	1,828	737	367	900	23,364	354	-	27,550

Individual giving has shown a gradual increase over the years. 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. This income has been exceptionally high in 2020 due to the WASH SDG and WASH-First programmes, which Simavi is leading.

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. Some recovery was realised in 2019. However, in 2020, we again see a marked drop in this income. Presumably, the latter is linked to the pandemic. 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 2020, is €559K 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 83 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 2020.

Amsterdam, May 7, 2020

Executive board	Supervisory board
Ariette Brouwer	Michiel de Wilde (chair) Vera Arnoldus 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 2020. 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 2020

#### Our opinion

In our opinion, the financial statements of Stichting Simavi ('the organisation') give a true and fair view of the financial position of the organisation as at 31 December 2020, 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 2020 of Stichting Simavi, Haarlem.

The financial statements comprise:

- the balance sheet as at 31 December 2020;
- 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 2020. 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 'Wet toezicht accountantsorganisaties' (Wta, Audit firms supervision act), 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 regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

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

In accordance with the Audit protocol WNT 2020 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 requirements 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);
- Annex: 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.

### 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.

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As part of the preparation of the financial statements, the executive board is responsible for assessing the organisation'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 organisation 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 organisation's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the Organisation'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, 3 June 2021  
PricewaterhouseCoopers Accountants N.V.

M. van Dijk RA

This document is electronically signed by:  
*M. van Dijk*



## **Appendix to our auditor's report on the financial statements 2020 of Stichting Simavi**

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 2020, 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 organisation'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 organisation'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 organisation 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.

WASH SDG	
<b>Donor</b>	Dutch Ministry of Foreign Affairs
<b>Consortium partners</b>	Simavi (consortium lead) for WASH Alliance International (WAI), SNV, Plan International Netherlands, partners: Amref, Akvo, RAIN, WASTE, IRC WASH, Wetlands, PRACTICA, RUAF
<b>In-country partners</b>	All partners from the Bangladesh WASH Alliance, Nepal WASH Alliance and the Uganda WASH Alliance
<b>Description</b>	The WASH SDG programme responds to the Dutch commitment to contribute to Goal 6 of the 2030 Agenda for Sustainable Development (SDG 6). Its aim is <i>an improved WASH situation for all</i> by sustainably improving access to, and use of, safe drinking water for at least 450,000 people and sanitation for at least 2 million people, and improving 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 to 2016.
<b>Overall goals</b>	<p>The WASH SDG programme is built on three core strategic objectives:</p> <ul style="list-style-type: none"> <li>increased demand for improved WASH facilities and practices through improved behaviour change interventions;</li> <li>improved quality of service provision, leading to increased availability and affordability of WASH products and services, which contributes to sustainable and equitable access to WASH;</li> <li>strengthened WASH governance and institutional framework in the sector, leading to efficient and effective delivery of inclusive and sustainable WASH services, which contributes to sustainable and equitable access to WASH.</li> </ul> <p>Gender and social inclusion will be an area of specific attention in each of the three strategic objectives in addition to climate vulnerability and resilience.</p>
<b>Period</b>	6 years (2017–2022)
<b>Progress 2020</b>	<p>In all the countries where the WASH SDG programme is being implemented, the effects of Covid-19 and the corresponding lockdown measures were clearly noticeable. In this context and despite the challenges, Consortium partners noted important progress in their sub-programmes (15) in all three pathways indicated above. This included:</p> <ul style="list-style-type: none"> <li>a positive attitude and behaviour change in many of the communities, resulting in improved sanitation and hygiene practices;</li> <li>an increase in the demand for WASH products and services and greater interest and involvement from WASH entrepreneurs and enterprises to provide these products and services;</li> <li>greater coordination and collaboration between the local authorities and different stakeholders.</li> </ul> <p>Some 2020 highlights from the WAI sub-programmes in Bangladesh, Nepal and Uganda in which Simavi has a lead role:</p> <ul style="list-style-type: none"> <li>In Uganda, a Covid-19 response was implemented to raise awareness through radio broadcasts and vehicles with megaphones on the importance of handwashing, facial masks and social distancing as prevention for Covid-19. A platform for Women Entrepreneurs in WASH (WEWASH) was started to support female entrepreneurs.</li> <li>In 2020, the WAI Bangladesh partners continued advocating improved WASH governance. As a result, eight new WASH desks were set up in four municipalities and nine Unions. In addition, five municipal government authorities and three Unions have allocated a segregated WASH budget for women and socially excluded people.</li> <li>In Nepal, water quality labs have been set up to test water quality and ensure safety.</li> </ul> <p>In 2020, the programme had an active community of practice that regularly discussed WASH programming from a gender equality and social inclusion approach. Finally, the programme invited organisations to present innovative proposals on the theme ‘WASH in healthcare facilities’. Three projects were approved and will be implemented in 2021–2022.</p>

WASH SDG		Bangladesh		Nepal		Uganda		Overall	
Level	Indicator description	Result 2018-2020	Target Full programme	Result 2018-2020	Target Full programme	Result 2018-2020	Target Full programme	Result 2018-2020	Target Full programme
Output	1. Number of people trained (e.g. entrepreneurs, community members, staff from institutions and local partners)	2,355	1,816	7,175	3,139	3,922	3,745	13,452	8,700
	2. Number of people present at direct awareness raising activities	94,087	54,500	43,199	22,774	35,832	33,387	173,118	110,661
	3. Number of studies/ mappings done	59	20	22	8	45	46	126	74

WASH First	
<b>Donor</b>	Dutch Ministry of Foreign Affairs
<b>Consortium partners</b>	WASH Alliance International (WAI) partners Simavi, AMREF, SNV, Plan International Netherlands
<b>In-country partners</b>	WASH Alliance Kenya (WAK), Kenya Water and Sanitation Civil Society Network (KEWASNET), Kenya Water for Health Organization (KWAHO), Neighbours' Initiative Alliance (NIA), Water and Sanitation Entrepreneurs Association (WASEU), HEWASA Programme – DSSD Caritas Fort Portal, Joint Effort to Save The Environment (JESE), IRC Uganda
<b>Description</b>	On 10 July 2020, Ms Sigrid Kaag, Dutch Minister for Foreign Trade and Development Cooperation, informed the Dutch parliament that €150 million would be assigned to support the response to the Covid-19 pandemic and the socioeconomic consequences in the most vulnerable countries. Six million euros were allocated to the Netherlands WASH SDG Consortium, with the aim to prevent further spread of Covid-19 in marginalised countries through awareness raising and improved access to WASH services.
<b>Overall goals</b>	<p>The overall goal of WASH First programme is <i>the promotion of health-related hygiene practices to prevent further spread of Covid-19 in at-risk countries through awareness raising and improved access to WASH services</i>. The programme will focus on specific objectives for high at-risk and most marginalised populations:</p> <p><b>Result 1:</b> enhanced understanding of individuals, communities, health workers, schools and WASH service providers about mitigation measures against Covid-19 transmission;</p> <p><b>Result 2:</b> population at risk of Covid-19 have sufficient and constant access to commodities and consumables (handwashing facilities, disinfection equipment, soap, hygiene kits, including menstrual health products and personal protective equipment (PPE));</p> <p><b>Result 3:</b> population at risk of Covid-19 have safe (considering safeguarding and security) access to water and sanitation services through the construction of new and repair of non-functional water and sanitation facilities or through temporary/mobile water supply and services.</p>
<b>Period</b>	1 September 2020 to 30 November 2021
<b>Progress 2020</b>	The programme started in September 2020. The first months focused on the start-up of the programme and getting the agreements in place. Despite some challenges related to flooding and political unrest in Uganda and strikes in Kenya, the set targets were mainly achieved.

WASH First		Ghana			Uganda		
Level	Indicator description	Baseline 2020	Result 2020	Target Full programme	Baseline 2020	Result 2020	Target Full programme
Output	# of people that are reached through mass media	0	200,000	1,000,000	0	96,513	27,1015
	# of people trained on COVID transmission reduction	0	127	200	0	290	13,143
	# of WASH providers supported on safe supply and provision	0	52	30	0	10	425
	Total # of people provided with soap, disinfection equipment	0	0	20,000	0	750	48,500
	# of people that are reached directly with awareness raising activities	0	109,300	400,000	0	23,400	92,900
	# of soaps, disinfection equipment provided directly to people	0	0	6,700	0	100	3,370
	Total # of at Risk Population who are provided with PPEs	0	470	2,350	0	0	7,140
	Amount of PPE that have been provided directly to people	0	1,280	6,400	0	0	5,260



More Than Brides	
<b>Donor</b>	Dutch Ministry of Foreign Affairs
<b>Consortium partners</b>	Save the Children Netherlands (lead), Oxfam Novib, Population Council
<b>In-country partners</b>	in Malawi: Girls Empowerment Network Malawi (GENET) and Youth Net and Counselling (YONECO); in India: Voluntary Health Association of India (VHAI), Network for Enterprise Enhancement and Development (NEEDS), Child in Need Institute (CINI) and Bihar Voluntary Health Association (BVHA)
<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 programme United Against Child Marriages (UACM) in India and Malawi.
<b>Overall goals</b>	<ol style="list-style-type: none"> <li>Empower at risk and already married adolescents, girls in particular, with life skills education (LSE), CSE and SRHR information.</li> <li>Provide alternatives to child marriage and mitigate the impact on married girls by improving access to education, economic opportunities and child protection systems for girls and their families.</li> <li>Increase access to SRHR services for young people.</li> <li>Change social norms; challenging harmful customs, traditions, norms and practices, is crucial in preventing child marriage.</li> <li>Influence 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 2020</b>	Despite Covid-19 disruptions, the fifth and last year of the MTBA sub-programmes in India and Malawi showed solid implementation; the intended results were achieved and visible effects were shown. Sub-programmes were also wound down and closed, with a focus on end-line reporting, learning and knowledge harvesting, the production of thematic reports for the MTBA final report to the Ministry and an evaluation of youth engagement. Adolescent girls are now able to interface with government and the media, participate in community-based decision-making forums and platforms, fight against gender-based violence and reach out to other girls’ groups. Girls’ lives have changed 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 more sensitive to gender inequality issues and the malpractice of child marriage, while the community mindset on the value of the girl child has improved. Child protection committees are reformed and youth-friendly services and women’s desks at police stations have been established.

More Than Brides		India			Malawi			Overall		
Level	Indicator description	Baseline	Result	Target	Baseline	Result	Target	Baseline	Result	Target
		2016–2020	2016–2020	2016–2020	2016–2020	2016–2020	2016–2020	2016–2020	2016–2020	2016–2020
Impact	% girls that were married before 18 <sup>1</sup>	16%	4%	–	11%	4%	–	14%	4%	–
	% girls who know and can tell the legal minimum age at marriage for girls	62%	81%	–	44%	60%	–	53%	71%	–
Outcome	% of girls in school	58%	64%	–	62%	82%	–	60%	73%	–
	# documented cases of mediation for girls at risk of and affected by child marriage by Child Protection Committees, facilitated by the project	–	352	–	–	591	–	–	943	–
	# of these cases which resulted in a satisfying response for the girls concerned, in the reporting period	–	308	–	–	479	–	–	787	–
	# of girls who can convince their parents to delay a marriage	–	1250	–	–	813	–	–	2063	–
Output	# of boys and girls trained by the project on SRHR, CM, communication skills	–	36,004	35,860	–	3,397	3,032	–	39,401	38,892
	# of youth groups formed	–	1,679	1,545	–	259	248	–	1,938	1,793

1. Result for Malawi not available yet

Get Up Speak Out (GUSO)	
<b>Donor</b>	Dutch Ministry of Foreign Affairs
<b>Consortium partners</b>	Rutgers (lead), IPPF, Choice, Aidsfonds, Dance4Life
<b>In-country partners</b>	Instituta Hak Asasi Perempuan (IHAP), Kisumu Medical Education Trust (KMET), Centre for the Study of Adolescence (CSA), ACK Development Services (ADS), Tropical Institute of Community Health and Development (TICH), Northern Sector Action on Awareness Centre (NORSAAC), Savana Signatures, Hope for Future Generations (HFFG), Centre for Alternatives for Victimized Women and Children (CAVWOC), Presbyterian Health Innovative Projects Office (PHIP), Youth Net and Counselling (YONECO), SRHR Alliance Uganda
<b>Description</b>	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.
<b>Overall goals</b>	<i>All young people, especially girls and young women, are empowered to realise their SRHR in societies that are positive towards young people's sexuality.</i>
	<p><b>Outcome 1:</b> Strengthened and sustainable alliances comprehensively address the SRHR of young people, including sensitive issues.</p> <p><b>Outcome 2:</b> Empowered young people increasingly voice their rights.</p> <p><b>Outcome 3:</b> Increased utilisation of comprehensive SRHR information and education by all young people.</p> <p><b>Outcome 4:</b> Increased utilisation of quality and youth-friendly SRHR services that respond to the needs and rights of all young people.</p> <p><b>Outcome 5:</b> Improved social, cultural, political and legal environment for gender-sensitive, youth-friendly SRHR.</p>
<b>Period</b>	5 years (2016–2020)
<b>Progress 2020</b>	<p>This was a different year as we phased out our activities and brought the programme to an end. In the spring the rise of Covid-19 globally impacted our work, particularly within schools and communities. However, as many of our partners are services providers and community health organisations they were able to continue operating, but with a shift to Covid-19 response alongside the SRHR services. Despite everything, GUSO closed having fulfilled its goals and commitments. Teams worked with independent evaluators to measure the impact of their efforts and with each other to forge new relationships and plans for the years to come. Results show that in the five years of the programme we reached 4.2 million people with SRHR education and information, 7 million SRH services were provided to young people and over 144 million people were reached by social media campaigns.</p> <p>As in previous years, in Indonesia, Kenya, Malawi and Uganda Simavi had a lead role in strengthening country alliances. We provided 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 programme. All of these alliances have ambitions for the future and many have successfully received additional funding for continued programming beyond 2020.</p>

Get Up Speak Out (GUSO)		Ghana		Indonesia		Kenya	
Level	Indicator description	Result 2016-2020	Target 2016-2020	Result 2016-2020	Target 2016-2020	Result 2016-2020	Target 2016-2020
Output	# Young people reached with (comprehensive) SRHR information	73,365	41,827	3,863	570	174,875	170,410
	# Service providers who have been trained in Youth Friendly Services (YFS)	1,081	671	111	50	447	290
	# SRH services provided to young people (except condoms) <sup>1</sup>	111,139	79,060	3,780	5,100	875,128	229,400
	# People reached by campaigns and (social) media	211,395	74,392	2,283,439	728,500	5,100,925	699,100
	# People structurally involved in the implementation of the programme at community level (for example youth groups, CBOs, peer educators) <sup>2</sup>	2,735	1,095	611	167	1,672	1,205
	# Young people reached with (comprehensive) SRHR education	20,718	9,000	918	700	111,669	81,480

Get Up Speak Out (GUSO) – continued		Malawi		Uganda		Overall	
Level	Indicator description	Result 2016-2020	Target 2016-2020	Result 2016-2020	Target 2016-2020	Result 2016-2020	Target 2016-2020
Output	# Young people reached with (comprehensive) SRHR information	255,331	332,500	129,719	48,000	637,153	593,307
	# Service providers who have been trained in Youth Friendly Services (YFS)	160	73	309	402	2,108	1,486
	# SRH services provided to young people (except condoms) <sup>1</sup>	793,163	311,013	517,396	389,330	2,300,606	1,013,903
	# People reached by campaigns and (social) media <sup>2</sup>	5,280,282	1,765,000	3,529,889	604,904	16,405,930	3,871,896
	# People structurally involved in the implementation of the programme at community level (for example youth groups, CBOs, peer educators)	1,702	5,418	2,036	2,554	8,756	10,439
	# Young people reached with (comprehensive) SRHR education	110,828	125,750	0	–	244,133	216,930

1. Service uptake was higher than expected and youth access to services increased in most countries.
2. Targets were set conservatively and were overachieved in all countries through online campaigns with large reach.

Our Lives, Our Health, Our Futures	
Donor	European Union
Consortium partners	Bangladesh Nari Progati Sangha (BNPS)
In-country partners	Progressive, Hill Flower, Taungya, Weave, Ananya, Gram Unnayan Sa, Tahzingong, Zabarang, Khagrapur Mahila Kalyan Samity, Trinamul Unnayan Sangstha
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 indigenous peoples). 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 designed to support and empower indigenous women and girls to live their lives with dignity and without violence.
Overall goals	<p><i>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.</i></p> <p><b>Specific objectives:</b></p> <ol style="list-style-type: none"> <li>Local CSOs have strengthened their technical, methodological, financial and administrative capacity to effectively respond to the SRHS needs of young women and adolescent girls and foster their rights to live free from violence, coercion and discrimination.</li> <li>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 from violence, coercion and discrimination.</li> </ol>
Period	5 years (2019–2023)
Progress 2020	The key activities in the communities started in 2020. Girls' clubs were set up throughout three regions of the CHT, with over 12,000 girls participating. Local CSOs hosted participatory workshops for local leaders, mothers of the girls and related men and boys. These groups engaged them in discussion about sexual health and reproductive rights and gender-based violence in relation to the young girls and women in their lives. Emphasis was maintained on supporting the local organisations with women-centred programming, finance and programme management to ensure success and quality of the programme. Covid-19 led to the communities being in lockdown for six months. Some delays and changes took place to ensure the safety of all participants and the distribution of PPE and other supplies.

Our Lives, Our Health, Our Futures		Bangladesh		
Level	Indicator description	Baseline*	2019-2020	Target 2019-2023
Impact	% of women who were married or in a union before age 15 in the Chittagong Hill Tracts (SDG 5.3.1)	3	–	remain <5%
	% of women who were married or in a union before age 18 in the Chittagong Hill Tracts (SDG 5.3.1)	19	–	14%
	% of women aged 15-49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care in the Chittagong Hill Tracts (SDG 5.6.1)	17	–	Increase
	Public awareness regarding SRHR and GBV	3 out of 4	–	4 out of 4
	Influence on the public agenda on SRHR and GBV	2 out of 4	–	3 out of 4
	Existence of a local network of CSOs and partners for the protection assistance and promotion of adolescent girls and young women's rights in the Chittagong Hill Tracts	2 out of 4	–	3 out of 4
Outcome	% of girls that report using MHM friendly toilets	47	–	TBD
	% of girls that report using re-usable sanitary pads	3	–	50%
	Number of reported incidents of GBV	681	681	50% increase
	% of women and girls that report having used SRHR services in the past 6 months	33	33	TBD
Output	# of advocacy and stakeholder meetings organised by local partners	–	3	15
	# 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 local CSOs trained on SRHR, GBV and MH (WASH) thematic areas	–	10	10
	# of female mentors trained	–	300	300
	# of girls' clubs established	–	294	300
	% of young women and girls that are regularly involved in girls clubs	–	74	70
	# of women that participated in sessions	–	10,225	11,963
	# of men and boys that participated in sessions	–	9,181	22,076
	# community, traditional and religious leaders participated in sessions	–	341	445
	# of women and girls whom have received guidance and GBV clinical and psychosocial response	–	234	TBD
	# of meetings to advocate to reduce violence against women at home, address idleness of men at home, increase trust level towards community	–	53	110
	# of banners/posters to advocate to reduce violence against women at home, address idleness of men at home, Increase trust level towards community	–	3,961	4,010
	# of videos/recordings to advocate to reduce violence against women at home, address idleness of men at home, Increase trust level towards community	–	5	94
	# of villages where leaflets/banners/posters were distributed that include contact details of service providers and are shared with community people, especially women	–	199	241
	# of leaflets/banners/posters that were distributed and include contact details of service providers and are shared with community people, especially women	–	3,421	5,480

\* Baseline values from 2019-2020. Progress will be measured in 2021.

Watershed – Empowering Citizens	
<b>Donor</b>	Dutch Ministry of Foreign Affairs
<b>Consortium partners</b>	IRC WASH, Wetlands International, Akvo
<b>In-country partners</b>	Hope for Future Generations (HFFG), Kenya Water and Sanitation Civil Society Network (KEWASNET), Kenya Water for Health Organization (KWAHO), Neighbours' Initiative Alliance (NIA), HEWASA Programme – DSSD Caritas Fort Portal, African Civil Society Network for Water and Sanitation (ANEW), Development Organisation of the Rural Poor (DORP), Wateraid Bangladesh, Gender & WASH Alliance (GWA)
<b>Description</b>	Strategic partnership under the 'Dialogue and Dissent' policy framework of the Dutch Ministry of Foreign Affairs, focused on capacity building of local CSOs in the area of policy influencing.
<b>Overall goals</b>	<p>The long-term objective is <i>improved governance of the WASH sector, responsive to the interests of marginalised groups.</i></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> <li>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.</li> </ol>
<b>Period</b>	5 years (2016–2020)
<b>Progress 2020</b>	In this final year of programme, the high capacity, flexibility and resilience of our CSO partners enabled them, despite the Covid-19 challenges, to exceed the planned results. They were able to use their increased capacity to ensure that the Covid-19 response activities reached all target groups.

Watershed – Empowering Citizens		Bangladesh			Ghana			Netherlands		
Level	Indicator description	Result 2016-2019	Result 2020	Final result	Result 2016-2019	Result 2020	Final result	Result 2016-2019	Result 2020	Final result
Impact	DD1 # of laws, policies and norms, implemented for sustainable and inclusive development	5	5	10	6	4	10	0	–	0
	DD2 # of laws, policies and norms/ attitudes, blocked, adopted, improved for sustainable and inclusive development	8	5	13	13	6	19	1	–	1
Outcome	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	74	83	157	18	12	30	2	–	2
	DD4 # of advocacy initiatives carried out by CSOs, for, by or with their membership/constituency	34	29	63	13	6	19	7	–	7
	DD5 # of CSOs with increased L&A capacities <sup>1</sup>	3	1	4	10	3	13	0	–	0
Output	DD6 # of CSOs included in SPs programmes <sup>2</sup>	30	11	41	121	40	161	0	–	0

- The indicator has been adjusted to only contain the implementing partners under Simavi in the Watershed programme.
- The result has been adjusted for double counting and the final result is the number of CSOs that has worked with the Watershed programme throughout the programme life cycle.

SEHATI	
<b>Donor</b>	Embassy of the Kingdom of the Netherlands, Indonesia
<b>In-country partners</b>	Yayasan Plan International Indonesia (YPII), Yayasan Dian Desa (YDD), Yayasan Rumsram, Yayasan Masyarakat Peduli NTB, CD Bethesda YAKKUM, Yayasan Kopernik, IRC WASH
<b>Description</b>	<p>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 and food safe storage,</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 programme 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 2020</b>	<p>During 2020 the capacity of local government stakeholders to lead the implementation of STBM was expanded. This capacity includes developing budget and plans for WASH, conducting effective hygiene promotion, monitoring, evaluation and village verification. Access to sanitation and hygiene facilities in the communities was increased through community triggering, and private sector sanitation service delivery was improved.</p> <p>The social inclusion approach has led to special attention to women living with disabilities, resulting in special toilets related to their needs. Additionally, we integrated menstrual health within STBM to support social entrepreneurship and the empowerment of women and to reduce solid waste. We collaborated with the Perfect Fit initiative from early 2019 in Manggarai Barat and Lombok Utara and from 2020 in Yayasan Kopernik. Kopernik established a production of hub for reusable pads in Labuan Bajo.</p> <p>In September 2019 SEHATI extended implementation to the districts of Lombok Utara (Lombok) and Manggarai Barat (Flores). This extension was granted by the Dutch Embassy in Indonesia following two big earthquakes on the island of Lombok in mid-2018 to guarantee a clear exit strategy in all districts by mid-2020. A study was conducted on safely managed sanitation to inform local government on how to move forward from improved to safely managed sanitation after the SEHATI programme ends and to contribute to the SDGs (2030). Despite the challenges presented by Covid-19 we were able to hand over the programme to the Government of Indonesia in August 2020.</p>

SEHATI		Indonesia			Netherlands		
Level	Indicator description	Baseline 2016	Result 2016-2020	Target Full programme	Baseline 2020	Result 2020	Target Full programme
Output	# of people trained in 5 pillars of STBM at all level (district, sub-district and village level)	–	3,928	–	–	1947	–
	# 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	76	102	227	–
	# of women working for 5 pillars of STBM at all level (district, sub-district and village level)	–	2,351	–	31	1,040	–
	total amount of communities' contribution for 5 pillars of STBM	–	0	–	–	–	–
Outcome	total amount of governments' contribution for 5 pillars of STBM (district, sub- district and village level)	325,954	8,994,019	15	–	7,127,726	–
	# of health centres with improved drinking water and sanitary facilities	584	844	–	–	–	–
	# of people living in open defecation free communities	69,041	210,223	–	–	–	–
	# 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 using safe water	473,121	531,809	–	–	–	–
	# of students/pupils with improved sanitary facilities in schools	94,833	117,121	–	–	–	–
	# of villages declared open defecation free	18	89	131	–	–	–

The Golden Line	
Donor	Dutch Ministry of Foreign Affairs
Consortium partners	Solidaridad, Healthy Entrepreneurs
In-country partners	Women's Promotion Centre (WPC), Hama cha Uzazi na Malezi bora Tanzania (UMATI), Presbyterian Relief Services and Development (PRS&D), Hope for Future Generations (HFFG)
Description	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.
Overall goals	The overall objective is to <i>economically empower women in artisanal and small-scale gold mining communities in Ghana and Tanzania.</i>  <b>Specific objectives:</b> 1. improved working conditions for women within gold mines; 2. increased abilities to engage in economic activities for women in mining communities.
Period	5 years (2016–2020)
Progress 2019	Despite the Covid-19 pandemic, 1,704 women in mining communities were provided with access to savings and loan facilities, business skills training and SRHR information and services. In addition, Simavi partners engaged more than 1,600 men to raise their awareness on gender equality, SRHR and gender-based violence. The end-term evaluation conducted in 2020 concluded that the Golden Line had succeeded in creating many opportunities for women in and around artisanal and small-scale gold mining communities in Ghana and Tanzania. It also mentioned that the Golden Line operated as an integrated programme in a complex context on many issues in different very pragmatic and intelligent ways.

The Golden Line		Ghana			Tanzania			Overall	
Level	Indicator description	Baseline 2016	Result 2016-2020	Target 2016-2020	Baseline 2016	Result 2016-2020	Target 2016-2020	Result 2016-2020	Target 2016-2020
Outcome	% women engaged in economic activities	82	99	90	68	93	85	96	88
	% women that feel supported by their environment to engage in economic employment	65	92	80	62	84	80	88	80
	% increase in uptake of SRH services and products <sup>1</sup>	–	90	30	–	61	30	75,5	30
	Users' satisfaction rate of SRH services	6,7	8	7,5	5,8	7,4	7	7,7	7
	% of SRHR facilities that increased their compliance to (national) quality standards	–	100	75	–	76	75	88	75
	% of people who find it acceptable for women to decide on use contraceptives	49	72	–	31	34	–	53	–
	% of women with increased financial security	–	81	65	–	68	55	74,5	60
	% of women that experience an increase in joint decision-making in financial household decisions <sup>2</sup>	–	98	60	–	73	50	85,5	55

The Golden Line (Continued)		Ghana			Tanzania			Overall	
Level	Indicator description	Baseline 2016	Result 2016-2020	Target 2016-2020	Baseline 2016	Result 2016-2020	Target 2016-2020	Result 2016-2020	Target 2016-2020
Outcome	# of policies and standards under revision to become more women-friendly	0	1	–	0	1	–	2	–
	# of policies and standards that have been revised or developed that support a more conducive environment for women's economic empowerment	0	0	–	0	0	–	0	–
	# of civil society organisations (CSO) with stronger capacity to advance women's rights and gender equality	0	4	4	0	4	4	8	8
Output	# women that attended EA\$E groups	0	2,970	4,500	0	1,588	1,080	4,558	5,580
	# of women that regularly attended or participated in women's group	0	2,760	3,600	0	1,394	864	4,154	4,464
	# of EA\$E groups that have increased their share value (return on investment) <sup>3</sup>	0	119	180	0	46	48	165	228
	# of loans taken <sup>4</sup>	0	1,747	900	0	8,978	270	10,725	1,170
	# men who participated in EA\$E/EMAP <sup>5</sup>	0	2,022	5,400	0	1,075	2,165	3,097	7,565
	% of men who can list at least 3 measures related to women health needs and rights	0	93	70	0	89	70	91	70
	# of women who successfully completed basic health and business management training	0	3,743	4,500	0	1,424	1,080	2,584	2,790
	# of community members (disaggregated by gender) who attended sensitization meetings on gender equality and women's health needs and rights <sup>6</sup>	0	11,828	2,250	0	13,887	270	25,715	2,520
	# of multi-stakeholder dialogues	0	86	56	0	30	63	116	119
	# of events and dialogues organised to lobby and advocate for women-friendly policies and standards	0	135	–	0	46	–	181	–

1. all health facilities saw a gradual increase, but some health facilities also improved their recordkeeping of uptake of services, which may have boosted the figures.
2. This indicator improved beyond expectation.
3. At midterm, we decided to establish less groups than planned. However, still more than 80% of the groups increased their share value, which was the target (228 out of 285 groups).
4. Instead of taking occasional large loans, women were stimulated to take small loans and repay them quickly. This increased the effectiveness of the savings groups.
5. It proved to be challenging to engage men, with additional efforts their attendance increased over time, but we were not able to engage all.
6. Community sessions attracted bigger audiences than expected.

Making the Most of What We Know (MMWWK)	
<b>Donor</b>	Dutch Ministry of Foreign Affairs
<b>Consortium partners</b>	Save the Children Netherlands (lead), Oxfam Novib, Population Council
<b>In-country partners</b>	Child marriage organisations in nine countries: Bangladesh, Ethiopia, India, Malawi, Mali, Nepal, Niger, Pakistan and Uganda
<b>Description</b>	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 and social innovation labs.
<b>Overall goals</b>	<ol style="list-style-type: none"> <li>1. Systematically unlock lessons learned from implementation and research on how social norms about female sexuality impact child marriage and conduct girl-led research to create new insights on young role models.</li> <li>2. Produce an interconnected set of public resources, including learning briefs, pathways of change with assumptions and a fact sheet 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, policymakers and donors.</li> <li>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 the LEF, local organisations can tap into the support they need to more effectively design and implement interventions, and thus contribute towards achieving the Alliance’s objectives.</li> </ol>
<b>Period</b>	23 months (August 2019 to June 2021)
<b>Progress 2020</b>	During 2020 Simavi launched the Spark Fund, an online small grant mechanism. Three calls were issued for proposals exploring the link between adolescent sexuality and child marriage. The use of a participatory grant making model meant that in-country experts and adolescent girls assessed the grant proposals and decided which ones to fund. In total, they awarded 21 learning exchange grants. This financing enabled at least 33 organisations to create spaces where the viewpoints and perspectives of more than 800 community members could be heard. The effect was to amplify voices that are often unheard and overlooked in the child marriage sector, including those of traditional leaders, religious leaders, parents, adolescent girls and boys, and girls’ networks as well as community officials including mayors, teachers, birth registrars and health workers. The focus on community knowledge, social norms and institutions such as initiation schools and fertility testing, and the decisions and response of community members, including backlash to programmes and positive deviance (e.g. role model parents), has given the child marriage sector much greater insight into how communities see the issue. This flags where we need to know more in order to improve our programming. Among the interesting insights gained are that child marriage is not just a girl issue, but one that affects boys as well, that parents are key stakeholders who need to be focused on more, and that the issue of girls’ choice is a problem that needs to be unpacked more fully – in particular as it relates to love, marriage and elopement in Asia and transactional sex in African contexts. Findings are being documented into a trends and tendencies paper and deeper dives into key issues will be made in 2021.

Kapilvastu	
<b>Donor</b>	Simavi own funds and Hike for Health
<b>In-country partners</b>	Kapilvastu Integrated Development Services (KIDS), Society for Local Integrated Development Nepal (SOLID Nepal)
<b>Description</b>	The Nepal Learning Programme pilots new ways of achieving the Simavi mission as described in our Theory of Change. Its main focus is on implementing inclusive interventions to help disadvantaged women to practice hygienic behaviour during pregnancy and during safe delivery – at home and at the health facilities.
<b>Overall goals</b>	<p>The programme has two main goals:</p> <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 projects.</li> </ul>
<b>Period</b>	3 years (2018–2021)
<b>Progress 2020</b>	The Covid-19 restrictions have had a serious effect on progress during 2020. For a large part of the year the local partners were not able to visit the villages and women’s groups. During the full lockdown the social mobilisers had frequent phone communication with the pregnant women who were nearing delivery, providing support to them and their family members to ensure they gave birth at birthing centres. During the second half of 2020 small meetings with a maximum of six people become possible so we still managed to hold 1,036 meetings with 567 pregnant and 1,578 lactating women. We registered 185 new participants for the women groups. Household visits were intensified and 807 households with 6,002 family members were reached. This led, among other things, to the construction by households of 60 new toilets. Information, education and communication materials and methods have been adapted to the Covid-19 situation (radio messaging, wall paintings). It was reported by the local partners that all births in the area were done with the assistance of skilled birth attendance, even during the lockdown period. The assessment of the health facilities was finalised and placenta pits and waste disposal facilities were provided.

Kapilvastu		Nepal		
Level	Indicator description	Baseline 2018	Result 2018-2020	Target Full programme
Outcome	% women practicing healthy and hygienic behaviour during and after pregnancy and delivery <sup>1</sup>	11	–	80
	% women who can make their own informed decision regarding their health and the health of their baby	65	–	80
	% households with functional and improved WASH facilities	31	–	80
	% women with resources available for hygienic pregnancy and safe delivery	24	–	80
Output	# women's groups active	–	40	40
	# women participating in groups	–	2,145	2,280
	# wards with active WASH committee	–	4	4

1. Outcomes will be measured in 2021.

Ritu	
<b>Donor</b>	Embassy of the Kingdom of the Netherlands, Bangladesh
<b>Consortium partners</b>	RedOrange, Netherlands Organisation for Applied Scientific Research (TNO)
<b>In-country partners</b>	Bangladesh Nari Progati Sangha (BNPS) and Development Organisation of the Rural Poor (DORP)
<b>Description</b>	The programme aims to structurally improve the health, well-being around menstruation and social and economic participation of women and girls.
<b>Overall goals</b>	Improved menstrual health of girls from 10 to 15 years old in Bangladesh.
<b>Period</b>	4 years and 4 months (2015–2020)
<b>Progress 2020</b>	In August 2019 the Ritu programme entered a six-month costed extension period focused on sustaining the programme activities. In Netrokona, a total of 109 meetings were organised with various stakeholders, such as School Management Committees, teachers, education officers and community members, on sustaining the menstrual health lessons and maintaining the toilets that have been built. The Menstrual Health Management (MHM) Platform held several meetings and successfully lobbied for the inclusion of menstrual health in the school curriculum and the development of a national MHM strategy. Two trainings on evidence informed advocacy and outcome harvesting were facilitated for members of the MHM Platform. In addition, steps were taken to ensure the handover of the Ritu communication and social media materials to the Government of Bangladesh and NGOs.

Ritu		Bangladesh	
Level	Indicator description	Result 2016-2020	Target 2016-2020
Outcome	# of NGOs and CSOs that participated in training that have increased knowledge on MHM	40	30
	# of schools with better sanitation facilities for girls	89	89
	MHM platform members advocated on their own initiative for MHM model to <# and list of> relevant representatives of government	6	–
	% increase of MHM platform members actively engaging in platform meetings	29	100
	# of MHM platform members that are able to formulate concrete evidence/ harvested outcomes / best practices that can be used to carry forward advocacy related to MHM	15	15
Output	# CSOs and NGOs trained on advocacy regarding MHM	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	9,230	14,000
	# school girls and boys participated in interactive MHM sessions	49,056	80,411
	# teachers participated in interactive MHM sessions	595	1,000
	# teachers trained on MHM and facilitation skills	1,000	1,000
	# of refresher meetings/trainings on MHM friendly toilets with schools	178	178
	# of meetings on sustained MH lessons/information provision, # of meetings on sustained MH lessons/information provision	32	32



PROPOPI	
Donor	Fonds Duurzaam Water
Consortium partners	PDAM Kota Bandung, VEI Dutch Water Operators and Delft University of Technology (TU Delft)
Description	The Bandung water company, PDAM, faces challenges in keeping up with and improving water services for the rapidly growing population and many areas are poorly served or not served at all. Poorer groups in the population are often left without adequate water services. Simavi is responsible for Result 3, on community awareness and participation.
Overall goals	The overall goal is to improve water supply in Bandung with a focus on increasing access to safe water for low-income households (masyarakat berpenghasilan rendah – MBR) and providing 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.
Period	4 years (2018–2021)
Progress 2020	<p>Simavi conducted several activities in 2020, including translating the baseline analysis report from English to Bahasa Indonesia for perusal by PDAM. This report was based on the survey for selecting the first batch of 582 potential beneficiaries (MBR) and locations. PDAM Tirtawening has not made a final decision on the issue of a connection fee for MBR households already surveyed by Simavi in the Tegallega service area.</p> <p>Due to Covid-19 related travel bans, the scheduled Gender Equality and Social Inclusion training-of-trainers for PDAM and PROPOPI partners could not take place. We did manage to develop supplementary guidelines for customers of the PDAM’s water safety plan, which Simavi has been coordinating with the Ministry of Health to obtain its perspective and inputs.</p> <p>Tirta Gemah Ripah, the West Java provincial bulk water provider, was expected to finally start supplying water to the Tegallega supply area of PDAM Tirtawening Kota Bandung, but no bulk supply was realised by the end of 2020. The delay in the supply of water by the provincial bulk water supply company TGR to PDAM Tirtawening seriously affects the installation of new house connections. The fact that the actual supply has proven to be a moving target has been one of the main reasons for Simavi to decide to become a ‘silent partner’. Our dedicated deliverables cannot be achieved as long as the problem with water availability has not been resolved.</p>

The Perfect Fit Transition to Scale	
Donor	Stichting Merk Biologisch Plus, Stichting Valleï, Schmalhausen
In-country partners	Kopernik
Description	Perfect Fit TTS is being implemented in Labuan Bajo, West Manggarai, Indonesia. In its second period, Perfect Fit aims to scale up implementation to include urban areas in Java and Bali and so reach more women and girls, and to break the taboo and stigma around menstruation by providing an alternative menstrual product to women and girls that is affordable and sustainable. Perfect Fit breaks the silence of menstrual health (MH) and SRHR culture by providing education and knowledge. It enables women and girls to understand their natural menstruation process, empower them in daily activities and eventually achieve equality. Female local tailors manufacture the reusable pads and local agents promote MH knowledge to women and girls.
Overall goals	<p>The programme has three main goals:</p> <ul style="list-style-type: none"> <li>• scale up the production and distribution of reusable menstrual pads in Indonesia;</li> <li>• become an independent business with and improve the business model;</li> <li>• further build social marketing strategies to promote the product and provide information on MH and SRHR, with the ultimate aim of breaking the taboo surrounding menstruation and increase the uptake of SRHR services.</li> </ul>
Period	1 year (2020–2021)
Progress 2020	The first Perfect Fit initiative was successfully closed at the end of September 2019 in one regency in Manggarai, Indonesia. The production and distribution model is sustainable and our end-line study showed 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 working within our SEHATI programme, we set up another production and distribution unit in a new regency, Labuan Bajo, West Manggarai. In the new production hub we trained ten female local tailors from diverse backgrounds, including muted woman, survivors of domestic violence and some incredible housewives who have produced more than 10,000 pads since 2020. Additionally, there are more than 50 women and men engaged as menstrual health agents to support menstrual health education and the distribution of reusable pads to the community in the regency. Currently, Perfect Fit is turning into a social enterprise led by local women in Indonesia to scale up the education services and menstrual products to other regencies, such as Java and Bali island. Furthermore, UNICEF is keen to collaborate with us in integrating the deployment of the period tracker app (Oky app) to support the education of menstrual health and hygiene for women and girls in Indonesia.

The Perfect Fit Transition to Scale		Indonesia		
Level	Indicator description	Baseline 2018	Result 2018-2020	Target
Outcome	% of women that have a high level of MH knowledge	17%	59%	47%
	% of women that practice health-seeking behavior when experiencing pain or discomfort in relation to MH	8%	19%	21%
	# of (Perfect Fit) pads distributed	0	25,120	33,000
Output	# of people reached with education campaign	–	109,066	33,000
	# of pad distributors trained	–	158	106

Mama-na-Mwana	
<b>Donor</b>	UNICEF Tanzania
<b>In-country partners</b>	Hama cha Uzazi na Malezi bora Tanzania (UMATI)
<b>Description</b>	This project builds on an ongoing initiative of UNICEF in Tanzania: a mobile platform called Mama-na-Mwana for pregnant women and new mothers to provide feedback on the services they received (antenatal care, delivery, postnatal care), in line with the health policy. UNICEF have piloted this platform and now want to improve the system and use the data for social accountability. The project uses a scoring card and community dialogues to improving services and operates in two entire regions (Mbeya and Njombe in South Tanzania), in 13 districts and more than 215 health facilities.
<b>Overall goals</b>	To enhance adoption and use of the Mama-na-Mwana feedback platform.
<b>Period</b>	3 years (2018–2020)
<b>Progress 2020</b>	Due to the Covid-19 restriction introduced in March 2020, a three month contract extension was granted and, due to unforeseen circumstances related to organisational issues at the local partner, a further three month extension to 30 November 2020 was arranged. During the entire project period, a total of 25,710 mothers were enrolled in the Mama-na-Mwana platform and 84.4% of those completed the Mama-na-Mwana survey. A total of 188 community dialogues took place and a total of 20,169 people participated in Mama-na-Mwana community dialogues, including 768 community leaders, 458 healthcare workers and 18,943 community members. Action plans were agreed to address the issues identified from the community dialogues. The platform and its use were presented and discussed with the relevant government departments at national and regional levels and they showed an interest in adopting the system as it focuses on community social accountability. Further follow up will be done by UNICEF Tanzania.

GC_1000 (Check2Gether Ghana)	
<b>Donor</b>	EU (Horizon 2020)
<b>Consortium partners</b>	Netherlands Organisation for Applied Scientific Research (TNO) (Lead), Academic Hospital Leiden (LUMC) Free University Brussel (Belgium), Group Care Global (US), City University Of London (UK), University Of Cape Town (South Africa), Action for Mothers and Children (Kosovo), Perisur (Surinam), Presbyterian Church of Ghana Health Service (PHS/PCG, Ghana)
<b>Description</b>	GC_1000 strategies integrate group care into antenatal and postnatal health systems for the first 1,000 days. Strategies and tools are built from lessons learned in demonstration sites in seven countries. Simavi will integrate Check2Gether (C2G) with group antenatal care by training midwives in Ghana to implement the C2G mobile diagnostic kit. This kit aims to give women in rural remote areas access to quality antenatal care services. It contains a testing kit to ensure early diagnosis of high risk pregnancies.
<b>Overall goals</b>	Co-create and disseminate evidence-based implementation strategies and tools to support successful implementation and scale-up of group care in the first 1,000 days in health systems throughout the world, with particular attention to the needs of vulnerable populations.
<b>Period</b>	4.5 years (2020–2024)
<b>Progress 2020</b>	In close collaboration with TNO and the Presbyterian Church of Ghana Health Service, Simavi made good progress in having the devices available for the Check2Gether backpack. The instruction videos for the Check2Gether devices have been developed and are almost final. In addition, we helped to develop the Data Protection Management Protocol, in line with EU General Data Protection Regulation and national policy in Ghana, to be submitted to the ethical committee at the beginning of 2021. Since the C2G backpack is part of the group care model in Ghana, Simavi formulated questions to be included in the research, from the baseline to the evaluation.

Give Wings to our Girls (Mulanje)	
<b>Donor</b>	Diorapthe, Stichting Zien, Dutch Foundations
<b>In-country partners</b>	Hygiene Village Project (HVP) and Girls Empowerment Network Malawi (GENET)
<b>Description</b>	Mulanje is a pilot WASH-SRHR nexus project. HVP implements the WASH component, consisting of upgrading the water supply and construction of gender-sensitive toilets, including wash-rooms for girls. GENET focuses on the SRHR component, menstrual health and comprehensive sex education. The project is being implemented in six schools from Chambe Zone in TA Nkanda and the surrounding villages.
<b>Overall goals</b>	The project aims to reduce school dropout among girls aged 10–16 years through adoption of menstrual hygiene management practices, utilisation of SRH information and services and improved WASH in school and surrounding communities. The integrated WASH-SRHR programme between the two partners seeks to make girls aged 10–16 years better prepared for their future and to improve the position of women and girls.
<b>Period</b>	3 years (2018–2021)
<b>Progress 2020</b>	Despite the challenges associated with the Covid-19 pandemic, the two partners managed to conduct a number of activities in the project areas. Women’s economic groups were trained in income generating activities, including sewing of sanitary napkins, masks, cloths and bags, which generates income and enables them to become more independent and provide for their families. Awareness of menstruation, sexuality, child marriage and the Covid-19 pandemic was raised through music, dance and theatre in schools and communities. Borehole rehabilitation and water quality testing at four schools provided access to clean and safe water, and six 4-holed VIP latrines and urinals, with three menstruation-friendly girls’ latrines, were built in schools at Chiwambo, Nogwe and Pasani.

Give Wings to our Girls (Mulanje)		Malawi			
Level	Indicator description	Baseline 2019	Result 2019-2020	Result 2020	Target Full programme
Output	# of people reached by campaigns to increase awareness of importance of sexuality education and hygiene	0	43,700	14,200	50,000
	# of people trained on providing SRHR and WASH information	0	360	0	192
	# of school health clubs established and trained	0	93	6	6
	# of schools with MHM friendly WASH facilities	0	18	3	6
	# of women who are trained to produce and sell washable sanitary napkins and provide information about SRHR and hygiene	0	96	30	60
Outcome	# of reported average missed school days per month (for girls who have reached menarche)	–	0	–	–
	% increase of menstrual hygiene and SRHR knowledge of pupils	90%	0	–	100%
	% of girls (from the ones who use) satisfied with washable sanitary napkin (affordability, accessibility, quality, availability, acceptability)	50%	0	–	–
	% of girls that drop out of school	7%	0	–	–
	% of girls that perceive improved attitudes towards MHM from their environment	–	80	–	100%
	% of girls that use school toilets for changing pads during their menstruation	0	0	–	2400
	% of menstruating girls that use washable sanitary napkins (for girls who have reached menarche)	11%	0	–	70%
	Average profit made from production and sale of washable sanitary napkins	–	0	–	–

Access to Sanitation and Hygiene for all (ASHA)	
Donor	Dopper
In-country partners	SEBAC
Description	ASHA operates in Nepal's Sindhupalchowk and Dolakha Districts of Nepal, where the 2015 earthquakes damaged many of the water supply systems and public infrastructure, resulting in widespread hardship and challenging conditions for public health and socioeconomic development. The project increases sustainable access to WASH. About 90% of housing construction has been completed and the development of adequate infrastructure now gives 82% of the population access to water. The target group of this programme are the most left behind Dalit and Janajati communities, with a focus on women and girls.
Overall goals	To improve access to and the quality of drinking water, improve sanitation status and hygiene behaviour, local governance and maintenance of WASH facilities, and empower local women and socially excluded groups.
Period	January 2020–December 2022
Progress 2020	<p>After a period of tight lockdowns and travel restrictions, SEBAC Nepal has resumed its activities related to ASHA, including the baseline study (which was planned for March, but could not be done due to Covid-19). All the water schemes have been finalised in cooperation with the Safaa Paani programme. The ASHA project has increased access to water. A total of 49 drinking water supply schemes have been either built or renovated: 5 new, 31 major renovations and 13 minor renovations.</p> <p>In view of the increase in external natural influences (the programme was initially started after the major earthquake, and currently Nepal is facing major flooding challenges), the programme takes the insurance component of the water schemes into account. Also, the programme is still working on the women-centred approach in WASH, which has led to women feeling more empowered beyond their role in WASH. The ASHA Programme coordinator is part of the Young Expert Programme, where talents working in water outside of the Netherlands are being coached. Two online organisers to replace the on-site training in The Netherlands.</p>

Access to Sanitation and Hygiene for all (ASHA)		Nepal		
Level	Indicator description	Baseline 2020	Result 2019-2020	Target
Outcome	% of people using water from the water schemes	27%	–	50%
	% of HHs with a water point within 20minutes walk from HHs	88,25%	–	95%
	# of government people participated in Mwater training	0	–	20
	# of WUCs trained and adopted plan of action on FIETS	0	–	10
	% of mothers using soap after toilets and before eating food	20%	–	60%
	% people in community used improved latrine at HH level	96,85%	–	98%
	% of HH where both men and women take financial decisions jointly in the family	67,38%	–	75%
	% of respondents' women in the family participate in the WASH meeting	62,91%	–	80%
	% of people gained WASH messages in program area	n/a	–	80%
	% increase in income for women from productive use of water	n/a	–	60%
Output	1.1.1 Construction/ renovation / rehabilitation of DWSS	0	49	56
	1.1.2 No. of water quality test conducted	0	5	2
	1.2.1 Facilitate users committee to establish Operation and Maintenance (O&M) Fund	0	5	3
	1.2.2 Training to Water users committee and VMWS related to construction (pre, during and post) work/GESI/Record keeping of status of DWSS using Mwater App , financial transaction and water safety plan	0	15	3
	1.3.1 Mobilisation of WUSC and VMW for sustainability of DWSS /Sanitation messages in their respective communities	0	0	6
	1.3.2 Orientation/Training to Health Person on WASH	0	0	16
	1.4.1 Mobilisation of ward level women network through Palika level/ Municipality level women network members through mass meeting	0	17	51
	1.4.2 Mobilisation of FCHV to orient mothers groups/ adolescents girls through mass meeting to promote sanitation and behaviour change in pesence of field staff	0	9	51
	1.5.1 Organize the mass awareness campaigns and WASH days celebrations i.e., toilet day, water day, handwashing day and rally, exhibitions, fairs, street drama etc.) in each district through mobilisation of FCHV /ward tole committee and field staff in participation of concerned palikas	0	5	6

# Simavi

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