

Yayasan
Humanis
dan Inovasi
Sosial

Affiliated with

Hivos
people unlimited

SEEDING *Change*

Strategic Plan
2022 – 2026

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January 2022

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SEEDING *Change*

Yayasan Humanis dan Inovasi Sosial (Foundation for Humanism and Social Innovation) was established on 20 August 2018 as a local spin-off of the Southeast Asia hub of Hivos Stichting the Netherlands. In this document the foundation will be indicated as YH, which stands for Yayasan Hivos. Localisation of the Southeast Asia hub of Hivos was a logical step in the trajectory to more autonomy for Hivos' regional offices, where the SEA hub is playing a pioneer role. The localisation was also deemed appropriate considering the socio-economic and political context, including the limiting policies towards international NGOs. As a local organisation YH has more liberty to execute its mandate, both from a programmatic as well as an organisational perspective.

This first Strategic Plan 2022-2026 presents the organisational and programmatic strategies of YH in the process of becoming a full-fledged and independent local NGO. It reflects the ambitions of the organisation and describes how it will become financially resilient and sustainable.

Hivos has agreed with YH to provide special support in the secession period between 1 April 2021 and 31 December 2023 as set out in a cooperation agreement. The purpose of this support is to ensure that YH meets its

ambitious targets while releasing itself from Hivos Global Office in a responsible way. Expectedly, after 2023 a limited number of donor obligations will have to be taken care of by Hivos until the projects concerned are ended. The relations between YH and Hivos will remain warm and continued collaboration is foreseen.

This document describes the vision and mission, core programme areas and strategies of the newly established YH for our programs in Southeast Asia. It stresses our commitment to supporting empowered rightsholder groups¹—women, girls, and marginalized groups including people with disabilities, LGBTIQ+ groups, indigenous communities, youth, and elderly people—to develop their individual and collective capacities to drive change, engage with other stakeholders to co-create solutions to persistent social problems, and hold governments and powerholders at all levels of society to account. The strategy is closely aligned to that of Hivos, with which YH continues to be affiliated. It also aligns with the 2030 agenda including the SDGs and the principle of Leave No One Behind.

¹ Rightsholders are individuals or groups that hold rights in relation to specific duty-bearers. While all people are rightsholders, there are often specific groups whose rights are not fully realised, respected or protected. These tend to include women, girls and marginalized groups including those cited in the text.

• UKM Kesetaraan
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 • Forum Alumni SF mainstream isu KS

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Pembangunan Kolektif & MUDA

PROSES PERMEN PPKS

JARINGAN ORGANISASI Mahasiswa yg semakin luas

Interseksional /su

SEKOLAH FEMINIS

TANTANGAN

Perumusan Agenda Perubahan di kampus yang partisipatif

Manajemen Program
 Mitigasi:
 → Prioritas kampanye pol org
 → Prioritas SF
 → proses SOP manajemen organisasi

Transfer Pengetahuan
 mitigasi:
 → Referensi Materi feminis
 → proses SOP manajemen pengetahuan

Jaringan tingkat dosen
 mitigasi:
 Mengintegrasikan dengan pengorganisasian SF

MAHARDHIKA



Part A: The Power of *Change*

YH works across Southeast Asia to support and empower vulnerable and marginalized groups and individuals—including women, girls, people with disabilities, LGBTIQ+, indigenous communities, youth, and elderly people—to claim their rights and hold governments and other powerholders to account. We work on the three main areas of Gender Equality, Diversity, and Inclusion (GEDI), Civic Rights in the Digital Age and Climate Justice. Our programs currently focus mainly on Indonesia, the Philippines and Timor-Leste.

The Covid-19 pandemic has taken a heavy toll on lives, economies, and societies across Southeast Asia. It also exposed the high levels of inequality across the region, as poor and marginalized members of society have borne the brunt of the impacts from the pandemic. Lockdowns hit those whose livelihoods depend on the informal sector hardest, making it difficult for them to meet their basic needs. It was also associated with higher rates of gender-based violence against women and LGBTIQ+ people, and domestic abuse of children. Vulnerable and marginalized groups including the elderly, people with disabilities, and those in high-risk jobs also faced greater health risks, and many suffered poor access to healthcare.

While Covid-19 led to a steep decline in economic growth across Southeast Asia, in 2021 the major economies began to bounce back. However, the benefits of economic growth and development are not being shared equitably across societies. Despite a slew of stories about poverty reduction and the rise of the middle class, income inequality across the region remains high. Basic services including health and education are poor, particularly outside urban centers. Vulnerable and marginalized groups, including LGBTIQ+ people, migrant workers, or indigenous people, also face discrimination and exclusion from public services.

Development has also come at an unacceptably high environmental and social cost. Governments across the region prioritize economic development, infrastructure and do not pay sufficient attention to the environmental, social, and health impacts. As recent progress reports by the Economic and Social Commission for Asia and the Pacific show, the Southeast Asia region is making little progress and even going backwards on many Sustainable Development Goals (SDGs), including on clean energy, climate action, responsible consumption and production, and life on land and below

water. Deforestation, loss of biodiversity, hazardous levels of air pollution, the hollowing out of the countryside, the destruction of rural livelihoods, and the pauperization of indigenous communities are just some of the consequences.

Southeast Asian countries are set to be among the worst affected by climate change, with severe consequences for millions of people in the region. According to the sixth IPCC assessment report, the region will suffer from rapidly rising sea levels, extreme heat, and frequent heavy rain. Nineteen of the 25 cities most affected by a one-meter sea-level rise are in Asia, and seven are in the Philippines. Jakarta and Bangkok will also be very badly affected. Sea level rise and cyclone risks in coastal regions, together with unpredictable heavy rains in some areas and drought in others, will threaten the livelihoods of millions and require major investment in adaptation and mitigation. It is critical that solutions are not imposed in a top-down manner, but that those most affected have voice and agency in developing and implementing policies and programs to address the causes and impacts of climate change.

Gender Equality, Diversity and Inclusion are core issues for our programs. Multiple overlapping factors contribute to exclusion and discrimination at all levels of society, including sexism, racism, anti-LGBTIQ+ phobia, ableism, and ageism. In all countries, women, girls and LGBTIQ+ people face high levels of domestic violence, sexual harassment, bullying and hate speech. Conservative and religious groups exert a

strong influence on public attitudes and on the development of discriminatory laws and regulations. Through our programs, YH supports marginalized rightsholders, including women, girls, people with disabilities, LGBTIQ+, indigenous communities, youth, and elderly people, to address the causes and consequences of exclusion and marginalization.

Promoting civic rights is also a key issue for YH. Fighting to expand or push back against restrictions on civic space is a never-ending battle. While Thailand and Myanmar have recently experienced military coups, democracy and civic rights are under threat across the region due to populist authoritarianism and the spread of social conservatism and militant nationalism. Powerful state and non-state actors commit human rights violations with impunity, corruption and abuse of power are widespread, and there are few effective mechanisms for transparency or accountability. CSOs, activists, human rights defenders, media, and journalists face increasingly difficult operating environments, including harassment by powerful actors. Despite its promise to connect people and support the spread of information, rapid digitalization has facilitated the spread of fake news and hate speech.

Promoting just and sustainable societies requires systemic change at all levels. In particular, YH believe that it requires active civil societies, where rightsholder groups are able to connect with each other, voice their demands, and join in developing solutions.

Vision, Mission and Core Values

Vision

The YH vision is one of gender equality, diversity, and inclusion. We envision just and sustainable societies in Southeast Asia, where diverse people and communities thrive and prosper together, have equitable access to resources, and are free from the threats of environmental degradation and climate change. In these societies, all citizens can exercise their rights and freedoms, join with others to make positive change, influence decisions that affect them, and hold those in power to account. Governments and powerholders in society will be open and accountable, respect and protect the rights of all, and work to address the causes of environmental and social injustice.

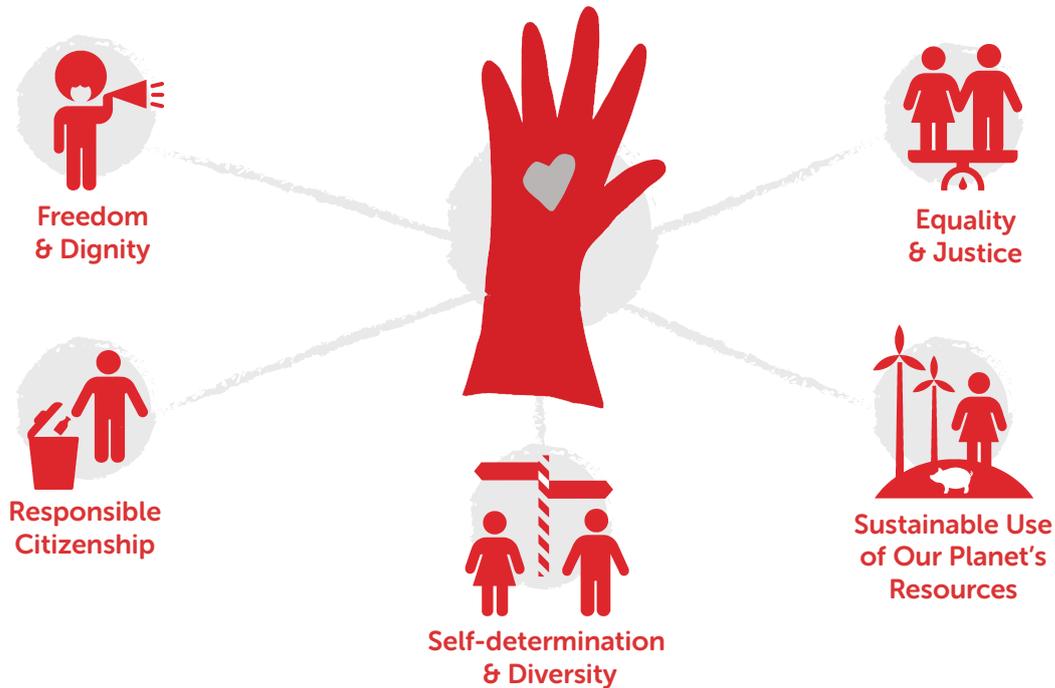


Mission

Our mission is to support rightsholders—women, girls, and marginalized groups, including people with disabilities, LGBTIQ+ groups, indigenous communities, youth, and elderly people—to develop their individual and collective powers to claim their rights and hold governments and powerholders at all levels of society to account in support of social and environmental justice. We help people find new solutions to persistent societal challenges of discrimination, inequality, abuse of power and unsustainable resource use. Engaging multiple stakeholders to develop innovative solutions to societal problems, working with allies and contributing to movements for change, and changing discriminatory public attitudes and norms are key elements in our strategies to end rights abuses and discrimination and bring solutions to scale.



Core Values



CORE VALUES

We believe that human life in its many forms is valuable; that all people deserve to achieve their full potential, while bearing responsibility for sustaining our natural environment. Living a life in freedom and dignity, with respect for each other and the planet, leads to greater individual well-being and fair, vibrant societies.

- **Freedom and Dignity**

Every human being has the right to live in freedom and dignity, regardless of their sexual orientation, ethnicity, religion or socio-economic position. People should have the freedom to believe what they want and be who they are, voice their opinions, and challenge and influence the established order

- **Responsible Citizenship**

People have rights as well as duties and responsibilities. We must respect and take care of other people, nearby and far away, and live life without damaging the common good, including nature.

- **Self Determination and Diversity**

People and communities should be able to make choices and decisions based on their own preferences and interests. Each individual is unique, and these individual differences are something to cherish and protect.

- **Equality and Justice**

People are not the same, but we are equal. We should be treated and treat others as such. Equality should be reflected in the way our social, economic and legal systems work.

- **Sustainable Use of Our Planet's Resources**

We only have one planet, with a rich but fragile biodiversity, and vast but finite resources. If we want current and future generations to prosper, sustainable use of the earth and living in balance with nature are paramount. We must move beyond reducing negative impacts and work actively to restore and preserve the environment, its biodiversity, and the planet's natural resources. The future of every living creature depends on this.



Strategies for *Change*

YH uses four main strategies for change. They reflect our commitment that rightsholder groups—women, girls, and marginalized groups including people with disabilities, LGBTIQ+ groups, indigenous communities, youth, and elderly people—should be the ones that drive change.

SUPPORT EMERGING LEADERS AND CHANGEMAKERS

YH works with emerging leaders of social change—progressive organizations and individuals at all levels whose new and courageous approaches to social problems engage and inspire others. These may include youth climate activists, journalists, women’s organizations, farmer’s unions, artists, or social entrepreneurs. We seek to work with trailblazing groups and individuals from the communities that we support, especially feminist and youth leaders. We support new and emerging leaders and groups, facilitate access to training, capacity building and resources for their work, help them connect with new allies, and develop wider networks to support their work.

FACILITATE CO-CREATION AND INNOVATION

Collective action by multiple stakeholders is essential for developing effective and scalable solutions to complex social challenges. YH helps to convene diverse actors—government bodies, service providers, businesses, investors, NGOs, community leaders and rightsholder groups—to develop shared understandings of social problems and formulate solutions that work and have the potential for scale. YH ensures that multistakeholder processes are inclusive and that rightsholders and their organizations have voice and agency in addressing the challenges that affect them. We help to secure and channel resources for innovative programs, monitor and evaluate the results, and document the lessons to inform future programs and policies.



CHANGE PUBLIC DISCOURSES AND ATTITUDES

Discriminatory norms and attitudes are root causes of the challenges that YH seeks to address. These often unspoken norms and attitudes color the way that people see the world and enable discrimination and rights abuses against marginalized groups. To make lasting change, we need to change how people view and act towards these groups. Changing public discourses and narratives—telling new kinds of stories in which rightsholders are humanized and empowered—is an important way to change people’s hearts and minds and enroll them as allies for change. We support women, girls, and marginalized groups to tell their own stories about their struggles and achievements, to communicate to the public in innovative ways, and to engage in dialogue with societal leaders as potential allies for change.

JOIN ALLIANCES THAT ADVOCATE FOR CHANGE

YH supports advocacy with government and other duty-bearing institutions at all levels of society to promote policies and practices that respect and promote the rights of women, girls, and marginalized groups. We build capacity and support rightsholders and their organizations to lead in developing coalitions and agendas for advocacy. We also participate in and where appropriate convene advocacy platforms and actions with like-minded allies.

Common to all our work is our core competence in program management and grant making, through which we enable communities, partner organizations and allies to access funding and support from donors to achieve their goals. We are committed to ensuring that rightsholders and their organizations have voice in the design, implementation, monitoring and evaluation of our programs. We also strive to ensure that the principles of gender equality, diversity and inclusion are recognized, represented, and respected in the staffing and procedures of the foundation and by our partner organizations.



Impact Areas

The programs of YH focus on three main thematic areas, where we work with others to promote positive change:

-  Gender Equality, Diversity and Inclusion (GEDI)
-  Climate Justice
-  Civic Rights in a Digital Age

We adopt a feminist and intersectional approach and strive to ensure that our programs are led by the perspectives of local rightsholders. We support collaboration and learning across our programs, partners, and with diverse stakeholders in the areas where we are working.



GENDER EQUALITY, DIVERSITY AND INCLUSION (GEDI)

INDONESIA

Civic space in Indonesia is increasingly under threat. New laws silence dissent and control civil society, while the state apparatus and conservative groups move to restrict or obstruct space for activism and civic engagement. Meanwhile, attacks on human rights defenders are growing in number and severity.

Gender and disability are prominent causes of exclusion, and discrimination based on sexual orientation, gender identity and expression is a compounding factor. Space for political participation in universities is shrinking for the lesbian, gay, bisexual, transsexual, and intersex (LGBTI) community. From 2016 to 2020, 22 LGBTI student organizations and discussions about LGBTI discrimination were banned.

Policies and laws are influenced by discriminatory perspectives. Some lawmakers in national and local legislatures are intent on promoting regulations that further discrimination, stigma, and criminalization. Recent examples include efforts to restrict the rights of women and LGBTI people in the Criminal Code and Family Resilience Bills. Socially conservative groups also block progressive legislation, such as the Anti-Sexual Violence Bill (RUU-PKS), which was first introduced in 2016.



The state focus on development excludes vulnerable and marginalized people. The controversial Omnibus Law on Job Creation to the House of Representatives and Coal and Mining Act are among the latest examples. The focus on productivity and development results in neglect and undermining of the rights of various groups. These include the elderly, who are considered unproductive, and indigenous communities and civil society movements that fight to protect natural resources.

The COVID-19 pandemic has led to further exclusion. Many lower income people lost

their sources of income and have struggled to meet their basic needs. Vulnerable groups such as the elderly, people with disabilities (PWDs), and people living with HIV also face increased health risks.

However, there are also several positive trends that YH seeks to build on. Rightsholder groups and CSOs increasingly have access to education, technology, and are developing greater capacity for campaigns and advocacy. This was evident in massive social media and street demonstrations by feminist activists and survivors of sexual violence in support of the Anti-Sexual Violence Bill. Rightsholder groups have also gained recognition and support from some government and private institutions. These include notably the National Commission on Violence Against Women, as well as several government departments that increasingly recognize the importance of addressing sexual violence.

PHILIPPINES

Democratic backsliding continues to occur in the Philippines, where the government has a poor track record in respecting human rights and democratic norms. As our research with

rightsholders verifies, civic space has been shrinking under the current government due to oppression, violence, and anti-poor directives. During the pandemic further restrictions were placed on civic space, exposing the most vulnerable rightsholders. The media was threatened for criticizing the government. Children were deprived of opportunities for learning and development and some endured abusive domestic environments under lockdown with little access to support.

Rightsholder groups, CSOs and engaged members of the public continue to push for rights and civil liberties, however. Reflecting a general trend during the pandemic, spaces for political participation and engagement have migrated online, especially through different social media platforms. Our surveys also show optimism from many civil society actors that, with persistence, political spaces can be opened for marginalized rightsholders. However, most still feel that they need further support to occupy such spaces. For this, CSOs need to continue to provide capacity strengthening for grassroots communities and engage them in advocacy activities that link them to the broader political sphere.



TIMOR-LESTE

Almost 20 years after independence, Timor-Leste continues to struggle with extreme rates of malnutrition, poor health outcomes, high levels of poverty, and low education and literacy rates. These problems are exacerbated by the country's stagnant and oil-dependent economy, political instability, inefficient government spending, and weak institutional checks on power. As Cyclone Seroja recently demonstrated, Timor-Leste is vulnerable to and poorly prepared for natural disasters. The impacts fall disproportionately on poor and vulnerable populations.

Covid-19 also hit Timor-Leste hard. Early in the pandemic, lockdowns caused hardship for the majority of the population that work in the informal sector and led to an upsurge in gender-based violence. Although the country initially controlled local transmission, the spread of the Delta variant in 2021 highlighted the country's poor health infrastructure and misinformation and distrust of the government.

The economic impacts of the pandemic underscored the importance of advocacy for a sustainable and just development path

for Timor-Leste. Huge losses in the country's Petroleum Fund (since recovered) and the fall in global oil prices highlight how important it is to prepare for the time that Timor-Leste can no longer depend on oil revenues. The pandemic's impacts have provided an opportunity to re-evaluate Timor-Leste's dependency on oil and gas, and to strengthen its commitment to expanding basic services, developing sustainable local economies, and adopting transparent and accountable governance.

AIMS

Our ambition is that rightsholder groups, including women, girls, people with disabilities, LGBTIQ+ groups, indigenous communities, youth, and elderly people, can gain recognition and respect for their rights by societal leaders, decision-makers and the wider public. We aim that the principles and practices of gender equality, diversity, inclusion, and intersectionality are widely understood, accepted, and incorporated into the policies and practices of government and societal institutions at all levels. Women, girls, and marginalized people and communities will be the main actors and focus of our programs and partnerships.





OUR APPROACH

Our Gender Equality, Diversity and Inclusion (GEDI) program has three main approaches:

- Supporting the development of inclusive and feminist leadership. We aim that rightsholders can develop inclusive and feminist leadership, collaborate with others to challenge harmful norms and practices, (re)claim civic space, gain access to services and resources, and advocate with powerholders to achieve their goals. We support emerging leaders and organizations to develop individual and collective capacities for leadership, access resources, build networks, and participate in knowledge exchange and dialogue.
- Promoting inclusive communities. We support rightsholder groups to create safe and inclusive spaces, to claim access to public services and resources, and to participate fully in public life at all levels, including in making decisions that affect them.
- Changing policies and practices to cultivate an enabling environment for rightsholders. We aim that powerholders

at all levels including policy makers, service providers, businesses, and societal leaders should adopt policies and practices that promote and protect the rights of women, girls, and marginalized groups. We prioritize community-led advocacy that is intersectional, gender responsive and inclusive, and facilitate networking and alliance building with like-minded organizations.

MAINSTREAMING GEDI

As well as being a core program area for YH, gender equality, diversity and inclusion principles and values are integral to all our work on climate justice and civic rights and in our administration and partnerships. GEDI will be reflected in the design, implementation, and evaluation of all our programs, and in our institutional policies, strategies and guidelines for partner selection, communications, administration, recruitment, and Human Resource management. We will establish and report on targets for GEDI mainstreaming in our programs, organization, and partnerships.

CLIMATE JUSTICE



While the richest people and the most industrialized nations are the biggest emitters of greenhouse gases (GHG), the poorest and most vulnerable bear the brunt of the climate crisis. For example, women in rural areas, who have a negligible carbon footprint, might face hours of walking to collect water because of drought. Or when crops fail, they may be at greater risk of food insecurity if men and children are prioritized for food. Indigenous communities who are the best guardians of the forest often lose their land to corporations who contribute tenfold to GHG emissions. These are just a few of many examples of injustice that is experienced by vulnerable populations due to unjust climate policy.

Our climate justice program seeks to protect the integrity of nature, increase the resilience of impacted communities, and ensure that the most impacted communities are at the

center of decision making. Our three main target countries, Indonesia the Philippines and Timor-Leste are highly vulnerable to climate change. Coastal areas will be hit by sea level rise, extreme weather and coastal erosion, which will affect the livelihoods of rural communities and those living in coastal towns and cities. Climate change is also forecast to lead to more extreme weather, including unpredictable heavy rains as well as more extreme heat and droughts. This will create major challenges for agriculture and food security in rural communities.

In terms of Government commitment, Indonesia and the Philippines government have pledged to reduce emissions and submitted National Determined Contribution (NDC) targets. As a small nation with little contribution to global emissions, Timor-Leste does not have an NDC target but commits to



various measures to reduce emissions. The governments have committed to enhance access to climate financing, technological development and transfer, and capacity building but also assert they cannot be the main source of climate funding due to financial limitations and therefore need contribution from the private sector in climate-related projects.

The governments of all three countries are looking at solutions to reduce vulnerability to climate change impacts, responding to climate change and managing risks, enhancing capacity in communities and sustainability of ecosystem services, and enhancing engagement of stakeholders of all levels in building climate resilience. As outlined in the Paris Agreement, Indonesia and the Philippines are also committed to uphold gender

equality and indigenous rights. Further, they acknowledge that meaningful participation of women, youth, children, faith-based and vulnerable groups are important in their fight against climate change.

AIMS

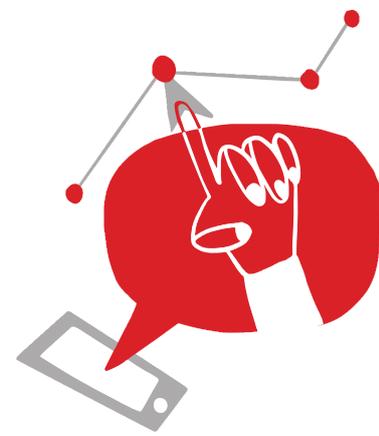
The aim of our climate justice program is that the groups most affected by climate change, including women, youth, indigenous people, farmers, fisherfolk, and persons with disability, are resilient and empowered to lead climate action. Our ambition is that empowered rightsholder groups are at the center of climate actions, policies, and programs, working with other stakeholders at local, national, and international levels to identify and implement just and equitable solutions and holding powerholders to account.



OUR APPROACH

- Promoting leadership and voice. We support rightsholders, including women and youth, to develop individual and collective capacities to lead climate action as innovators, facilitators, and advocates of climate solutions at the local, national, and global levels. This includes gaining access to resources, capacity building, networking, knowledge exchange and alliance building.
- Facilitating co-creation, innovation, and social entrepreneurship. We engage multiple stakeholders including social innovators and rightsholder groups to co-create and demonstrate sustainable locally based climate solutions, including those that provide access to clean energy and food security. We help to convene inclusive multi-actor initiatives to identify, pilot and demonstrate inspiring models for climate action that can be replicated and scaled.
- Humanizing the climate crisis. We support efforts to shift public narratives and debate on climate change away from the environment and ecology to focus more on climate justice and the impacts of climate change on rightsholder groups. We work with media and youth influencers to highlight the causes and consequences of climate injustice, the resilience of affected groups, and the importance of involving them as agents for change in developing climate solutions.
- Supporting lobby and advocacy for inclusive and transparent policy and creating an enabling environment (i.e. sustainable value chains, access to finance) for climate justice. YH seeks to build on our strengths in promoting innovation in our renewable energy and sustainable food system programs to provide convincing evidence for policy change.

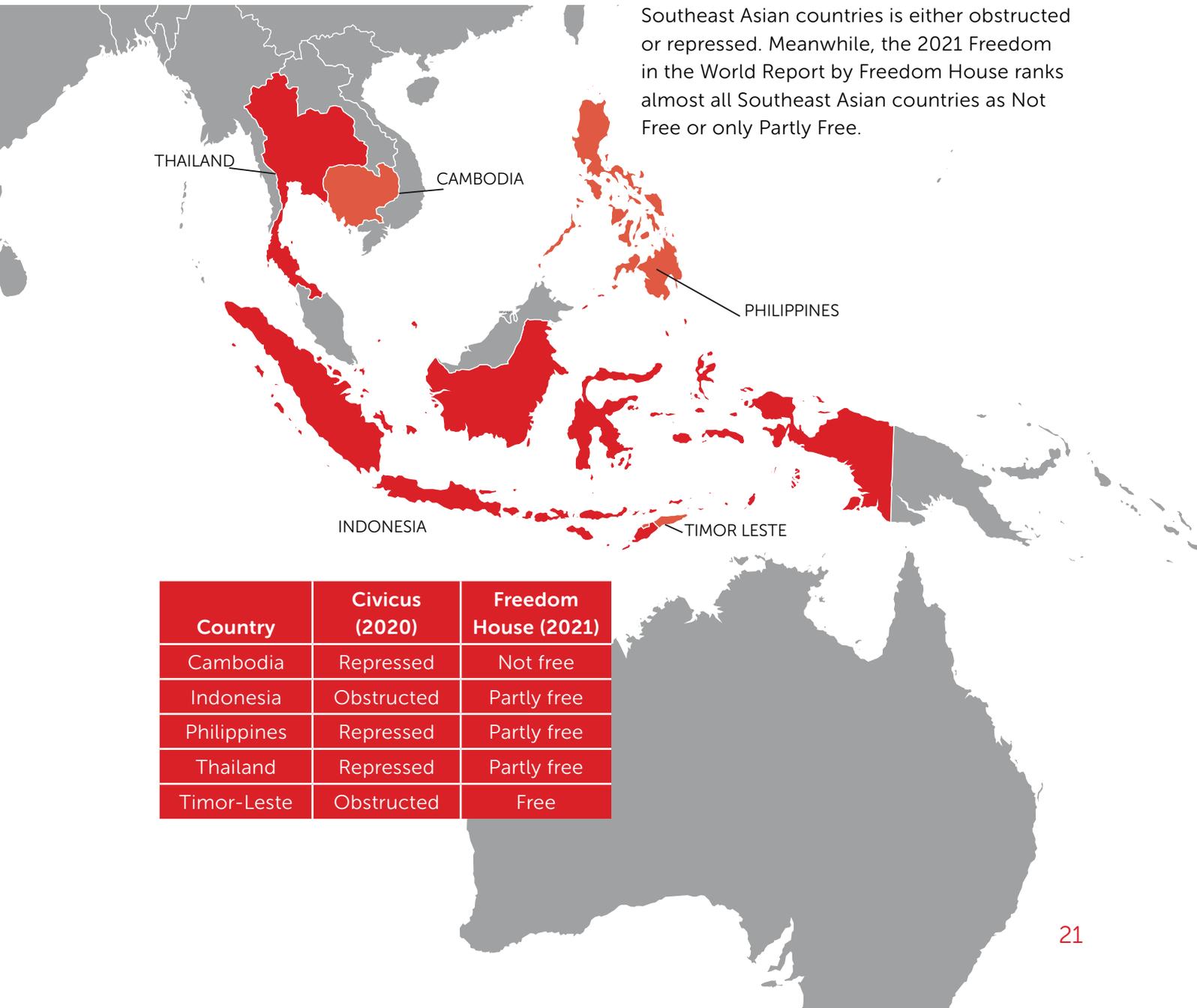
CIVIC RIGHTS IN A DIGITAL AGE



Civic space is the space—online and offline—where people exercise their rights to freedom of association, expression, assembly, to access information, and to participate in society. Individuals, groups, and organizations use civic space to solve problems and improve their well-being, by gathering, speaking out, and participating in decision-making. In our civic rights program, we focus on the protection, expansion, and exercise of civic rights by citizens and Civil Society Organizations (CSOs). Exercising these rights is essential for the realization of many other rights, including socio-economic and cultural rights.

Across the world, the space for civil society is getting smaller. Only 3% of the world’s population now lives in countries with favorable environments for civil society, while in the space of just two years the number of people living in repressed countries has more than doubled to 43% (Civicus Monitor, 2019).

In Southeast Asia, citizens of all countries experience significant restrictions on and violations of their civic rights. Based on the Civicus Monitor for 2020, civic space in all Southeast Asian countries is either obstructed or repressed. Meanwhile, the 2021 Freedom in the World Report by Freedom House ranks almost all Southeast Asian countries as Not Free or only Partly Free.



Country	Civicus (2020)	Freedom House (2021)
Cambodia	Repressed	Not free
Indonesia	Obstructed	Partly free
Philippines	Repressed	Partly free
Thailand	Repressed	Partly free
Timor-Leste	Obstructed	Free

CSOs across the region are facing similar challenges. While repressive regimes often learn from each other, CSOs can also do the same to share best practices and support one another in creating more effective strategies to resist shrinking civic space. The following are common features of shrinking civic space in Indonesia, the Philippines, Timor-Leste, Thailand, and Cambodia:



LEGAL ISSUES

While each country has legal protections for civil society, enforcement is inconsistent and easily influenced by political objectives. The legal frameworks for civic rights are under pressure as new laws that restrict expression, assembly, and association have been proposed or passed. In Indonesia, for example, new laws to regulate blasphemy, defamation, and the spreading of disinformation place new restrictions on freedom of expression.



BUREAUCRATIC RESTRICTIONS

State actors can repress or control CSOs by delaying or refusing to issue necessary licenses or by restricting funding sources. One tactic that is common across the region is placing new restrictions on international funding for CSOs, with regulators citing concerns about money laundering.



CENSORSHIP AND ACCESS TO INFORMATION

State actors have been banning critical newspapers, arresting or harassing journalists, saddling independent media outlets with lengthy court cases, and restricting access to information for CSOs or critical media outlets. Politically motivated media owners have also sought to defame and discredit CSOs and independent media outlets as “enemies of the state.”





COVID-19

The pandemic has allowed repressive regimes to restrict movement, assembly, and speech. Across the region, governments have consolidated executive power and circumvented or abolished oversight and accountability. CSOs have been excluded from decision-making, and restrictions have been placed on information that may paint the administration's handling of the pandemic in a negative light. This has made it harder for civil society actors to aid those impacted by the crisis.

Vulnerable populations including the working poor, the elderly and other marginalized groups are suffering the worst health and economic consequences from the pandemic. These groups are also vulnerable to further exploitation as government actors seek to restrict or eliminate oversight and accountability processes.

Governments across the region have used declaring "war" on Covid-19 as an excuse to crack down on the spread of information online and offline. Additional measures such as contact tracing and limiting access to information for CSOs have aided in excluding civil society from decision-making processes.

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DIGITAL SECURITY

CSOs report an increased reliance on digital spaces for organizing (accelerated by Covid-19) but a lack of adequate infrastructure and secure digital platforms for this work to take place safely. Activists across the region are vulnerable to online harassment by government officials and their supporters. Finally, the data privacy of CSOs and other individuals using social media to organize is not guaranteed - data can and is shared with security agencies and with other private companies for commercial gain.



PUBLIC PERCEPTION

CSOs and activists are facing new challenges in the form of digital smear campaigns and accusations that organizations that accept foreign funding are foreign puppets. State and non-state actors that stand to benefit from a weakened civil society have successfully deployed nationalist rhetoric to discredit civil society activists as foreign puppets, or as threats to national security or economic development.





AIMS

Our ambition is that rightsholder groups can safely and effectively use digital and non-digital public spaces to exercise their civic rights to expression, assembly, information, privacy, and political participation to achieve more inclusive and sustainable societies. We believe that it is critical to protect, strengthen and expand civic space for women, youth, and marginalized groups to voice their demands and hold the government, private sector, and powerholders to account.

OUR APPROACH

We believe that it is important to take advantage of rapid digitalization to build more inclusive and sustainable societies and to reduce risks of being victimized via surveillance, monetization, defamation, and criminalization. We also support creative approaches to influencing public discourse and decision making and providing counter narratives to intolerance and the spread of hatred, hoax and fear.

Our civic rights program focuses on four main areas:

- Digital rights for social accountability. We support rightsholder groups to access and use digital and non-digital spaces and infrastructure including data, social media, and mainstream media to engage with powerholders.
- Safety and rights to privacy. We facilitate efforts to ensure that the state and digital platform companies respect and protect the privacy rights of the rightsholder groups from surveillance, illegal monetization, defamation, and criminalization.
- Sound policy and regulations. We aim that decision makers have improved policy and regulations that guarantee the rule of law in which people are safely involved in public oversight, critical dialogue, and decision-making processes.
- Creative counter narratives. We support initiatives that enlist artists, content creators and social innovators to assist rightsholder groups in creating strong narratives against intolerance and the spread of illegal hate speech, fake news, and fear.

Partnering

YH engages with Asian and other international partners that share the vision of the organization and have the potential of reaching impact and scale in all intervention areas. Through its networks, YH will build alliances and facilitate frontrunning organizations and individuals from the community up to the global level to shape change and reach ideals. Realizing that societal solutions require wide collaboration, YH will critically embrace differences and value complementarity in partnering with NGOs, government, private sector, research agencies, and donors.

Geographic Expansion

YH is currently active in Indonesia, Timor-Leste, the Philippines, and Myanmar. While there are no plans to extend to new countries at the present time, YH will remain open to the possibility of working in other Southeast Asian countries. In the short term, this would most likely occur if an interesting opportunity emerges to work in a multi-country program with other partners. Myanmar may phase out if no new opportunities to work there come up, while the political and security environment is also not conducive. Even though it is not required, YH is looking into the option of registering as a legal entity in the Philippines and Timor Leste.





Part B: The Movable *Machine*

Introduction

Complex societal change has significant impacts on NGOs and the work that they do. The changing donor landscape, resulting from improved economic levels and changing relations between the richer and poorer countries, forces NGOs to change their business models. The establishment of YH as a spin-off of Hivos is a concrete result of this process and indicates a sensitive response away from the traditional (international) NGO business models. YH will make proper use of the many positive things that are already in place (reputation, networks, systems, etc.) and replace or introduce practices that respond better to the changing local context. YH will show agility and flexibility to navigate the continuously changing reality in Southeast Asia. Combining existing practices with a range of changes and new strategies requires a transition process following a trajectory to self-reliance. This business plan presents an overall work plan. In addition, under the collaboration agreement with Hivos, a detailed transition roadmap will be produced. The transition plan has been developed through intensive internal discussion in close

collaboration with Hivos during 2021. In terms of organization there is a huge task ahead. Not only will YH be on its own in terms of programming and fundraising for new projects (as Hivos programs will gradually phase out), YH will also have to redesign the organization structure and ensure that all systems are redesigned in a responsible, affordable, and sustainable way.

Business *model of YH*

YH is a non-profit organisation that has the ambition to grow into a prominent Indonesian NGO with a regional outreach (in Southeast Asia). This ambition will require well-defined funding streams at a considerable level to finance its programme (including sufficient overhead funds), and to enable YH to meet its financial obligations sustainably.

The current portfolio is well-filled with programmes and projects. Most require a continued role from Hivos, some even after the end of the collaboration agreement

period with Hivos at the end of 2023. The development of fundraising capacity within YH will be priority to ensure the financial sustainability.

The expected income sources will include:

1. Bilateral and multi-lateral institutional donors that fund the management of key programs:
2. Secondary sources of funding include: philanthropic initiatives, CSR, individuals, membership fees, crowd funding and the development of the Knowledge Hub;
3. Fee for services, a commercial leg of YH will be established to create a legal framework for consulting services, generating steady income.

Bilateral and multi-lateral institutional donors will remain the most important donors for the first years to come. YH will prepare a detailed and more comprehensive business model plan before the end of 2022 presenting the different components of YH's business model. It will be operational as from 2024.

Fundraising **and financial** **sustainability**

YH is aware that responsible fundraising is the lifeline of the sustainability and the potential for maximal impact of the organisation. YH will set up a fundraising working group to address the financial sustainability of YH. This working group will meet regularly to follow up on weaknesses identified, fundraising opportunities, saving the good practices, and getting rid of the challenging parts. The group will also scan fundraising opportunities and ensure continued efforts to liaise with donors and the development of a membership system (targeting youth and youth communities), etc. Hivos is expected to continue assisting in fundraising (including donor tracking) at the global level (at least until the cooperation agreement ends).





LOCAL FUNDRAISING

The local status of the foundation opens opportunities to develop local fundraising, which was previously prohibited (not allowed to international organisations). Considering YH's ambition to create an annual portfolio of EUR 4 million increasing up to EUR 8 million in 2026 and the diminishing interest of donors to finance NGO activities in Indonesia and other Southeast Asian countries, YH will have to explore the options for local fundraising, which may include endowment funds, private donors (crowd funding, various fundraising events, heritages, etc.), Corporate Social Responsibility funds, local climate and carbon funding opportunities. Local fundraising from international institutions is becoming increasingly important. YH has learned that donors are keen to put money at the regional or national level rather than at the global level, for example the Dutch Embassy and USAID.

There are concerns about the limited possibilities to make use of CSR funds, due to the nature of YH's activities, which are rather L&A oriented. Accessing carbon funds may be an option, but companies tend to aggressively claim carbon credits compensated by limited financial commitments. Opportunities may be possible for the provision of technical assistance type of services for companies, such as designing an impactful CSR program or capacity building services for their beneficiaries or staff.

YH does not yet have experience in developing its own constituency of private donors. Therefore, the fundraising working group will be tasked with learning about and exploring the options of local fundraising and develop a local fundraising plan during 2022. YH's board members should be actively involved in reaching out to private donors. YH intends

to target the Indonesian philanthropic sector by extending and intensifying the already existing network.

Other local fundraising strategies will be worked out in a later stage. The first fundraising priority at this moment is international institutional donors, secondly YH will focus on the consulting firm and thirdly we will investigate developing our own constituency based on the institutional membership that is being developed. YH is also looking into carbon revenues and CSR constructions but will be cautious with these funding opportunities.

YH is well aware of the risks involved of accepting donor funds, especially from private sector entities. YR will apply the necessary due diligence measures from entities that potentially violate the environmental, climate, socio-economic, child labor, gender and diversity principles that YR stands for. This concretely means that companies that are active in the oil and gas exploration and environmental destruction are systematically avoided as potential donors. Moreover, other companies that have proven to have a history of child labor, gender right violations and/or negative environmental impacts will be subject to investigation (if needed with outside technical support) before any funding will be accepted.

FINANCIAL SUSTAINABILITY AND TARGETS

YH has started its foundation with a well-filled portfolio with a value of ca. EUR 7.8 million. The budget for the first year is ca. EUR 4 million, which without raising additional funds, will gradually reduce until the end of 2026 (marking the end of the current Dutch grant). YH will need 25% of the total budget as IFO (Income for Operations). During 2021 YH has already obtained new and imminent contracts at a value of EUR 452,000. YH has projected a modest but steady increase in annual budget during this business plan period (2022-2026) as well as a steady annual increase in funding. Considering the positive funding prospects,

especially for GEDI and to a lesser extend for CJ, YH expects a 1-2 million annual budget growth: from ca. EUR 4 million in 2022 to ca. EUR 8 million in 2026. The additional EUR 0.5 million for 2022 is partially already secured. The anticipated growth will include projects that lie outside the immediate realm of the current context. These may include for example renewable energy projects, various consultancy services and various kinds of Civic Justice projects. YH will gradually find new niches. There will also be projects in which the different program divisions will collaborate more intensively.

After the end of the cooperation period three Dutch-funded multi-hub programs will remain operational. Before the end of the cooperation agreement period, Hivos and YH will discuss the modalities of the collaboration for these programs. YH will likely become formal Southeast Asia preferred partner to Hivos for these multi-hub projects by 31 December 2023.

YH will closely monitor the fundraising results and act adequately in case of lower fundraising results than expected. Lower funding results will within 6 months have to result in (a mix of) staff reductions, lower IFO percentage and program development action including more intensive fundraising efforts.

Even though the funding prospects seem to be good, during the first years of operation YH expects that significant investments are required to consolidate the organization and secure its performance. Also, Hivos will still claim a significant share of the management cost of project budgets of projects that are still operating within the Hivos environment. Therefore, the foundation expects to submit a budget proposal to Hivos that would be needed to cover an important part of these investments up to the end of the collaboration agreement period. Special attention will have to be paid to the lack of fundraising capacity to make use of the funding potential that is available. Capacity building will be needed to understand donor liaison and management



practices, how to do donor scans and follow up and to undertake other fundraising routines. For the fundraising tasks YH is still using the PDM framework, meaning that the PDMs are still responsible for both programme coordination and programme development. It is proposed to recruit a dedicated person that is not billable to projects, to support the PDMs (that are currently 40% billable). That person would have a TSC and compliance role. Budget will be included in the business plan and budget request to Hivos.

Developing a *Knowledge Hub*

The Knowledge Hub is a YH initiative to optimise the use of programme learning, expertise and tools developed over the years and link this library of knowledge to networking by developing a YH member community. The themes may include but are not limited to: GEDI, GALs, OH, ToC,

Digital Safety and Security, Community-based Renewable Energy Management and Social Enterprise. The hub will create publications, training manuals, relevant studies and research reports and other learning products with involvement of internal experts as well as (external) associates. Initially, the hub will function as a knowledge centre for youth (including changemakers), by transforming Hivos experience into knowledge dissemination and facilitation practices. These youngsters will pay a modest membership fee, which will enable them to access these services. YH counts on around 1,000 members by end of 2026. This will become part of the local fundraising strategy as well as a knowledge dissemination and branding strategy for YH. This initiative is created to gain experience with local fundraising. In the future the knowledge hub is planned to grow into a consultancy unit with a roster of experts (both in-house as well as associate experts). The Knowledge Hub will be explored in more detail in the business plan development process.



Partner engagement and management

PARTNER ENGAGEMENT

With its (Hivos) history of local NGO strengthening through funding and capacity building, YH is well-positioned to develop its facilitator role for changemakers, frontrunners, emerging organisations and leaders. YH will pursue opportunities to secure grantmaking opportunities for local NGOs, and cautiously maintain and develop its NGO network through active partner engagement activities, convening meetings and participating in platforms. The Knowledge Hub and Newsletters and other publications will be among the instruments to create a solid position within the partner network.

PARTNER MANAGEMENT

Ensuring that partners deliver quality programmes and proper administrative and financial reports and procedures has been a challenge. YH will assess the available tools within Hivos and decide which of these tools and protocols should be maintained, adapted, changed, or deleted. The project management system will include partner data and indicators. Where needed, internal training will be provided to enhance the proper use of the tools and protocols. Additionally, YH will make more efforts to improve its partner recruitment (due diligence) and management.

A matter of concern has been the poor performance of partners in terms of financial reporting. This will be addressed by more disciplined partner selection (strengthening the partner assessment process), partner training, contracts, monitoring and communication. Financial inception workshops will be made mandatory and refresher trainings will be conducted annually. In selected cases the cost of a finance consultant will be included in partner budgets.

Design, Monitoring, Evaluation and Learning (DMEL)

YH would like to be able to make use of (elements of) the DMEL design that is currently being developed by Hivos, as a basis for its own DMEL system before the end of 2023, without being dependent on AllSolutions and in an affordable way. YH's strategy is to copy whatever indicator is useful to meet donor reporting requirements. It will also learn from and take over relevant DMEL protocols that are efficient and useful. The MEL of YH will have to be lean and mean and should link to the project management system (see management systems) and the knowledge management system that is still in development. In YH we currently use data only for an annual project evaluation.

YH would like to use M&E data as learning materials for learning events and other activities. Additionally, YH will investigate the possibilities to utilise programme and project evidence of success, updates and stories of change to its fullest in the communication plan, in support of branding and fundraising. These learning aspects will, in addition to programme-based learning, be addressed by the Knowledge Hub that is being developed, for example by issuing regular newsletters.

YH will also need to have its partner data in order. At the start of each project YH will hold a kick-off meeting, where partners are briefed and trained. Usually, they are asked for quarterly project data in excel format, depending on the capacity of the partners. If they have the technology, YH can work with google drive to exchange data in real time.





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