SEEDING
Change
Strategic Plan
2022 – 2026
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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 groups—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.

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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.
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.
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.
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.
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.

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CIVIC RIGHTS IN A DIGITAL AGE
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.