



Annual Report 2021

About the HCV Network

The HCV Network is a member-based organization that promotes the High Conservation Value (HCV) Approach, a methodology to identify and protect ecosystems, biodiversity, and the needs of local communities and indigenous groups where development takes place.



Contents

4 Message from the Global Director

Taking stock and looking forward

6 Secretariat

A growing team

Re-branding

7 Governance

8 Members

10 Supporters

11 Management Committee

12 HCV Summit 2021 - Shared values for people & nature

13 Developing our 2030 Roadmap

14 Workstreams

15 Aquatic

16 Certification

18 Finance

19 Forests

21 Landscapes & Jurisdictions

23 Learning

24 Management & Monitoring

26 Smallholders

27 Quality Assurance

29 Financial report

Message from the Global Director

Taking stock and looking forward

Although the challenges posed by COVID-19 continued, many good things happened in 2021, my personal favorite being the HCV Summit. For the first time in the Network's history, 39 speakers and 200 participants met in a virtual gathering space to discuss how the HCV Network should focus efforts, not only on continued support to responsible development but how to make a meaningful contribution to HCV protection and global targets.

Our sponsors, speakers, and the Secretariat team worked very hard to make this an exciting and productive event that translated into positive reviews from participants and excellent recommendations and ideas. This virtual conference kicked off an important process within the Network and at the Secretariat to reflect on the past two decades of the evolution and implementation of the HCV Approach and to discuss priorities for this decade. In a world where climate change, biodiversity decline, social conflict, and health crises impact our daily lives, where and how can we contribute the most? This process resulted in a draft 2030 Roadmap to be approved by the Management Committee in 2022.

This decade, the Network will need to explore how terrestrial and aquatic ecosystems interact, to optimize food production. A big achievement of 2021 was taking the first step towards

exploring how the HCV Approach can support protection of values in aquatic ecosystems linked to food production by formalizing our collaboration with the Aquaculture Stewardship Council.

After almost two years of travel restrictions, our team made it to Siak Pelalawan, Indonesia. There, the Secretariat successfully trialed Nature Positive Farming (NPF) in collaboration with Proforest and Daemeter. NPF is a participatory, flexible, rapid response solution for helping small farmers halt ecosystem conversion.

With support from generous growers, the Secretariat also started drafting global guidance on how smallholders can identify and maintain HCVs – aimed at companies, organizations, sustainability schemes and initiatives that work directly with them. Thanks to growers, the Secretariat also started developing a credible process for updating HCV information in ongoing management and monitoring. Calls with several stakeholders to gather input shaped the draft that will be shared for public consultation in 2022.

This year, the Secretariat worked with one of Asia's largest banks to learn how financial institutions operationalize HCV policies and where our support is urgently needed. Students from the Copenhagen Business School also provided the Secretariat with insights on how the HCV Approach can support responsible investments in agribusiness.

I was also amazed to see such rapid uptake of our HCV Screening methodology since we launched it in 2019. To date, it has been used in 7 countries and 22 districts, totaling 600,000 km² of landscapes and jurisdictions. Our session on HCV Screening and its contribution to nature-inclusive agriculture at COP26 was followed by over 700 people worldwide. As part of our efforts to ensure that the HCV Approach is well understood by all users, the Secretariat, through a new digital platform, trained more than 100 practitioners and launched a new HCV Screening Course. A new suite of services was also developed to support Registered Training Providers in delivering in-person and online courses about our methodology, including its application in landscapes and jurisdictions.

In terms of quality assurance, in 2021, the Secretariat trained more than 150 professionals licensed to lead HCV and HCV-HCSA assessments, quality panel members and partners and evaluated 36 assessment reports which identified 111,741 hectares for protection of High Conservation Values. As a result of these report evaluations, we increased the area originally proposed for HCV management by 34%. This

is a big win for nature in those areas, and for people who depend on it. Following an independent evaluation of the Assessor Licensing Scheme, changes to increase efficiency, consistency and transparency in evaluations have started and will continue in 2022.

In 2021, the Secretariat participated in the Executive Committee of the Global Platform for Sustainable Natural Rubber; supported Bonsucro with its new production standard; wrapped up its three-year strategy with the Roundtable on Sustainable Palm Oil; and developed risk-based procedures for Better Cotton. Collaborating with voluntary sustainability schemes on emerging priorities around HCV protection will be key in the coming year.

Finally, COP26 reiterated the important role of the HCV Approach in translating pledges made by governments into actions on the ground. Limiting the impacts of climate change will require focus, motivation and collaboration. Many thanks to Network members, supporters, and partners for another fruitful year.

Looking forward to 2022,

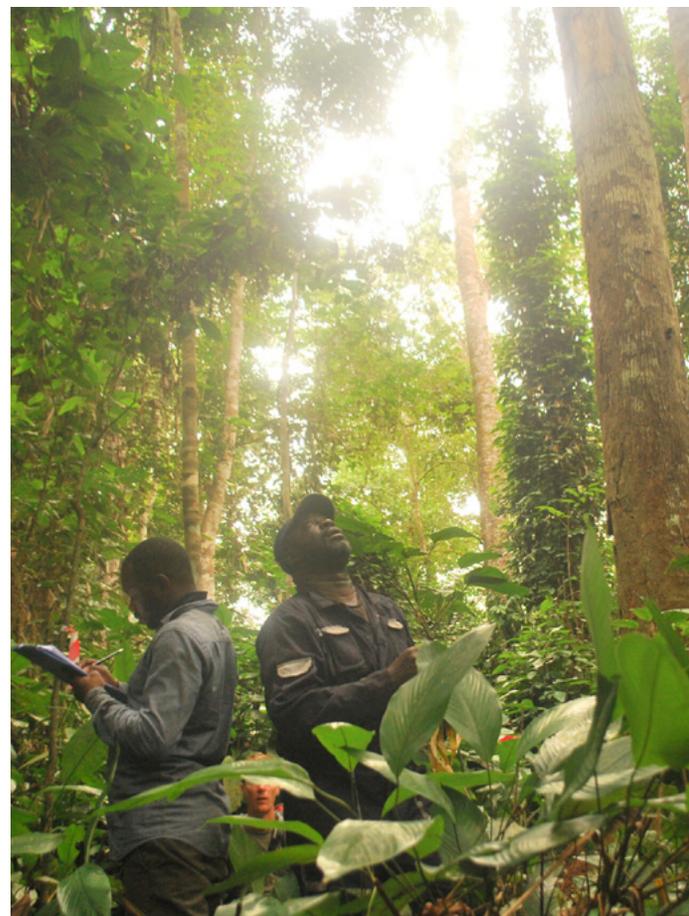
Paulina Villalpando
Global Director



Secretariat

A growing team

This year, the Secretariat welcomed Dongdong Xiao as Operations Manager, Margarita Cardoso de Meneses as Communications Officer, and three hard-working interns (Jimena Montane, Dona van Eeden and Karina Huaynillo).



Re-branding

In January, the Secretariat ran a survey on the vision of our new logo. Members asked for the new logo to highlight that our methodology has several steps and values, that it is inclusive and flexible, and used globally. They also asked for the new logo to project confidence and visually show the link between people and nature, key elements that make the HCV Approach so unique.

Member responses were carefully analyzed by graphic designers and marketing experts to develop two logo options for Members to vote on. In March, Members selected the final logo, which is an abstraction of people holding hands in a circle, inspired by the six High Conservation Values, which communicates the concepts of collectivity and collaboration, and transmits a more human look to the HCV brand. Throughout 2021, the Secretariat worked on new templates and a revamped website, which will be launched in early 2022.

Governance



In 2021, BioAp joined as Member and Wilmar joined as a Supporter.

Members

New Member: BioAp

BioAp is a consulting company founded in 2014, specialized in biodiversity conservation, spatial planning, and environmental and social sustainability. They have been conducting HCV assessments for the last 7 years for agro-industrial companies of cocoa, coffee, sugar cane and oil palm in many countries including Colombia, Ecuador, Peru, Mexico, Guatemala, and Brazil.

“Being part of the HCV Network as Members will allow us to participate in decision-making and in the continuous improvement of the tools, methodologies, and objectives of conservation of the HCV Approach. We have been working on the implementation of the HCV Approach in multiple agro-industrial companies in Latin America for the past seven years. As a result, hundreds of hectares of forests, wetlands, savannas, and other important ecosystems are being permanently conserved, managed, and monitored.”

– Juan Pablo Zorro, Founder of BioAp.

Members in 2021

Non-profit organizations



Standards



Technical Service Providers



Producer/Supply Chain Companies



Supporters



Supporters in 2021



New Supporter: Wilmar

In 2021, the Network welcomed Wilmar International Ltd. as a Supporter. Founded in 1991 and headquartered in Singapore, Wilmar is a leading agribusiness group in Asia and Africa. Its activities include oil palm cultivation, oilseed crushing, edible oils refining, sugar milling and refining, specialty fats, biodiesel, and fertilizers. Wilmar requires the protection of High Conservation Values (HCVs) and High Carbon Stock (HCS) forests in all estates within its global supply chain.



Management Committee

In 2021, the 2020-2023 Management Committee (MC) met in February, April, June, and September. During these meetings, the MC discussed solutions and approved several actions to improve quality assurance of HCV and HCV-HCSA assessment reports; identified priority topics to be discussed with Members prior and during the HCV Summit; and helped define the key priorities to cover in the organization's 2030 Roadmap.

The 2020-2023 Management Committee is represented by:

Non-profit organizations



Standards



Producer/Supply Chain Companies



Technical Service Providers





Shared values for people and nature

The Summit was originally planned for 2020, however, due to travel restrictions and the risks of organizing a physical event during a global pandemic, the event was held virtually on June 2nd & 3rd, 2021.

The Summit was the culmination of a 6-month process in which Members, Supporters and external partners looked at the decade ahead and proposed actions to maximize the impacts of the HCV Approach and to scale up efforts to address biodiversity loss, climate change, and reduce vulnerability for people whose livelihoods depend on nature.

The Summit served as a platform to present key aspects of the draft 2030 Roadmap, gather further inputs, and seek alignment with partners, larger initiatives, and global targets such as the UN Sustainable Development Goals and the Paris Agreement. The online event gathered more than 200 participants who share our values, provided member-exclusive sessions, and allowed for digital exhibitions and other exciting opportunities to connect and learn. Eight sessions covered the use of the HCV Approach in landscapes and jurisdictions, certification, finance, quality assurance, smallholdings, aquatic ecosystems, and forests. Attendees were able to access the event portal after the conference to continue to enjoy videos, network with other participants, and download information from Sponsors and Exhibitors.

The HCV Summit would not have been possible without the generous support of our sponsors:

Platinum



Gold



Silver



Bronze



Developing our 2030 Roadmap

A draft 2030 Roadmap was produced based on inputs received from Network Members and Supporters throughout 2021. It includes inputs gathered during a survey (February 2021), the HCV Summit (June 2021), discussions and thinking within the Secretariat and with the Management Committee throughout 2021, and conversations with external partners. The Secretariat is grateful to those who contributed with ideas and recommendations.

The Roadmap stakes out how identifying and protecting HCVs can contribute to global sustainability targets over the coming years, and how the HCV Network can effectively support current and future users of the HCV Approach. It looks at where we are today and at major trends affecting the conservation scene, which create both opportunities and challenges. It then looks at the potential role of the Network in this shifting play, updates the Network's vision and mission statements to better reflect what we are and aim to be, and identifies priorities. In early 2022, the Management Committee will approve the final version of this document.



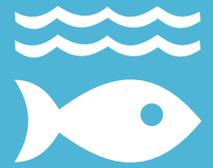


Workstreams



Aquatic

14 LIFE
BELOW WATER

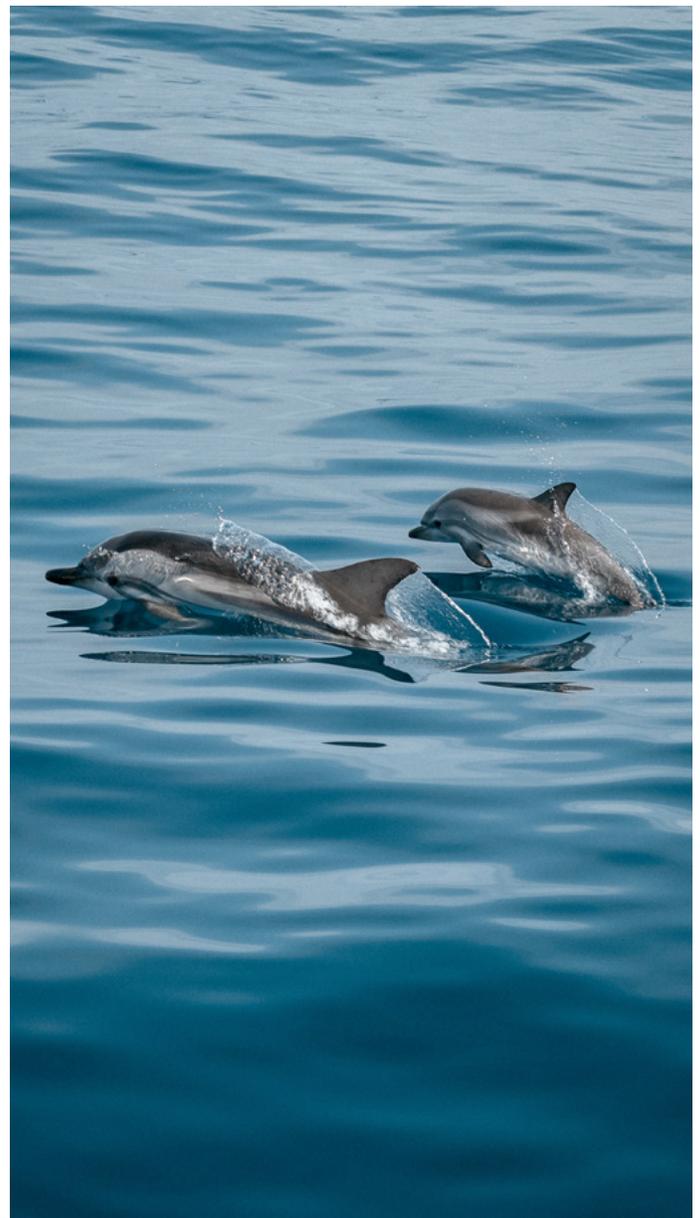


The MoU, signed on July 12, 2021, represents the first step in a fruitful relationship aimed at conserving High Conservation Values in aquaculture.

Overfishing to meet increased global protein demand is putting aquatic ecosystems at risk. Replacing these harmful practices requires looking at how terrestrial and aquatic ecosystems interact and finding responsible ways to optimize sustainable seafood production. Interest in the HCV Approach and its potential use for protecting aquatic ecosystems is on the rise. At the HCV Summit, an expert panel weighed in on how the HCV Approach could be adapted and applied in freshwater and ocean ecosystems. It is a new territory with challenges, but also opportunities.

Existing guidance on use of the HCV Approach currently focuses on forestry and agriculture – aquatic environments only figure to the extent that they are impacted by terrestrial production practices. The HCV Approach is universal, though, and in principle equally applicable to aquatic production systems. This is recognized by the **Aquaculture Stewardship Council (ASC)** in the recently proposed ASC Farm Standard, in which protection of HCV areas is included in the context of expansion.

After successful conversations between the ASC and the HCV Network, in April 2021, both organizations formalized their collaboration through a **Memorandum of Understanding (MoU)**.



Certification

15 LIFE ON LAND



Over 20 certification schemes ranging from across the agriculture, forestry, Payment for Ecosystem services (PES) and finance sectors, are using the HCV Approach to strengthen efforts to protect biodiversity, ecosystems and nature's contribution to people.

The HCV Summit session dedicated to Certification provided insights into approaches for scaling up HCV protection within certification. It also reminded us that collaboration between schemes, for instance, on regional and landscape HCV screening and information sharing, will improve efficiencies on the ground and opportunities to leverage HCV protection more widely.

2021



The Secretariat, through membership in the Bonsucro Standard Revision Working Group, provided input to the revision of the Bonsucro production standard. As a result, the Secretariat collaborated with Bonsucro in developing guidance for operators to maintain and enhance biodiversity, natural ecosystems, and High Conservation Values both in ongoing and expanding agricultural production within the supply base of Bonsucro certified sugar cane mills.



In late 2021, FSC, WWF and the HCV Network Secretariat met to discuss priority strategic and operational areas for implementing and scaling up impact of the HCV Approach within the FSC system.

In parallel, FSC and the Secretariat are exploring collaboration on a streamlined process for retrospective analysis of HCVs to support FSC's Policy for Association.



The Secretariat continued providing quality assurance for HCV and HCV-HCSA assessment reports required by the RSPO through the HCV Network Assessor Licensing Scheme (ALS).

Thanks to a joint strategy between the Network and RSPO aimed at strengthening the ALS, the Secretariat trained Licensed Assessors, Quality Panel members and RSPO Secretariat staff from eight countries. Although the strategy ended in 2021, the Secretariat will continue to support RSPO through participation in the **Assurance Forum**, the **Standards Quality Subgroup** set up by the **Assurance Standing Committee** and the **Biodiversity and HCV Working Group**.

In 2021, the Secretariat also participated in the **No-Deforestation Task Force (NDTF)**, the **Independent Smallholder No Deforestation Task Force (IS-NDTF)**, supported development of a simplified tool for smallholders to identify HCVs and High Carbon Stock forests, and imparted a webinar for RSPO members about social requirements in HCV-HCSA assessments in collaboration with the High Carbon Stock Approach (HCSA) and RSPO Secretariats. Monthly meetings also took place between the HCVN, RSPO and HCSA Secretariats through the **RSPO-HCSA-HCVN Coordination Group**.



The world's largest banks invest trillions annually in sectors driving deforestation, ecosystem and biodiversity loss and social conflict.

In 2021, the HCV Network started engagement with financial institutions to de-link investments from damage or destruction of HCVs and to channel finance towards the protection of areas where HCVs have been identified and may be at risk from land-use change driven by agricultural expansion and other types of developments. The Secretariat developed a strategy for engagement with financial Institutions.

In 2021, the Secretariat kicked-off this strategy by working with one of the largest banks in Southeast Asia to conduct a gap analysis of their policies to strengthen implementation of HCV provisions. This was a great opportunity to learn how financial institutions operationalize HCV policies. The Secretariat also published an opinion piece exploring how the HCV Approach can boost the financial world's drive for biodiversity conservation and support financial institutions in reducing their socioenvironmental liabilities and help them to actively contribute to global sustainability goals. At the end of the year, the Secretariat collaborated with students from the **Copenhagen Business School** to explore the role of the HCV Approach in fueling responsible investments in agribusinesses.





Collaboration with the High Carbon Stock Approach

In 2021 we continued our close collaboration with the High Carbon Stock Approach (HCSA) through monthly bilateral calls and participation in HCSA working groups. The Secretariat collaborated on the development of HCSA's Restoration and Remediation Guidance for wrongly cleared and/or degraded HCS forests, HCV areas, peatlands, or community lands, which will be trialed over the next couple of years.

Bi-weekly Quality Assurance calls were held between the HCSA and HCVN Secretariats to resolve queries from HCV-HCSA assessment reports. This led to the development of a procedure for resolving HCSA-related queries during HCV-HCSA assessment report evaluations.

As part of our joint Quality Assurance work, in 2022-2023 the HCV Network Secretariat will receive funding from the UK Partnership for Forests (P4F) via the HCSA Secretariat to support technical advice, training, and assessment manual updates.

Forest Integrity Assessment Tool

First developed by the HCV Network, the Forest Integrity Assessment (FIA) tool is a simple ground-based tool for non-experts to assess and manage forest biodiversity. It has been widely adopted globally by forestry and oil palm companies as well as within community forest stewardship programs.

New collaborative **research** led by Dr Jennifer Lucey from Oxford's Department of Zoology led the collaborative effort with the Universities of Northumbria, York, Leeds and Sheffield, along with partners, the HCV Network, the Southeast Asia Rainforest Research Partnership and Wilmar International shows that FIA enables projects to rapidly and accurately assess forests on the ground in a way that allows for engagement and participation, and is a valuable complement to remote-sensing monitoring.

The collaboration has been developing a FIA Smartphone App adapted to lowland forests of Southeast Asia. The app enables forest managers to organize and analyze their data easily and provides management decision support for improving forest condition scores. In 2022, the Secretariat aims to fundraise to scale up the Southeast Asia app into a global FIA tool app.

In 2021, the Secretariat also worked with EkologiKa to develop a simple, FIA-based tool to help Roundtable on Sustainable Palm Oil (RSPO) independent smallholders to distinguish forest areas to be conserved from such that could be developed in line with the RSPO standard. The Secretariat is constantly looking for partners to

develop a FIA 'citizen science' app version that local people can use to assess the status of community forests and monitor change over time with minimal or no external support, enabling them to take informed decisions on use of resources and to demonstrate good forest stewardship.

Global Platform for Sustainable Natural Rubber - GPSNR

The HCV Network provided technical support to the Policy Toolbox and Strategy and Objectives working groups. A requirement to use of HCVN quality assurance for assessments in new acquisitions or expansions was included in the reporting framework approved by the General Assembly. References to the HCV and High Carbon Stock approaches were also included in the Desired State of the Natural Rubber Supply Chain that will inform the organization's Theory of Change. Studies commissioned by the working groups recommended platform members to conduct landscape processes in line with the HCV Screening guide. The HCV Network also co-chaired the civil society organizations (CSO) caucus, participated in GPSNR's Executive Committee and supported the Secretariat in drafting and reviewing the Policy Evaluation Procedure to support members in aligning their corporate policies with GPSNR's Policy Framework.



Landscapes & Jurisdictions

15 LIFE
ON LAND



Securing biodiversity and ecosystem services in south-western Bhutan

Bhutan, nestled in the eastern Himalayas, ranks among the countries with the highest species richness per unit area in continental Asia. Outside Bhutan's extensive protected areas network threats for nature and wildlife are increasing due to interests for economic development.

In 2020, WWF Bhutan, Tarayana Foundation and Royal Government of Bhutan launched the Living Landscapes Programme to secure High Conservation Values in South-Western Bhutan and support biodiversity conservation and climate change adaptation. As a result, the **HCV National Interpretation** of Bhutan was initiated in 2021 with a workshop attended by representatives from the government and civil society organizations. Once developed, the National Interpretation will inform national land use planning, conservation in priority landscapes, and support holistic approaches to forest management.



In 2021

COP26 with the Global Landscapes Forum

On November 6th, the UK Government, and the Global Landscapes Forum (GLF) convened **GLF Climate: Forests, Food, Finance - Frontiers of Change**, an event on the sidelines of COP26 to accelerate action on land management.

In collaboration with GIZ and Proforest, the Secretariat hosted a session entitled **Sustainable Land Use: Prioritizing Conservation and Livelihoods in Production Landscapes** which provided examples of how HCV Screening can contribute to nature-inclusive agriculture. The session was followed by more than 700 people worldwide and a white paper was developed to support the session.

Technical advice provided to screening projects

The Secretariat is regularly contacted to provide technical advice and review of HCV screening work. In 2021, the HCV Network and High Carbon Stock Approach (HCSA) Secretariats provided feedback to WWF Indonesia on their large-scale HCV and HCS forest mapping of Sumatra.

The Secretariat also worked with the Zoological Society of London (ZSL) to provide technical inputs and advice on their HCV Screening of Jambi, South Sumatra, and Riau. This is an area likely to expand as the Secretariat speaks to more companies and technical service providers who are interested in quality assurance and technical review of screening work. Additionally, the Secretariat is providing advice on how to interpret screening results and move towards action and implementation.

7
Countries

22
Districts

600,000 km²
Landscapes and Jurisdictions

HCV Screening

HCV Screening shows where HCVs are likely to occur and how they may be threatened – thus helping to prioritize HCV protection over large areas. During the HCV Summit in June, we held a session on landscapes and launched our updated **HCV Screening Guide** in five languages. In addition to the full guidance document, we published a briefing note to explain Screening.

A priority this year was to compile information on global use of the HCV Screening methodology since its launch in 2019. An initial compilation of data showed that HCV Screening has been used in seven countries and 22 districts, totaling 600,000 km² of landscapes and jurisdictions that have been screened for HCVs. Case studies were developed to show how HCV screening is being used in practice, with a first set of examples from Indonesia, Cameroon, and Brazil



In 2021, the Secretariat launched a learning platform to deliver on-demand and tailored courses about the HCV Approach. The first course (HCV Screening) was launched in July 2021 and had 12 trainees. In October 2021, the Secretariat imparted an online training event to 27 RSPO staff members, designed to address their day-to-day work needs for understanding and explaining why the HCV and the High Carbon Stock (HCS) Approaches are important in RSPO certification. Other courses hosted in the learning platform include: a workshop for Quality Panel Members and the ALS Learning Community – a space where both Licensed Assessors and Quality Panel Members can interact and share experiences.

In 2021, our Registered Training Providers (RTP) delivered five HCV or HCV-HCSA Assessor Training Courses that took place mostly online due to the COVID-19 pandemic. RTPs also participated in quarterly calls which covered important updates and gave room for discussion on how to improve training courses. During the last quarterly call of the year, the Secretariat launched new paid services that RTPs can purchase, such as review of training materials, development of modules and templates, as well as hourly technical support.

Management & Monitoring

15 LIFE ON LAND



Strategy

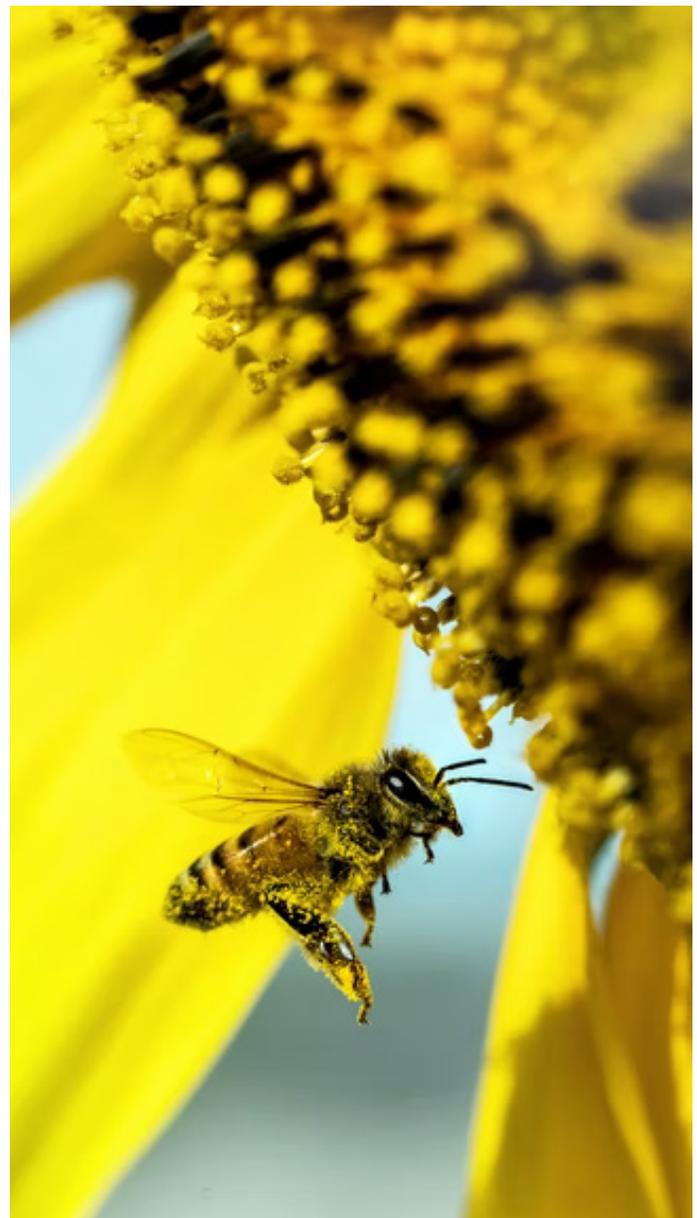
In 2020, Members provided feedback on priority learning needs, listing HCV Management and Monitoring among key learning topics. As a result, in 2021, the Secretariat drafted a Management and Monitoring strategy. In line with the 2030 Roadmap, the strategy considers both the need of support for managers on HCV management, monitoring and restoration, and systems to report on HCV protection and impacts of the HCV Approach.

Company Discussion Group

After direct engagement with companies in early 2021, a discussion group was setup to regularly gather inputs from those who directly use the HCV Approach on the ground, and often need support to identify, manage and monitor HCVs.

The Secretariat launched a crowdfunding effort with companies to kickstart work on three priority areas identified during calls, working group discussions and surveys:

- 1** Development of a credible process for updating HCV information over time;
- 2** Development of practical tools for growers and others to improve Management & Monitoring of HCVs, including areas where smallholders are concerned;
- 3** Training on HCV and HCV-HCSA assessments and clarifying requirements for HCV and HCV-HCSA assessments.



Adaptive management: How to deal with changes in HCVs over time?

HCVs are usually identified through an assessment – and then the management goal is to maintain and enhance those values over time. The Network has published Common Guidance for the management and monitoring of HCVs, however the Secretariat has identified a gap when it comes to changes in HCV information over time. Changes could arise for various reasons like the discovery of a new HCV during operations, loss or damage to an HCV or HCV area, or changes in technology that allow for more detailed mapping. There is currently a gap in guidance and procedures about what to do if HCV information changes and how to verify through a credible process that the changes or new information are valid. Crowdfunding allowed the Secretariat to start drafting guidance and a pilot procedure for how to deal with these changes. It will be a participatory and collaborative effort – calling on experts and practitioners from companies to NGOs and technical organizations.

The Secretariat is grateful to Golden Agri Resources, Musim Mas, KLK, and Agropalma for supporting the Management and Monitoring workstream in 2021.





Nature Positive Farming

Nature Positive Farming is a tool for non-certified smallholder producers to protect HCVs and natural ecosystems, that can be linked to benefits and support. It is designed as a flexible, globally applicable, early engagement tool that can be used both by companies sourcing from non-certified smallholders, but also within landscape initiatives to promote capacity building and continuous improvement. In the first Member-only webinar of the year, the Secretariat introduced Nature Positive Farming (NPF) and sought interest from Members to participate in its further development and piloting.

During 2021, the Secretariat, Proforest and Daemeter collaborated on an early pilot within the **Siak Pelalawan Landscape Programme (SPLP)**, which is establishing village support programs to help smallholder communities protect forests, peatlands, and natural ecosystems, while improving their livelihoods. Through a cascade learning model, the pilot involved the adaptation of the NPF farmer questionnaire, training of village facilitators and extension officers from across the landscape, followed by mentoring village facilitators in using the questionnaire with farmers in one priority village. Lessons learned will help improve global NPF procedures. Next steps in SPLP will be to assess how NPF can be scaled to the whole village territory, and better support linkages with the local authorities and private sector.

The NPF package was also presented to members of the Global Platform for Sustainable Natural Rubber (GPSNR). 90% of global rubber production is by smallholders, however due to the complexity of the rubber value chain, traceability to smallholder production areas is very limited.

For this reason, risk-based and landscape approaches will be important for prioritizing engagement with smallholder rubber producers to reduce forest loss and degradation due to rubber production. NPF can be rolled out as part of capacity building programs with smallholder producer communities, to better manage and restore HCVs and improve their access to support for protecting natural ecosystems.



Quality Assurance

15 LIFE ON LAND



37

Assessment Reports

447,500

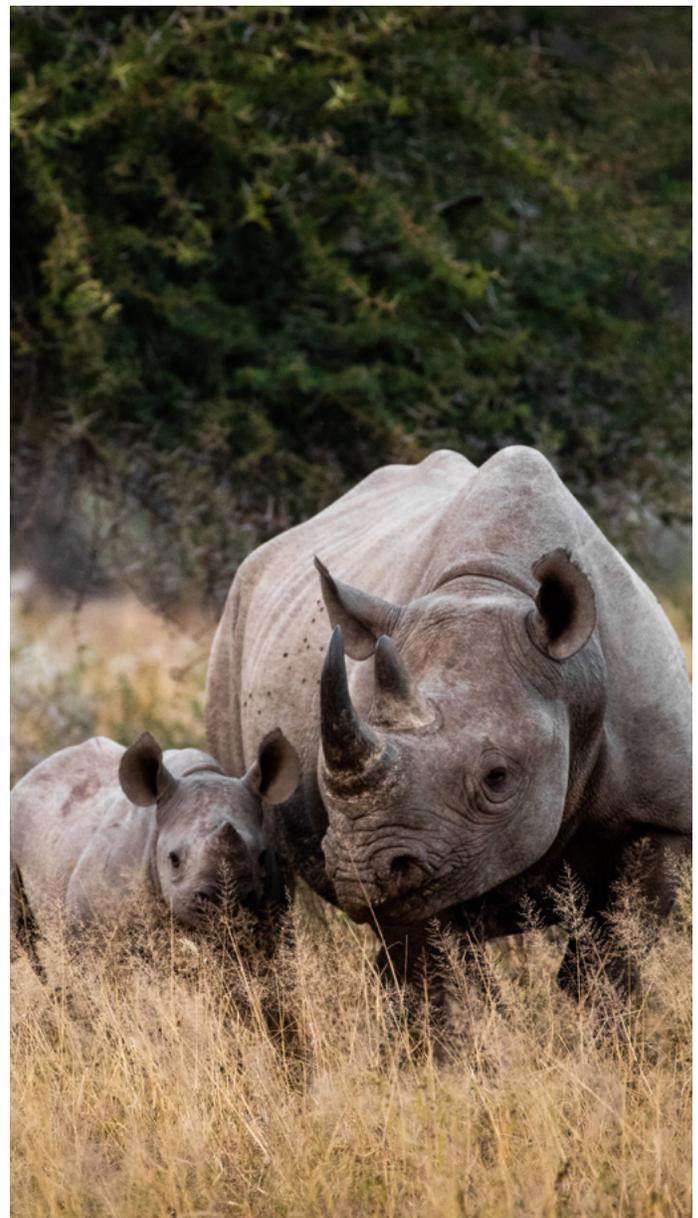
Hectares

138,779

HCV Management areas

In 2021, the HCV Network's Assessor Licensing Scheme (ALS) evaluated HCV and HCV-HCSA assessment reports conducted by Licensed Assessors in **nine** countries. These studies were intended for oil palm, pulp and paper and rubber developments.

37 assessment reports were satisfactory and covered 447,500 hectares, out of which 138,779 hectares were designated as HCV management areas, HCS forests and/or local people's lands for future livelihoods. After quality assurance there was a 34% increase in the areas originally designated for conservation and management (35,682 hectares), which means quality assurance is effective in identifying critical areas that could have otherwise been impacted by land-use change.



Independent review of the Assessor Licensing Scheme

The Secretariat commissioned a review by an independent consultant who gathered feedback from Licensed Assessors, Quality Panel members and many other stakeholders, through a survey and interviews. The Secretariat immediately rolled out several improvements based on the review's recommendations, such as:

- Increasing efficiency and transparency through publication of full HCV and HCV-HCSA assessment reports (instead of just public summaries);
- Creating a transparent process for development and update of ALS procedures and documents;
- Creating a transparent process for development and update of ALS procedures and documents;
- Updating the ALS Complaints Procedure;
- The Secretariat also started development guidance that will further clarify the roles and responsibilities of the Quality Panel.

Further improvements will be sent for approval to the Management Committee in 2022.

Documents & Procedures

With inputs from more than 30 organizations commissioning assessments and from the ALS Working Group composed by licensed assessors, quality panel members and Secretariat staff, a series of improvements in processes and guidance took place. In 2021, the Secretariat developed a Key Issue checklist, updated the Appeal Procedure, and published a record of all improvements and changes to the ALS throughout its history.



Financial report



Income vs Expenditure



Income

- **Membership fees & donations**
 Annual fees paid by HCV Network Members and Supporters.
- **HCV Summit 2021**
 Ticket sales and sponsor support.
- **Grants**
 Received from partner organizations for implementation of projects.
- **Assessor Licensing Scheme Fees**
 Application fees, annual renewal fees and fees paid for HCV and HCV-HCSA assessment report evaluations.
- **Services**
 Provision of training, development of tools for partners and collaborators, other.

Expenditure

- **Personnel cost**
 Personnel salaries and associated costs.
- **Direct costs**
 Contractors, partners, quality panel, translators, other.
- **Administrative cost**
 Legal, accountancy, other.

