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### CEO Overview - Organisational Summary

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<tr>
<th>Business Area / Website</th>
<th>Information Technology for Civil Society Organisations (CSOs)</th>
</tr>
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<tbody>
<tr>
<td><strong>Location / Website</strong></td>
<td>Berlin, Germany / <a href="http://www.humanitec.com">www.humanitec.com</a></td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>20</td>
</tr>
<tr>
<td><strong>Type / Nominal Capital / Capitalisation</strong></td>
<td>German AG Aktiengesellschaft (Corporation) / EUR 100,000, - / planned EUR 2,0m</td>
</tr>
<tr>
<td><strong>Establishment</strong></td>
<td>On April 12th 2017 by Thomas Heilmann, Ruben Schuster, Kaspar von Grünberg, Kathrin Wieland</td>
</tr>
<tr>
<td><strong>Board of Directors (non-executive)</strong></td>
<td>Jochen Becker, Thomas Heilmann, Ruben Schuster</td>
</tr>
<tr>
<td><strong>Management Board</strong></td>
<td>Kaspar von Grünberg (CEO), Kathrin Wieland (COO)</td>
</tr>
<tr>
<td><strong>Managing Directors</strong></td>
<td>Vivien Baatz (CFO), Greg Lind (CTO), Andrew Pham (CDO)</td>
</tr>
<tr>
<td><strong>Turnover</strong></td>
<td>2017: n/a 2018: n/a</td>
</tr>
<tr>
<td><strong>Customer Locations</strong></td>
<td>2017/2018: Europe and USA (Headquarters of international NGOs), yet operating globally; 2018/2019: expanding to medium sized CSOs globally</td>
</tr>
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</table>
1 CEO Overview - Organisational Summary

Bringing together Technology and NGO experts, we are helping organisations better manage their data workflow

The Humanitec AG provides ICT solutions to help Civil Society Organisations (CSOs) manage their projects and data effectively and create impact through transparent and traceable results.

Founded by a blend of experts in the field of CSOs, tech and politics, Humanitec AG brings together teams from the Humanitec Foundation gGmbH and TolaData, an open source initiative started by Mercy Corps in 2015.

TolaData was built with the vision to evolve as an effective suite of tools for the wider humanitarian and development context; their founders have joined the Humanitec team and the current, open-source version 1.0 of the platform serves as Humanitec’s beta version for testing and development.

The Humanitec AG will take part in tenders of international CSOs from summer 2017 onwards and start pre-implementation work with clients - already in pipeline - in autumn 2017. A refined, chargeable version 2.0 will be available for testing in October 2017.

Our solutions are currently being used in 25 countries around the world digitising over 160 projects and tracking over 500 indicators in real time. We are about to take this to the next level aiming at running operations in 120 countries and over 5,000 projects until end of 2018.
1 CEO Overview - Commitment to Social Value

We are building a new platform that is flexible, field-driven, and open source.

The Humanitec AG has been created with the purpose of building a platform for better development and humanitarian data. Combining software and data science, we turn data into actionable insights for sustainable development and humanitarian action.

We have developed these tools in partnership with a global community dedicated to using digital technology to transform how organisations do good. Stakeholders from leading organisations such as Save the Children and Mercy Corps have been involved in developing our mission, tools, and expected outcomes.

Engaging with our field end users has and will be our number one priority: development started in Afghanistan and numerous stakeholders of Country Leadership, Program and Monitoring and Evaluation (M&E) Teams (i.e. in Afghanistan, Pakistan, Ethiopia, Kenya, Mali, Indonesia, Myanmar, Nepal, Timor-Leste, Jordan, Lebanon, Turkey) have been actively engaged so far.
1 CEO Overview – Commitment to Social Value
Introducing Software-as-a-Service to Civil Society Organisations

The CSOs and international NGOs we have engaged with, are expecting reliable, secure, state-of-the art software-as-a-service tools at reasonable prices. In order to be able to undertake the necessary investments and finance the platform sustainably, we will therefore set up a reasonable pricing model with moderate subscription fees and modular paid services for customization, training, hosting, etc. Thus, balancing stakeholder value while making a social impact seems an excellent fit in our case.

Signing up to work with the Social Stock Exchange seems a natural step and we are thankful for the opportunity to raise equity to make the necessary investments to help us play a vital role in unleashing the potential of digitisation for the civic society sector.

The company will publish its first Social Impact Report end of 2017 and intends to broaden its reporting scope with a wider range of metrics for its social impact outcomes in future years.

Humanitec operates as a social enterprise which is stated in its articles of incorporation; Corporate Purpose as stated in Business Register Berlin from April 12, 2017:

“Development, sales and running service of technical systems and services, including payment systems, for organisations and individuals, who are working for sustainable development and the solution of global problems.”

“Die Entwicklung, der Vertrieb und die laufende Betreuung von technischen Systemen und Dienstleistungen, einschließlich Bezahlsystemen, für Organisationen und Personen, die sich für eine nachhaltige Entwicklung in der Welt und für die Lösung internationaler Probleme einsetzen.” Unternehmenszweck laut Eintrag Handelsregister Berlin-Charlottenburg vom 12. April 2017
1 CEO Overview – Management Team

Kaspar von Grünberg, Director Product
Has previously founded and sold a company linking retail to factories and has been managing IT teams with a focus on computational statistics before becoming tech-campaign manager to the CDU to build their tech suite and strategies before joining Humanitec.

Kaspar is responsible for delivering excellent products.

Kathrin Wieland, Director Relations & Implementation
After her career in strategy consultant and marketing management, Kathrin took over as CEO of Save the Children Germany growing the organisation’s income by 10 times in 8 years. She has extensive knowledge and networks in the sector and serves as advisor and board member to a number of non-profits.

Kathrin is responsible for NGO relations and sales and oversees the teams executing roll-out and implementation.

Vivien Baatz, Director Finance
After working in Equity Capital Markets at Bank of America, Merrill Lynch and as VP in Restructuring and M&A at Deutsche Bank AG in London.
Vivien became Head of Finance at Blackbill Internet GmbH (Finiata), a Berlin based Start Up in 2016 before joining Humanitec AG.

Vivien is responsible for administration, accounting and investor relations.
1 CEO Overview - Non-Executive Board

Thomas Heilmann, CEO
Responsibility: Finance & Strategy
Has been building businesses for over 25 years and is considered one of Germany’s most vivid tech entrepreneurs. After managing one of Europe’s biggest creative agencies (Scholz & Friends) he has since founded multiple businesses in IT technology, e-commerce and invested in players like XING and is the continent’s first investor in Facebook. Thomas has been promoted to Senator in Berlin by heading the Ministry of Justice for the State of Berlin from 2012-2016. He is still active in German politics. After serving as national chair to Save the Children Germany, Thomas is now part of the board of Save the Children International. Thomas was Advisor to Morgan Stanley and has executed over a dozen IPOs.

Jochen Becker, Board Chair
Responsibility: Strategy
Jochen Becker worked as CFO for Scholz & Friends Berlin before starting his own real estate company Berliner Häuser in 2004. Since 2011 he is also CEO of Millennium Venture Capital AG.
Mr. Becker is Chairman of the Supervisory Board of Econa AG, Supervisory Board Member of ampere AG (energy-broker) and Managing Director of the Sarah Wiener Restaurant and Catering Group. He is an active business angel and investor in several internet & real estate companies. He is Deputy-Chairman of the Sarah Wiener Foundation, supporting balanced nutrition for healthy children.

Ruben Alexander Schuster, Board Member
Responsibility: Social Impact
CEO of Humanitec Foundation gGmbH, International Secretary of the Junge Union and IYDU Deputy Chairman.
He studied History and Political Sciences in Berlin and London and started his career in England as foreign correspondent for The European, a debating magazine.
In 2013 he started working in the Berlin Government. From 2015 till the end of the legislative period in 2016 he was the Chief of Staff in the Ministry of Justice and Consumer Protection in Berlin.
2 Social Purpose – Reason why
CSOs are seeking new solutions from third parties

Given the amount of projects, the size of operations and their global range one would assume that the opportunities of digitisation have already helped CSOs to cope with streamlining reporting, mitigating fraud and improving learning. Yet, the sector wasn’t really able to unleash this potential until today. The reason for this is that the sector has rather unique requirements for the use of technology such as working in isolated occasionally connected environments, large varieties of projects, capital endowment and limited time and resources to train staff.

Today, digital tools for project and data management are therefore too often sources of inefficiency for civil society organisations, rather than catalysts for data-informed decision making and realizing greater impact. Many CSOs use fragmented applications and struggle trying to use tools designed for the private sector in their contexts; some build expensive custom systems to provide a full solution, failing to update them sustainably and cost effectively.

This has real consequences for CSOs and the people they serve:

- CSOs are missing critical opportunities to ensure and articulate that their work is having the positive impact intended
- CSOs waste valuable time and money because they think they have to reinvent the wheel or lack the context to search for the information.

Supply often can’t be tracked in humanitarian crises, leading to waste. Education program managers do not know if they are meeting key metrics like literacy rates or school attendance. Data from efforts to reduce new-born mortality remains siloed and is not used to inform other health interventions.

What is missing is a set of tools providing:

- Transparency and traceability
- Integration with other systems
- Easy-to-understand and collaborative data analysis
- Connections to various data silos
2 Social Purpose - Mission
We want CSOs to save time, money, and create impact

CSOs “deserve” high-quality and flexible digital tools that give them control of their data, provide near real-time data analytics and visualisations, and allow them to make decisions based on the best evidence.

At Humanitec, we want to empower all these “changemakers” whatever the mission, location or size. We have developed an open-source platform based on a common digital standard that will support adaptive program management by improving the quality of program data - providing real-time progress monitoring and smart data analytics and visualisations - thus helping organisations use their data to increase their impact.

This platform will overcome the challenges and will deliver:

▶ Convenient project-management for authorization, user-management, resource and financial overviews and classification of project-types. Setup and configuration of performance indicators.
▶ Mobile-data-gathering solutions linked to specific projects that enable real-time data-gathering, in-process analysis and a suite of tools for specific project requirements.
▶ An open source community edition of the platform that will allow partner organizations and third party tools access to aggregate, share and centralize data.
▶ All data in one place. Classified, stored and ready to analyse, share, test and research. Long-term conclusion drawing through comparability by classification.
▶ Automatised machine-learning algorithms for real-time pattern development.

MISSION STATEMENT
We provide user-friendly technology tools to help civil society organisations manage their data effectively, save time and money, and create impact through transparent and traceable results
3 Who Benefits
CSOs are better equipped to deliver quality program interventions

1. Civil Society / Non-Governmental organisations of all missions, sizes and locations
   So far, our solution has been used in 25 Countries across 160 humanitarian and development projects, with over 300 staff members using and directly benefiting from the tools:
   
   ▶ Improved efficiency through adaptive management, effective processes and lean reporting: bringing reporting standards from paper-based and excel-sheets to real-time processing means a huge increase not only in the quality of the data but also in speed and accessibility. Staff members no longer need to spend time on unproductive data-processing solutions and alterations.
   
   ▶ Sustainable learning and better program quality through data-aggregation: by classifying all projects, activities, indicators and applications in graphical data-base we enable long-term data-aggregation and thus performance-comparison in different projects, contexts and work-forces. By sharing anonymous averages across different organisations we build a data-pool that is unseen in the sector.
   
   ▶ Improved donor satisfaction through (real-time) reporting with traceable data and visualisation.
   
   ▶ Reduced exposure to fraud: standardized use of real-time measurement of global activities make it hard for people to cheat or misinform thereby eliminating a significant principal-agent problem.

A real example from a global NGO operating in 120 countries: The global COO wanted to get evidence on how the organisation helped decrease mortality rate for children age 0-4.

   The query took 8 months. Using our technologies brings these queries down to 8 seconds.
3 Who Benefits
Building feedback loops with beneficiaries and ensuring donors have transparent and timely insights

2. Beneficiaries (indirect) of CSOs
   ▶ We estimate the number of indirect beneficiaries so far at around 6 500.
   ▶ The final beneficiaries benefit through improved program interventions.
   ▶ Furthermore, bringing down administrative costs helps bringing the funds where they belong. Every hour saved in reporting, every fraud case prevented directly benefits the CSOs beneficiaries.

   Example: Saving four hours of reporting a year will pay an annual schooling fee for a child in Sub-Saharan Africa.

3. Donors (Institutional Donors, Corporate Donors, Private Individuals)
   ▶ More effective and efficient use of their funds
   ▶ Better quality and speed of reporting

4. Society
   ▶ More effective and efficient use of taxpayer’s share into institutional funding
   ▶ Better information and therefore better development policies with more impact

We will have to evaluate the impact and measurement for all beneficiary groups in close collaboration with the organisations we serve. We will disclose the information as soon as we will be able to measure and capture it.
3 Who Benefits
Our vision is a world of fast-flowing data deployed for the public good

Last but not least we want to play a role in mobilising the data revolution for sustainable development!

“Data are the lifeblood of decision-making and the raw material for accountability. Without high-quality data providing the right information on the right things at the right time; designing, monitoring and evaluating effective policies becomes almost impossible.”

Source: A World That Counts, Data Revolution Group, 2014

CSOs will play an essential role in localising these goals in four key areas: giving a voice to the poorest and most marginalised citizens, serving as agents of accountability, acting as a service delivery provider and monitoring progress through data collection and reporting. And this is where we can help.
The Humanitec Results Chain articulates and visualizes how our activities will trigger different levels of changes leading to impacting and transforming the ability of the civil sectors to create data driven impact.

Our products are intrinsically linked to the delivery of social outcomes; our business strategy is to prioritise a number of NGOs with global reach first, to iteratively improve the platform with them, before rolling out to smaller CSOs.

This allows to maximize the social impact our products can have, whilst professionalising our sales and implementation capacities.
4 Activities and Operations
Putting adaptive management into practice

The Humanitec platform will deliver:

Convenient project-management

▶ Our clients manage thousands of projects at any one time on a global scale and coordinate a workforce of up to 100,000 people. Keeping track of everything can be challenging.

▶ Our project management software is tailored to the demands of CSO's/non-governmental organisations. Form classification to user-authorization, day-to-day task assignment, API connection and matching with financial bookkeeping to keep track of financials.

▶ A dashboard per project gives a high level overview on everything happening inside the operations. Configurable indicators directly link to data-source and real-time oversights.

▶ The choice of different levels of detail give global, regional and local staff high-level overviews, summaries and insights while keeping the possibility to dig deeper into the data.
4 Activities and Operations
Consolidating data sources for timely analysis

Mobile-data-gathering solutions
► The system allows custom configuration of application logic via reusable and downloadable forms based on specific donor or end user requirements. These forms can then be shared via any number of third party or integrated systems service for occasionally connected mobile or digital data collection services. The classification and subsequent guided service selection tools in the system help make these forms easier to set up and share across multiple use cases.

Automatized machine-learning algorithms
► In addition to pulling data into developer-environments such as Jupyter Notebook to apply advanced manipulation with “R” or “Python” coding we have a strong focus on automatized machine-learning for real-time detection of irregularities in data. A comparison to the current peer-group workings on a specific project can be applied as well as historic data of comparable data-aggregations that are similar in setup and form. Classification mechanisms ranging from advanced neural networks to simple warnings once performance falls out of the aggregated standard-deviation can be applied without deep knowledge of statistics helping project managers and monitoring and evaluation specialists to focus on more advanced situations.
4 Activities and Operations
Publish and learn from your data in order to boost impact

Automatized reporting
- Bringing together data, project, and donor requirements our solutions help organise, accumulate and prepare data and information from project, indicator and operational insights to a standard that meets the specific requirements of the donors.

All data in one place
- We organise and classify data to make it available at a fingertip. This is important not only for meeting the requirements of donors and funders but also for learning sustainably, work performance-driven and set the results in perspective.

A team of 20+ staff is currently working on “TolaData 2.0" which we will have ready for trial in October this year. TolaData 2.0 will come with an optimised user-flow and interface that is tailored to the demand of different roles inside CSOs.

We strive to make the use of the solution as intuitive as possible and mirror the way NGOs are structuring project management (standard: PMD Pro). In addition, we are making significant investments in our search and classification infrastructure that will help to standardize the way data is structured and collected. This will make it easier to compare and share data inside and across organisations.
5 Stakeholder

Our stakeholder groups are aligned with our commitment to social value

Core Stakeholder Group
Civil Society Organisations (CSOs), Non-governmental Organisations, Charities and “Grassroots Organisations” of all locations and sizes

- Our primary stakeholders and at the same time customers are these organisations around the world that are working in the field of humanitarian response and development, e.g. emergency relief, children’s rights, education, poverty, health or protection. Mostly they will be charitable entities.
- We are heavily and steadily engaged with this stakeholder group; we are developing our platform and services in close collaboration with Mercy Corps and Save the Children and are in close contact with a dozen other CSOs and related organisations (e.g. accountability and umbrella organisations).

Other Stakeholder Groups
Institutional Donors, Corporate Donors, Foundations and Philanthropists

- The engagement with donors is important as their support of the digital transformation will be essential; we have been talking to a number of foundations and philanthropy organisations and will include engagement with institutional and governmental donors in late 2017. Their engagement will be key to setting new standards and changing the way data is managed and shared across the humanitarian sector.

Final CSO Beneficiaries

- We consider them the “clients” of the organisations we serve. Maximizing their welfare is the priority of everything we do.

Investors and Partners

- The support of our investors is key to our strategy and expansion plans. We will engage with investors actively and will deliver monthly and quarterly reports as well as yearly social impact reporting.
- We are glad to be working in partnership with specialised IT agencies and service corporations to be able to deliver the best data platform for the social sector. These partnerships – and our employees – are critical to the success of our business.
6 Evidencing Social Value
Performance measurement is at the core of organisational strategy and mission

- We will agree on KPI metrics and monitoring standards with each of our CSO customers on a project by project basis. Apart from the numbers regarding countries, projects and KPIs, all figures are estimations at this stage.

- We anticipate that our data products will get rolled out to larger CSOs and with that wider geographic areas in 2018; and beyond that KPI data will grow significantly from products.

In terms of future developments Humanitec intends to consider:
- Adding further products and services, e.g. financial services to the platform.
- Treating the beneficiary as a user through client-facing applications that allow direct feedback through text message or smartphone applications delivering a more unfiltered loop on what is happening in the field and whether or not the delivered service was meeting the demand on the ground.
- Extending the range of served sectors in terms of data workflow and ways of aggregating data by expanding the customer network.
- Establishing regional technical hubs to better serve clients around the world adding operational bases in Sub-Saharan Africa, Southeast Asia, and North America.
- Power our server infrastructure with 100% renewable energy

Adding further products and services to our platform, may alter but at the same time extend the range of KPIs that we will monitor and evaluate.

<table>
<thead>
<tr>
<th>Who Benefits</th>
<th>2017 *est.</th>
<th>2018 plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSOs: # of Country Offices reached</td>
<td>25</td>
<td>120</td>
</tr>
<tr>
<td>CSOs: # of staff (directly involved)**</td>
<td>300*</td>
<td>1.440</td>
</tr>
<tr>
<td>CSOs: # of humanitarian or development projects</td>
<td>65</td>
<td>5.000</td>
</tr>
<tr>
<td># of indirect beneficiaries (CSO final beneficiaries)**</td>
<td>6.500*</td>
<td>50.000</td>
</tr>
<tr>
<td># of KPIs and forms shared</td>
<td>500</td>
<td>tbd</td>
</tr>
<tr>
<td># of donors affected</td>
<td>tbd</td>
<td>tbd</td>
</tr>
</tbody>
</table>

*Estimated
**e.g. Field Officer, Project Manager, M&E Manager, Donor Reporting
***Estimation of around 1.000 direct beneficiaries per project (average between humanitarian and development)
6 Evidencing Social Value – Key Performance Indicators

We have a strong commitment to evidence and measure performance.

<table>
<thead>
<tr>
<th>Who Benefits</th>
<th>Measurement</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSOs (Efficiency)</td>
<td>On time reporting to headquarter, members or donors (% of reports submitted in time)</td>
<td>⇒ to be increased by 10 %</td>
</tr>
<tr>
<td>CSOs (Efficiency)</td>
<td>Time spent on reporting (reporting time baseline before and analysis after 3 month of using tools)</td>
<td>⇒ to be reduced by 30 %</td>
</tr>
<tr>
<td>CSOs (Efficiency)</td>
<td># of projects with real-time and (automated) visualisation</td>
<td>⇒ to be defined</td>
</tr>
<tr>
<td>CSOs (Efficiency)</td>
<td># of adjustments to the schedule (e.g. # of no-cost-extensions before and 3 months after using tools)</td>
<td>⇒ to be reduced by 5 %</td>
</tr>
<tr>
<td>CSOs (Quality)</td>
<td>Donor satisfaction (or complaints) – if measured by CSO (e.g. # of complaints before/after 6 months using tools)</td>
<td>⇒ satisfaction increased by 10 % or complaints reduced by 10 %</td>
</tr>
<tr>
<td>CSOs (Quality)</td>
<td>Beneficiary satisfaction (or complaints) – if measured by CSO (e.g. # of complaints before/after 6 months using tools)</td>
<td>⇒ satisfaction increased by 10 % or complaints reduced by 10 %</td>
</tr>
<tr>
<td>CSOs (Effectiveness)</td>
<td># of projects that course corrected due to new insight from data</td>
<td>⇒ to be defined</td>
</tr>
<tr>
<td>CSOs (Effectiveness)</td>
<td># of projects meeting planned KPI targets</td>
<td>⇒ to be defined</td>
</tr>
<tr>
<td>CSOs (Effectiveness)</td>
<td># of lessons learned or retrospective meetings conducted</td>
<td>⇒ to be defined</td>
</tr>
<tr>
<td>CSOs (Effectiveness)</td>
<td># of case studies that show projects being managed adaptively</td>
<td>⇒ to be defined</td>
</tr>
</tbody>
</table>

We will agree on KPI metrics for each customer on a project by project basis. Our estimates for performance against these target model will be validated by our clients via ground based verification and ongoing monitoring and evaluation from mid-2017 onwards.
Humanitec has identified the following risks and opportunities in its activities:

Short term risk
- We are expecting to see a rise in competition from new entrants in the ICT4D sector.
- High data security standards require a detailed security risk assessment and a global data security solution.

Long term risk:
- We see a trend in global politics to decrease spending in development and in grants to aid organisations that could potentially lead to a decrease in demand from our customers.

Short term opportunity
- To ensure we are staying on the cutting edge, we work closely with our end users especially those in challenging and complex environments to go through product iterative changes that ensure what we are building stays relevant, useful and, helps increase their productivity.
- We are working with some of the largest NGOs to define standards and test our solutions to ensure we are building products that scale.

Long term opportunity
- By helping organisations better manage their data and track progress using standard metrics, we are able to leverage the donor community and partner organisations to take a common approach to measurement in a world where results-based aid is emerging.
Humanitec is following the highest data security standards:

**Information Security Program**
- Response teams ready in all time-zones
- Compliance with all relevant legal frameworks
- Certification with ISO/IEC 27001:2014 and under assessment by TRUSTe
- Regular data security screenings

**Application Architecture and Security**
- Multiple, independently-firewalled tiers
- Front-end encryption
- Rigorous pre-deployment assessment of code blocks
- Bi-weekly security testing of operational environments

**Data Security**
- Login credentials securely protected
- Data at rest stored 256-bit AES encryption
- Multi-layered and multi-tier security provisioning segregating customer data
- Data at transit encrypted with 256-bit SSL/TLS
- Customer data only on cloud solutions or company device

**System and Network Security**
- Strict access protocols for production environments
- Restricted access for external contractors
We believe that our platform can help move civil society organisations and with them “the world” onto a path of information equality, where all citizens, organisations, and governments have the right information, at the right time, to build accountability, make good decisions, and ultimately improve people’s lives.
8 Annex - References

- An SDG-Based Results Framework for Development and Cooperation: Poul Engberg-Pedersen, OECD/DCD Workshop on SDGs and development result, Paris, 3-4 February 2016
- Big Data into the monitoring and evaluation of development programme. UN Global Pulse, 2016
- Data Revolution Group (2014) A world that counts: Mobilizing the data revolution for sustainable development.
8 Annex - Remarks

Remarks

- In this report, we have been using the term Civil Society Organisation (CSO) as an equivalent for all kinds of organisations in the sector: national and international Non-Governmental Organisations (NGOs) as well as charities, social enterprises and grassroots organisations.

- Pictures: pages 1, 11 and 21 copyright Bigstock by Shutterstock, pictures pages 2 and 16 copyright and courtesy of Save the Children, all other pictures private

Abbreviations

- AG: German Aktiengesellschaft (Corporation)
- CSO: Civil Society Organisation
- Desc.: Descriptive (Analysis)
- Expl.: Explanatory (Analysis)
- ICT4D: Information, Communication Technology for Development
- KPI: Key Performance Indicator
- M&E: Monitoring and Evaluation
- MEL: Monitoring, Evaluation and Learning
- MEAL: Monitoring, Evaluation, Accountability and Learning
- NGO: Non-Governmental Organisation
- PM: Project Manager
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