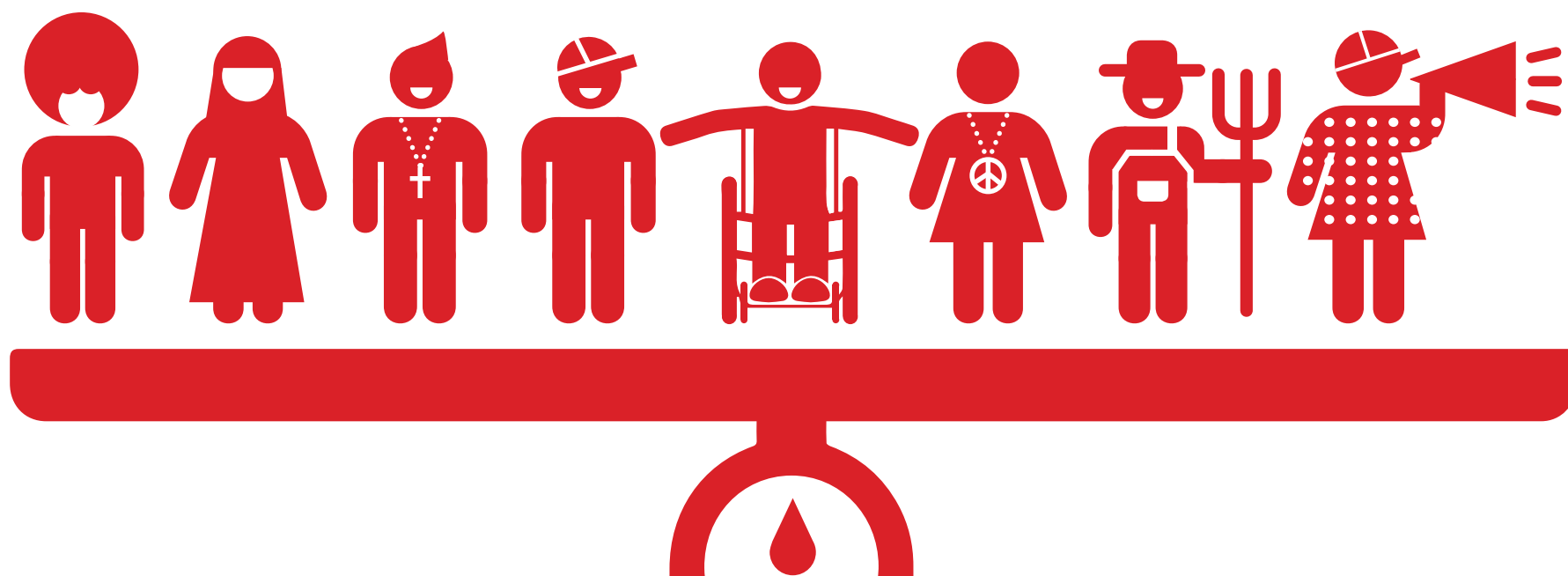


Hivos *Gender Equality and Diversity Inclusion* **Strategy**



GENDER EQUALITY REFERS TO THE
EQUAL RIGHTS, **RESPONSIBILITIES**
AND **OPPORTUNITIES** OF WOMEN
AND MEN, GIRLS AND BOYS,
IRRESPECTIVE OF BEING BORN
male or female. IT IS **NOT JUST**
A WOMEN'S ISSUE; IT MUST ALSO
INVOLVE AND *fully engage men.*

Acknowledgements

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Acronyms

ABPP	African Biogas Partnership Programme
CEDAW	Convention of the Discrimination on All Forms of Discrimination Against Women
CIDIN	Centre for International Development Issues Nijmegen
DMEL	Design Monitoring Evaluation and Learning
FGM	Female Genital Mutilation
GEDI	Gender Equality and Diversity Inclusion
GO	Global Office
HIVOS	International Humanist Institute for Cooperation with Developing Countries (Dutch: Humanistisch Instituut Voor Ontwikkelingssamenwerking)
HR	Human Resources
ICPD	International Conference on Population and Development
INGO	International Non-Governmental Organisation
JPO	Junior Project Officer
LGBTI+	Lesbian, Gay, Bisexual, Transsexual, and Intersex
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
NGO	Non-Governmental Organisation
PDM	Program Development Manager
PO	Project Officer
RE	Renewable Energy
SCI	Strategy, Communication, and Innovation
SDG	Sustainable Development Goal
SOGIE	Sexual Orientation and Gender Identity and Expression
SRD	Sexual Rights and Diversity
TATEDO	Traditional Energy Development Organisation
TOC	Theory of Change
UN ECOSOC	United Nations Economic and Social Council
UN	United Nations
UNFCC	United Nations Framework Convention for Climate Change
WE	Women's Empowerment

Foreword

Achieving gender equality and diversity inclusion is central to the protection of human rights, the functioning of democracy, and respect for the rule of law, in addition to the achievement of economic growth and sustainability.

For the past 20 years, Hivos has implemented gender mainstreaming strategies, and worked towards respect for and recognition of the rights and needs of lesbian, gay, bisexual, transgender and intersex people (LGBTI+)¹, indigenous populations and other marginalised groups, contributing towards a world where all citizens, both men and women, have equal access to resources and opportunities for development.

With some policies and initiatives successfully in place there is still work to be done to consolidate our approaches around gender equality and diversity inclusion. The decision to develop a new strategy reflects a number of other considerations. Previous gender mainstreaming strategy of 2006 is outdated and the last gender, women and development assessment was conducted in 2001. These policy documents require updating to reflect new global trends, the current Hivos way of working and thematic priorities. Ultimately, this strategy builds on the knowledge, processes, tools and past achievements and raises the bar by focusing on how Hivos can move beyond gender mainstreaming to an approach that sets targets, identifies outcomes and action points (operational and programmatic) towards gender equality and diversity inclusion, as well as recommends ways in which to monitor results.

Notable is our conviction that gender mainstreaming and diversity inclusion should not be used or viewed as a way to replace for example women-specific policies (affirmative action) or programming, as reflected by our stand-alone women's empowerment, sexual rights and diversity programmes. For Hivos, diversity, inclusion and equality are inherent values. It is therefore our responsibility to ensure that gender equality strategies go beyond paying attention to power relations and imbalances between men and women to include other marginalised social groups (diversity) to include women and young people, sexual and gender diverse communities (LGBTI+), people with disabilities or ethnic minorities amongst others.

Hence, this Gender Equality and Diversity Inclusion (GEDI) Strategy is based on our belief that gender equality is a prerequisite to achieving more just, fair, dignified and prosperous societies. It emphasises gender as both a cross-cutting theme in Hivos work and the focus of distinct programming, research and advocacy. The development of this explicit strategy therefore serves as a precondition to ensuring that Hivos continues to support the implementation of programmes that consistently address gender inequalities, acknowledge diversity, and contribute to building a body of staff that represents the societies we serve. To fully integrate gender into our work, this new GEDI Strategy is aligned with the Hivos Strategic Plan 2016-2020. It aims to ensure that our work makes an effective contribution to diversity inclusion and a clear commitment to women's empowerment, as informed by international human rights standards and global commitments to gender equality.

Consequently, the strategy reaffirms Hivos commitment towards a dual track approach that incorporates a **stand-alone women's empowerment programme** and a **mainstreaming track that integrates gender and diversity inclusion** into Hivos's policy areas and practice as a cross-cutting issue. **A financial target for allocating resources to gender equality, diversity inclusion and women's empowerment will be set at program level while striving to maintain the 15% target of our organisational resources committed to the advancement of gender equality.** Internally resources will go towards building our institutional capacity that is ready-to challenge and reinforce organisational culture and institutional practices that have a significant impact towards the advancement of gender equality, safer and inclusive workplaces.

It is envisaged that the implementation of this strategy will begin in May 2018 with the majority of action items completed by April 2020. Many of the actions and recommendations will be ongoing, and will evolve via programme development and continuous quality improvement processes. Whilst this strategy relates to Hivos's procedures and organisational setup, it also provides relevant strategic building blocks related to the integration and implementation of gender and diversity inclusion strategies that are relevant to Hivos partners, other stakeholders and we look forward to its implementation.



¹ We use the acronym LGBTI+ to refer to lesbian, gay, bisexual, transgender and intersex persons. The PLUS (+) in the acronym is to ensure inclusivity of all gender and sexually diverse identities, and to guarantee that nobody is left out.

BOX 1 KEY TERMINOLOGY

GENDER EQUALITY

Refers to the equal rights, responsibilities and opportunities of women and men, girls and boys, irrespective of being born male or female. Gender equality recognises the diversity of different groups of women and men. It is not just a women's issue; it must also involve and fully engage men.

SEX VS GENDER

Sex is assigned at birth and refers to the biological and physiological characteristics existing in a continuum, with male and female on either end. Gender is a social construct. It varies from society to society and can change over time and vary across different contexts.

GENDER IDENTITY

A person's deeply felt internal sense of self and identity. The ways in which a person perceives their gender may or may not correspond to the person's sex.

DIVERSITY

In broad terms, diversity refers to the equal rights and opportunities of all people regardless of gender, ethnicity, sexual orientation, religion, culture, caste, income/wealth, age, and employment situation.

GENDER DIVERSITY

The term 'gender diversity' refers to the extent to which a person's gender identity, role, or expression differs from the cultural norms prescribed for people of a particular sex.

INCLUSION

The term inclusion is used to describe the active, intentional, and ongoing engagement with diversity as described above- in people we serve, in programmes, at workplace and in communities with work with or where we work. Ultimately diversity inclusion also helps us make positive contributions to social inclusion and workforce participation.

INTERSECTIONALITY

Gender shapes power inequalities based on other divisions, such as class and ethnicity, and vice versa as well as the interconnected nature of social categorisations such as race, gender identity, sexual orientation, religion, ability, and social class, which overlap to create interdependent systems of discrimination or disadvantage.²

GENDER MAINSTREAMING

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. The ultimate goal of gender mainstreaming is to achieve gender equality.

GENDER TRANSFORMATIVE APPROACHES

Gender transformative approaches are programmes and interventions that create opportunities for individuals to actively challenge gender norms (and stereotypes), promote positions of social and political influence for women and LGBTI+ in communities, and address power inequities between persons of different genders and identities.

SOGIE

Refers to Sexual Orientation, Gender Identity and Expression. This term is inclusive of everybody, as it acknowledges that all human beings have a sexual orientation and gender identity. Gender identity is one's own internal sense of one's gender, gender expression is how an individual expresses their sense of self, and sexual orientation refers to romantic and/or sexual attraction to men, women, both, or neither.

LGBTI+³

The acronym LGBTI+ refers to Lesbian, Gay, Bisexual, Transgender and Intersex persons. We include the plus to be inclusive of all gender identities and expressions, and sexual orientations.

²K. Crenshaw, 'Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics', University of Chicago Legal Forum, 1, 1989, pp.139–167.

³ LGBTI+ persons refers to Lesbian, Gay, Bisexual, Transgender/ Transsexual, and Intersex, and the + encompasses all other sexual orientations and gender expressions.

Trends and development

GENDER INEQUALITY AND SHRINKING CIVIC SPACE

To date, the world has witnessed a number of positive developments whilst striving towards gender equality and diversity inclusion henceforth this momentum has to continue. More girls are enrolling in school; more women are assuming leadership positions; an increasing number of countries are recognising same sex relations, gender-based violence, especially violence against women and girls is on the public policy agenda, and the 2030 Agenda for Sustainable Development has reaffirmed the crucial importance of gender equality. These areas of progress show that gender inequalities can be reduced through public action. Sexual and reproductive health rights are on the international agenda, and there is growing attention to end violence based on Sexual Orientation, Gender Identity and Expression (SOGIE).

However, civic space for free expression is shrinking and deep-rooted social, political, and economic inequalities persist, ensuring that women and gender diverse communities remain in a disadvantaged position globally. In recent years, over a hundred governments have introduced restrictive laws limiting the operations of civil society organisations (CSOs). Many activists, human rights defenders and their organisations face an increasingly repressive and securitised environment that questions their legitimacy and further threatens their security. While legal progress has been made in regard to the rights of LGBTI+ persons, homosexual acts are still punishable by law in 73 countries around the world and in

some countries they carry the risk of a death sentence. It is also important to note that while legislative advances may lead to formal change, this does not immediately equate to behavioural change and social acceptance. LGBTI+ people, ethnic minorities, and women are increasingly subjected to hate speech and violence, limiting their ability to live lives of freedom and dignity. Such threats to their safety and security can result in high levels of exclusion and poverty.

Deeply rooted inequalities in the social, political and economic sphere keep women and girls in disadvantaged positions around the world.

Women's Representation in Politics and Public Administration:

Politics remains a man's world. Despite constituting more than half of the world's population, women are systematically underrepresented on all levels of political life due to the formal and informal barriers that hamper their participation. These obstacles range from discriminatory laws to disapproving cultural norms,

all of which result in an environment that disables women's leadership efforts. In 2017, just 22% of all national parliamentarians and 18% of government ministers are women. Furthermore, political institutions rarely recognise and respond to the basic interests and needs of women, especially those of poor and marginalised women. This discrimination in political decision-making processes is exacerbated by the global rise of conservatism. Extremist and conservative narratives are further defining the dominant and narrow public policies, societal norms and values, thus decreasing the civic space available for already marginalised voices to freely express themselves. Nationalist and populist movements fulminating against external influences or outsiders have been gaining ground in recent years. Both authoritarian and democratically elected leaders make use of these sentiments to strengthen their rule, jeopardising civic rights and the rule of law. This is of particular concern to women, migrants, LGBTI+ activists, and NGOs.

Gender-Based Violence: An estimated 35% of women globally have experienced either physical and/or sexual intimate partner violence or sexual violence by a non-partner or at a place of work at some point in their lives⁴. More countries are instituting legal frameworks to address violence against women, with at least 140 countries having passed laws on domestic violence or sexual harassment. However, there is a lack of enforcement of such laws, which is mainly due to social, cultural and patriarchal norms that condone violence against women. In many states enforcement is also restricted by lack of political will, lack of financial re-

⁴ World Health Organization, Department of Reproductive Health and Research, London School of Hygiene and Tropical Medicine, South African Medical Research Council (2013). Global and regional estimates of violence against women: prevalence and health effects of intimate partner violence and non-partner sexual violence, p.2. For individual country information, see The World's Women 2015, Trends and Statistics, Chapter 6, Violence against Women, United Nations Department of Economic and Social Affairs, 2015 and UN Women Global Database on Violence against Women.

sources, and weak and ineffective law enforcement agencies. This is even more relevant for Transgender people, who are often unprotected by laws and even if protected, face disproportionate violence, often rooted in discriminatory societal norms about their gender identity and expression. In addition to gender-specific threats and violence, female and LGBTI+ human rights defenders continue to face the same risks as other defenders. Severe restrictions on internet freedom are increasing, and online gender-based violence, like offline violence of the same nature, is committed with impunity. There is therefore a clear urgency for civil society to mobilise society and governments for action against these practices.

Women's Economic Empowerment: Women work; they perform the vast majority of unpaid household and care work which largely remains unrecognised and undervalued. The informal work sector also places substantial constraints on women's seeking paid work; globally, only one in two women take part in employment for profit. When they have a paid position, women are more likely to be engaged in part-time, low-paid jobs characterised by little social protection, poor working conditions, and sometimes physical or sexual exploitation. Even in countries where policies are increasingly supportive of female employment, women on average earn less than their male counterparts performing the same job. Securing fair treatment, living wages and safe working environments for women is key to improving women's economic autonomy. LGBTI+ persons also face less opportunities to obtain decent work, with equal pay

and growth opportunities, particularly in those countries with policies and laws that discriminate or even criminalise LGBTI+ persons. Within this group, transgender individuals face most difficulties. At the same time there is increasing evidence that diversity and inclusion on the work floor supports good company results.

The economic prospects for youth, and young women in particular, in many developing countries are extremely poor, and they experience high unemployment rates. These are often worsened by a mismatch between the skills young people can offer and those required by employers, a lack of business and regulatory environment that supports for example women's micro-, small and medium-sized businesses, and a lack of sustained leadership skills development and other aspects that are important to their wellbeing.

Advancing economic justice through decent work, diversity inclusion and employment opportunities for women, LGBTI+ and young people therefore represents a crucial development pathway that offers important socio-economic benefits not only to them, but also to their families, communities and economies at large. Hence, focusing on transformative policies and actions that governments, the private sector, and civil society can take to advance women's economic empowerment and diversity inclusion is critical in addressing systemic constraints to economic empowerment of women and diverse communities, if sustainable development is to be achieved.

**IDENTIFICATION AND
PRIORITISATION
OF ASSUMPTIONS
ARE NOT NEUTRAL;
OUR CONTEXT
AND HISTORY ARE
*gender-biased.***

CONFLICT-RELATED THREATS

While there is increased recognition of conflict's gendered dimensions, this is often still limited to the victimisation of women and the opportunities that conflict presents to influence gender roles and norms are overlooked. Women remain crucial actors in local peacebuilding efforts, yet in formal peace negotiations their voices are often unrepresented. It is estimated that 66 million people around the world are seeking refuge, two-thirds of whom are internally displaced. Poverty and lack of economic opportunities impact all refugees, but refugee and migrant women face further marginalisation and violence due to their traditional gender norms and roles. The disintegration of public services and an increase in economic instability leads many to marry off their daughters at a young age, increasing the likelihood of young girls experiencing gender-based violence and health problems. Female-headed households are more prevalent during times of conflict, yet they have fewer income opportunities to provide for their families.

SUSTAINABLE AND INCLUSIVE USE OF THE PLANET'S RESOURCES

The degree to which people are affected by climate change is partly a function of their social status, gender, poverty level, power, and access to and control over resources. Women are often more vulnerable to the negative effects of climate change because of their lower social status and responsibility for household duties. This is particularly true of women in the Global South, where the vast majority of farming work, household tasks and cooking is performed by women. These same women are mainly dependent on natural resources for income-, fuel- and food-generating opportunities.

In recent years the political winds have shifted slightly towards addressing this problem, with the advent of a number of new global agreements and commitments promoting gender equality and women's empowerment. The United Nations General Assembly even declared the decade 2014-2024 as the Decade of Sustainable Energy for All, underscoring the importance of energy issues for sustainable development, including a strong focus on gender equality and the elaboration of the post-2015 development agenda. The 2016 Paris Agreement on Climate Change also formally recognises the intersection of climate change and gender equality with the empowerment of women and realisation of their rights, in addition to mandating gender-responsive adaptation actions and capacity-building activities.





Access to Renewable Energy: In the energy sector there is a high level of acceptance of 'gender and energy' as a fundamental prerequisite for poverty reduction and sustainable human development, highlighting how energy can be a critical enabler of development and can play a transformative role in men's and women's lives. As markets and public programmes have started to embrace decentralised energy technologies such as solar lanterns, home systems and improved cookstoves, there is some optimism that progress will be faster at providing energy to last-mile customers and that women will be afforded greater opportunities in the energy supply market because these technological evolutions are reducing physical, capital, and technological barriers.

However, the implementation know-how needed to effect a global, on-the-ground realisation of gender-equitable energy supply and consumption is still a distant dream, and energy access projects and programmes continue to deal with gender issues on a piecemeal basis. Women's participation in the energy sector remains low and they face more impediments to building businesses than men do. Existing evidence catalogues the significant and diverse barriers restricting women's business ownership, include lack of financing, regulatory restrictions, isolation from business networks and intermediaries, lack of access to market data and information, discriminatory cultural and gender norms, lower levels of ed-

WOMEN'S PARTICIPATION IN THE *energy sector* REMAINS LOW AND THEY FACE MORE IMPEDIMENTS TO BUILDING BUSINESSES THAN MEN DO.

ucation and business experience, limited female role models and mentors, and the competing demands of household and family responsibilities without access to child care. Specialised support is therefore needed to bridge gender gaps in business leadership. Initiatives driven by the potential of female sustainable energy entrepreneurs serve as an important testing ground for the factors that best support them.

Access to Sustainable Food: Control over valuable assets, such as land and property, is an important source of power in communities and within households. When women have more control over land, it not only empowers them to make decisions on land use, but it allows them greater bargaining power and economic opportunities including access to capital, credit, markets and leadership opportunities.

SECTION 1A

Why a Gender Equality and Diversity Inclusion Strategy?

BUILDING ON OUR SUCCESSES

Hivos acknowledges that poverty and inequality as global problems that manifest differently between children and adults, men and women, gay and straight, healthy and disabled-coupled with different intersectionality's such as ethnicity, race, age and class, amongst others. We work towards the construction of a future with more open and green societies by addressing entrenched discriminatory practices, aiming for positive change, inclusion and accountability. Together with partners and specifically targeting those at increased risk of marginalisation and exclusion, we aim for the achievement and access to social accountability measures, freedom of expression, improving women's voice and working conditions, achieving food security and clean energy.

A review and update of **Hivos Integrity Policy** will be conducted to further expound on its code of conduct and procedures towards internal complaints regarding inappropriate behaviour and use of whistle blowers in order to protect staff and partners from misconduct. It is expected that this will foster an organisational culture committed to preventing all forms of exploitation, abuse of power, ensuring support and protection to those who do speak out and further reinforcing an innovative niche towards the recognition and taking measures to address sexual orientation, gender identity and expression (SOGIE) concerns.

In the past Hivos has relied on its **Gender Mainstreaming Strategy, Women Unlimited: Policy Document Gender, Women and Development (2006)**; Gender Mainstreaming Policy Briefs (2010, 2011) and Hivos Social Responsibility Policy (2016). The gender mainstreaming strategy of 2006 focused on committing 15% of the co-financing budget to women's organisations, combined with mainstreaming gender into different programmatic activities. A major success achieved by this policy was the enormous support that Hivos provided to both international and grassroots organisations, and to movements that advance women's rights and LGBTI+ emancipation. However for example, while Hivos did manage to strengthen the women's rights movement, most gender mainstreaming interventions did not address gender inequalities per se but instead focused on affirmative action for women or simply on integrating women's perspectives into programming. This can be seen in our earlier policy of allocating funds to programmes with beneficiaries who were 80% women, or empowering female artists or farmers, as examples of gendered programmes. Simply put, the presence of more women does not automatically mean greater equality.

Now, more than ever, there's a strong call-to-action to press forward progress made towards gender equality and disrupting all systems that allow sexual violence to flourish. Moving us in the positive direction is our new **Gender Equality and Diversity Inclusion Strategy**. With this strategy we build on our success and available policies to ensure that the 'most marginalised and discriminated citizens' are empowered to express their views and demand their rights for responsive and inclusive decision making. Hivos will continue to explicitly design strategies and interventions for specific marginalised and discriminated groups.

Institutional Framework for The Gender Equality and Diversity Strategy 2018



IT'S NOT JUST
ABOUT **HOPE**
AND IDEAS.
IT'S ABOUT
action.

- Shirin Ebadi
Nobel Peace Prize Winner

⁵ Insert a link to the strategic plan.

This new strategy has incorporated some principles from past and ongoing policies and therefore should be used alongside other relevant organisational policies or procedures. Additionally it should be viewed as tool to mobilise Hivos staff, partners and donors around gender equality and diversity inclusion as stipulated in current Hivos Strategic Plan⁵. It requires a renewed commitment from Hivos leadership and staff by further building organisational capacity and culture that is consistence in our way of working, ensuring high-quality gender transformative and inclusive programming. Ultimately, this strategy will serve programmes and staff members in determining and prioritising gender mainstreaming through the integration of gender equality into Hivos strategy plans, procedures, programme outcomes and partnerships as well as ensuring a culture within Hivos that is responsive to women's empowerment, inclusion and recognition of LGBTI+ rights. As an institution, Hivos is therefore committed to provide, whenever relevant and possible, the necessary tools to plan, implement, communicate, monitor and evaluate the organisation's performance towards gender equality and diversity inclusion.

ALIGNMENT WITH INTERNATIONAL DEVELOPMENT FRAMEWORKS

Gender Equality: In recent decades, since the Beijing Declaration and Platform for Action, there has been significant progress in the field of women's rights and gender equality. The 2030 Agenda for Sustainable Development **reaffirmed the univer-**

sal consensus on the crucial importance of gender equality and diversity, and its contribution to the achievement of the Sustainable Development Goals (SDGs). Gender equality and women's empowerment are therefore recognised as cross-cutting objectives across all SDGs, both as objectives and as part of the solution. As such, women and girls, women's organisations, and programmes supporting women's empowerment have a critical role to play in all SDGs. Specifically, through our women's empowerment programme, Hivos will focus on SDG 5 – "Achieve gender equality and empower all women and girls," – and SDG 8 – "**Promote inclusive and sustainable economic growth, full and productive employment and decent work for all.**"

At Hivos, we will direct specific attention in our investments and programming towards (but not limited to) the following elements:

- Ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life;
- Supporting reforms and promotion of development-oriented policies in accordance with national laws and international treaties that nurture economic independence and equal rights to resources.

Overall, all other thematic areas will take a gender-responsive approach, both in their interventions and in the implementation of the Hivos strategic plan 2016-2020. Highlighted below is a list of other SDGs with a gender related target.

**AT HIVOS WE
CREATE A DIVERSE
AND INCLUSIVE
WORKING
ENVIRONMENT
that is
reflective OF THE
COMMUNITIES
WE SERVE.**

Goal 5 calls for the elimination of all forms of violence against women and girls, the end of all forms of gender-based discrimination, and the elimination of harmful practices such as child marriage and female genital mutilation (FGM), recognising the value of unpaid care and domestic labour and ensuring women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. It also calls for ensuring universal access to sexual and reproductive health care, and reproductive rights.

A SAMPLE OF SPECIFIC GENDER SDG TARGETS RELEVANT TO HIVOS FOCUS AREAS



- (1.1) Eradicate extreme poverty for all people everywhere
- (1.2) Reduce by half the proportion of people of all ages living in poverty
- (1.3) Implement nationally appropriate social protection systems and measures for all
- (1.4) Ensure that all men and women have equal rights to economic resources and basic services, ownership, control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
- (1.5) Build the resilience of the poor and reduce their exposure and vulnerability to climate-related extreme events and other disasters
- (1.B) Create policy frameworks based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions



- (2.1) End hunger and ensure access by all people to safe, nutritious and sufficient food all year round
- (2.2) End all forms of malnutrition, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
- (2.5) Maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed
- (2.A) Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity
- (2.C) Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility



- (3.1) Reduce the global maternal mortality ratio to less than 70 per 100,000 live births
- (3.2) End preventable deaths of newborns and children with all countries aiming to reduce neonatal mortality
- (3.3) End the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases
- (3.7) Ensure universal access to sexual and reproductive health-care services



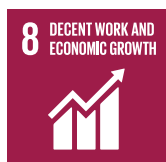
- (4.4) Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- (4.5) Eliminate gender disparities in education and ensure equal access to all levels of education and vocational training



End all forms of discrimination against women and girls.
 Combat sexual violence and exploitation.
 Ensure universal access to sexual and reproductive health.
 Address inequalities in the labour market, equal access to jobs- specifically decent work for women and the unequal division of unpaid care and domestic work.
 Enhance women's leadership and participation in politics, public office and administration.
 Affording women equal rights to economic resources such as land and property



(7.1) Ensure universal access to affordable, reliable and modern energy services



(8.1) Sustain per capita economic growth in accordance with national circumstances
 (8.3) Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation
 (8.5) Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
 (8.6) By 2020 substantially reduce the proportion of youth not in employment, education or training
 (8.7) Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour
 (8.8) Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



(16.3) Promote the rule of law at the national and international levels and ensure equal access to justice for all
 (16.6) Develop effective, accountable and transparent institutions at all levels
 (16.7) Ensure responsive, inclusive, participatory and representative decision-making at all levels
 (16.10) Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
 (16.12) Promote and enforce non-discriminatory laws and policies for sustainable development



Diversity inclusion: More workplaces around the world are paying attention to gender equality and diversity inclusion, in addition to becoming aware of LGBTI+ issues, and an increasing number (such as Hivos) are creating and maintaining an inclusive workplace culture and policies. Over the years, Hivos has maintained a diverse group of employees in terms of race, age, gender, ethnicity, sex, national origin, religion, gender identity, sexual orientation, (dis)ability amongst other characteristics. When people feel free to be who they are in the workplace, they are happier and more productive. A well-motivated and productive group of employees is thus essential to our strategy success.

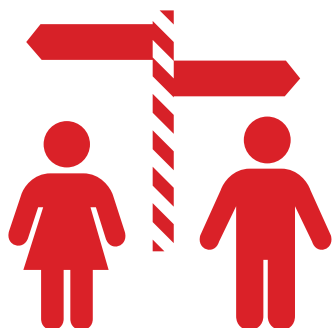
**WHEN PEOPLE
FEEL FREE TO BE
WHO THEY ARE IN
THE WORKPLACE,
THEY ARE HAPPIER
AND *more*
*productive.***

HIVOS CORE VALUES



Freedom & Dignity

Every human being has the right to live in freedom and dignity. People should have the freedom to believe what they want, voice their opinions, challenge governments and influence the established order.



Self-Determination & Diversity

People should be able to make choices and decisions based on their own preferences and interests, regardless of their sexual orientation, their ethnicity or their religion. Each individual is unique, and individual differences lead to diversity.



Equality & Social justice

We are not the same, but we are equal. We should be treated as such. And this should be reflected in the way our social and legal systems work.



Responsible Citizenship

Citizens have rights as well as duties. Taking care of the ones around us and living life without damaging others or our planet, should be a given.



Sustainable use of our Planet's Resources

We only have one planet which offers vast riches, but they are not limitless and already seriously degraded. For current and future generations to be able to prosper, sustainable use of the earth's resources is paramount. This involves moving beyond just reducing our negative environmental impact, but even more by actively restoring what has been degraded and favouring biodiversity.



⁶ Gender mainstreaming and diversity inclusion are understood to be both a process and a state with the organisation.

STRATEGIC OPPORTUNITIES FOR REALISING THE GENDER EQUALITY AND DIVERSITY INCLUSION STRATEGY

After the re-organisation process, Hivos is now in a better position to plan ahead with a renewed vision guided by the current strategic plan –innovating for social change 2016-2020. Mentioned below are some of the opportunities Hivos employees can tap into to influence change (internal & external) and sustain our position as an organisation that is committed to gender equality and diversity inclusion. These opportunities were identified during the diagnostic assessment process.

- a. Making use of the new project way of working and ToC as key moments for integrating gender equality objectives and indicators into programme development
- b. Making use of the ongoing development of the Hivos dashboard linked to Hivos's management system Osiris to ensure the early integration and articulation of gender-equality-related measurement into the systems
- c. Ensuring that gender equality and when necessary diversity inclusion indicators are present across all thematic monitoring frameworks
- d. Including external evaluations as part of monitoring our work, connected to linking and learning trajectories
- e. Drawing lessons from how we currently support

gender equality and diversity inclusion in our programmes, for example the HIV and Human Rights programmes

- f. Organising experts meetings regularly with gender and diversity practitioners, academics, donors and implementing partners in order to learn and explore future partnerships
- g. Forming a small global workgroup on gender equality and diversity inclusion, along with key allies
- h. Launching a digital platform and online training modules dedicated to gender equality and diversity inclusion work of Hivos and partners
- i. Using innovative communication channels-internal and external e.g. animation, film to get the message across

Overall, the successful implementation of this strategy and its mainstreaming⁶ efforts will lead to a transformation within Hivos's – (staff and as an institution) impacting on the organisational culture, gender responsive interventions, safer workplace, a diverse workforce as well as partnerships. As previously stated, the strategy will serve programmes and staff members in determining and prioritising gender equality and diversity inclusion concerns, support the implementation and management of women's empowerment approaches, and assist in the development of gender responsive policies in support Hivos's vision and values.

OUR STRATEGIC APPROACH TOWARDS GENDER EQUALITY AND DIVERSITY INCLUSION

The development of an explicit strategy towards gender equality and diversity serves as a precondition to ensure that Hivos continues to support the implementation of programmes that consistently address gender inequalities, acknowledge diversity, and reduce the vulnerability of women and girls as well as LGBTI+ persons.

Our strategic approach towards gender equality and diversity therefore aims to:

1. Acknowledge that Hivos's policies, strategies and programmes on gender equality and diversity affect different people differently, and that their gender and sexual orientation are a key factor in this. Women and men, as well as people who are gender non-binary, have different perspectives, needs, interests, roles and resources, and class, race, ethnicity and age may reinforce these differences. Policies, strategies, programmes and partnerships must therefore address the differences in experiences and situations between and among women and men, sexual and gender minorities, indigenous communities, young and old, amongst other groups.
2. Ensure that Hivos's programmes and partners comprehensively integrate gender equality and women's empowerment into their work. In order to achieve the required change and address structural inequalities and discrimination, there is a need to ensure that there are shifts in organisa-

tional culture and ways of thinking, priority-setting, structures, and resource allocation, towards the promotion of gender equality and diversity. Internally, the programme development process offers an opportunity to take gender considerations into account right from the very beginning of programme design, and to include adequate and specific human, time and financial resources that allow for the inclusion of gendered concerns and needs and that help to identify the opportunities for change.

3. Guarantee the inclusion of lesbian, gay, bisexual, transgender, intersex and queer people in all aspects of work. In order to achieve this, it is important to be aware that the experiences, needs and concerns that affect LGBTI+ persons are likely to vary across the different groups. This needs to be acknowledged and considered in our programme development, planning, activities and interventions, monitoring and evaluation. In this process, we should pay specific attention to young people and most-at-risk populations. This would be a first step towards the progressive inclusion of people with disabilities, ethnic minorities, and vulnerable migrants among others.
4. Institutionalise policies and practices that influence gender equality and diversity inclusion. Gender mainstreaming responsibility and awareness about gender equality and SOGIE issues must be embedded within the organisation by investing in staff capacities and awareness; investing in staff with gender expertise, allocation of financial resources to support gender mainstreaming activities, instruments and monitoring.

Commitment and accountability from leadership and management at strategic decision-making levels are critical to ensuring that gender equality and diversity objectives are achieved across Hivos.

5. Provide a basis for measuring success. This strategy is aimed at providing a robust basis for measuring progress and success, including return on investments made in achieving gender equality and diversity objectives. Monitoring results on gender and diversity performance should be part of the regular internal monitoring procedures.
6. Foster knowledge sharing and networking. Building alliances and sharing ideas and good practices, internally and with other organisations, are critical to further learning and development. Hivos is a learning organisation, where learning is embedded in programme development.
7. Mobilisation and motivation. This strategy provides a basis for communicating intent, engaging stakeholders around specific objectives, and building long-term support towards gender equality and diversity within Hivos

SECTION 1B

Hivos Business case towards Gender Equality and Diversity Inclusion

In order to efficiently implement the current strategy, a business case for gender equality and diversity inclusion is critical both to Hivos and any stakeholder support for the Strategy. This section therefore seeks to provide guidelines on how to further mainstream gender equality and raise diversity awareness at all levels of the organisational structure, programmes and partnerships. It targets processes on two levels:

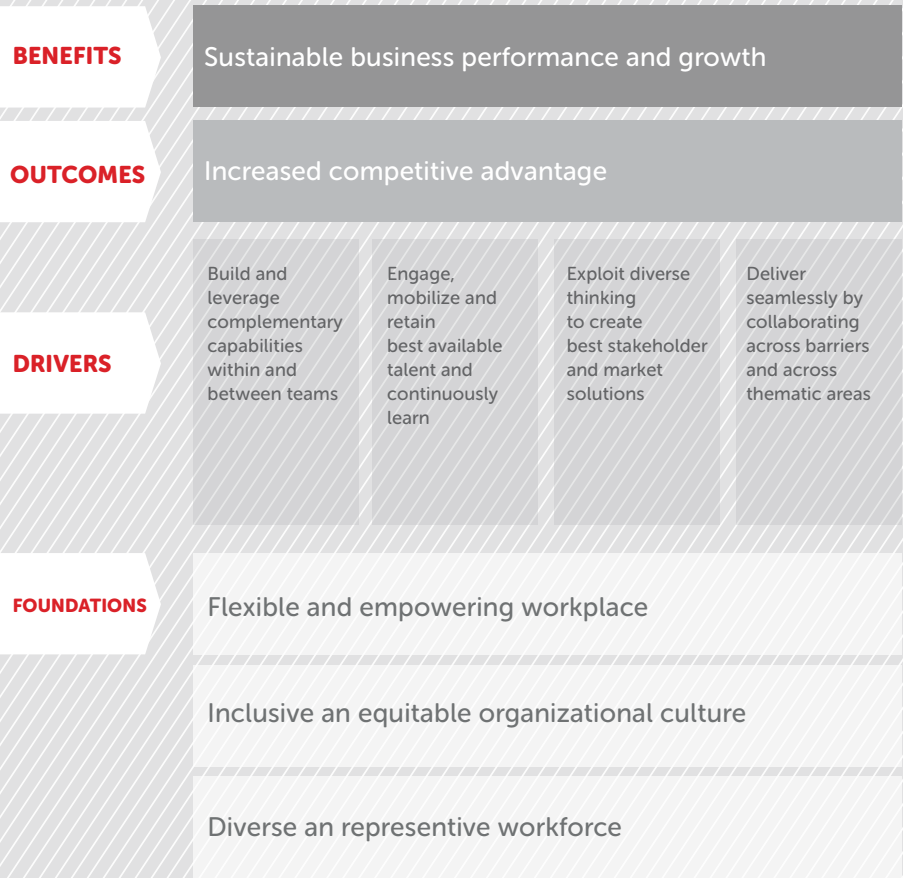
1) Internal processes – to ensure a gender-equitable and diverse workplace with knowledge, capacity and conviction on gender equality and diversity inclusion, in relation to eliminating barriers to ensure everyone is able to fully participate in a workplace that supports the recruitment, development and successes of all people; zero tolerance to sexual harassment and abuse – that clearly states Hivos obligations, investigation and reporting procedures and protection measures put in place to protect against victimisation.

2) External processes – to ensure that gender and diversity are institutionalised and mainstreamed across partners, all thematic areas and programmes, advocacy and communications, e.g. regarding partner criteria, campaigns, and programme analysis.

Actions in these two areas aim to achieve the efficient integration of a gender and diversity approach into Hivos systems and policies, in order to break down silos between departments and create a common understanding of what Hivos's gender and diversity approach entails in different contexts and on different levels. This will in turn foster a more efficient way of allocating resources for gender-specific objectives and SOGIE awareness and inclusion, as well as enriching knowledge management processes throughout the organisation. The business case for gender mainstreaming and diversity inclusion for both internal and external processes is described below and depicted in Figures 1 and 2.

**A BUSINESS CASE
FOR GENDER
EQUALITY AND
DIVERSITY INCLUSION
IS CRITICAL *both
to Hivos and
any stakeholder
support* FOR THE
STRATEGY.**

Business Case: Internal



BUSINESS CASE: INTERNAL

A gender-balanced and diverse workforce is an essential foundation for maximising team and business performance. As Hivos, we strive to build a workforce that accurately represents the communities in which we live and act. We understand that an inclusive and equitable culture provides the basis for reaching our teams’ maximum potential by building on the complementary strengths that our staff brings to the table. We believe that every single member of our staff contributes to the overarching Hivos goals in their own specific way, on a daily basis. We acknowledge the richness in the variety and diversity of their ideas and perspectives, and consider each contribution of equal value. Additionally, by being a gender-responsive, diverse and empowering employer, Hivos strengthens both individual and team performance.

We are driven by the conviction that in order to deliver the best results and solutions, we need to build and leverage our complementary capabilities both within and between our teams and across all areas of intervention. At the same time, it is important that we engage and are able to retain the best available talent, by encouraging and empowering our staff to realise their full potential.

We seek to promote diversity in thinking, in which assumptions and the status quo can be constructively challenged in pursuit of innovative solutions. This will allow us to develop deeper and more meaningful relationships with partners and other stakeholders, while collaborating seamlessly across boundaries and thematic areas. As a result, we will increase Hivos’s competitive advantage and added value in the international development space and sustain the organisational standard of high performance and growth.

Business Case: External

BENEFITS

Sustaining position as thought leader and implementer

OUTCOMES

Increased competitive advantage and credibility

DRIVERS

Build and leverage the capacity of staff, partners and stakeholders in the promotion of gender and diversity objectives

Creating a long-term framework for Hivos contribution to gender and diversity issues at the global and local level

Strengthening Hivos approach and thematic choices by looking at day-to-day operations from a renew perspective

Reiterating Hivos long-standing commitment to gender and diversity issues as it moves onto the global donor space

FOUNDATIONS

Hivos expertise and approach to intersectionality

Sustainable partner and beneficiaries relationships

Understanding of current donor landscape

Sustained partnerships and donor relations

BUSINESS CASE: EXTERNAL

a. For most Governments and development partners, gender equality remains a top priority.

In recent decades and guided by its Strategic Plan 2015-2020, Hivos has successfully diversified its financing base from the earlier core funds provided by the Dutch Government in order to explore new funding avenues, themes and networks. In this process, a clear understanding of the current donor landscape has been crucial to achieving a diversified funding base. This understanding has been and continues to be crucial in the implementation of an organisation-wide GEDI Strategy, as it provides valuable insight into determining the best approach to introducing gender equality and diversity perspectives into the different activities (including fundraising activities) that the organisation undertakes.

b. A recognition of a long-term framework on gender equality and diversity inclusion for sustained results and impact

We believe in the need for a long-term framework on gender equality and diversity inclusion; gender mainstreaming and paying attention to gender, diversity and the intersectionality of issues we address. This includes recognising the ways in which we can integrate gender equality and diversity perspectives into day-to-day operations and processes and how these function to strengthen Hivos's approach and impact. The goal here is to establish structures that allow for the allocation of resources towards concrete and measurable gender equality and diversity objectives at all levels of the organisational structure.

c. Fulfilling Hivos commitments towards gender equality, diversity inclusion and women's empowerment

Building a business case for gender equality and diversity – and bringing to life the GEDI Strategy – is the recognition of a much-needed reiteration of Hivos's commitment to gender equality and diversity inclusion in our response to an ever-challenging and increasingly unstable development co-operation landscape. By so doing, we stand to increase Hivos's competitive advantage, credibility and added value within the international development and donor landscape, while sustaining our position as a thought leader, implementer and social innovator in the gender equality and diversity space.

d. Sustaining Hivos position as a thought leader, building on our existing and seeking new solutions

Another important pillar within this process is Hivos's existing expertise and current approach to intersectionality which encourages Hivos, partners and other stakeholders to open up to new views and to question current practices, reflections, identities and values. This has allowed and will continue to allow the organisation to grow its understanding of the current and future operating landscape and how it can better provide assistance in the implementation of this strategy, further building strong and sustainable partner and donor relations. Such relations will enable us to bring Hivos's current approaches and programmes to the forefront, not only to highlight best practices and major achievements, but also to be able to identify the areas where we can still grow. We are motivated by the conviction that it is important to build and leverage the capacity of our staff, partners and stakeholders, while allowing them to establish a collective responsibility to promote gender equality and diversity.

SECTION 2

The Change Process

The main objectives are to ensure a link with our strategic plan, to connect programmes and initiatives directly to each other by means of an overarching strategy that creates synergies and economies of scale, and to help Hivos to mobilise staff, partners and stakeholders around a common strategic gender equality goal. Taking this premise into consideration, a Change Process Framework⁸ has been selected to structure the design and implementation of Hivos's Gender Equality and Diversity Inclusion (GEDI) Strategy. This particular model has been chosen as it offers:

1. **A gender equality diagnostic tool** that provides a robust framework for analysis, allowing us to identify where the organisation is currently positioned around gender equality and diversity inclusion within our interventions and organisational culture;

This strategy provides the opportunity to set an agenda for gender equality and diversity inclusion, while providing clarity on what needs to change and what the organisation needs to work towards.

2. **A clear roadmap** which allows for maximum customisation and the creation of new tools to advance and monitor our programme interventions, organisational policies and practices;
3. **Focus on the development, endorsement, and socialisation** of a robust and credible business case for gender equality and diversity inclusion, at different levels of the organisational structure.

The Change Process Framework is a simple tool that is easily accessible to Hivos as an institution, as well as to staff and those tasked with programme development for use in the course of their project cycles. Structured around four steps that typically guide change, these steps are summarised below in Figure 3. The framework is built on four main questions used to help assess Hivos's ambition and the activities that need to be performed in order to start the process. The questions are interrelated; answering one is likely to inform others. A clear analysis of the changes Hivos will need to make (both internal and external) are provided in detail.

⁸ The Workplace Gender Equality Agency, Australian Government. The Change Process was created in such a way that it can easily be integrated into a specific change methodology already used by an organisation. It aims to reflect established core change management principles, rather than creating new procedures.

Hivos Change Process Framework for the Gender Equality and Diversity Inclusion Strategy





⁹Core team member's strategy development: Programme Development Managers responsible for Women's Empowerment and Sexual Rights and Diversity; ENERGIA International Coordinator and Programme Manager and the Programme Officer, HIV & Human Rights.

Step 01 - Stocktaking

TAKING STOCK

*Where are we now?
Where are we going?*

INTRODUCTION

In order for gender and diversity inclusion to be successful within an organisation, it must be nurtured and exposed to the right conditions over time. This joint effort requires the commitment of individuals throughout all levels and locations of the organisation, with the presence of a strong and genuine or-

ganisational culture in which diversity concerns and process towards achieving gender equality are embedded. Our response builds on our values and already-existing institutional frameworks and process, some of which are illustrated below.

The strategy development process

Team Composition

- Team Members were selected based on their expertise and position within Hivos
- Across the organisation- global office & regional hubs, across all departments/units and with staff in different job functions

Conducting a Contextual Gender Analysis

- Based on document and policy analysis; survey, in-depth interviews and a series of feedback sessions with staff at the global office and regional hubs
- To identify areas of action and forming the foundation for the strategy
- Entailed a global snapshot of Hivos' response to promote action around gender equality and diversity, and took into consideration current policy debates and trends
- Diagnostic survey sent to 250 employees: 100 staff responded

Strategy Write-Up

- Guided by the senior programme development manager, women's empowerment the appointed core-team⁹ was in the lead reviews and contributions by the rest of team members
- Strategy review by reference group team for checks and balance: Executive Director and both Programme Directors Open & Green Societies

Final Strategy and Launch

- As approved by the Executive Board; endorsed by Management Team and Staff

Strategy Landing- Implementation

- Implementation roadmap and actions plans by various departments/units to address recommendations.

1.1 WHERE ARE WE NOW?

Conducting a contextual analysis was the first step towards identifying areas for action and forming the foundation of this strategy. This analysis entailed the recording of a global snapshot to capture the status quo of Hivos's actions to promote gender equality and diversity, and more specifically to:

1. Establish the understanding, knowledge and skills that Hivos staff have on gender equality and diversity;
2. Reflect on how issues related to gender equality and diversity are implemented within our own organisation and ways of working with each other;
3. Assess whether the new way of working and strategies within Hivos facilitate the implementation and integration of gender equality and diversity in our work and the organisation's culture – 'practise what we preach'.

In order to produce such an analysis, a **diagnostic assessment** was conducted at two levels:

- **Internal:** at the organisational level, to identify focus areas where our organisation could improve its performance on gender and diversity inclusion (mainly using current programmes and operational processes), and;
- **External:** by looking at Hivos in relation to current policy debates, trends and developments around gender and diversity.

To conduct this assessment, we gradually combined three different methods: (i) a general organisational survey; (ii) in-depth one-on-one semi-structured interviews with key Hivos staff at the Global Office and in the hubs, and; (iii) three feedback sessions with selected Hivos staff. These allowed for further validation and verification of the collected information.

Organisational Survey

Conducted in March and April 2017 amongst a representative sample of all 337 Hivos staff worldwide. The survey was sent out to 250 employees. Out of the 250 employees, 100 successfully completed the survey questionnaire. This represents a 40% response rate. Of the 100 completed questionnaires 40% of were from the Global Office, and the rest from the hubs – 20% from East Africa, 13% from Latin America, 10% from South East Asia, 10% from Southern Africa and 7% from MENA. For more information on the assessment questions, please see Annex 2. Based on the results of the survey, eight Key Focus Areas for action were pre-identified.

In-depth Interviews

Building on the conclusions of the survey, nine one-on-one interviews were conducted with key Hivos staff to dig deeper and collect more information about the current status (and perceptions) of the organisational track record, performance, policies, and

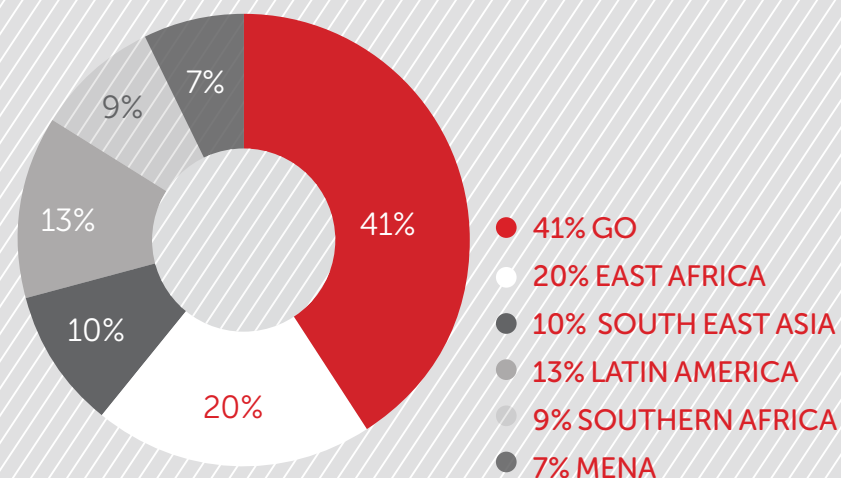
CONDUCTING
A CONTEXTUAL
ANALYSIS WAS
THE FIRST STEP
TOWARDS
IDENTIFYING AREAS
FOR ACTION AND
*forming the
foundation of
this strategy.*

potential improvement areas around gender and diversity. The selected interviewees came from different programmes, units and hubs, in order to include different points of view from both the thematic and operational perspectives.

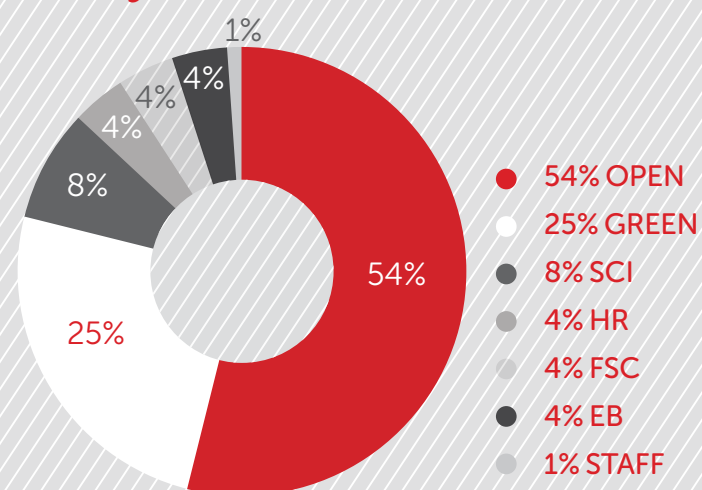
Feedback Sessions

Three feedback sessions were organised with senior Hivos staff during the final stages of strategy development. The aim of the sessions was to further validate the results of the analyses conducted so far, and to ensure that strategy development was on the right track and spoke to Hivos's identity and core values.

In which office are you based?



For which department/unit do you work?



Summary of key findings from the Gender Diagnostic Assessment Survey

Institutional

- Staff have a positive view of Hivos's organisational culture and the management's commitment to Gender Equality and Diversity.
- In relation to existing institutional frameworks (policy/strategic instruments), the Hivos Strategic Plan 2016-2020 is the one most often applied when referencing gender and diversity-related objectives and programme strategies. The other key reference documents that staff use regularly are the Hivos Integrity Policy 2016, the Hivos Corporate Social Responsibility Policy 2012, and the Hivos Policy Brief in Gender Mainstreaming 2011.

Programmes and projects

- Most programmes within Hivos include gender and diversity-related goals in their work and in their respective ToCs. However, there is inadequate planning in relation to the financial and human resources required to operationalise the said objectives.
- As observed, the current use of Osiris as project management tool does not sufficiently support the staff in providing adequate data analysis on gender and diversity inclusion, nor in generating project-related data. This is because few programmes have a gender and diversity indicator incorporated into Osiris, even when they have implemented or are implementing gender-related activities into their programmes. Staff responses also indicated a low understanding of how to use the system properly to its full capacity and take advantage of its many functionalities.
- The majority of the respondents (62%) are open to having gender equality and diversity objectives or outcomes included as part of their performance assessment.

Gender: Theory and practice

- Gender and diversity concepts were mainly well-understood, and the role of Hivos as a key player and the dedication of staff working on these topics were acknowledged. However, the following concerns were highlighted:
- A lack of sufficient dedicated staff with gender expertise;
- The need to invest more on staff development and capacities around gender and diversity inclusion, specifically when addressing workplace issues.

External context

- Take advantage the opportunity window provided by the SDGs and vision 2030 strategy – there is worldwide attention on women and girls. Capitalise on this and build new partnerships.
- Watch out for the backlash around gender equality and diversity and think of new ways of engaging, in order to counter the backlash.

1.2 WHERE ARE WE GOING?

The diagnostic outputs were summarised and presented as part of a balanced scorecard. The scorecard enabled the visualisation of the eight **Key Focus Areas**¹⁰ used to analyse Hivos's performance and policies, in addition to serving as a building block of the subsequent strategy (as discussed in Chapter 3). Hivos's performance was graded on a scale from zero to five (see below). Each level shows the degree of organisational commitment to gender and diversity for each area:

Zero – Avoiding

Gender and diversity issues are not considered.

One – Compliant

Gender and diversity efforts are compliance-driven only.

Two – Programmatic

Gender and diversity work are provided for on an ad-hoc basis and according to need.

Three – Strategic

Gender and diversity action plans are collected in a strategic framework, and are reflected and implemented as such in organisational work plans.

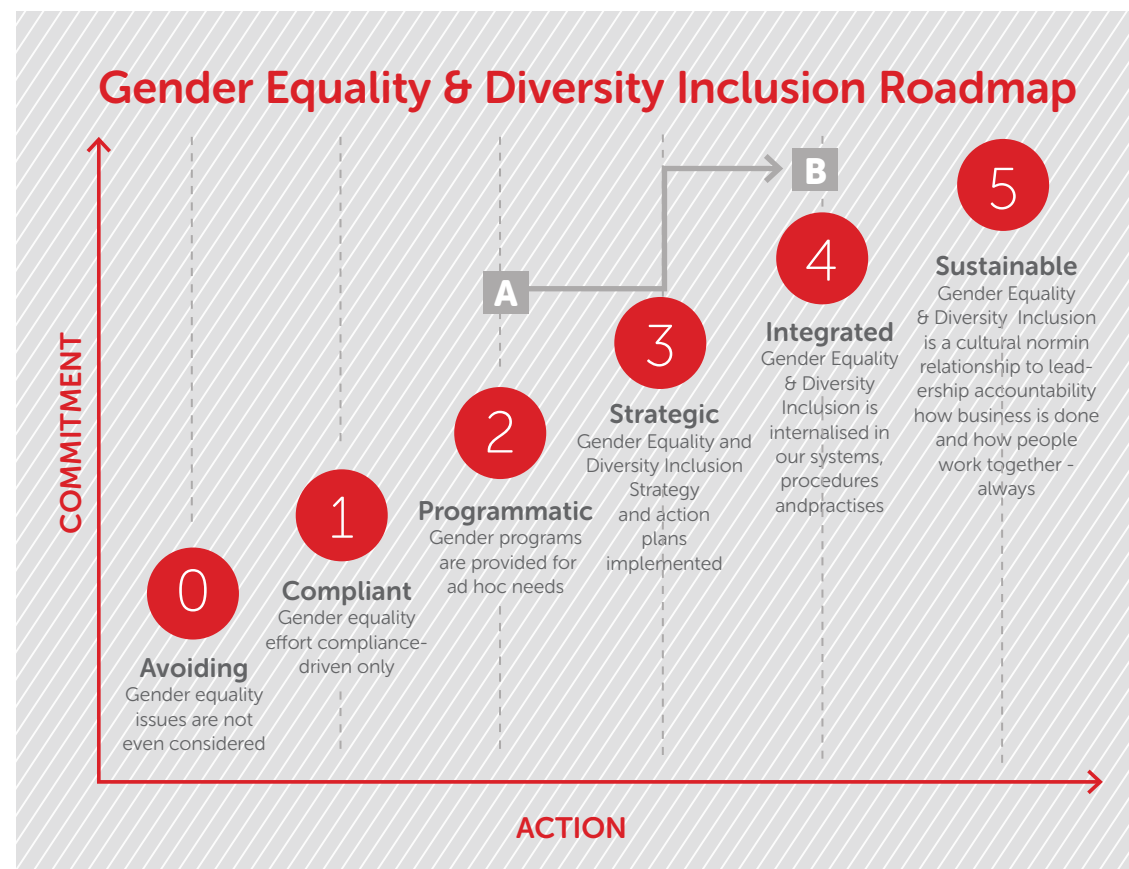
Four – Integrated

Gender equality and diversity are fully integrated and internalised in the systems and working methods.

Five – Sustainable

Gender and diversity are both business and cultural norms in the unit or organisation, and their influence permeates all activities.

¹⁰ Accountability, staffing, workplace culture, programme development, measuring and reporting, strategic communication, responsive budgets and partnerships. This is elaborated further in Section 3, Table 1.



With these combined results for each area to hand, it was concluded that Hivos – as an organisation – currently performs well in gender equality and diversity at the programmatic level (2). Overall, Hivos scored a three (**strategic level**) at the time this strategy

was under development. While this strategy aims to achieve level four – to **integrate** gender equality and diversity across our work – Hivos ultimately strives to reach level five, **sustainability**, in which we regularly review and adapt the strategy as we implement it.

Step 02 - Design and Approach

DESIGN AND APPROACH

What is the best way to get here?

This strategy looks to build on the progress that Hivos has already made in implementing its Strategic Plan 2016 – 2020. The strategy is substantially guided by our humanist values, our work in the six thematic areas, and the organisation's guiding principles of:

1. Equality as a right;
2. Recognition of the value of diversity;
3. Awareness of intersectionality;
4. Addressing root causes and taboo issues;
5. Utilising transformative gender approaches;
6. Meaningful participation;
7. Innovating for social change.

2.1 STRATEGY OBJECTIVES AND PURPOSE

Our vision includes creating opportunities for women, disadvantaged and marginalised people, and communities so they can participate, benefit from the development and become active change makers.

The purpose of this strategy is to guide the process of ensuring that gender equality and diversity inclusion perspectives are integrated in a meaningful and transformative way, both within our organisation and the work that we do. Specifically, this will be achieved by guiding Hivos staff in adopting the principles and practice of gender equality and diversity inclusion by encouraging an internal process transformation

For Hivos, a strategy towards gender equality and diversity inclusion is based on our commitment to promote equality and diversity as a means to address social injustice. We recognise, how people's differences help them to contribute to their respective societies, and realise their full potential as individuals.

and fostering an inclusive organisational culture that exemplifies Hivos's commitment to gender equality and diversity. Additionally, the development of a new strategy is intended to provide guidance on how to operationalise our organisation's commitments towards gender equality and diversity inclusion, in line with the Hivos Strategic Plan 2016-2020 – Innovating for Social Change.

The strategy towards gender equality and diversity inclusion provides a basis for communicating our intent and vision, engaging with stakeholders, and building long-term societal support towards gender equality and diversity inclusion – not only within Hivos's global office and regional hubs, but also with partners and donors.

2.2 STREAMLINING IN OPEN AND GREEN SOCIETY PROGRAMMES

While it is true that Hivos has focused on supporting both gender equality and diversity inclusion efforts for many years, until now these two themes have been treated as separate thematic areas. This strategy seeks to bring the two areas together, as Hivos recognises the role that taking a holistic approach to gender equality and diversity in policies and programmes can play in developing and further positioning our expertise in this field. Gender and diversity concerns cut across all of our work, and must be fully integrated in the design and implementation of programmes in both Open and Green. This strategy

¹¹ This implies, on the one hand, that specific measures must target women's empowerment – as the stand-alone track – and, on the other, ensure gender equality needs are addressed in cross-cutting themes integrated into policies, programmes and budgetary decisions as – through the **mainstreaming track**.

HIVOS'S EXPERTISE FOCUSES ON ISSUES RELATED TO EQUAL OPPORTUNITIES AND TREATMENT *for all people in the world*

therefore unites the expertise of these two departments, with the intention of making our work on gender equality and diversity inclusion more visible, as well as more accountable, across the organisation.

When adopting this new approach, we will focus on the role and function of gender equality and diversity inclusion in the workplace and in programme design and development in order to develop better and more sustainable relationships with our donors, partners and stakeholders. Hivos's expertise focuses on issues related to equal opportunities and treatment for all people in the world of work, and on eliminating all forms of discrimination based on gender, race, class, ethnicity, indigenous identity, and disability. We do this by working together with our partners (and other stakeholders) in continuing to build an understanding of the challenges and issues related to gender equality, diversity and inclusion in organisations and interventions, as a way to advance and develop Hivos's vision and values.

2.3 HIVOS DUAL-TRACK APPROACH

This strategy takes a dual-track¹¹ approach that will guide our work around the implementation of the gender equality and diversity inclusion. First, it defines our strategic approach towards gender equality, diversity inclusion and women's empowerment as a priority within Hivos policy, programme development and partnerships. Second, the strategy highlights those opportunities for change that are necessary in order to more effectively integrating gender equality and diversity inclusion into all our work and our thematic focus. At programme development, level the strategy recommends incorporating performance measures, for example incorporating clear objectives that effectively address gender equality and diversity issues in project implementation:

1. A strategic thematic focus on women's empowerment as a stand-alone track;
2. Institutional and organisation wide strategies – to integrate (or mainstream) gender equality and diversity inclusion considerations into the planning, design, implementation and measurement of our work and organisational culture;

Hivos will maintain a dual track mainstreaming approach towards gender equality and diversity inclusion processes through: A stand-alone women's empowerment programme and a mainstreaming track which integrates gender equality and diversity inclusion efforts into Hivos policy areas and practice as a cross-cutting issue. In addition, the strategy proposes to strengthen the complementarity of the two tracks. Focus on and investment in gender equality will take place primarily through our women's empowerment – and to a larger extend the sexual rights and diversity programmes, recognising that

women's empowerment is a key driver of sustainable economic growth, development and stability. We will practise what we preach and lead by example by promoting gender equality and diversity inclusion through our institutional and human resource policies and practices, recognising the importance of consistency between our institutional policy and our priorities, broader work and partnerships.

The implementation of this strategy requires strategic and targeted actions to integrate gender equality and diversity inclusion into Hivos's strategy plans, procedures and institutional practices. This will ensure that leadership and commitment to gender equality are entrenched in the organisational culture. Further operationalisation will be carried out through the development of department-specific annual work plans or action plans containing a gender equality objective/outcome for each thematic focus.

Integrating (or mainstreaming) gender equality and diversity inclusion: is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes so that women and men benefit equally and inequality is not perpetuated.

Hivos approach towards Gender Equality and Diversity Inclusion



INCLUSION PUTS THE CONCEPT AND PRACTICE OF **DIVERSITY INTO ACTION** BY CREATING AN ENVIRONMENT OF *equal opportunities*, INVOLVEMENT, RESPECT AND DIGNITY, **AND CONNECTION.**

Maintaining a stand-alone women's empowerment programme

Our work on women's rights is broadly situated within the thematic areas of women empowerment and sexual rights and diversity programmes both with different mandates. Measures towards elimination and prevention of all forms of discrimination and violence against women and girls are considered and addressed in both programmes. Specifically, the Women's Empowerment Programme strives to ensure that **all women have control over their lives to actively and independently participate and lead in economic and political spheres**. The program focuses on promoting economic rights and justice for women while at the same time enhancing women's participation in politics and public administration. Our premise is that improving social, economic, and political opportunities for women improves communities as a whole and positions women as change agents.

In light with the GEDI Strategy the programme will continue identify and highlight female front runners (and male counter parts) to facilitate change, connect networks of daring feminist activists and continue to provide technical and financial support to women's organisations. Through a systems approach, change will target individuals, Government institutions, markets and private sector, media, public and civil society organizations.

Integrating (or mainstreaming) a gender equality and diversity inclusion perspective

As a start, a common understanding of the terms "diversity" and "inclusion" is needed. We use diversity to make reference to the variety of similarities and differences among people (see terminology section). On the other hand inclusion is seen as a dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organisation or community. **Inclusion puts the concept and practice of diversity into action by creating an environment of equal opportunities, involvement, respect and dignity, and connection**. We do this by building on our core values, the richness of ideas, backgrounds and perspectives available in the organisation while paying attention to the changing global trends in order to create an organisational culture that reflects the communities we serve in line with Hivos values and towards achieving organizational and societal goals.

Our mainstreaming approach is therefore premised on the ultimate commitment to the gender equality and diversity inclusion goals -as an integral part of Hivos's values and daily work routines. As an institution, Hivos will **invest in the internal process of transformation** to ensure that gender mainstreaming and diversity inclusion are reflected at policy and operational levels. This will be reflected in **Hivos's policies, programme development, partnerships and communication** as stated in the Hivos roadmap and areas of change (see Table 1 in Section 3).

**HIVOS IS FIRMLY
COMMITTED TO
EMPOWERING
WOMEN BY
WORKING
WITH VARIOUS
HUMAN RIGHTS
INSTRUMENTS
in support of
COMMUNITIES
AND COUNTRIES'
EFFORTS *towards*
*gender equality.***

Mainstreaming a **gender equality and diversity perspective** involves how we incorporate the process of **assessing the implications for** *women, men, sexual and gender orientations, people with disability, people of different status-economic, religious, political, ethnicity amongst others* into planned actions – including legislation, policies or programmes in relation to our focus areas, and through the development of **gender-diverse, inclusive workplace culture.**

Monitoring and Learning for the Hivos Gender Equality and Diversity Strategy



2.4 MONITORING AND LEARNING

We cannot promote inclusive transformational change towards gender equality and diversity inclusion only through our work on Women's Empowerment or Sexual Rights and Diversity, nor from our support for legal or policy reform alone. Such change must be prioritised and explicitly mentioned in programmatic and institutional high-level policies and organisational practices. A simple focus on changing the thinking and practices of individual staff members is required, for example by introducing gender and diversity indicators to be monitored at project level, or by emphasising the provision of gender and diversity sensitivity training.

However, this creates a catch-22 situation in which project staff are expected to realise gender objectives within organisational and programmatic settings, while offering minimal institutional guidance (e.g. selecting partners, or providing support and technical expertise in programme development and in monitoring and evaluation). An alternative issue arises when the priorities and strategic objectives at programme level are not gender-sensitive, which fails to create an environment that enables staff to contribute to gender equality and diversity inclusion.

Our gender equality and diversity inclusion monitoring and learning framework is grounded on having a clear mission and vision on gender equality and diversity inclusion (based on strong leadership, a value proposition and accountability measures) will lead to well-defined institutional and programme objectives (through ToC development processes). These will in turn lead to the development of measurable parameters on gender equality and diversity inclusion (based on the creation and institutionalisation of indicators), more organisational accountability (based on robust reporting), and its inclusion in learning and innovation strategies and feedback loops.



GUIDELINES TO STIMULATE ACTION WITHIN HIVOS AND AMONGST PARTNERS

- Senior management is fully committed to the Gender Equality and Diversity Inclusion Strategy
- Gender equality and diversity inclusion are treated both as a means and as objectives in themselves, to advance Hivos's mission and vision;
- Foster workplace consultation and support, both within Hivos and with its partners, on issues concerning gender equality and diversity inclusion in employment, granting making and in the day to day interactions at workplace or in programme implementation teams;
- Make available constant and sufficient resources and knowledgeable personnel, along with an enabling and safe corporate environment, to fully promote gender equality and diversity in-

clusion within Hivos;

- Enforce accountability frameworks -ensuring that the Gender Equality and Diversity Inclusion Strategy is fully operationalised;
- Qualified gender and SOGIE specialists are employed on a regular basis (especially in the regional offices);
- Foster organisational policies that practices that ensure employees, are entitled to work in a safe and inclusive workplace, where people are valued and treat one another with respect;
- Apply a gender responsive safeguarding lens to our programmes, engagement with partners and amongst Hivos colleagues. In case of misconduct, Hivos obligations should always be explicit towards partners, donors and to a larger extend those we serve.
- For more information regarding our safeguarding approach, refer to our policy addressing sexual harassment. - link to policy!

SECTION 3

Implementation Roadmap

IMPLEMENTATION

How can we start or (keep) moving on?

Step 03 - Focus Areas for Implementation

¹² See table one - Hivos' implementation road map: focus areas and actions towards change

Some key focus areas have been identified¹² to make up for an effective strategy on gender equality and diversity inclusion from which measurable can – and should – be achieved. Hivos's key focus areas for change were created based on extensive discussions with Hivos staff, both individually and in groups, and they outline areas which are all important – none are irrelevant. The focus areas comprise a comprehensive framework for thinking about gender equality. However, this does not necessarily mean that all of the focus areas identified below need to be addressed at the same time. It may be helpful to think of this strategy as a complex machine or engine that propels the organisation along the gender equality and diversity inclusion journey. It contains many moving parts both internal and at external levels, all of which are essential to its ongoing effectiveness and longevity. If some parts are not maintained or are missing then the engine will fail, sooner or later. The absence or failure of some parts may have immediate impact; for others the effect may be more gradual.

3.1 WHERE TO INFLUENCE CHANGE

Leadership, staff commitment and accountability

All relevant staff members across Hivos Global Office and Regional Hubs, as well as staff with specific areas of expertise, are accountable for the implementation of the commitments outlined in this strategy. As such, gender equality and diversity inclusion targets should be taken into account in recruitment, performance assessments and retention processes, as part of Hivos's efforts to further gender equality and diversity inclusion in the workplace. It is also important that staff are able to highlight those practices that are characteristic of Hivos's approach to gender equality and diversity inclusion in the workplace, ensuring that these are strengthened and nurtured. In order to secure compliance and leadership commitment, the Directors of the Open and Green Societies Programmes, together with the Regional Directors, are accountable for the different processes associated with this strategy.

Regional Hub Directors, and Programme Directors of Open and Green Societies the direct ambassadors and tasked with ensuring the implementation

of the strategy in their respective dockets. Hivos Executive Board is ultimately responsible for providing strategic guidance towards the implementation of the strategy throughout the organisation and the commitment of the necessary resources to operationalise the intended actions. This can be in form of appointing dedicated staff with gender and diversity expertise. A biannual progress-monitoring exercise is necessary and should be undertaken to evaluate the strategy's progress. Progress and outcomes towards achieving gender equality should then be included in the annual plans and reports prepared by Hivos at all levels and in all offices.

Programme design and theory of change process

Structural gender inequalities and the marginalization, criminalisation and oppression of LGBTI+ communities, the lack of engagement of men and women with conservative views on equality to overcome these inequalities, manifest in a complex web of forces. These complications are socially, culturally and historically entrenched in societies and cannot be changed by isolated interventions.

Below are some of the approaches that programmes could consider depending on the envisioned change.

Budgeting process

Budgets are one of the most influential tools for organisations because without funds, policies and programmes cannot be implemented. Budgets influence a project's overall objectives and reflect the strategic priorities of the organisation. Although budgets are usually perceived as being gender-neutral or simply a set -ality, human rights and inclusion of LGBTI+ people, and has implemented gender mainstreaming strategies for the past 20 years. Over the past decades Hivos has explicitly dedicated at least 15% of its institutional budget to gender equality, by supporting women and, to some extent, LGBTI+ organisations. However, gender transformative approaches have not always been addressed sufficiently and are rarely budgeted for outside the thematic areas of women's empowerment, sexual rights and diversity. Following staff interviews and programme reports, it has been concluded that gender transformative approaches need to be addressed primarily at the *programme* level.

Such a focus calls for a contextualised understanding of gender and diversity issues within each programme, by identifying concrete opportunities for gender mainstreaming.¹⁴ To continue with the above trend, enhancing Hivos track record and bearing in mind the current funding landscape, we propose a few tools that will ensure that:

- The value of gender and diversity to Hivos's competitive advantage is recognised by all staff (through tools such as gender equality and diversity sensitivity training);
- Programme objectives include a gendered outcome connected to a budget from the outset of

programme development process (through tools such as ToC trainings), and;

- Different gender and diversity indicators are included in proposal development through a checklist or key questions in the proposal development phase, and a clear set of questions in Osiris management system to enable us track progress (see updated questions for Osiris).

3.2 HOW TO INFLUENCE CHANGE

Gender expertise

Drawn from the diagnostic assessment survey, some key departments (Open, Green, SCI, Human Resources) do require at least one individual, or regular support time to time providing them with sufficient expertise on gender and/or diversity concerns. While a good level of gender expertise exists within Hivos, and with allocated resources for action and support, there is still a shortfall when it comes to how gender mainstreaming and gender analysis are facilitated throughout the organisation. Few programmes have specific staff designated to ensure that gender equality and diversity inclusion concerns are taken into account throughout the project cycles. For example, it is not always that programmes will budget specifically around gender equality nor gender mainstreaming activities. Budget allocations to support gender equality and diversity inclusion are therefore necessary for the implementation and success of this strategy. Such budgets are key elements in the process of developing and implementing gender equality and diversity inclusion strategies. Ways of increasing this expertise might include hiring new staff, further building the capacity of existing staff, or

allocating time for an external expert to support such efforts.

Achieving this would mean that dedicated gender experts across the institution and within programmes are hired. Such experts are tasked to support the implementation and dissemination of effective gender transformative practices, as well as being able to facilitate and strengthening of the organisation's capacity to conduct gender analysis, and ensure programmatic and organisational gender equality and diversity inclusion objectives are achieved. Such experts would therefore be responsible for the following tasks and activities:

- Contributing to the organisation's strategy towards the collection, analysis and dissemination of timely and updated evidence and information related to gender equality and diversity inclusion, such as: political debates, national and international legislation, fact sheets, statistics, policy briefs, technical notes, academic publications and discussions, and so forth;
- Contributing to the collection, processing and dissemination of effective gender equality and diversity inclusion mainstreaming and gender transformative practices to support programme implementation;
- Planning, implementing and monitoring activities within selected Key Focus Areas, in order to facilitate effective evaluation of the organisation's performance, budgets and methods employed towards mainstreaming efforts.

¹⁴ HIVOS POLICY GUIDELINES: Gender mainstreaming in Hivos's domestic biogas and improved cookstove programmes.

¹³ http://www.theoryofchange.nl/sites/default/files/resource/hivos_toc_guidelines_final_nov_2015.pdf

- **Gender transformative approaches** imply in-depth political change and redistribution of power and resources in societies, including among organisations and across programmes. In other words, these approaches are employed to create opportunities for organisations to actively challenge gender norms, promote positions of social and political influence for women in communities, and address power inequities between (and within) people of different genders and with different gender identities.
- **The use of and thinking around Theories of Change (ToC)** within Hivos serves as a helpful framework for the inclusion of gender equality and diversity inclusion objectives. The programme development process provides a fundamental opportunity at all stages to consider and integrate gender equality, such as in the formulation of the actors and power analysis when envisioning the desired social change, and in the articulation of assumptions and strategic thinking in relation to gender and diversity inclusion in any programme. ToC processes are therefore able to support programmes with a lens for questioning and reflection.
- **Whenever programme ToC facilitators and Design, Monitoring Evaluation and Learning (DMEL) facilitators** are encouraged to always support programmes to do a gender analysis at the beginning of each programme development process. Whenever, programme staff are stuck, it is necessary to consult a gender and/or diversity expert in development of the final proposals.

A few tools that are worth highlighting in this process are provided below as examples

As mentioned below, Hivos sees ToC as a systematic approach to programme design, monitoring, evaluation, and learning. ToC thinking and practice allows for positioning change more strongly in context, trends and power issues, embedded in a multi-stakeholder perspective. The outcomes of a ToC process are used to continuously track and reflect on the evolving processes that lead to change in ways that allow for adaptation or readjustment of strategies, for checking our assumptions, and to promote institutional learning mainly around:

- Power imbalance and its negative implications for the achievement of gender equality and diversity inclusion are strong causes of social injustice.

Consequently, Hivos strongly acknowledges ToC's potential as a methodology for streamlining gender transformative approaches across programmes. Power, gender and diversity sensitive analyses are central to any ToC process and therefore, when used correctly, the ToC (as a product) should make explicit: the nature, sites and distribution of power (including gender relations); what that means for the programme's strategic choices, and; which assumptions are being made with regard to the envisioned social change (in other words, the shifting of power and gender relations). Hivos continues to engage in a learning process to enhance the quality of the emergent ToC practice across Hivos and its partners. Hivos's ToC learning process and training is still needed, and where possible resources should be allocated to the systematic support of programme staff.

Hivos staff and external experts have produced various ToC-related materials (including synthesis papers such as those from the E-Dialogues on the ToC-related tool on the ToC Resource Portal, which continue to be useful but will require updating/revision in coming years). The Theory of Change website provides an example of such products (<http://www.theoryofchange.nl>), which can be tapped into to create a gender transformative ToC development approach. Additionally, Hivos's own ToC training manual offers a great deal of resources that are further explained in the resource kit manual accompanying this strategy.¹³



HIVOS STRIVES FOR
A WORLD WHERE
ALL WOMEN AND
MEN *have control*
OVER THEIR LIVES,
BODILY INTEGRITY
and self-
determination
TO ACTIVELY
PARTICIPATE ALL
SPHERES OF LIFE.

Update and systematically encourage staff to take up the Hivos Course on gender, women's rights, sexual rights and diversity -online training module. Additional content to the module could include a values clarifications workshop on inclusion in order to help staff to explore, understand and articulate their feelings, values and attitudes on gender, diversity and sexuality. Furthermore, they can reflect on how these personal perspectives and ideas affect their daily work. It could also help to introduce new staff to the ways that the organisation works to promote gender equity, diversity and inclusion in the early stages of their induction or engagement with Hivos. This will guarantee that, even before starting their day-to-day work, new staff are familiar with Hivos's position, policies and tools on gender and diversity. This workshop could be presented as an online module to be completed before signing the employment contract.

**UPDATING THE
HIVOS ONLINE
COURSE**
ON GENDER,
WOMEN'S RIGHTS,
SEXUAL RIGHTS
and diversity

¹⁵ <https://hivoice.hivos.org/web/gender-women-s-rights-sexual-rights-and-diversity/home>

Gender and diversity sensitivity training and staff orientation across programmes

Hivos strives to promote women's and LGBTI+ rights, gender justice, bodily integrity and self-determination, sexual and reproductive health rights. A module around gender and diversity training exists as part of Hivos online resources, and SOGIE toolkit is currently under development. However, while these are potential tools for staff orientation or during induction process, currently a systematic approach to implement this module lacks. It is left to personal interest to be able to access such training opportunities or course content. This needs to change. Instituting and defining approaches for staff to take this online modules is required. The content will also need to be updated to reflect our current way of working. Such a training course would introduce Hivos staff to key gender-related concepts and contribute to their awareness and understanding of gender transformative approaches. We assume that this would lead to further strengthening the support for Hivos's vision and mission in relation to gender equality and diversity inclusion. With increased awareness and understanding, staff are able to further support commitments laid down in this strategy, and by doing so strengthen our work in these areas.

Strategic communications, lobby and advocacy

Gender equality and diversity inclusion are key components of the Hivos values, 'brand' and strategic communications. Consistent brand experiences build trust and create enduring and resilient relationships with donors and relevant stakeholders. It is no longer enough to simply tell our brand story; we must live up to our brand's promise inside out.

A clear communication strategy that takes gender and diversity into account is therefore necessary to help employees understand the value of integrating and communicating gender and diversity specific priorities and outcomes, in addition to their role in and responsibility for protecting our commitments and increasing our value

This means that every employee must not only understand the Hivos gender and diversity value promises, but also be equipped with the knowledge and tools necessary for delivering what is expected in external communication about programmes.

The communications staff at Hivos are therefore tasked with emphasising the importance of providing a balanced portrayal of men and women, boys and girls, and of diversity in and across the LGBTI+ communities, in Hivos's internal and external communications. In order to achieve this, it is paramount that knowledge on gender equality, inclusion and issues related to SOGIE are available to those tasked with Hivos's strategic communication. An internalisation of gender equality and diversity inclusion concepts, in relation to Hivos's values, mission and vision, will greatly contribute to this process. Establishing clear internal channels and mechanisms for the co-creation and collaboration of such communications strategies is key, for example: aligning gender and diversity language; liaising between the advocacy, communication and programme development teams, and; building the gender equality and diversity inclusion capacity of strategic communication and advocacy staff.

Communicating results, success stories and challenges: Sex- and gender-disaggregated data on Hivos activities and programmes should be included wherever available and relevant. This data is important for increasing awareness on the role of women as agents of social change in their societies, for highlighting the gaps and challenges on the path to achieving gender equality, and for using gender-neutral and SOGIE-sensitive language where relevant and when both women and men are featured. Digital security and the responsible use of data need to be considered, so data on SOGIE can be used and an-



Gender transformative approaches (GTA) are programmes and interventions that create opportunities for individuals to actively challenge gender norms, promote positions of social and political influence for women (including lesbian, bisexual and transgender women) in communities, and address power inequities between persons of different genders-male involvement is key. GTA create an enabling environment for gender transformation by going beyond just including women as participants. GTA are part of a continuum of gender integration, or the integration of gender issues into all aspects of programme and policy conceptualisation, development, implementation and evaluation.

analysed internally but protected to avoid endangering LGBTI+ persons and the work of their organizations. Furthermore, ensuring sensitivity in communication around diversity, gender identities and expression, and sexual orientation should take into account the way that stories on LGBTI+ individuals and issues are portrayed with regard to international human rights standards and in local contexts. Key tools include the dashboard that is currently being developed, a Hivos glossary on key gender and diversity terminologies, and staff training. Any forms of communication that could lead to gender stereotyping should be avoided at all times.

Measurement and reporting procedures

Robust reporting of key metrics is a core business discipline for understanding organisational performance, and reporting on gender equality and diversity inclusion data should be no different. Data can take many forms, and it would be the responsibility of a gender and diversity expert to identify which data is the most relevant to and useful in advancing Hivos's gender and diversity work. Most importantly, data can help drive the gender equality and diversity inclusion agenda by credibly demonstrating to stakeholders that there is an issue to be addressed

or a risk to be managed which might possibly create a programme development opportunity in the short term. Qualitative data (e.g. individual employee feedback or engagement survey responses) will provide valuable reinforcement, context and insight into the impact of the GEDI Strategy. Reporting will highlight whether or not Hivos's programmes are delivering the expected results and return on investment (and if not, will indicate which areas require corrective action or improvement). Regular progress reporting is therefore an important means of building and maintaining stakeholder support.

GENDER ANALYSIS

Guiding questions for conducting gender analysis in programmes

1. Starting reflections in programme development

- Is the programme contributing towards gender equality and diversity inclusion? If not, can it be modified so that it does?
- Is a gender and diverse perspective incorporated into the official budget audit for your programme?
- How are gender equality, gender equity and diversity integrated into the process of evaluating programs and services?
- Are programs and services designed so that women, men and other diverse groups have equal access and are they appropriate for

everyone's needs? Is there an underserved group that needs benefits from services that is not currently receiving them?

2. General contextual questions

- What socio-cultural differences do diverse groups of people experience?
- How does the community enforce certain norms and punish people when they do not conform to appropriate norms?
- What are the ways in which communities discriminate against women? How do these practices also stigmatise some men?
- How does the legal system treat men and women (i.e., due process and recognition of rights)? How does the legal system treat other groups of people?
- Do men, women and other identities have equal status under all national, regional, and local laws?

3. Economic rights and justice

- What employment opportunities are open to diverse groups of people?
- How do wages vary among men, women and other different groups of people?
- How does access to resources from the state of private companies vary among diverse groups?

4. Enhancing gender equal and diverse participation in politics and public administration

- What type of leadership roles do men and women play?
- Who makes decisions? What do men decide? What do women decide? What do they jointly decide on?
- How is participation of other diverse groups in politics and public administration safeguarded?

The development of a dashboard including gender aggregated data:

A unified approach to knowledge management processes is critical in order to ensure that knowledge is considered a common strategic asset, and that it is broadly accessible to all staff and, whenever necessary, to partners as well. The implementation of overarching monitoring framework (global), Hivos initiatives and management of the complexity of global operations (to achieve Hivos's strategic goals) depend on effective information and knowledge management (as collected and analysed). There are new opportunities for Hivos staff, partners and stakeholders to apply knowledge management and deliver added value. For example, with this strategy we aim to strengthen organisation wide knowledge sharing, awareness raising mechanisms and improve knowledge networking processes across all levels of the organisation. Secondly, Hivos is in the process of creating a Dashboard for Key Performance Indicators (for results, finance, HR, etc.). Current data from Osiris, (Hivos management tool), will be used to populate the Dashboard. The Board and Senior Management will have access to this dashboard, as will all Hivos staff, enabling them to view the organisation's KPIs on an ongoing basis. The dashboard presents the perfect opportunity for us to include and assess all gender-aggregated KPI data on programmes, partners and staff (performance and acquisition). The anticipated Hivos dashboard will display performance indicators in an easy-to-read format that can be used to:

- Provide a concise and comprehensive summary of performance data (including baseline data, performance targets, and results);
- Present data in an easily understood (and visual) manner;
- Help monitor changes in results and outcomes over time;
- Communicate and clarify Board priorities;
- Track progress and identify trends.





RECOMMENDATIONS - OSIRIS INPUT

Capacity assessment

1. Does the organization have a gender equality policy or strategy?
Yes/No
2. Does the organisation have a policy or strategy on diversity inclusion? If so who is mentioned?
Yes/No
3. Does the organisation have internal gender expertise? If not, where do they get their gender expertise?
Yes/No
4. What is the percentage of women working in the organisation?
Percentage
5. What is the percentage of women at management level?
Percentage
6. Does the organization have an explicit code of conduct on sexual harassment/ exploitation and abuse?
Yes/No
7. Does the organisation have a dedicated budget towards women's empowerment?
If so, what is the amount or percentage approximately?
Yes/No

Programme level

1. Does your programme have gender specific or gender equality objectives? if yes please give the objectives
Yes/No
2. Does your programme include any gender-specific indicators? If so please mention them
Yes/No
3. Has budget been allocated towards a gender equality objective (s) If so, give the approximate amount in Euro for the whole programme-period and write in long description field which of the three has the main focus.
Amount
 - Women's Empowerment
 - Diversity Inclusion
 - Gender Mainstreaming Activities
4. Is there a gender focal point amongst staff implementing this programme? Or has a budget been set aside to contract gender expertise?
Yes/No

Implementation Road map

GOAL: "A GENDER-EQUITABLE AND DIVERSE
WORKPLACE WITH KNOWLEDGE
AND *capacity* AND CONVICTION ON
GENDER AND DIVERSITY".

Focus Area	Objective	What needs to happen
Leadership accountability	<p>Hivos Board and the management team are accountable for the integration of gender equality and diversity inclusion strategy into the existing strategic plan, regular team meetings, annual planning and review cycles & relevant organisational practices.</p> <p>Launch the strategy and allocate sufficient resources for realising the strategy.</p>	<p>Visible leadership and commitment to gender equality and its integration/ mainstreaming across the organisation.</p> <p>Each Hub and Unit's annual plans and review documents will reflect and include actions undertaken to towards the implementation of gender equality and diversity strategy.</p> <p>The Executive Board will ensure a steady landing of the strategy with sufficient budget for realising the strategy including resources towards building staff capacity.</p> <p>Human resources department (Strategic HR Manager) to ensure that structures, systems and policies needed to implement this strategy are in place.</p> <p>The resource needs for gender mainstreaming are reflected in fundraising strategies – at programme, hub and unit levels.</p> <p>Allocate an institutional budget for staff development.</p> <p>Executive Board to make a definitive decision on the allocation of resources for the GEDI strategy and its reporting.</p>

Focus Area	Objective	What needs to happen
Staff: talent recruitment, induction, assessment and retention	<p>Hivos Board and the management team are accountable for the Build inclusive leadership capability and self-awareness of unconscious bias.</p> <p>Ensure all candidate pools for job vacancies and interview panels are diverse, and continue to promote and strengthen gender equality and the implementation of the GEDI strategy.</p>	<p>Hivos Board and the management team are accountable for the Build inclusive leadership capability and self-awareness of unconscious bias.</p> <p>Ensure all candidate pools for job vacancies and interview panels are diverse, and continue to promote and strengthen gender equality and the implementation of the GEDI strategy.</p>
Workplace culture	<p>Develop a workplace culture that is transformational, diverse, gender responsive, inclusive and safe.</p>	<p>Review and update organisational policies to explicitly reflect on issues of profound influence around gender, women's empowerment, diversity and inclusion.</p> <p>Review and update internal processes by which employees can report inappropriate behaviour. E.g., by developing an explicit sexual harassment policy to compliment the Hivos Integrity policy.</p> <p>Inform employees and partners of available resolution methods and provide guidelines for the resolution of complaints of sexual harassment.</p> <p>Each Hub and staff have access to a confidential counsellor as the first contact persons in case of inappropriate behaviour.</p>

GOAL: GENDER EQUALITY AND DIVERSITY INCLUSION ARE **INSTITUTIONALISED** AND *mainstreamed* INTERNALLY AND AMONGST PARTNERS".

Focus on internal Hivos structures, system and culture, amongst partners, in strategic partnerships and programmes, as well as in advocacy and communications efforts.

Focus Area	Objective	What needs to happen
Programme development: use of gender & diversity analysis & ToC processes	<p>Ensure that a gender analysis and actions to promote gender equality are included in all programmes.</p> <p>Ensure intersectional gender analysis takes place at the earliest stages of programme development</p>	<p>Programmes to include gender or diversity related analysis into their baseline and evaluation assessments.</p> <p>All programmes will ensure there is a budget allocation for gender mainstreaming, diversity inclusion and women's empowerment.</p> <p>Budget guidelines to include information on the integration of gender equality objectives.</p> <p>Such analysis should be sensitive, context specific and should address power relations covering both gender equality and SOGIE-related issues for relevant initiatives.</p> <p>Best practices, and equality measures to be integrated into the design and operation of programmes.</p> <p>Each programme to invest in relevant staff capacity building – to promote gender equality.</p>

Focus Area	Objective	What needs to happen
Measurement & reporting	<p>Ensure that a gender analysis and actions to promote gender equality are included in all programmes.</p> <p>Ensure intersectional gender analysis takes place at the earliest stages of programme development.</p>	<p>Programmes to include gender or diversity related analysis into their baseline and evaluation assessments.</p> <p>All programmes will ensure there is a budget allocation for gender mainstreaming, diversity inclusion and women's empowerment.</p> <p>Budget guidelines to include information on the integration of gender equality objectives.</p> <p>Such analysis should be sensitive, context specific and should address power relations covering both gender equality and SOGIE-related issues for relevant initiatives.</p> <p>Best practices, and equality measures to be integrated into the design and operation of programmes.</p> <p>Each programme to invest in relevant staff capacity building – to promote gender equality.</p>
Strategic communication, advocacy and campaigns	<p>Develop a clear communication's plan/thread/flow with aligned language on gender and diversity between the Strategy, Communication and Innovation (SCI Department) and programmes.</p> <p>Integrate gender and diversity into strategic advocacy.</p>	<p>Inclusive language is incorporated in all (internal and external) Hivos communications either written, visual or audio materials.</p> <p>Establish open collaboration channels and a work plan between SCI and programme-related advocacy efforts.</p> <p>Develop the capacity of communication & advocacy staff to promote: gender equality and diversity through communications; knowledge development.</p> <p>Annually develop an organisational campaign aimed to inspire and promote gender equality and diversity inclusion and showcase our work.</p>

Focus Area	Objective	What needs to happen
Strategic communication, advocacy and campaigns	<p>Develop a clear communication's plan/thread/ flow with aligned language on gender and diversity between the Strategy, Communication and Innovation (SCI Department) and programmes.</p> <p>Integrate gender and diversity into strategic advocacy.</p>	<p>Inclusive language is incorporated in all (internal and external) Hivos communications either written, visual or audio materials.</p> <p>Establish open collaboration channels and a work plan between SCI and programme-related advocacy efforts.</p> <p>Develop the capacity of communication & advocacy staff to promote: gender equality and diversity through communications; knowledge development.</p> <p>Annually develop an organisational campaign aimed to inspire and promote gender equality and diversity inclusion and show-case our work.</p>
Gender- & diversity-responsive budgeting	Dedicated budgets for Gender and Diversity Inclusion Strategy objectives.	<p>Specific budget allocations to implement the Gender Equality and Diversity Inclusion Strategy.</p> <p>Analysis of actual expenditure and revenue on gender, women's empowerment, gender expertise, and capacity within Hivos.</p>
Partnerships: criteria & capacity	Use influence to promote gender equality and diversity inclusion within partner organisations so they are multipliers of change.	<p>Hivos engagement in partnerships, coalitions and alliances will be on the basis of shared commitments to gender equality and diversity inclusion amongst other shared values.</p> <p>Different partners have varying needs, capacities and expectations regarding gender equality and diversity inclusion. This should be reflected in all capacity assessments and a plan drawn on how to respond to their needs and capacity gaps.</p> <p>Operate a zero tolerance policy for any form of sexual harassment in the workplace- both internal and with partners by treating all incidents seriously, promptly investigating all allegations and maintaining proper records.</p> <p>All Hivos staff members have a role to play in the implementation and of the commitments outlined in the GEDI strategy. We all walk the talk!</p>

SECTION 4

Staying on Track

Step 04 - Review and Actions Towards Change

Successful implementation of the strategy will ultimately lead to a transformation in the impact that Hivos can have to serve programmes and staff members to prioritise gender equality and diversity inclusion concerns. The key actions and moments for successful implementation of the strategy have been identified in the previous section.

However, it is important to keep in mind that while the implementing process starts, monitoring, reporting and learning should start simultaneously. Clearly defined action points towards successful implementation on levels of mainstreaming, compliance, investment and reviewing are vital to monitor the success of the implementation process. In short, the four elements involved in the review process of successful implementation of this strategy are:

1. Mainstreaming

a. Gender mainstreaming: A gender perspective is systematically applied across Hivos and in its planned interventions or programmes. In order to effectively mainstream gender across Hivos, attention to the goal of gender equality is central to the design, implementation, monitoring, and

evaluation of our interventions.

b. Integrating a diversity inclusion perspective: Employing measures to identify and address systemic barriers embedded within Hivos policies, practices, programs and services that inadvertently exclude individuals or whole communities.

2. Compliance

Organisational development and strategies employed to integrate gender equality across the organisation.

3. Direct investment and resource allocation

A fixed annual financial target is allocated to gender equality and women's empowerment, in addition to increased recognition and knowledge related to gender concerns in staff recruitment.

4. Monitoring, reporting and learning

A gender mainstreaming results framework and a gender information management system will ensure regular monitoring of internal processes towards gender equality and diversity inclusion within Hivos, and the performance of the strategy will be measured in relation to the objectives.

**ALL HIVOS
STAFF MEMBERS
HAVE A ROLE
TO PLAY IN THE
IMPLEMENTATION
AND OF THE
COMMITMENTS
*outlined in the
GEDI Strategy.*
WE ALL WALK
THE TALK!**

4.1 MAINSTREAMING

Establishing a gender equality and diversity inclusion support structure

Aimed at leadership and accountability: creating internal champions, and a shift in organisational culture.

The Board, Programme and Regional Hub Directors must demonstrate leadership and champion a gender equality and diversity inclusion agenda.

Actions

- Commit the necessary resources (financial and human) to the implementation of this strategy.
- Institute a gender audit¹⁶ as part of the strategic perspectives during the development and review of Hivos's strategic plan.
- Integrate diversity and inclusion values and practices into existing institutional processes and procedures to enable progress and results to be measured.

Capacity building for Implementation (Capabilities & Competence)

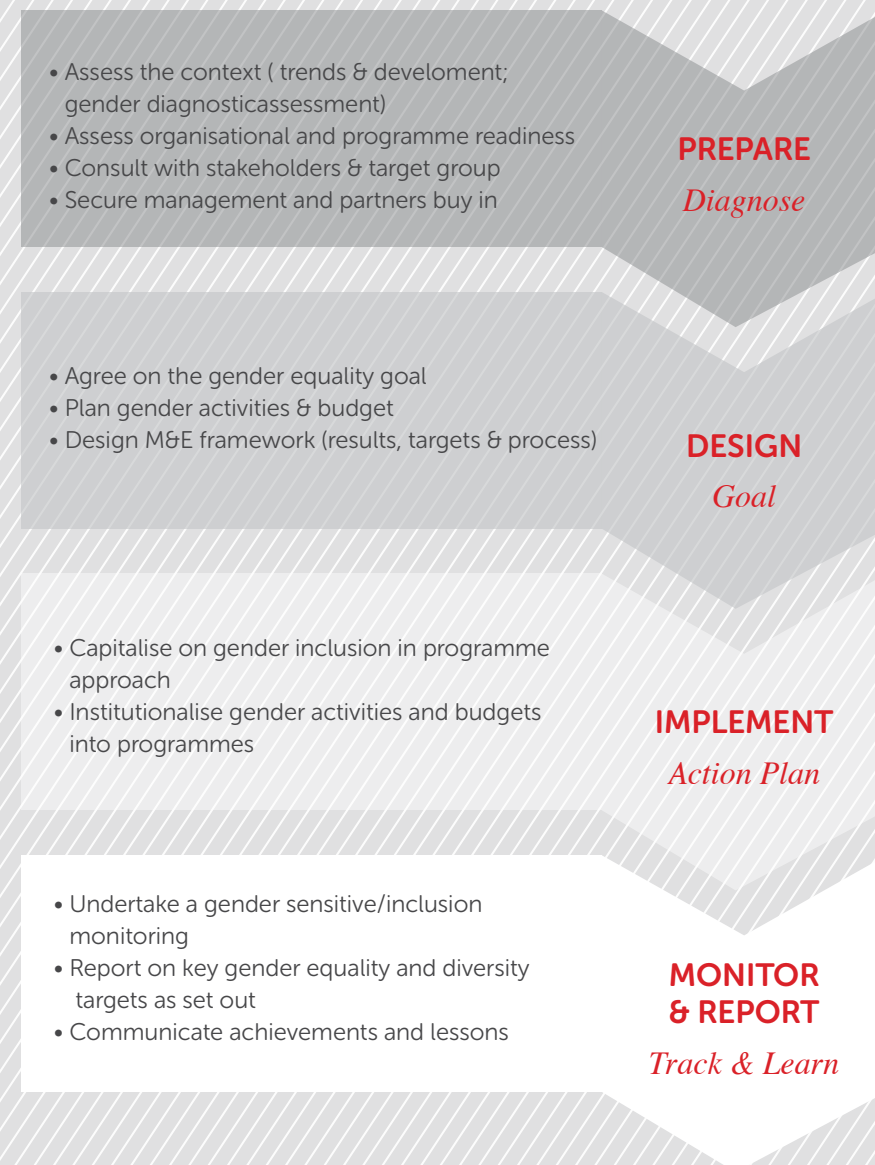
Aimed at creating knowledge and awareness through training, time and resource allocation

It is the responsibility of each unit to ensure that all staff members should at least have a basic understanding of and adequate technical capacity for gender mainstreaming. In order to ensure this, Hivos will reinstitute and update a gender equality and diversity training module is recommended to support the implementation process. This could be in form of an online module/course as a requirement for all staff as part of the induction process and as part of the key staff 17 capacity development trajectory. The proposed module should be mandatory,

¹⁶ A gender audit is a participatory method for conducting an organisational analysis. The audit aims to assess the extent to which gender equality is effectively institutionalised in the policies, programmes and organisational structures as well as in the corresponding budgets.

¹⁷ To include but not limited to PDMs, PMs, Communications Officers and Country Engagement Managers.

A Gender Mainstreaming Approach





in order to introduce new staff to the ways that the organisation works to promote gender equity and diversity during the early stages of their engagement with Hivos. This will guarantee that all staff are familiar with Hivos's position on, policies on and tools for gender and diversity, before commencing their day-to-day work. Similar trainings can be delivered combining different units, or at departmental level levels using internal and external resources (programme budgets or facilitation).

Actions

- Set a robust global mechanism to support staff awareness and use of the strategy: staff are aware of Hivos's gender equity policy position, are familiar with/ have been introduced to this strategy and have the capacity to implement it.
- Ensure there are dedicated staff or budget to implement the recommended module.
- Gender expertise is required in order to support the process of organisational change and the strategy implementation. Explicit job descriptions that specify the exact percentage of time allocated to the identified lead staff are necessary. Otherwise this task may be seen as an additional burden and may not be given the attention it deserves.
- Gender knowledge must form part of human resources development in terms of competence and staff development. This will ensure that key staff such as PDMs, communication officers, country engagement and programme managers have skills for and confidence in using the

**IT IS ONLY
THROUGH
STRONG
LEADERSHIP
AND A SYSTEM OF
ACCOUNTABILITY
THAT WE CAN
*create a
foundation*
UPON WHICH
INTERNAL
PROCESSES WILL
BECOME GENDER
RESPONSIVE.**

Gender Equality and Diversity Inclusion Strategy, tools or processes.

- According to the respective tasks, ensure that job descriptions include gender competence and that performance assessments/appraisals also cover relevant gender outcomes.
- Conduct regular value clarification exercises with staff around gender, sexual orientation and gender identities.

¹⁸ Hivos 2020 goals for Women's Empowerment are: 1) Women meaningfully participate in subnational political processes and public administration, and; 2) Women make use of their opportunities to access markets and decent work. Hivos 2020 goals for Strong in Diversity are: 1) LGBTI+ people, (young) women, MSM, PLHIV, and sex workers make use of their skills, capacities, and relevant support structures to claim their rights and 2) society increasingly recognises and accepts all sexual orientation and gender identity.

Problem analysis and mapping of the underlying Theory of Change

- How is the desired change formulated?
How do women benefit from this change and is it significant for them?
- What does the outcome of the social, political, cultural and environmental context analysis mean in terms of what is needed to make this change beneficial to women?
- Is the contextual and stakeholder/actor analysis explicit about gender-specific factors, actors and values?
- Are the assumptions about the causal relationships between actions and intended outcomes valid for women?
- Do the key preconditions and strategic areas constituting the pathway of change address the specific needs and interests of women, taking into account the gender division of access to and control over resources, workload, and decision-making, notions of what women should or should not do and be?
- In view of the outcomes of the ToC analysis: are specific strategies needed to make the change aspired to beneficial for women?

Making gender-related work at Hivos visible

By maintaining a dedicated multimedia platform that provides new and diverse perspectives on our gender-related work, in order to inform donors and partners and foster a deeper understanding of our role and interventions amongst policy-makers and the public.

4.2 COMPLIANCE

Setting gender equality and diversity inclusion objectives

Aimed at gender and power relations analysis

Inequalities in power and gender relations are strong causes of social injustice. As such, power and gender analysis should be conducted at every policy and programme development stage. Hivos has explicit gender equality and diversity inclusion objectives¹⁸ in its 2016-2020 strategic plan. In addition, the Theory of Change development processes offer a common entry point for elaborating on these objectives, as ToC is used within Hivos for thinking about change at different levels, ranging from global perspectives to project-level theories of change. Further key gender questions for consideration can be found in Annex 2.

Actions

- The empowerment of women and girls is recognised as fundamental and the cross-cutting nature of women's rights becomes everyone's responsibility, warranting specialised attention and resources.
- Specific and explicit attention to gender equality and diversity inclusion and a fully-integrated gender analysis is crucial to any ToC process.
- All programmes must strive to describe the gender-specific involvement, opportunities, and barriers in their thematic focus which influence the impact of their proposed intervention(s) on women and men.

Communicating gender equality goals and Hivos achievements

Aimed at communicating intentions, progress and achievements

Actions

Develop a clear strategy to support internal and external communications in order to:

- **Explain** – articulate the 'what', 'why' and 'how' of the Gender Equality and Diversity Inclusion Strategy
 - **Raise awareness** – to equip staff and stakeholders with the knowledge and confidence they need to articulate and promote the gender equality and diversity inclusion strategy;
 - **Engage** – motivate and inspire Hivos staff and stakeholders to actively contribute to the successful integration of gender equality and diversity inclusion objectives into programmes and convey a sense of ownership for successful outcomes;
 - **Ensure** – that communication messages are tailored to the specific needs and expectations of each team within Hivos and to different external audiences;
 - **Make** – gender equality and diversity inclusion a visible part of the organisation's external identity and self-portrayal.
- All of these can be achieved by highlighting Hivos's commitment to gender equality and diversity inclusion through sharing best practices and revamping the gender and diversity online knowledge portal, with a dedicated staff to manage it.

4.3 DIRECT INVESTMENT AND RESOURCE ALLOCATION

Financial resources – strategy and institutional level commitments

Aimed at resource allocation, fostering and maintaining an inclusive workplace culture

A financial target for allocating resources to gender equality, diversity inclusion and women's empowerment will be set at program level while striving to maintain the 15% target of our organisational resources committed to the advancement of gender equality. Internally resources will go towards building our institutional capacity

Actions

- Hivos will include an analysis of resources allocated to women's organisations in its annual report each year. Strategically, women's empowerment, sexual rights and diversity will also remain priority programmes within Hivos.
- Ensure adequate planning and budgeting a programme development phase. This should include selected gender-sensitive KPIs and baseline indicators, which will be explicitly discussed amongst Hivos and partners/consortium members.
- Opportunities and barriers should be identified, in addition to implementing partners and the ways in which these opportunities and barriers will or will not be addressed during the intervention, and the effect this may have on the ultimate outcome.

Staff recruitment, retention and development

Aimed at a workforce that is diverse and represents the communities we serve

It is important to determine the nature, structure and causes of gender imbalances in staff throughout the organisation, and to set targets for recruitment, retention and promotion of staff accordingly. Given the nature of our work and the funding landscape, it is critical that specialised gender functions are in place and adequately resourced in the coming years. The internal assessment conducted prior to the development of this strategy identified some conceptual confusion, in addition to inadequate technical support for implementing gender perspectives into the staff's work. However, despite many Hivos staff being satisfied with their programme or hub's efforts to mainstream gender, many indicated the need for additional support in further developing an understanding of gender equality, and how to systematically mainstream gender into their programmes. Staff induction and continuous training opportunities are necessary.

Actions

- Build a common understanding around gender through an induction and training module.
- Recognise knowledge related to gender concerns and gender-related analysis as being one of the core areas of capacity for staff, and build capabilities throughout the organisation using a structured approach (rather than reactive).
- HR and staff should jointly design and regularly review organisational measures that prevent discrimination (e.g. sexual harassment policies) and clearly communicate Hivos's benefits and commitments¹⁹ regarding family-friendly and flexible working policies, in order to enable staff to fulfil both their professional and their caring responsibilities (for example parental leave, lactation facilities at work).
- Hivos currently does not have key gender focal point personnel. Options for consideration:-
 - a) Strengthen and better utilise the capacities of those with gender expertise or those with gender related mandates to help integrate the Gender Equality and Diversity Inclusion Strategy or
 - b) Appoint gender focal point personnel to support the integration of this strategy to which gender mainstreaming responsibilities are considered an integral part of their respective jobs and not additional tasks.

¹⁹ This may vary from office to office based on employment policy in different countries.

Hivos will carefully **monitor its operations** and will collect **gender equality and diversity inclusion** results across programmes in order to *measure progress in achieving gender outcomes*, the number of gender-mainstreamed programmes, the number of women's organisations supported, and **financial resources dedicated to gender equality and women's empowerment.**

4.4 MONITORING, REPORTING AND LEARNING

Updating gender equality related measure –internal information management system

Aimed at measuring, reporting and dissemination

Reporting will highlight whether or not our internal processes and programme-related interventions for gender mainstreaming and institutional transformation are delivering the expected results and return on investment (and, if not, which areas require corrective action or improvement). Regular progress reporting is therefore an important means of building and maintaining staff ownership of the process and stakeholder support for our commitments. Using Hivos's reporting structures, the strategy's performance will be measured in relation to the objectives of this strategy.

Actions

- Key components and analysis to support gender issues and women's empowerment are available and integrated into the forthcoming Hivos dashboard and are easily accessible to staff.
- If information is needed but missing, Hivos TEC should co-ordinate the support and update our system to reflect the necessary changes.
- Hivos's annual plans (institutional and hubs) should always provide and use gender-disaggregated statistics, where applicable.
- Establishment of a core team to develop an effective way of collecting and disseminating the necessary data as part of tracking progress in integration and mainstreaming efforts to achieve

gender equality.

- Implement the suggested recommendations (see annex 2) for gathering adequate data in support of this strategy.
- Ensure the use of existing functionalities are supportive of the additional recommended questions in annex 2 by updating where data is missing or has been entered incorrectly in the Hivos Management System (OSIRIS) in order to enable adequate analysis of our performance.

Results framework to include gender equality related measures

Aimed at monitoring results- milestones and opportunities for learning

Actions

- Develop a gender mainstreaming results framework to be used for evaluating this strategy by 2018, with specified activities, results and performance indicators across Hivos's six thematic areas of focus.
- Institute and make use of sex-disaggregated indicators in the current M&E framework.
- Consider reflective moments at regular intervals or during mid-term reviews, to address the following questions.
 - a. How is Hivos progressing in relation to each of the objectives set within the Gender Equality and Diversity Inclusion.
 - b. Do we have relevant capacities for gender mainstreaming and gender expertise to support Hivos's overall strategy and programmes?

- c. Have we made a financial target for gender equality and women's empowerment?
- d. Is there sufficient data available to reliably assess progress and measure outcomes?
- e. Does Hivos's management system allow for adequate/extensive data gathering and reporting?
- f. Where lack of progress or issues are identified, how can we generate data/information to be used to address the issues?
- g. Do the strategy or individual objectives need to be adjusted in light of experience to date or global or regional trends and development, and what are the implications of this?

The overall standard method of assessing if the implementation of the strategy is producing the intended impact will be regular monitoring, measuring and reporting not only through programmes, but also our internal policies and practices. This includes the outcomes of our interventions, the job performance of key staff tasked with gender mainstreaming actions, and measurements over time of the core institutional processes geared towards gender equality. Program Managers in the departments and corporate units are responsible for implementing and monitoring the gender strategy in their area of responsibility. The Human Resources Department will monitor internal policies and processes geared to support gender equality and diversity inclusion within the organisation.



ANNEX 1

ACTION PLAN 2018-2019

GOAL 1:

A gender-equitable,

DIVERSE AND INCLUSIVE

WORKPLACE WITH KNOWLEDGE,
CAPACITY *and conviction*

**LEADERSHIP
ACCOUNTABILITY**

Actions	Roles and responsibilities	Time frame	Budget implications
Launch and allocate sufficient resources for realising the strategy.	<p>Visible leadership from the Executive Board and management team and commitment to gender equality and its integration/mainstreaming across the organisation.</p> <p>Directors- Open, Green and Hubs are responsible for full integration of the strategy as well as determining requirements to achieve its strategic objectives and identify specific financial and human resources required to implement gender equality and inclusion efforts necessary for each unit and hub by end of 2018.</p>	<p>Strategy Launch by July 2018 and to be included as part of Hivos 50years celebrations across hubs</p> <p>By end of 2018, in order to support implementations efforts and plans for 2019</p>	<p>Strategy publication costs</p> <p>Staff time</p>
Responsive budgeting towards Gender Equality & Diversity Inclusion	<p>Specific budget allocated to implement the Gender Equality and Diversity Inclusion Strategy. (Executive Board and MT's decision announced).</p> <p>Finance and programme teams to conduct an institutional analysis of actual and projected expenditure and revenue in line with the current strategic plan on Hivos investments towards gender equality and women's empowerment (Costing the strategy)</p>	<p>By first quarter 2019</p> <p>By first quarter 2019</p>	
Shared responsibility and individual accountability	<p>All Hivos staff members have a role to play in the implementation and of the commitments outlined in the GEDI strategy. We all walk the talk!</p> <p>Hubs, and units to allocate budget for staff development including in gender equality and diversity e.g. ToC trainings, where needed in the 2019 budget.</p> <p>Executive Board to make a definitive decision for allocation of resources to implement GEDI strategy and its reporting.</p>	<p>On-going</p> <p>By end of 2018, as part of annual plans for 2019</p> <p>By end of 2018, in order to support implementations efforts and plans for 2019</p>	<p>Staff time</p>

STAFF TALENT RECRUITMENT, INDUCTION, ASSESSMENT AND RETENTION

Actions	Roles and responsibilities	Time frame	Budget implications
Build inclusive leadership capability and self-awareness of unconscious bias.	<p>Review and update the gender and diversity online course, and package it as part of mandatory staff induction module. Consultant, PMD WE, SRHD and HR to take lead.</p> <p>Invest in relevant staff capacity building – to promote gender equality and annually report on progress.</p>	By end of 2018, to be piloted by first quarter of 2019	<p>Consultant costs</p> <p>Web-design & packaging interactive content</p> <p>*consideration for an intern from the design academy & associated costs to be determined</p>

WORKPLACE CULTURE

Stimulate staff dialogues and resilience training-where it is safe to give and receive feedback.	Human resources department to organise staff resilience trainings by 2019.	By first quarter 2019	*HR and MT to allocate funds under staff development budget.
Review and update organisational policies to explicitly reflect on issues of profound influence around gender, women's empowerment, diversity and inclusion.	Human resources department (Strategic HR Manager) to ensure that structures, systems and policies needed to implement the GEDI strategy are in place.	A complete Audit by end of 2019	Staff time
	HR and a dedicated taskforce to develop an explicit sexual harassment policy to compliment the Hivos Integrity policy by 2019.	By end of 2018	Staff time and consultant and editing costs.
	Hub will ensure its staff have access to a confidential counsellor as the first contact persons in case of inappropriate behaviour.	By 2019	Hubs to budget for training cost for a Confidential Counsellor.

GOAL 2:

Gender equality and
DIVERSITY INCLUSION ARE
INSTITUTIONALISED AND
mainstreamed internally

PROGRAMME DEVELOPMENT

Actions	Roles and responsibilities	Time frame	Budget implications
Use of gender & diversity analysis & ToC processes.	<p>Gender analysis and actions to promote gender equality are included in all programmes.</p> <p>Integration of aspects of gender equality and diversity and inclusion into current ToC trainings.</p>	On-going	Staff time or budget for required expertise during programme development process.
Dedicated resources.	<p>Establish a team or a taskforce to support integration of GEDI strategy into existing organisational processes.</p> <p>*Directors Open, Green and Hubs to assume responsibility, identify criteria for membership and appoint relevant staff to participate in the taskforce.</p> <p>All programmes allocate budget for gender mainstreaming, diversity inclusion and women's empowerment- as part of programme development and annual plans.</p> <p>*PDMs responsible for all new programmes and MT & PMs for allocations within annual plans and ongoing initiatives.</p> <p>Resource needs for gender mainstreaming are reflected in fundraising strategies and annual plans 2019– at programme, hub and unit levels.</p> <p>Finance team to provide budget guidelines as part of the project wizard that include information on the integration of gender equality objectives by 2018.</p>	As part of 2019 annual plans	
		By end of 2018	

MEASUREMENT & REPORTING

Actions	Roles and responsibilities	Time frame	Budget implications
<p>Ensure specific objectives and benchmarks are in place as foundation for measuring progress and outcomes.</p>	<p>All programmes are required to include gender or diversity related analysis into their baseline and evaluation assessments.</p> <p>Ongoing and new programmes to define a gender or diversity related objective within their programmes. * DMELS to support PDMs & PMs to come up with a framework/matrix by 2018.</p> <p>Where an objective is not included, programmes should at least include a gender/ diversity related indicator to their work.</p> <p>DMELs to support Directors –open and green to come up with a framework/ mechanisms to collect data required to support the GEDI strategy and monitor its progress.</p> <p>Each Hub and Unit's annual plans and review documents to reflect and include actions undertaken to towards the implementation of gender equality and diversity strategy. *All 2019 annual plans should include actions towards integrating GEDI strategy or gender mainstreaming efforts.</p>		<p>Staff time or budget for required expertise during programme development process.</p>
<p>Build support and implement a regular gender equality and diversity inclusion reporting framework.</p>	<p>Review and update in Osiris using an agreed format and a set of indicators to ensure that reporting happens towards the set gender and equality commitments. Update the go- no/go, programme and partner capacity assessment questions.</p>		
<p>Best practices, and equality measures to be integrated into the design and operation of programmes.</p>	<p>Each Hub and Unit to annually develop action plans for gender equality in the workplace- as part of regular annual planning cycle.</p>		

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GOAL 3:

Ensure A SOUND BASIS FOR
ENGAGING AND MOBILISING
STAKEHOLDERS TOWARDS
shared values

**PARTNERSHIPS:
CRITERIA &
CAPACITY**

Actions	Roles and responsibilities	Time frame	Budget implications
<p>Use influence to promote gender equality and diversity inclusion within partner organisations so they are multipliers of change.</p>	<p>Hivos engagement in partnerships, coalitions and alliances will be on the basis of shared commitments to gender equality and diversity inclusion amongst other shared values.</p> <p>Different partners have varying needs, capacities and expectations regarding gender equality and diversity inclusion. This should be reflected in all capacity assessments and a plan drawn on how to respond to their needs and capacity gaps.</p> <p>Operate a zero tolerance policy for any form of sexual harassment in the workplace- both internal and with partners by treating all incidents seriously, promptly investigating all allegations and maintaining proper records.</p> <p>Learn from and participate in the global gender agenda. Hivos will therefore strengthen its partnerships with various stakeholders, participate in working groups/task forces and will nurture partnerships with key agencies that are coordinating the post-2015 gender agenda whenever necessary.</p>	<p>Update Osiris – Programme and partner intake questions by 2018</p> <p>Revised internal policies and structures to prevent and respond to sexual harassment allegations in place by end of 2018</p>	<p>Communications costs- internal and external</p> <p>Budgeted at programme level</p>

ANNEX 2

GENDER RESPONSIVE CONTRACT AND PARTNER ASSESSMENT (HIVOS)

CAPACITY ASSESSMENT

1. Does the organization have a gender equality policy or strategy?
Yes-No
2. Does the organisation have a policy or strategy on diversity inclusion? If so who is mentioned?
Yes-No
3. Does the organisation have internal gender expertise? If not, where do they get their gender expertise?
Yes-No
4. What is the percentage of women working in the organisation?
Percentage
5. What is the percentage of women at management level?
Percentage
6. Does the organization have an explicit code of conduct on sexual harassment/ exploitation and abuse?
Yes-No
7. Does the organisation have a dedicated budget towards women's empowerment?
If so, what is the amount or percentage approximately?
Yes-No

PROGRAMME LEVEL

1. Does your programme have gender specific or gender equality objectives?
if yes please give the objectives
Yes-No
2. Does your programme include any gender-specific indicators? If so please mention them
Yes-No
3. Has budget been allocated towards a gender equality objective (s) If so, give the approximate amount in Euro for the whole programme-period and write in long description field which of the three has the main focus.
Amount
 - Women's Empowerment
 - Diversity Inclusion
 - Gender Mainstreaming Activities
4. Is there a gender focal point amongst staff implementing this programme?
Or has a budget been set aside to contract gender expertise?
Yes-No

PROGRAMME STAFF CAN USE THE FOLLOWING ADDITIONAL QUESTIONS TOGETHER WITH THE CAPACITY ASSESSMENT QUESTIONS

1. Was a baseline analysis conducted at the inception period of this programme?
2. Does baseline data collected give details of different situations, needs and priorities of men and women?
3. To what extent does the programme/project contain gender-specific or gender-equality objectives?
4. To what extent has the programme developed gender-specific indicators?
5. What are some of the women strategic and practical needs identified by the programme or the project?
6. Who is responsible for the implementation of the gender related intervention(s) or activities?
 - Do they have the necessary gender expertise or skills?
7. What are the foreseeable gender capacity gaps for attention?
 - Content, staff and resources.

¹ Women-led* organisation that has as an explicit objective the promotion of the opportunities, interests and rights of women across a whole spectrum of areas, including economic, social, political, cultural and sexuality. Such organisations stand up for equal rights and opportunities for women and girls and insist on women's equal participation in decision-making processes that affect their lives. It may also mean that the CEO/director is a woman, and the majority of senior members of staff and members of the Board are women.

Example: Osiris Input

As Hivos's main management system, the proper use of existing functionalities – and their improvement – are necessary in order to enable adequate analysis of our performance. One key focus (and one that is often overlooked) is how to input data and how to use this data to generate valuable output for measuring progress in Hivos's support for gender equality, women's empowerment and women's organisations. A simple example is given below, in which the registration of women's organisations as 'business partners' enables Hivos to better monitor the **number of women's organisations** supported and the **total amount Hivos spends** in contracts with these organisations. Further details are provided in the TEC memo accompanying this strategy. The Business Partner screen includes the field "Business partner Group", with the option of 'Women's Organisation' in the drop-down menu.

The option Women's organisation must be chosen when Women Led¹ definition applies:

ANNEX 3

GLOBAL AND REGIONAL COMMITMENTS REINFORCING THE STRATEGY

The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1979).

CEDAW provides a comprehensive framework to guide all rights-based action for gender equality. Under this treaty, gender inequality is understood to be the result of discrimination against women. CEDAW defines discrimination and the range of steps that states must take to eliminate it, affirms women's rights in specific areas, and makes provisions for ratification, monitoring, reporting and other procedural matters.

The Beijing Platform for Action (1995).

An agenda for women's empowerment signed by all governments and seen as a "necessary and fundamental pre-requisite for equality, development and peace." The Platform includes gender analysis of problems and opportunities in twelve critical areas of concern, and clear and specific standards for actions to be implemented by governments, the United Nations (UN) system and civil society, including, where appropriate, the private sector. The Platform provides the first global commitment to gender mainstreaming as the methodology by which women's empowerment will be achieved.

The Millennium Development Goals (MDGs).

The MDGs consolidated previous agreements, including those on women's rights, women's empowerment and gender equality, into a single set of core goals, targets and benchmarks for the development community. The Millennium Declaration from which they were drawn took a clear position that gender equality is both a right in itself and a driver of development.

UN Declaration on the Elimination of Violence Against Women (1993).

The Declaration was the first international human rights instrument to exclusively and explicitly address violence against women, and affirms that the phenomenon violates, impairs or nullifies women's human rights and their exercise of fundamental freedoms. The Declaration states that gender-based violence takes many different forms and is experienced in a range of crisis and non-crisis settings. It is deeply rooted in structural relationships of inequality between women and men.

The International Conference on Population and Development (ICPD, 1994).

The Conference in Cairo was a milestone in the history of population and development, as well as in the history of women's rights. ICPD delegates reached a consensus that the equality and empowerment of women is a global priority. This issue was approached from the perspective of universal human rights, and was an essential step towards eradicating poverty and stabilising population growth.

Security Framework and Commitments.

The UN's guiding documents for women, peace and security are Security Council Resolutions 1325 (2000) and 1889 (2009) on women, peace and security, and 1820 (2008), 1888 (2009), 2106 (2013) and 2122 (2013) on sexual violence in armed conflict. These resolutions have laid the foundation for the efforts of the UN community to expand the role of women in leadership positions in every aspect of prevention and resolution of conflicts, including peacekeeping and peacebuilding efforts, and to im-

prove protection of women and girls within a framework of rule of law and respect for human rights.

UN Framework Convention for Climate Change.

The Cancun Agreements emerging out of the UN Framework for Climate Change COP-16 in 2010 were the first global climate change policies to include multiple references to gender equality. Since then, more gains have been made to foster women's participation in negotiations and entrench gender equality in UNFCCC outcome documents as well as in the Green Climate Fund, the Adaptation Fund and Climate Investment Funds. At COP-18 in Doha in 2012, a decision was adopted promoting gender balance and improving the participation of women in UNFCCC negotiations, and in the representation of Parties in bodies established pursuant to the Convention or the Kyoto Protocol.

Aid Effectiveness Commitments.

Through the 2008 Accra Agenda for Action, which built on the 2005 Paris Declaration on Aid Effectiveness, developing countries and donors committed to ensuring that their respective development policies and programmes are designed and implemented in ways consistent with their agreed international commitments on gender equality, human rights, disability and environmental sustainability. The Busan Partnership for Effective Development Cooperation endorsed in 2011 agreed to accelerate and deepen efforts to address gender equality and women's empowerment in all aspects of development efforts, from accountability mechanisms to peacebuilding and state building.

Agenda 2030 for Sustainable Development and the Sustainable Development Goals.

The Agenda is a plan of action for people, planet and prosperity. It seeks to strengthen universal peace, and recognises that eradicating poverty in all its forms and dimensions, is the greatest global challenge and an indispensable requirement for sustainable development. An emphasis is made on the realisation of gender equality and the empowerment of women and girls as a crucial contribution to progress across all the Goals and targets. The achievement of full human potential and of sustainable development is not possible if one-half of humanity continues to be denied its full human rights and opportunities. A firm commitment is made, with a key standalone goal on gender equality to ensure that women and girls enjoy equal access to quality education, economic resources and political participation as well as equal opportunities with men and boys for employment, leadership and decision-making at all levels.

Yogyakarta Principles (2006, updated 2017).

This document contains a set of principles intended to apply the standards of international human rights law to address human rights violations against LGBTI+ people. The Principles were supplemented in 2017 in order to be inclusive of all gender identities, expressions, and sex characteristics. The Principles have been an important step forward in the movement towards establishing basic human rights for all people.

Regional Commitments:

Numerous regional commitments also underscore the importance of upholding gender equality, including the Protocol on the Rights of Women in Africa, adopted in 2003 by the African Union; the 1994 Inter-American Convention on the Prevention, Punishment and Eradication of Violence against Women (the Convention of Belem Do Para), the 2011 European Convention on Preventing Violence against Women and Domestic Violence; and the Pacific Islands Forum Gender Equality Declaration of 2012.

SINCE WE CANNOT
MENTION ALL
THE RELEVANT
COMMITMENTS
PER REGION, ALL
HIVOS STAFF ARE
encouraged
to familiarise
themselves WITH
THE NECESSARY
REGIONAL
COMMITMENTS IN
THEIR REGIONS/
HUBS THAT HAVE
an influence in
THEIR DAY-TO-DAY
WORK.