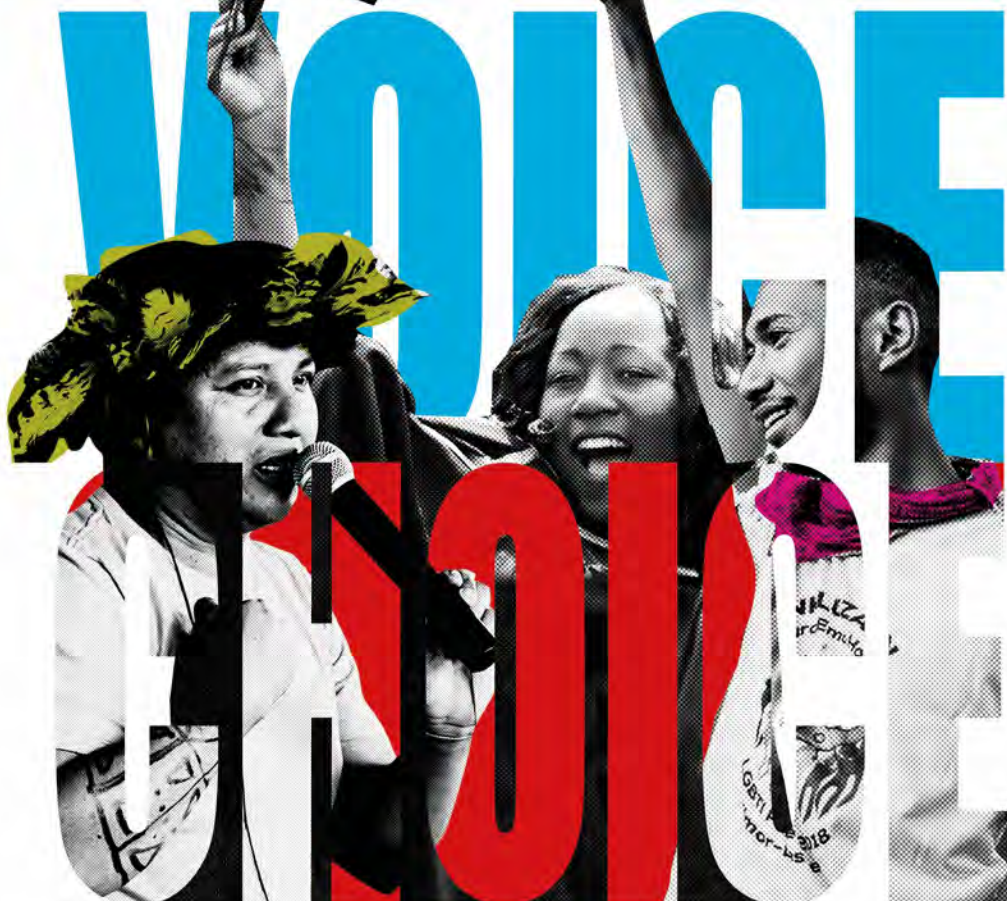


HIVOS
STRATEGIC
COMPASS
2021-2024

Hivos
people unlimited



BUILDING MOVEMENTS

for just, inclusive and
life-sustaining societies

**HIVOS
STRATEGIC
COMPASS**
2021-2024

This is a concise version of our Strategic Compass. It summarizes how we will realize our mission in the coming years by strengthening, amplifying and connecting rightsholders who call for just, inclusive and life-sustaining societies. The complete document can be found on hivos.org/compass, and an overview of our current programs is on hivos.org/programs.

**BUILDING
MOVEMENTS**
for just, inclusive and
life-sustaining societies



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WHAT HIVOS STANDS FOR

People and their organizations are central to our vision, mission and our solution-driven approach. Since our founding in 1968, Hivos has promoted access to all forms of power for all citizens so they can actively participate in a truly democratic society. This is why our motto has remained People Unlimited all these years.

We believe local ownership is key to achieving long-lasting impact. Local leadership and ownership are therefore integrated into Hivos' structure, governance and ways of working.

We are convinced that citizen action is vital for the advancement of democracy, human rights and sustainability. We see it as our role to support marginalized people, facilitate their change agendas, and help build social movements that strive for just, inclusive and life-sustaining societies.

VISION

Hivos firmly believes in every person's right to live in freedom and dignity, to enjoy equal opportunities, and to influence decisions made regarding the changes they want to see in their lives, communities and country.

We envision a world in which individual differences and backgrounds are respected and used to strengthen communities. A world in which people join forces to combat the systemic factors that allow environmental degradation and worsen climate change, that condone exploitation, oppression and exclusion, and that perpetuate gender inequalities.

OUR MISSION

Hivos works for a world where people can realize their full potential and unleash their ingenuity and creativity to build fair, just and life-sustaining societies for themselves and generations to come. Our mission is to amplify and connect voices that promote social and environmental justice and challenge power imbalances. We particularly work to empower marginalized rightsholders to raise their voice and demand freedom of choice.

Hivos supports the development of alternative solutions to deep-seated problems so that individuals and communities can make responsible and equitable choices within political and economic systems that serve their needs and preserve the planet. We connect people and organizations offering alternatives to those looking for solutions in their fight for social and environmental justice.



**FREEDOM
& DIGNITY**



**RESPONSIBLE
CITIZENSHIP**



**SELF-
DETERMINATION
& DIVERSITY**



**EQUALITY
& SOCIAL
JUSTICE**



**SUSTAINABLE
USE OF OUR
PLANET'S
RESOURCES**

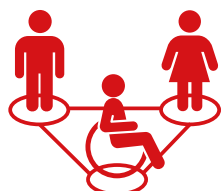
WHAT WE STRIVE FOR

5 STRATEGIES FOR CHANGE

SUPPORTING FRONTRUNNERS



FORGING MULTI-ACTOR INITIATIVES



INFLUENCING POLICIES AND PRACTICES



MOVING THE MIDDLE

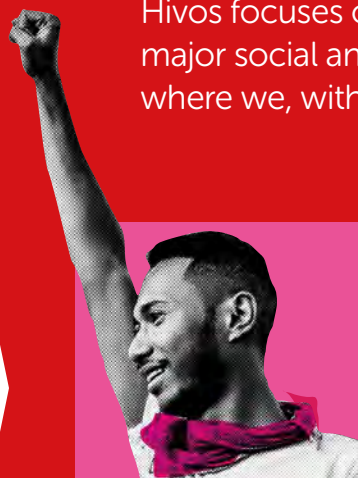


BOOSTING LOCAL OWNERSHIP



WHERE WE AIM FOR IMPACT

Hivos focuses on these areas because they are where major social and political transitions take place and where we, with our track record, can achieve real impact.



GENDER EQUALITY, DIVERSITY AND INCLUSION

Gender equality, diversity and inclusion are at the heart of Hivos' vision and mission; they are prerequisites for the just, fair, dignified and prosperous societies we aim for.



CLIMATE JUSTICE

Achieving climate justice starts with linking and empowering people who are unfairly and disproportionately impacted by the climate crisis to influence local, regional and international policies and practices.



CIVIC RIGHTS IN A DIGITAL AGE

Societies, organizations and institutions should be open and inclusive to enable and safeguard meaningful civic participation, in particular by underrepresented voices demanding social justice.



Hivos uses five strategies to promote the voices and choices of underrepresented people, while strengthening civil society. Which strategies we apply, and when, depends on the context and the local organizations we work with. They all benefit from our expertise in grant making and ensuring that donors' funds are spent effectively, transparently and accountably.

Supporting frontrunners

Hivos works with pioneering changemakers who inspire others. Hivos offers them a platform, provides start-up funding and training, and connects them to different networks. Together, we develop ideas into programs that contribute to more just, inclusive and life-sustaining societies.



Forging multi-actor initiatives

Collaborative action is essential for sustainable change. Hivos brings together all relevant stakeholders in multi-actor initiatives: rightsholders, their organizations, government, business, creatives and technologists. Our role is to facilitate their process of co-creating fair and inclusive solutions to complex problems and to provide funding, ensure professional monitoring and evaluations, and incorporate lessons learned into future programming.



Influencing policies and practices

Hivos works with others to create a receptive (political) environment for the solutions developed by the frontrunners and multi-actor initiatives we support. We partner with rightsholders and their organizations to collectively ensure their voices are heard and existing power relations are challenged. Hivos also gets directly involved in influencing policies and practices of governments and businesses, which adds to the voice and strength of our stakeholders and partners.

"Linking and learning" is our core method. We connect our local partners to each other and to existing advocacy networks of potential allies at the national and regional level.



Moving the middle

Shifting norms and attitudes among the wider public is crucial to achieve lasting change. Actions that change minds can start small and spiral out to target public opinion and policy makers through persuasive campaigns.

Our strategy focuses on the so-called "movable middle." These are people who don't have a (fixed) opinion about controversial societal issues, but tend to follow socially accepted norms. We know from experience that both personal stories and influential persons, presenting new and convincing narratives, can be decisive in shaping opinions and changing mindsets.



Boosting local ownership

Local ownership is both in our DNA and a vital strategy to achieve real and lasting change. Hivos designs, implements and evaluates its programs jointly with rightsholders and local organizations. They are included in the highest program governance structures. We take care to ensure equal decision-making and mutually address power imbalances. When advocating at international forums, our messaging will be "joined up." Hivos prefers to provide long-term, strategic, core funding to organizations instead of short-term, earmarked project funding. Our grant making is participatory to shift decision-making about grants to rightsholders and local organizations. Overall, Hivos strives to allocate 80 percent of funding obtained to the work of local partners.

GENDER EQUALITY, DIVERSITY AND INCLUSION

Gender equality, diversity and inclusion (GEDI) refers to the equal rights, responsibilities and opportunities of all people, regardless of gender, sex, sexual orientation, identity, expression or sex characteristics (SOGIESC), ethnicity, age, ability, religion, and culture. Our fundamental approach to GEDI takes intersectionality fully into account. We recognize that every person has multiple identity factors that impact who they are, their participation, and agency. In particular, (young) women and LGBTIQ+ people are at the center of, and inspire, Hivos' programming and partnerships.



AMBITION

Our ambition is that by 2025, individuals, institutions and the private sector at all levels should promote and uphold all people's rights, especially those of marginalized, discriminated, and excluded groups, with a particular focus on women and girls.

OUR APPROACH

Hivos acknowledges the power of people. We support individuals in strengthening their personal and collective powers, claiming their rights and holding duty bearers to account. Local communities are at the basis of what we do and how we do this. We also pay specific attention to intersectionality, e.g. young refugee women with a disability or with HIV, and we ensure that resources reach those left furthest behind. Finding allies and changing public perceptions are crucial elements in our strategies to end discrimination and scale solutions.

TRACK RECORD

Hivos has a longstanding track record on supporting rightsholders, activists and organizations that advance LGBTIQ+ rights and inclusion, sexual reproductive health rights (SRH-R), and women's empowerment. This has earned us global recognition as a pioneer in the field of LGBTIQ+ advocacy. Inspiring examples amongst our programs are: →



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PROGRAMS

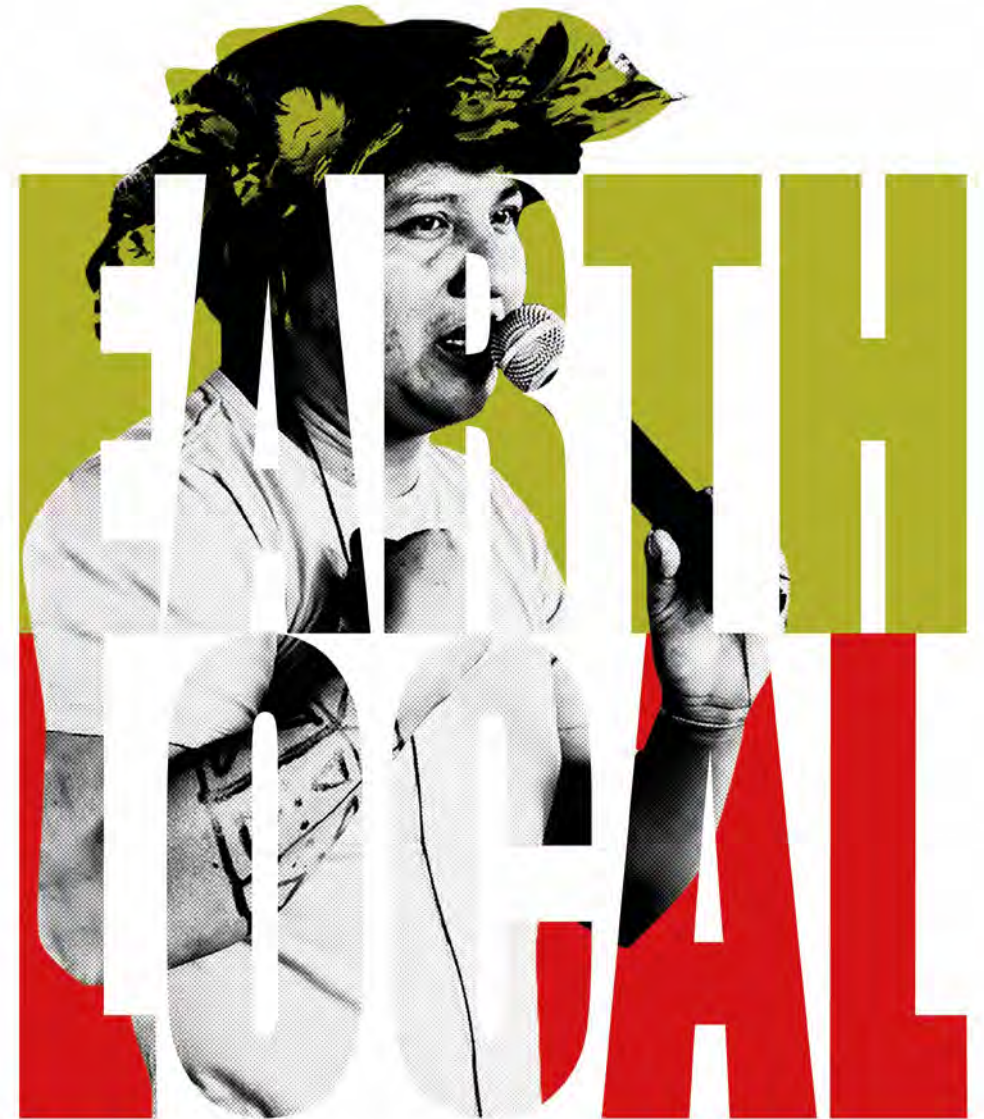
WE LEAD is designed to strengthen the influence and position of young women who are most left behind when it comes to their sexual and reproductive health and rights. We joined forces with Positive Vibes, Restless Development, Marsa, FEMNET, the Central American Women's Fund and M&C Saatchi World Services in a consortium which focuses on young women living with a disability, with HIV, affected by displacement, or identifying as LGBTI+.



© Hivos/SRHR Fund

CLIMATE JUSTICE

The climate crisis is a societal challenge with ethical and human rights implications. It is caused by an unsustainable development model that unequally distributes wealth and power in the world. At the same time, it exacerbates that inequality by affecting those who are least responsible, the most. We must speed up our efforts and work with people and organizations everywhere to effectively combat it. Hivos believes that locally-shaped climate solutions can bring about the transformational change necessary to turn the tide.



AMBITION

Our ambition is that by 2025, southern-led civil society groups and progressive civic actors will lead climate action by mobilizing, working together, and holding duty bearers accountable at all levels.

OUR APPROACH

Influencing local, regional and international climate policies starts with linking and empowering groups that are disproportionately impacted by climate change. Although they often lead change in their climate-stricken communities, they are rarely heard in climate decision-making. Women, Indigenous peoples, youth, the urban poor and small farmers must own, participate in and benefit from climate action. Therefore, we focus on building a strong, diverse movement of civil society organizations and progressive civic actors that represent a wide range of constituencies and are willing to unite behind a common climate agenda. We will use an inclusive and rights-based approach and recognize the importance of care and respect for all forms of life.

TRACK RECORD

Hivos has a long track record of fighting climate change and promoting climate solutions that benefit the poor and marginalized. →



© Judith Quax/ENERGIA

PROGRAMS

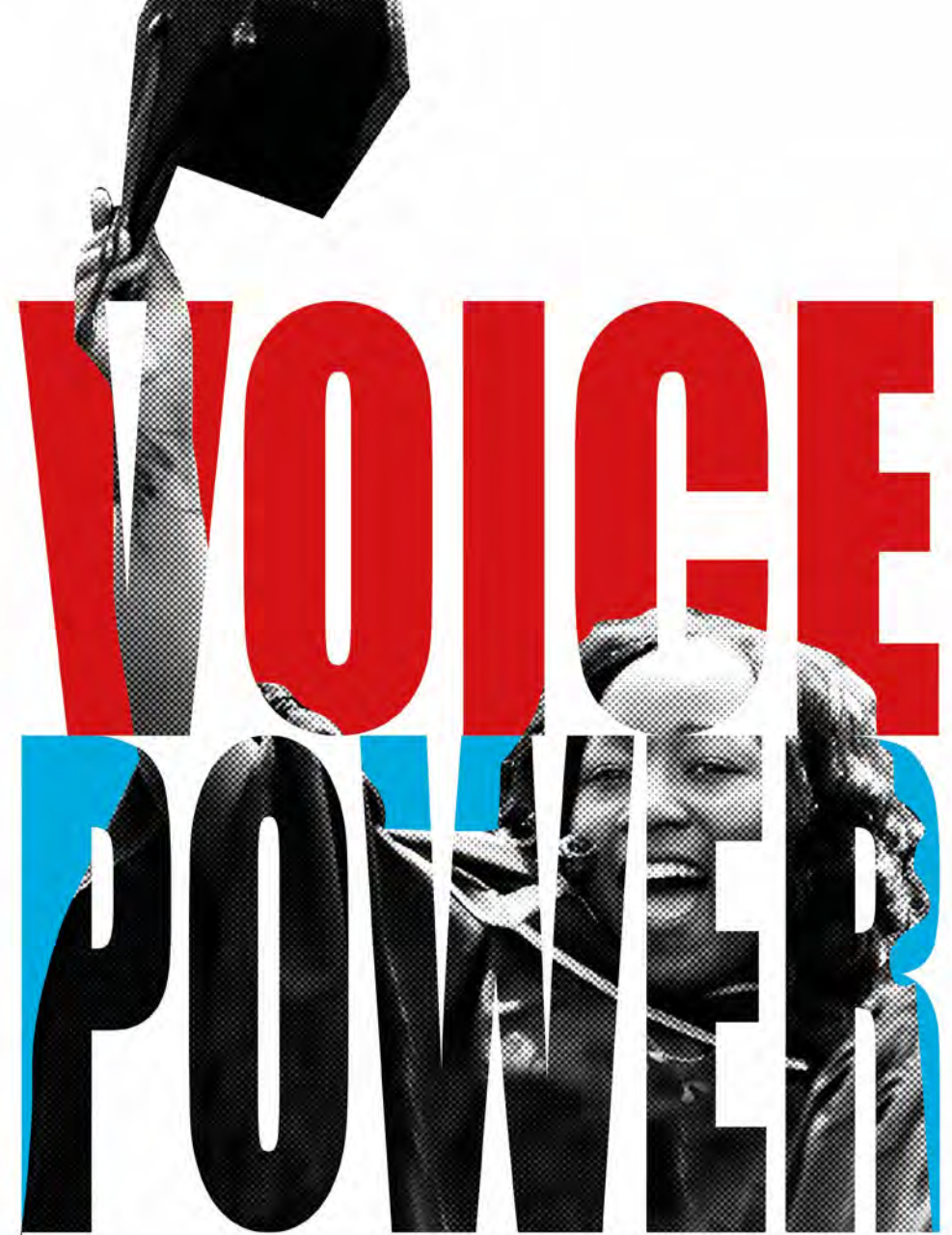
ALL EYES ON THE AMAZON, a program in which Hivos, Greenpeace, and 24 international and local partners support Indigenous peoples in the Amazon in fighting deforestation with drone-assisted monitoring, supply chain investigations, advocacy, and public campaigning.



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CIVIC RIGHTS IN A DIGITAL AGE

Across the world, we see profound challenges: shrinking civic space and freedoms; divisive narratives; exclusion of the most marginalized; collapsing trust in democratic institutions. These challenges are magnified by the rapid, unequal digitalization of our societies. Yet, we also see critical opportunities to bolster the people, initiatives and organizations that confront these challenges with powerful alternatives. These are the opportunities we want to seize to create the civic societies we need now and in the future.



AMBITION

Our ambition is that by 2025, southern-led, diverse civic actors play a strong and progressive role in shaping a rights-based digital transformation at all levels. We want to see institutions become more open and inclusive, and enable meaningful and diverse civic participation and oversight in public decision-making, especially at local levels.

OUR APPROACH

Hivos aims to ensure that digital transformations both increase and safeguard the participation of underrepresented voices and stimulate greater accountability of duty bearers. We support rightsholders in their efforts to responsibly and effectively use digital technologies and to hold public and private actors to account for their use of these technologies. We promote greater engagement of groups that are often underrepresented in governance processes. In particular, we work with diverse civic actors so they can make effective use of new transparency and accountability policies to increase government openness and responsiveness to citizen's actual needs.

TRACK RECORD

Hivos has built up extensive experience and networks in the field of accountability and freedom of expression through a wide range of programs. →



PROGRAMS

Through **RESOURCES OF OPEN MINDS (R.O.O.M.)** we support content creators in using the power of creative expression to question dominant narratives, spark debates and bring about structural social change.

THE DIGITAL DEFENDERS PARTNERSHIP, hosted by Hivos, offers holistic support to human rights defenders under digital threat, and works to strengthen local rapid response networks.



OPEN UP CONTRACTING, which ran from 2016 to 2020, promoted the adoption of open data standards for public spending. The program provided technical advice to governments and connected and supported CSOs and journalists to use data for accountability, working with more than 20 multi-actor initiatives across the world.



WHERE WE WORK

Hivos currently works in 40 countries and has regional hubs in Latin America, East Africa, Southern Africa, and the Middle East and North Africa (MENA). Hivos' regional hubs, working alongside our many partner organizations, take the lead in defining regionally and nationally specific programs. Our Southeast Asia activities are currently being handed over to the local NGO Yayasan Humanis dan Inovasi Sosial in Indonesia.



WHO WE WORK WITH

We see Hivos as an exciting network of courageous and inventive partners and allies. Working with our 562 partner organizations (2020), we strive to bring about transformational social changes that benefit all groups in society.

Hivos has a unique position at the intersection of diverse stakeholders and communities. Our partnerships and networks span LGBTIQ+ communities, women's rights, Indigenous and youth organizations, frontrunners in environmental justice, human rights defenders, artists, bloggers, independent media, transparency and open government advocates, civic technologists, and organizations with specialized expertise in digital security.

It is our long-term strategic donors who make our work possible: the Dutch Ministry of Foreign Affairs; the Dutch Postcode Lottery; Sweden's SIDA; Global Affairs Canada; the Global Fund to Fight AIDS, Tuberculosis and Malaria; FCDO in the UK; the US government, and the European Union to name a few.

In 1994, Hivos and Triodos Bank - a leading expert in sustainable banking - joined forces as one of the world's first adopters of inclusive finance. Today, the Hivos-Triodos Fund perfectly complements Hivos' Climate Justice agenda. Achieving Climate Justice not only requires strengthening civil society; it also calls for climate finance to support citizens and communities most affected by the climate crisis. Hivos-Triodos Fund works to redirect financial flows to rebuild regenerative societies.



