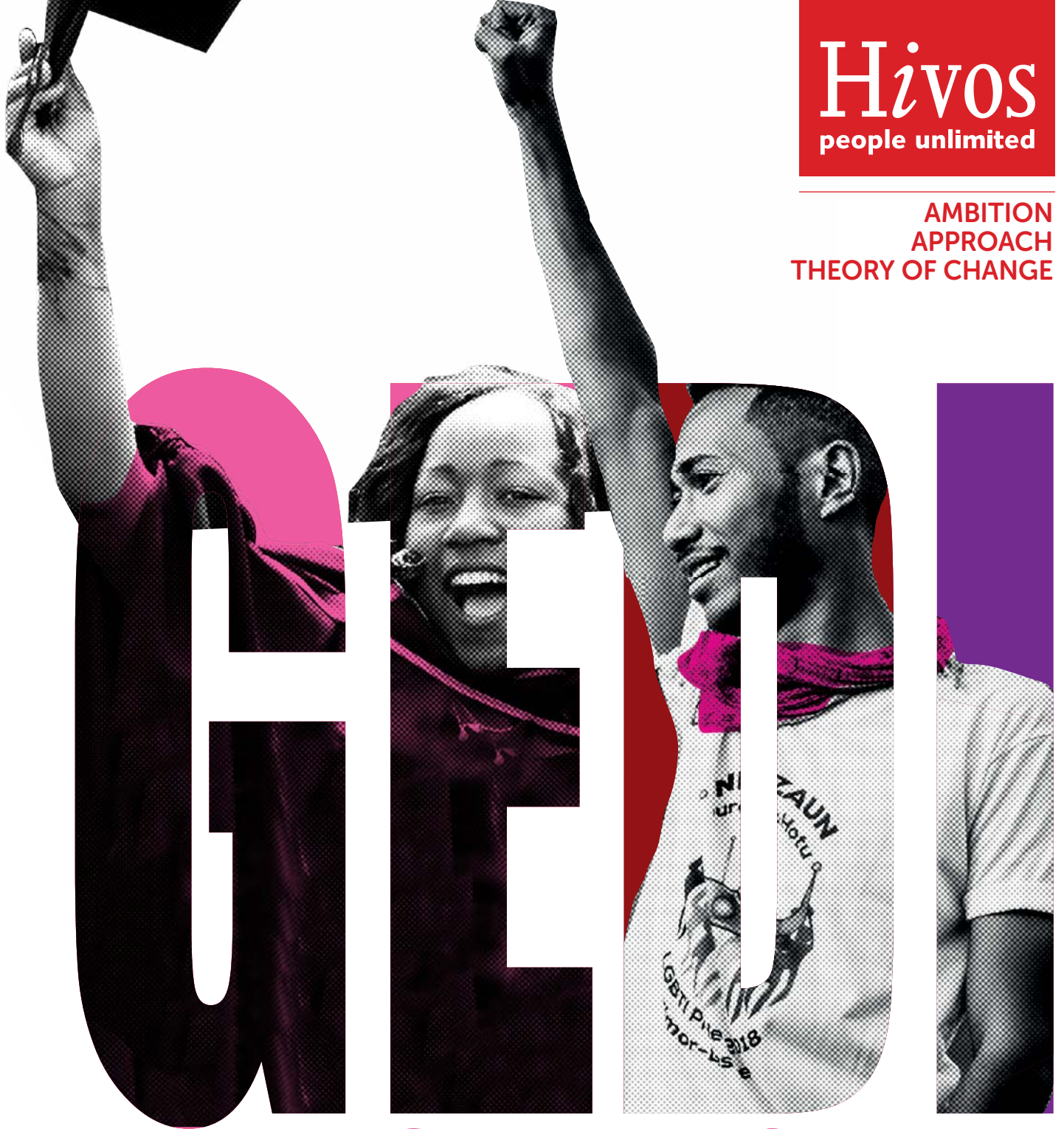


Hivos
people unlimited

AMBITION
APPROACH
THEORY OF CHANGE



**GENDER EQUALITY
DIVERSITY
AND INCLUSION**

ADVANCING GENDER EQUALITY,
DIVERSITY AND INCLUSION TO
ACHIEVE EQUITY AND JUSTICE FOR ALL

This white paper outlines the ambition, approach and Theory of Change of one of Hivos' three impact areas: **Gender Equality, Diversity and Inclusion (GEDI)**

TABLE OF CONTENTS

1. Hivos' Ambition on Gender Equality, Diversity and Inclusion	4
2. The Context	5
Challenges	5
Opportunities	5
3. Our Approach Towards Gender Equality, Diversity and Inclusion	7
Thematic Topics	7
Principles and Strategies Guiding Our Interventions	8
4. Our GEDI Theory of Change	10
Pathways of Change	11
5. GEDI Measurement Framework	13
Key Indicators	13
6. Our Track Record	14
Where We Work	14
Current Programs	15
7. Key Terminologies - GEDI in Practice	17

01 HIVOS' AMBITION ON GENDER EQUALITY, DIVERSITY AND INCLUSION

SUMMARY

Globally, we are witnessing increasing marginalization, shrinking civic space, and the widening gap between rich and poor. As Covid-19 and climate change continue to affect lives and livelihoods worldwide, it is evident that women, LGBTQI+, and other marginalized communities are more likely to bear the social, health, and economic consequences. More so, widespread discrimination continues to impact the lives of women and people with diverse sexual orientations and gender identities (from now on referred to as rightsholders). This interferes with their full enjoyment of all human rights and hampers their participation in processes that tackle the root causes of such discrimination.

To counter this, we want to co-create new solutions that catalyze broad social and structural transformation to advance gender equality, diversity, and inclusion (GEDI) and achieve equality for all.

We aim to support rightsholders in their efforts to claim the power, agency, and leadership necessary to drive change. Recognizing that there are multiple and intersecting forms of systemic discrimination, we put intersectionality at the center of our approaches, recognizing that there are multiple forms of systemic discrimination. Inclusivity in policy and practice is key to providing equal access to opportunities and resources for people who might otherwise be excluded.

Hivos' vision is that of a more just, fair, dignified, and prosperous society, where all people have equal rights, responsibilities, and opportunities. A world where gender

equality, inclusive economies, and governance practices become the principle for organizing and building just societies. To achieve this vision, our overall goal is to build the political power and influence of rightsholder movements led by women, youth, and LGBTQI+ people and ensure they have the capacity and resources to achieve transformative social change. In particular, the GEDI impact area aims to realize rightsholders' sexual and reproductive health and rights, bodily autonomy, and participation in political and economic development.

In the coming years, we aim to contribute to the following outcomes:

1. Laws, policies, and agreements that tackle discrimination and promote rightsholders' inclusive SRHR, economic rights and justice, leadership, and political participation are adopted and implemented locally, nationally, and internationally.
2. Transformative GEDI narratives influence public and political discourse and inspire behavior change leading to a shift in social norms and systemic transformation in support of sustainable development and inclusive societies.
3. Strengthened collaborations and interactions between rightsholders and relevant actors instill broader social, legal, and policy change towards equal participation, inclusive SRHR and economic justice.

These outcomes are linked to the social transformation we envision and are connected to human rights and feminist movements in which Hivos' work is complementary to that of our partners at the forefront of women's rights, gender justice, and LGBTQI+ rights.

We use the term **women as an inclusive category** to include **cisgender, transgender and intersex women** and *women of all ages including girls*.

LGBTIQ+ stands for **lesbian, gay, bisexual, trans, intersex and queer people**; the '+' indicates that these terms have a limited scope, and not all **people who are marginalized** because of their sexual orientation, gender identity or expression, or sex characteristics (SOGIESC) *self-identify with these terms*.

02 THE CONTEXT

Over the last decades, the world has witnessed several positive developments in gender equality, diversity, and inclusion. Rightsholders and activists worldwide have built communities, taken to the streets, filed lawsuits, and advocated for their rights. Their efforts have put sexual and reproductive health and rights (SRHR) firmly on the international agenda. There are also growing demands to end violence against women and LGBTQI+ people based on sexual orientation, gender identity, expression, and sex characteristics (SOGIESC). The 2030 Agenda for Sustainable Development is a significant achievement that affirms the crucial importance of gender equality and women's empowerment as integral to all other sustainable development goals and their realization. Furthermore, several countries have made remarkable progress in intensifying human rights protection for LGBTQI+ people in recent years. Sexual orientation is now enshrined in at least one protective law in more than 80 countries that offering some form of protection against violence and discrimination based on sexual orientation, gender identity, and expression.

Despite these developments, the potential of women, LGBTQI+ people, and other marginalized groups remains woefully untapped. Globally, these rightsholders remain underrepresented in decision-making spaces, face economic hardship due to discrimination and exclusion, and continue to be targets of physical and sexual abuse.

CHALLENGES

Over 70 countries still criminalize same-sex relations. Conservative forces are increasingly assertive and vocal in their concerted effort to spread anti-abortion, anti-LGBTIQ+, and anti-SRHR messages globally. This renders people with diverse sexual orientations and gender identities particularly vulnerable to discriminatory laws, policies, and practices and has a considerable impact on their human rights, public health, and economic development.

Disproportionate economic hardship is one of the most tangible consequences of the discrimination and exclusion

of women, LGBTQI+, and other marginalized communities. During economic downturns, they are more liable to lose their jobs. Even in countries with policies supportive of working women, they earn less than their male counterparts performing the same job. This harsh economic inequality has gone unaddressed as socio-economic development agendas, including the SDGs, fail to consider LGBTQI+ inclusion in a meaningful way.

In terms of health care, women, girls, and people of diverse SOGIESCs have much less access to targeted SRHR services. Lack of access to such resources is exacerbated by the criminalization of same-sex relations or laws that hinder access to quality SRHR information and services, such as safe abortion, as well as pervasive social norms regarding gender and sexuality. Where there are (improved) SRHR programs and policies, they remain hetero-normative, leading to poor health care for LGBTQI+ people and placing them at particular risk of HIV and other STIs¹.

OPPORTUNITIES

To achieve lasting change towards a more inclusive and fair society, public discourse around women, LGBTQI+ people and other marginalized groups must change and address intersecting forms of systemic discrimination. Building on our work over the last decades, we see an opportunity to influence people to change harmful or dominant norms, attitudes, and patterns of inequality that prevent women and girls, LGBTQI+, and other marginalized communities from achieving their full potential. Our experience has shown that rightsholders and allies can amplify new and transformative GEDI narratives through carefully crafted narrative change strategies. The underlying principle is that change occurs when individuals perceive change within their reference group or social midst. By focusing on the "movable middle of society" to, for example, actively abandon harmful norms, advocate for inclusion, and thus influence others, a more significant part of society will shift to support full inclusion and equality. It is thus necessary to ensure that rightsholders have the capacity and resources needed to shift public discourse.

1. Starrs AM, Ezeh AC, Barker G et al., [Accelerate progress—sexual and reproductive health and rights for all: report of the Guttmacher–Lancet Commission](#), *The Lancet*, 2018.

In addition to changing narratives it is necessary to ensure LGBTIQ+ people and women are equally included in socio-economic development and have the necessary skills and resources to improve their social realities and economic status. Hivos is opportunely situated to work with rightsholders on this, having decades of experience strengthening and building effective movements, and with a programmatic portfolio that builds on extensive activist and workers networks.

Strong support for and leadership by rightsholders is needed to achieve the envisioned change in narratives and socio-economic policies and practices. Hivos sees the opportunity to work with rightsholders and allies across different sectors such as health, politics, education, artists, and religious leaders. Our aim is that the public, governments, businesses, duty bearers, and other relevant institutions do not just acknowledge and respect the voices and rights of rightsholders, but actively recognize the need for equal inclusion of and leadership by these groups in decision-making processes.

Data raising our concern

1. Sexual Reproductive Health Rights - Bearak et al. (2020)¹, WHO and Guttmacher Institute.

- 214 million women of reproductive age in developing countries who want to avoid pregnancy are not using contraceptives. This is often because of limited choice of methods, poor quality of available services, and gender-based barriers.
- Guttmacher report of 2020 further acknowledges the neglect and exclusion of SRHR needs for LGBTI people – partly due to pervasive stigma and discrimination of LGBTI people, including among health workers.
- Roughly 121 million unintended pregnancies occurred each year between 2015 and 2019. Of these unintended pregnancies, 61% ended in abortion.
- Around 45% of all abortions are unsafe, of which 97% take place in developing countries.
- More than one-third (35%) of women worldwide have experienced physical and sexual violence by an intimate partner or sexual violence by a non-partner at some time in their lives.

2. HIV and Aids – Data from UNAIDS, 2021 Global Report²

- In 2020, there were 37.7 million [30.2 million–45.1 million] people living with HIV.
- 53% of all people living with HIV were women and girls.
 - Young women aged 15–24 years are twice as likely to be living with HIV than men.
 - The risk of acquiring HIV is: 34 times higher for transgender women.
 - Every week, around 5000 young women aged 15–24 years become infected with HIV.
 - Six in seven new HIV infections among adolescents aged 15–19 years are among girls in sub-Saharan Africa.
 - Gay and bisexual men, and transgender women are overrepresented among persons living with HIV. For

example, in 2020, key populations (sex workers and their clients, gay men and other men who have sex with men, people who inject drugs, transgender people) and their sexual partners accounted for 65% of HIV infections globally.

3. Economic Rights and Justice - Stonewall, (2020)³, Badgett et al. (2019)⁴, Mbote, D, et al. (2019)⁵ and OECD data⁶

- Globally women do two to three times more informal care work than men.
- Total aid integrating a gender equality perspective in economic and productive sectors reached USD 18 billion on average per year in 2018–19, representing 47% of DAC members' total bilateral aid in these sectors. However, as little as a 2% of this ODA was dedicated to gender equality as a primary objective.
- There's a clear connection between discrimination against LGBTIQ+ communities and lack of access to decent work. This includes unemployment, as well as work that may be insecure, informal, unsafe, and/or poorly paid.

4. Leadership and Political Participation – UN Women (2020)⁷, Global Gender Gap Report, (2021)⁸

- Women make up 50% of the population, but only 25% of the leadership.
- According to the World Economic Forum *Global Gender Gap Report, 2021*- the gender gap in Political Empowerment remains the largest. Across the 156 countries covered by the index, women represent only 26.1% of some 35,500 parliament seats and just 22.6% of over 3,400 ministers worldwide. At the current rate of progress, the World Economic Forum estimates that it will take 145.5 years to attain gender parity in politics.

1 Bearak et al. (2020). Unintended pregnancy and abortion by income, region, and the legal status of abortion estimates from a comprehensive model for 1990–2019. *The Lancet Global Health*, 8(9), e1152–e1161.

2 UNAIDS Global AIDS Update 2021.

3 Stonewall (2020). Out of the Margins: LBT + Exclusion through the Lens of the SDGs.

4 Badgett, M. V. L., Waaldijk, K., & Rodgers, Y. van der M. (2019). The

relationship between LGBT inclusion and economic development: Macro-level evidence. *World Development*, 120, 1–14.

5 Mbote, D, et al. (2019) *The Economic Case for LGBT+ Inclusion in Kenya*

6 <https://www.oecd.org/development/gender-development/>

7 Inter-Parliamentary Union and UN Women (2020). Women in Politics Map.

8 World Economic Forum, 2021. Global Gender Gap Report.

03

OUR APPROACH TOWARDS GENDER EQUALITY, DIVERSITY AND INCLUSION

The [Gender Equality, Diversity, and Inclusion \(GEDI\) Strategy](#) guides our programmatic work, ensuring that we implement programs that consistently address gender inequalities and prioritize those furthest left behind. This strategy goes beyond the GEDI impact area portfolio, covering all Hivos programs and guiding our internal functioning. Together with our partners, Hivos forms part of much broader human rights and gender justice movements at the local, regional and international levels. Our role in these movements is complementary and guided by co-creation processes. We create linkages, enable learning between partners and across movements, and carry out joint international lobby and advocacy efforts.

Our GEDI work actively involves women, young people, sexual and gender diverse/LGBTIQ+ communities, ethnic minorities, people living with HIV, and those with disabilities. Importantly, we recognize intersectionality within and among these groups. Hivos has committed 50 percent of our programmatic budget to support GEDI efforts by investing in women's and LGBTIQ+ organizations as critical partners.

THEMATIC TOPICS

We recognize that GEDI transformative work is long term, often generational, requires sustained investments, and needs to be guided by rightsholders' lived realities. Therefore, we have identified three thematic topics where Hivos can make a significant contribution based on its track record.

1. **Strengthen women's, girls, and LGBTIQ+ people access to inclusive sexual and reproductive health and rights (SRHR)** by shifting norms and tackling barriers that hinder access to information and services, and ensure women, girls, and LGBTIQ+ people have control over their bodies and can freely and responsibly decide on matters related to their reproductive health and sexuality, free of coercion, discrimination, and violence.

2. **Advocate for economic justice and rights of women and LGBTIQ+ people to secure economic resources, opportunities, services and wellbeing as well as influence and participate in economic decision-making.**

This entails improving women's access to and control over resources and decent work and strengthening LGBTIQ+ communities' ability to demand a fair share in economic development programs. Simultaneously, we will address endemic unemployment that disproportionately affect youth and LGBTIQ+ people and promote nondiscriminatory labor markets and decent work for all. Finally, we will use research to demonstrate the economic consequences of exclusion experienced by women and LGBTIQ+ people – even more so during the COVID-19 crisis and beyond in order to allow for meaningful engagement and address data gaps.

3. **Advance women's, youth & LGBTIQ+ leadership, and political participation at all levels of decision making.**

To ensure greater voice, inclusion and representation of women, youth and LGBTIQ+ people in political and societal decision-making processes, we will facilitate opportunities to strengthen their leadership and organizational capacity by providing the resources and accompaniment necessary to lead and take their place at the decision-making table. We will also continue to support women's full and effective representation and increased leadership positions in civic and political institutions and their participation in all levels of peace processes.

We use the term **rightsholders** to highlight the **power of women, girls and LGBTIQ+ people**, rather than focus on their *marginalization through* other common terminologies.

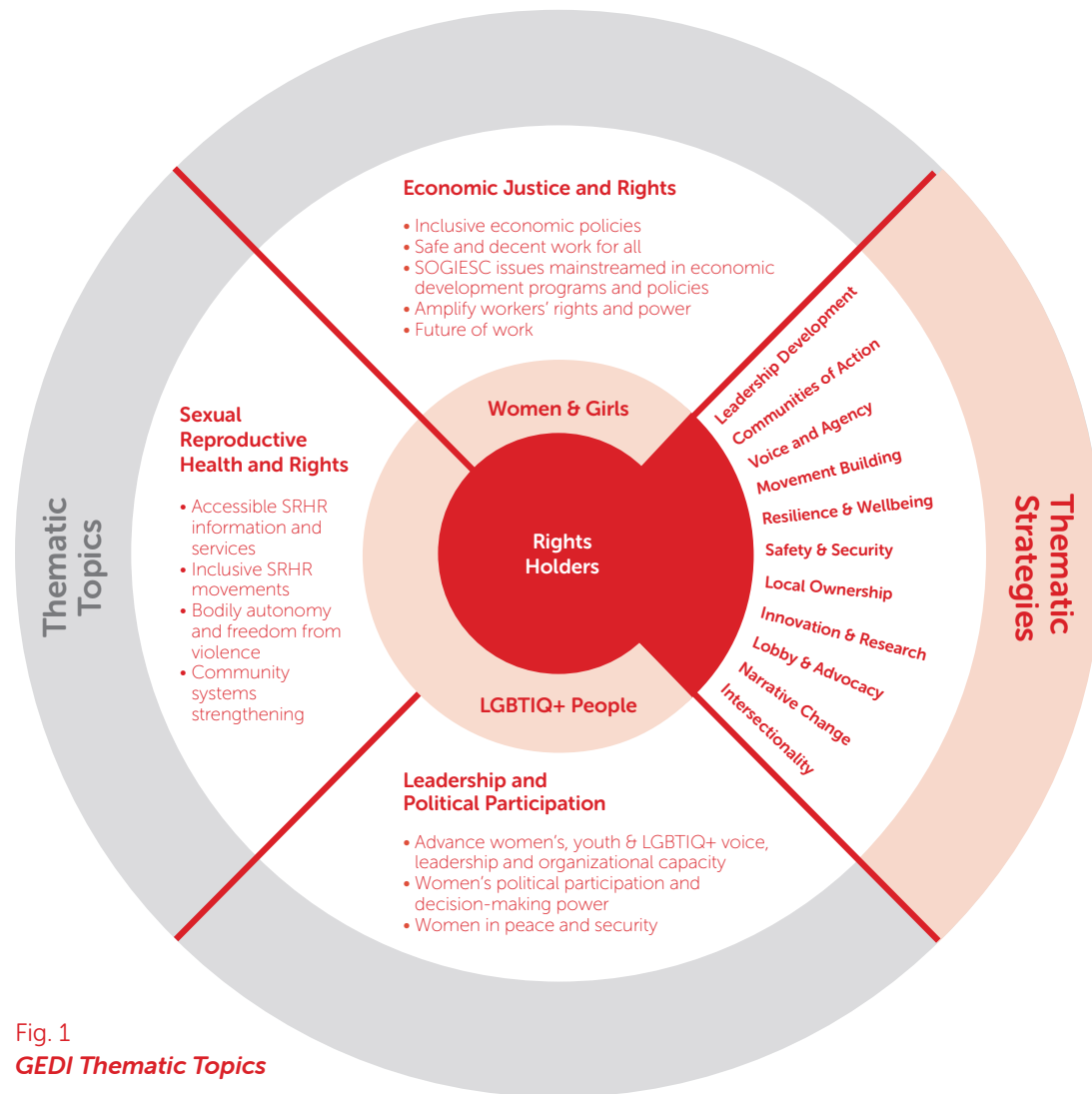


Fig. 1
GEDI Thematic Topics

PRINCIPLES AND STRATEGIES GUIDING OUR INTERVENTIONS

To address the complexity of inequalities that rightsholders face, the following principles and strategies guide our work.

- We employ feminist principles to promote values, wellbeing, and good practices to achieve gender equality, diversity, and inclusion by centering the voices of rightsholders and those experiencing marginalization.
- We use an intersectional framework to analyze and act upon rightsholders' concerns, overlapping identities, and experiences.
- We recognize the interconnections within and among rightsholder groups and the issues we seek to address.
- We implement a dual-track approach that embraces the spirit of inclusion and working in collaboration / partnership.
- We walk the talk by ensuring that our organizational culture and partnerships align with our GEDI vision.

- **Using a feminist lens** helps us analyze and look at the world from a perspective that includes the place and history of women (in all their diversities) and strives for human rights-based and inclusive equality.
- Our strategies and programmatic efforts focus on addressing structural barriers that prevent gender equality, bearing in mind the needs of those most affected by multiple forms of discrimination.
 - To achieve our GEDI objectives, we pay attention to the unequal power relations and opportunities between different groups of women, men, and gender-diverse individuals.

Feminist principles guiding Hivos' work and partnerships

- **Championing GEDI as a prerequisite to achieving more just, fair, dignified, and prosperous societies**
- **Human rights and dignity for all free from harm, violence, and exploitation**
- **Self-determination: bodily autonomy, voice, agency and resilient rightsholders movements and societies**
- **Intersectionality: recognizing the impacts of different forms of systemic discrimination and that every person has multiple identity factors that impact their participation, their agency, and who they are**
- **Community-led and owned partnerships and mutual accountability, in other words, "Nothing about us without us!"**
- **Safeguarding integrity: do no harm, zero tolerance for discrimination and abuse of power, responsible citizenship, sustainable use of our planet's resources, well-being, self-care, safety and security for oneself and others**

→ **We implement a dual-track approach** that embraces the spirit of inclusion. Working in partnership with like-minded institutions and unusual allies, we invest in the co-creation and implementation of:

- GEDI-specific programs** in which equality and gender justice are the principal or primary objective of an initiative. GEDI-specific programs pay attention to rightsholders furthest left behind and their intersecting inequalities. Our focus is to support initiatives that are community owned and led by those directly impacted.
- A mainstreaming (integrated) approach** in which GEDI is a significant element or a deliberate objective, although not the principal reason, for undertaking the project/program. This approach allows us to connect with Hivos' two other impact areas – Climate Justice and Civic Rights in a Digital Age – and make the gendered aspects of inequality visible in the programmatic assumptions, processes, and outcomes of all three impact areas.

- Our work on Climate Justice provides clear opportunities for embedding GEDI objectives in our work on climate finance, leadership, and economic empowerment, especially for women and other marginalized communities. For a just climate transition, women and other marginalized groups must have a say in what happens, as they – the smallest polluters – are also the ones disproportionately affected by the climate crisis. Through our programs working on a gender and energy nexus, they gain more access to and control over clean energy resources and can meaningfully participate in the renewable energy sector.
- The link with Hivos' work on Civic Rights in a Digital Age lies in our efforts to protect and strengthen the role and civic rights of women and LGBTIQ+ people and help ensure that digitalization also advances their participation, equality, and accountability. We therefore aim to generate new insights on the intersection of gender and digitalization by building on Hivos' robust portfolio, such as the Digital Defender's Program, so women and minority groups can truly benefit from the digital transition.

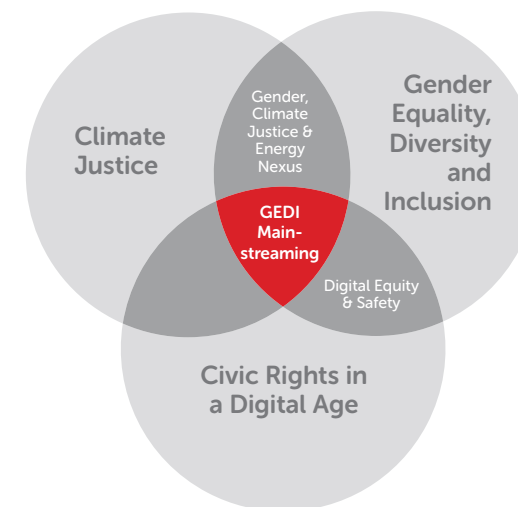


Fig. 2
GEDI in Relation to Hivos' Other Impact Area

Online sexual abuse and disinformation overwhelmingly targets women, girls, and LGBTIQ+ communities who increasingly use social media and the internet as a daily part of their lives and advocacy work.

- **We walk the talk** by making our organizational culture and partnerships align with our GEDI vision, prioritizing intersectionality and GEDI awareness at all levels of the organization. We will continue to engage in ongoing critical reflection to ensure that GEDI principles are adequately reflected in our programs, staff, and management, and we address structural inequalities and discrimination in our partnerships and workplace.

We take every opportunity to develop knowledge and competencies of Hivos staff, rightsholders, and partners who want to engage or implement GEDI trajectories in their work or organizations.

04 OUR GEDI THEORY OF CHANGE

The Theory of Change (ToC) in this paper defines pathways of change and shows how and where we believe we can contribute to achieving this change. It further provides a framework for learning both within and between programming cycles and lays out our position based on our assumptions, vision, strategies, and pathways for how change can occur. The GEDI ToC reinforces the delivery of the [2021-2024 Hivos Strategic Compass](#) and Hivos' vision of every person's right to live in freedom and dignity, enjoy equal opportunities, and influence decisions that affect them. The pathways of change and the three main strategic pillars of this ToC overlap and reinforce each other.

The GEDI ToC sets out a **vision** for a more just, fair, dignified, and prosperous society, where all people have equal rights, responsibilities, and opportunities. A world where gender equality, inclusive economies, and governance practices become the principle for organizing and building just societies.

Our vision is connected to **three strategic pillars** that embrace a unified approach to programming, partnerships, and investments to achieve desired change. One is to ensure that rightsholders have sustained political

power and influence to drive change. The second is to build political and public support towards sustainable development and inclusive societies and thirdly, we aim to work in partnership to innovate and scale-up solutions.

Interconnected with the three strategic pillars are pathways of change that relate to sustained changes produced by a combination of interventions by Hivos and our partners that result in the following **outcomes**:

- Laws, policies, and agreements that tackle discrimination and promote rightsholders' inclusive SRHR, economic rights and justice, leadership, and political participation are adopted and implemented locally, nationally, and internationally.
- Transformative GEDI narratives influence public and political discourse and inspire behavior change leading to a shift in social norms and systemic transformation in support of sustainable development and inclusive societies.
- Strengthened collaborations and interactions between rightsholders and relevant actors instill broader social, legal, and policy change towards equal participation, inclusive SRHR and economic justice.

To achieve **lasting change** towards a more **inclusive and fair society, public discourse** around **the rights of women, LGBTIQ+ people** and other **marginalized groups must change** by centering them as experts and key decision-makers at all levels.

PATHWAYS OF CHANGE

1. Building political power and influence

Hivos aims to put rightsholders' ideas, voices, and needs at the center of our interventions. Our support and accompaniment efforts are designed to ensure rightsholders have the sustained political power and influence needed to challenge social and political systems and practices that fuel discrimination and exclusion. Our interventions ensure that women and LGBTIQ+ people have the tools, knowledge, and support to assert their rights and spark change in their communities and internationally.

In addition, well-resourced diverse and inclusive movements, collective power, and action are necessary for the sustained change we envision. As such, Hivos invests in building, connecting, and sustaining resilient and flourishing rightsholders-led movements. We create safe spaces under the umbrella of Communities of Action where rightsholders can connect, learn, and develop joint strategies to improve their lives and well-being.

2. Reshaping GEDI narratives to inspire action and shifts in dominant social-cultural norms

A deeper understanding of the intersecting identities, characteristics, and overlapping discriminatory systems that shape rightsholders' lived experiences is needed to inform new narratives, interventions, and policy development.

Therefore:

- Our narrative change work is part of the larger struggle to shift power in society; it is context-specific and is led and informed by rightsholders' needs and priorities.
- As part of this process, we encourage greater use of intersectional knowledge and forms of evidence to instill and drive meaningful social, legal, and policy changes.

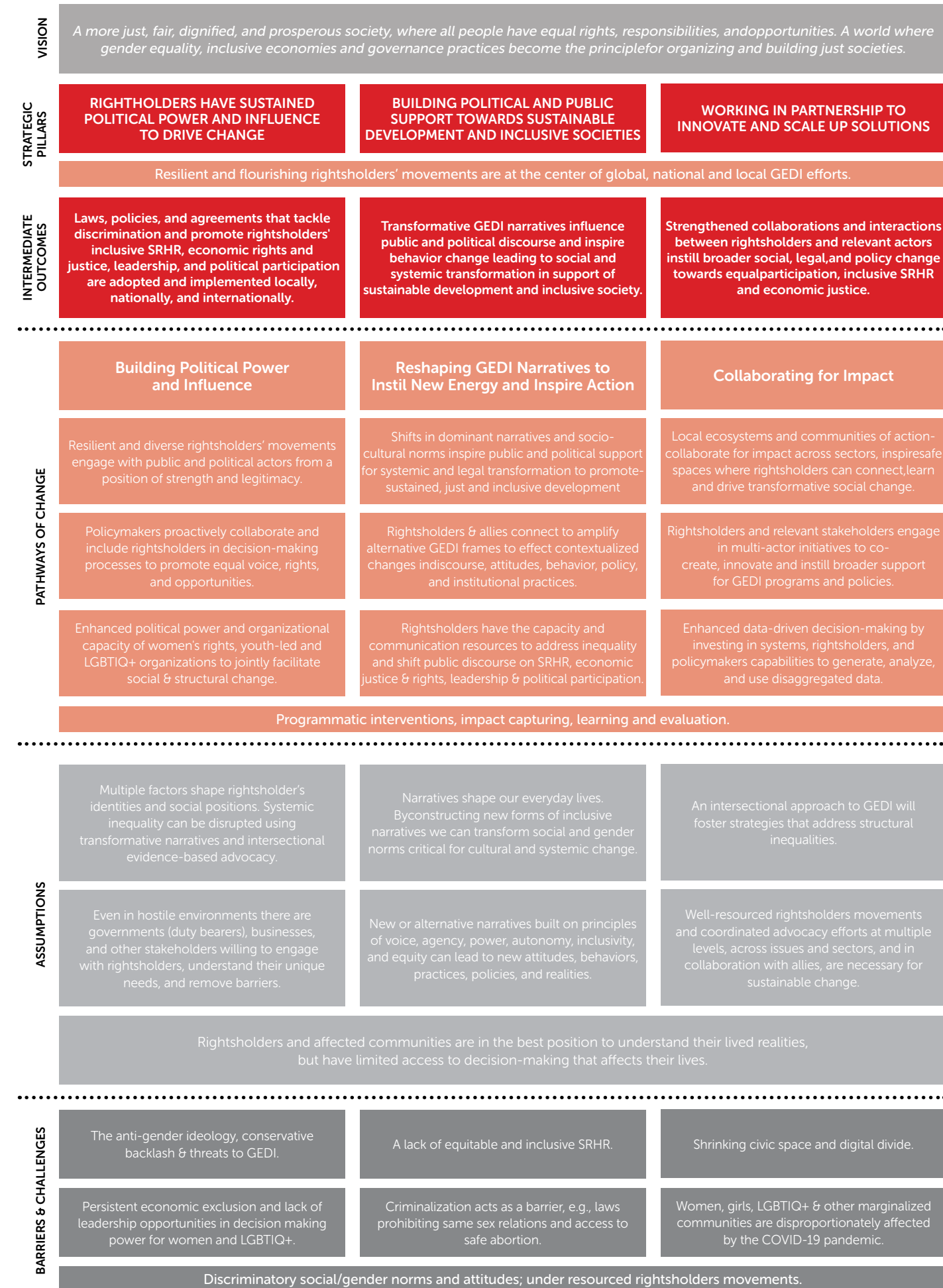
In the coming years, we aim to build political and public support for new narratives that foster transformative dialogue on GEDI and disrupt dominant narratives and patterns of inequality. Hivos programs such as [R.O.O.M.](#), and experiences from [KP REACH](#) and the [Free to be Me](#) campaign, form the basis of our GEDI narrative change initiatives. Hivos will therefore invest in rightsholders' capacity and communication resources to spur shifts in public discourse. To do so, we aim to continue supporting activists, researchers, creative artists, social and media influencers to produce and circulate transformative GEDI narratives using arts and culture, strategic communication, campaigns, and storytelling to drive long-term social and systemic change.

3. Collaborating for impact

Hivos aims to increase shared knowledge by working in partnerships, joining like-minded initiatives, and building (intersectional) connections where rightsholder movements and their allies co-create, implement, and scale (new) solutions. This enables rightsholders, allies, and donors to deploy their resources collectively to reach those furthest left behind. We also envision rightsholders using these connections to work with duty bears across sectors to identify and respond strategically to priority issues.

Leveraging our track record of implementing and coordinating impact, knowledge, innovation, and learning hubs, we bring together different stakeholders to develop innovative approaches or scale new or proven strategies to realize GEDI outcomes. We use our position to convene and facilitate collaborations between rightsholders and relevant actors to build more robust networks and relations for change. We achieve this through existing Communities of Action and practice and by engaging in collaborative research and peer learning to develop a body of evidence on promising practices that can scale solutions.

Fifty percent of Hivos' programmatic work and budget are linked to **GEDI objectives** that **support human rights, gender justice, LGBTIQ, and feminist movements** *in which Hivos' work is complementary to that of our partners.*



05 GEDI MEASUREMENT FRAMEWORK

In the coming years, we aim to expand our and our partners' knowledge of intersectional evidence to create a n understanding of lived experiences and support data-driven decision-making. We will encourage more inclusive and diverse data collection methodologies and forms of evidence in our reporting and foster co-learning and capacity building internally and in our partnerships. This may include methods such as feminist participatory action research or narrative assessment. Still, our data collection and utilization will also consider the politics of power and how it is exercised or experienced (priorities, methods, use, and ownership).

We aim to track changes in narratives, norms, attitudes, and beliefs and see how they are reflected in policies and public discourse. Within Hivos, we will develop organizational key performance indicators (KPIs) for the proportion of Hivos funding that goes to women, youth, and LGBTIQ+ groups, analyze and set targets for our internal performance on GEDI, and demonstrate an active investment in a diverse workforce at all levels.

KEY INDICATORS

1) Boosting local ownership

- a. # and type of governance structures within Hivos projects involving rightsholders and local partners
- b. % overall Hivos funds that go directly to partners
- c. # women's rights and LGBTIQ organizations receiving Hivos (core) funding

2) Moving the middle

- a. # and type of strategies used to "move the middle," with an indication (supported by research) of most & least effective measures
- b. # of key individuals or organizations directly involved in shared narrative change intervention or campaign (increased collaboration between partners)
- c. #policy debates and outcomes that reflect the changed narrative

3) Forging multi-actor initiatives

- a. # Consortia led by Hivos (with qualitative specification of the role of Hivos) or Hivos engagement in other collaborative efforts/ partnerships
- b. Type and quality of representation of l rightsholders/ marginalized groups in consortia/MAls across Hivos

4) Influencing policies and practices

- a. # outcomes contributing towards impact area ToC that can be labeled as agenda-setting, policy change, or practice change in which Hivos/partners have played a plausible role (with a qualitative description of role Hivos

5) Supporting frontrunners

- a. # individual and organizational frontrunners (with qualitative specification of why they are frontrunners in the project context)
- b. # non-GEDI projects with a GEDI-related objective as part of their M&E and ToC

Other internal indicators relevant for the GEDI impact area

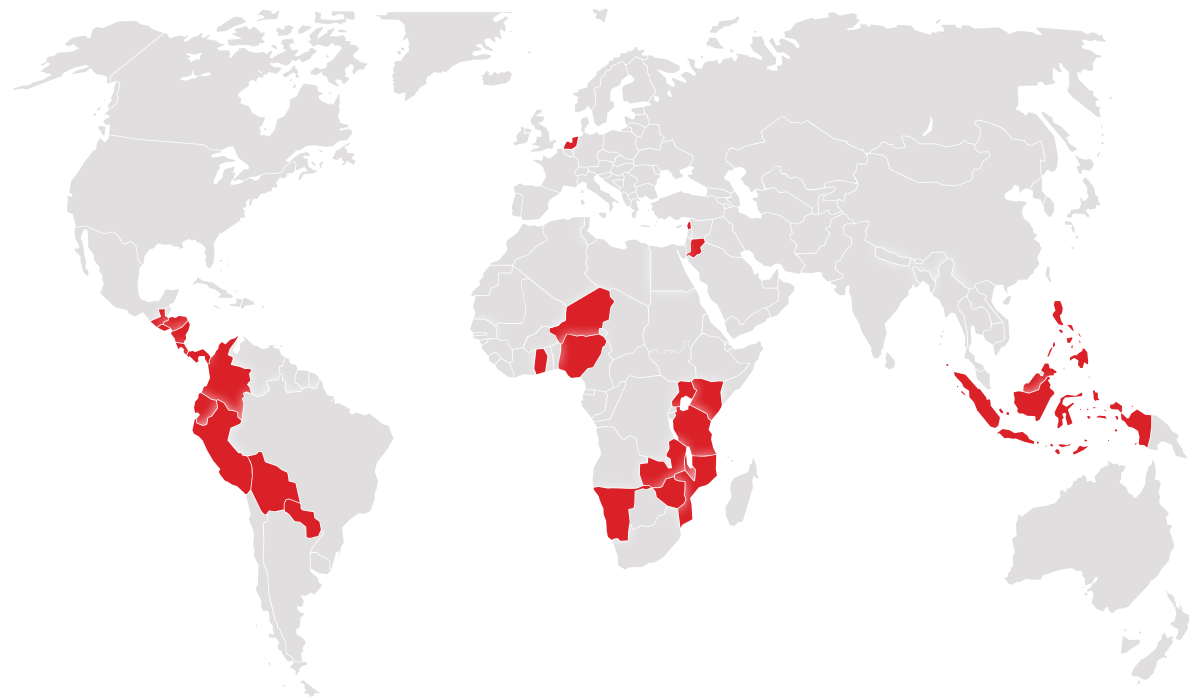
- a. Examples of capacity building and resource allocation for GEDI implementation within Hivos
- b. Progress towards more inclusive and diverse leadership and staff within Hivos
- c. Availability of gender-disaggregated data within Hivos as an organization and its projects/programs
- d. Capacity and use of feminist participatory action research, and other inclusive forms of evidence, and policy outcomes

06 OUR TRACK RECORD

Our track record is based on current programs whose strategies reinforce our Theory of Change. They offer opportunities to scale up, expand or replicate the in-

novative ideas they are built on. Furthermore, we plan to utilize results and lessons from them to inform new program ideas and partnerships.

WHERE WE WORK



For the latest news, opinion articles and stories of change from around the world about our Gender Equality, Diversity and Inclusion work, please visit [our website](#). There, you will also find [an overview](#) of current and finalized programs that collectively make up our track record.

CURRENT PROGRAMS

Voice

Scope 2016-2023: Indonesia, Philippines, Cambodia, Laos, Mali, Niger, Nigeria, Kenya, Uganda, and Tanzania (Hivos: Kenya, Tanzania, Indonesia, and the Philippines).

Key partners: Oxfam Novib, The Dutch Ministry of Foreign Affairs, and rightsholder groups and organizations.

Program snapshot: Voice is synonymous with inclusion, explicitly targeting those left furthest behind whom Hivos wants to reach first. Voice has four types of grants: empowerment, influencing, innovation and learning, and sudden opportunity grants. The added value of Voice lies in its demonstrated ability to give practical meaning to the notion of “nothing about us, without us” by creating and managing an easily accessible grant funding mechanism. Voice offers grants to grassroots groups and organizations less likely to access funding from other sources. This includes allowing grant submissions in local languages, audio or video, to accommodate different skills and capacity levels. Voice has supported over [100 projects](#) to amplify the voices of women and girls to increase gender equality. The program specifically focuses on people who face intersecting discrimination and promotes a key role for women and youth in all its work.

Free to be Me

Scope 2021-2024: Kenya, Uganda, Nigeria, Ghana, Mozambique, Zimbabwe, Namibia, Lebanon, Tunisia, Indonesia, Philippines, Rwanda, Jordan, and Egypt.

Key partners: Hivos as the lead, Positive Vibes, ILGA World, Global Interfaith Network (GIN), Sogi-Campaigns, and Workplace Pride as technical partners.

Program snapshot: The program provides funds, coaching, and accompaniment for LGBTIQ groups to influence norms and attitudes, generate (public) support, and promote laws, policies, and regulations that recognize, respect, and protect LGBTIQ+ people’s rights. Furthermore, since LGBTIQ+ people are often excluded from socio-economic development agendas, targeted economic empowerment policies and programming are lacking. Hivos and our alliance partners aim to fill this gap by combining national-level approaches and foundational work at the global level. We invest in community engagement efforts and are piloting new ideas that are critical in reshaping how LGBTIQ+ individuals engage and benefit equally from inclusive and sustainable economic growth.

We Lead

Scope 2021-2024: Honduras, Guatemala, Jordan, Lebanon, Niger, Nigeria, Kenya, Uganda, Mozambique.

Key partners: HHivos leads a consortium of Positive Vibes, Restless Development, Marsa, FEMNET, the Central American Women’s Fund.

Program snapshot: The program focuses on young women and adolescent girls who: live with HIV; identify as lesbian, bisexual, trans, or intersex (LBTI); live with a disability, and are affected by displacement. It puts young women rightsholders in the driver’s seat, connecting them in Communities of Action. In these spaces, they share knowledge, experiences, and ideas, and learn from one another while also developing joint strategies to improve their SRH-R. We accompany and coach them as they work towards achieving the legal and policy changes they have targeted. The program also empowers these young women to participate in movements and develop and lead campaigns to change the perceptions of policymakers and the public on rightsholders’ SRHR. Finally, an innovative participatory grantmaking mechanism provides financial support to realize their plans and build and strengthen their organizations. Throughout the program, there is continuous attention for rightsholders’ safety and security and their psychosocial well-being.

Hivos Sexual and Reproductive Health Rights (SRHR) Fund

Scope 2016-2021: East and Southern Africa

Key Partners: Community Initiative for Social Empowerment (CISE Malawi), Panos Institute for Southern Africa, Gateway Health Institute (GHI), Rozaria Memorial Trust (RMT), The Regional Psychosocial Support Initiative (REPSI), Women’s Coalition of Zimbabwe (WCOZ), Girls Empowerment Network (GENET) Malawi, Grass Root Soccer (GRS) Zambia, Sex Rights Africa Network, Real Open Opportunities for Transformation Support (ROOTS) Africa, Bridges of Hope, Restless Development.

Program snapshot: The Regional SRHR Fund has adopted an approach that is interconnected and mutually reinforcing. Evidence-informed grantmaking processes are at the core of the Fund’s activities. This strategy is supported by a range of other actions to ensure a comprehensive approach, including capacity strengthening of partner organizations, advocacy and influencing policies for improved access to services, and strategic convening of key stakeholders for a more coordinated regional SRHR response. The Fund’s interventions align with SDGs 3 and 5 as the priority SRHR areas in facilitating voice, agency, and collaboration amongst youth-focused SRHR organizations in East and Southern Africa.

She Leads

Scope: 2020-2023: Zimbabwe

Partners: Women’s Coalition of Zimbabwe (WCOZ), Institute of Young Women Development (IYWD), Gender & Media Connect (GMC), The General Agriculture and

Plantation Workers Union of Zimbabwe (GAPWUZ), Women in Leadership Development (WILD), and Patsimeredu Edutainment Trust.

Program snapshot: She Leads promotes women and girls' full and effective participation and leadership in political and societal decision-making in Zimbabwe. The program also responds to the gendered dimensions of Covid 19 and amplifies women's voice and leadership during and beyond the Covid- 19 pandemic in Zimbabwe. Women leaders and women's organizations are the catalyzing force of this program, ensuring that they have equal opportunities to participate as leaders and agents of change. The project incorporates a strong focus on working at the sub-national and grassroots levels, supporting Hivos's work with young people and women from marginalized communities.

The program aims to achieve the following results:

- increased women's representation and leadership positions in civic and political institutions
- strengthened platforms for more diverse voices in public debate that challenge discriminatory narratives, norms, and practices that undermine women's participation and leadership
- increased effectiveness of women's rights platforms, networks, and alliances in influencing the development and implementation of policies on women's participation and leadership at local, national, and regional levels

Women's Voice and Leadership

Scope: 2019-2022: Indonesia

Partners: Just Associates Southeast Asia (JASS SEA) and regional women's rights organizations.

Program snapshot: The Women's Voice and Leadership program in Indonesia is implemented by [Yayasan Humanis dan Inovasi Sosial](#) working in partnership with Just Associates Southeast Asia (JASS SEA). It aims to directly fund five national Indonesian women's rights organizations (WROs) focused on inclusive religious discourse to ensure space for women's social, political, and legal rights. In turn, these five WROs are working through and across their memberships to support at least 69 local WROs in 58 districts of at least seven provinces across Java, and in Sulawesi and Kalimantan.

The expected outcomes for this project include:

- improved management and sustainability of local women's rights organizations in Indonesia representing vulnerable or marginalized women and girls
- enhanced performance of women's rights organizations' programming and advocacy to advance gender equality and empower women and girls in Indonesia
- increased effectiveness of national and sub-national women's rights platforms, networks and alliances

in advocating for gender equality and addressing discriminatory beliefs and harmful practices to affect policy, legal and social change in Indonesia

Alianza Liderazgo en Positivo (ALEP)

Scope 2019-2022: Bolivia, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Paraguay and Peru

Program snapshot: Alianza Liderazgo en Positivo (HIV Positive Leadership) and Poblaciones Clave (Key Populations) aim to strengthen the advocacy work of social organizations and communities considered key populations to improve their quality of life and achieve full human rights for all key people living with HIV in Latin America. This innovative effort combines the leadership, vision, capacities, and strengths of different regional networks of people living with HIV and key populations.

Libre de Ser (Free to be Me)

Scope 2019-2022: Guatemala, El Salvador, Honduras, Nicaragua and Costa Rica.

Partners: Visibles, ASPIDH Arco Iris Trans, Colectivo Unidad Color Rosa, Mesa Nacional LGBTIQ & the RDS Nicaraguan social network, Transvida, MESART, Accede, Gafadis, and the Presidential Commissioner for LGBTI affairs, among others, as allies in Costa Rica.

Program snapshot: Libre de Ser (Free to be Me) seeks to safeguard the life and integrity and advance the rights of LGBTIQ + people in Central America, particularly trans people. It is implemented by Hivos in alliance with LGBTIQ + activists, media, journalists, data specialists, and artists, among others. The program supports and expands civil society activists' alliances with public institutions to improve data for effective and comprehensive security measures that protect LGBTIQ people. The project also trains LGBTIQ+ activists to communicate their own stories and reach unconventional audiences online and offline. The aim is to create and position new narratives that combat the culture of hatred and uphold LGBTIQ+ rights. For example, dialogues between trans people and people of faith, families, youth groups, and business people, among others, are essential in this process.

OUR GEDI WORK IS GENEROUSLY SUPPORTED BY:



- Global Affairs Canada
- Ford Foundation
- Irish Aid
- Arcus Foundation
- The Dutch public (private donors)
- US State Department
- USAID

07 KEY TERMINOLOGIES - GEDI IN PRACTICE

Our understanding and practice of **gender equality** is based on all people's equal rights, responsibilities, and opportunities regardless of age, gender, sexual orientation or gender identity, ethnicity, ability, religion, age, among other grounds.

We use the term **diversity** when discussing equal rights and opportunities because **people (rightsholders) differ**. It refers to the practice and quality of including or involving people/rightsholders from different social, political, and ethnic backgrounds and of different genders, sexual orientations, social-economic class, amongst other determinants.

The term **inclusion** describes our active, intentional, and ongoing engagement with diversity as described above. And the degree to which we meaningfully engage with people who might otherwise be excluded or marginalized, ensuring they have equal access and resources to participate fully in society.

We use the term **rightsholders** to highlight the power of women, girls and LGBTIQ+ people, rather than focus on their marginalization through other common terminologies.

We use the acronym **LGBTIQ+** to refer to lesbian, gay, bisexual, trans, intersex and queer people; the '+' indicates that these terms have a limited scope, and not all people who are marginalized because of their sexual orientation, gender identity or expression, or sex characteristics (SOGIESC) self-identify with these terms.

We use the term **women** as an inclusive category to include cis-gender, transgender and intersex women and women of all ages, including girls.

Intersectionality is an analytical framework for understanding how aspects of a person's social and political identities combine to create different modes of discrimination and privilege, as expressed by Kimberlé Crenshaw (1989). The idea is that when it comes to thinking about how inequalities persist, categories like gender, race, and class are best understood as overlapping and mutually constitutive rather than isolated and distinct.

At Hivos, we employ an **intersectional approach** because:

- Our interventions and partnerships recognize that every person has multiple identity factors that impact their participation, their agency, and who they are.
- We recognize the interconnections within and between rightsholder groups and the issues we seek to address, ensuring they have a voice and resources necessary to address the complexity of inequalities they face if actual social change is expected.
- We employ the principles of intersectional knowledge where lived experiences are a valid form of evidence, ensuring that our data collection and utilization considers the politics of power and how power is exercised or experienced.

We understand **transformative change** as a process that addresses root causes of inequality, challenges power dynamics, and leads to a shift in social norms, behaviors, laws, and policies.

- To achieve GEDI objectives, we work on transforming gender norms and addressing power relations, notably addressing patriarchy. Our analysis and work also examine the underlying norms that limit the broader interpretations of gender by including other identities, expressions, and sexual orientations.
- We recognize transformational work is long term and often generational, and requires sustained investments.

Hivos employs a **dual-track approach** to ensure GEDI is a cross-cutting (mainstreamed) theme in Hivos' work and the focus of targeted (stand-alone/specific) programming, research, and advocacy. Programmatic distinctions are made based on the project/program's objective(s).

- **Principle objective** implies that GEDI is the main objective of the project/program and is fundamental in its design and expected results.
- **Significant objective** means that gender equality or GEDI is an essential and deliberate objective, but not the principal reason for undertaking the project/program.

