ADVANCING GENDER EQUALITY, DIVERSITY AND INCLUSION TO ACHIEVE EQUALITY 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 GEDI Approach 7
4. Our GEDI Theory of Change 10
   How we do it 12
5. GEDI Measurement Framework 13
6. Our Track Record 14
   Where We Work 14
   Current Programs 15
7. Key Terminologies - GEDI in Practice 17
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, LGBTIQ+, 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 strengthen and position rightsholders so they have the power, agency, and leadership to drive change. 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 LGBTIQ+ 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:

- Laws, policies, and agreements that tackle discrimination and protect women’s and LGBTIQ+ people’s rights are adopted and implemented at the local, national, and international levels.
- Transformative GEDI narratives positively influence public and political discourse to counter discrimination, and inspire behavior changes and systemic transformations that support sexual and reproductive health rights (SRHR), bodily autonomy, women’s empowerment, and the rights of LGBTIQ+ people.
- Closer collaboration between rightsholders and relevant actors and the use of (intersectional) evidence instill broader social, legal, and policy change.

These outcomes are linked to the social transformation we envision as connected to the human rights and feminist movements—working on gender justice, women’s and LGBTIQ rights in which Hivos’ work is complementary to that of our partners.

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 based on sexual orientation, gender identity and expression, and sex characteristics (SOGIESC). A significant achievement is the 2030 Agenda for Sustainable Development. It affirms the crucial importance of gender equality and women’s empowerment, integrating them into all other development goals.

Despite these developments, the potential of women, LGBTIQ+ people, and other marginalized groups remains woefully unatched. Globally, these groups remain under-represented 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 criminalize homosexuality. Conservative forces are becoming 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.

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 based on sexual orientation, gender identity and expression, and sex characteristics (SOGIESC). A significant achievement is the 2030 Agenda for Sustainable Development. It affirms the crucial importance of gender equality and women’s empowerment, integrating them into all other development goals.

Despite these developments, the potential of women, LGBTIQ+ people, and other marginalized groups remains woefully unatched. Globally, these groups remain under-represented 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 criminalize homosexuality. Conservative forces are becoming 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, LGBTIQ+, 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 LGBTIQ+ inclusion in a meaningful way.

In terms of health, women, girls, and people of diverse SOGIESC have much less access to SRHR services and information than men and mainstream sexual groups. Where there are (improved) SRHR programs and policies, they remain hetero-normative, leading to poor health care for LGBTIQ+ people and placing them at particular risk of HIV and other STIs. Lack of access to such resources is exacerbated by criminalized same-sex relations’ laws that hinder access to safe abortion, as well as by pervasive traditional norms regarding gender.

OCCUPORTUNITIES

To achieve lasting change towards a more inclusive and fair society, public discourse around women, LGBTIQ+ people and other marginalized groups must change fundamentally. Building on the work of activists and rightsholders 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, LGBTIQ+, and other marginalized communities from achieving their full potential. Our programmatic experience has shown that rightsholders and allies can amplify new and transformative GEDI narratives through carefully crafted 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.

In addition to changing narratives it is necessary to ensure LGBTIQ+ people and women are adequately included in socio-economic development and have the necessary skills and resources to improve their social and economic situation.

2. Still prevalent in around 70 countries, in some cases with the death penalty.
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, business, 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.

1. Sexual Reproductive Health Rights - Bearak et al. (2020) 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.
   - 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 Report.
   - 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.

   - Globally women do two to three times more informal 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 LGBTQI+ 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.

   - 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.

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.

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

In our work, we consider ourselves part of much broader human rights and gender justice movements, at the forefront of which our partners operate in their respective national and international contexts. Our role in the movement is complementary: creating linkages, enabling learning between partners, carrying out joint international advocacy and lobbying, and ensuring that rightsholders and their lived realities lead our work.

Using feminist lenses 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 fundamental 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. To address the complexity of inequalities that rightsholders face:

- We use an intersectional approach recognizing that every person has multiple identity factors that impact their participation, their agency, and who they are.
- We recognize the interconnections within and among rightsholder groups and the issues we seek to address.

Hivos employs an intersectional approach recognizing that every person has multiple identity factors that impact their participation, their agency, and who they are.
Our GEDI Approach

We implement a dual-track approach that embraces the spirit of inclusion, working in partnership with like-minded institutions and unusual allies to develop and invest in women and other marginalized groups. 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 efforts with the other two impact areas of Climate Justice and Civic Rights in a Digital Age, making the gendered aspects of inequality visible in all the three impact areas and our assumptions, processes, and outcomes.

GEDI TRANSFORMATIVE WORK

We recognize that our joint 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 access to inclusive sexual and reproductive health and rights (SRHR) by shifting norms and barriers to ensure women, girls, and LGBTIQ+ people have control over and can freely and responsibly decide on matters related to their bodies and sexuality, free of coercion, discrimination, and violence.

2. Advocate for economic justice and rights of women and LGBTIQ+ people to 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 to demand a fair share in economic development programs. Simultaneously, we will address endemic unemployment and use research to demonstrate the economic consequences of exclusion.

3. Facilitate equal participation, greater inclusion, and representation of women and LGBTIQ+ people in political and societal decision-making processes through strengthening their leadership skills and providing the resources necessary to lead and take their place at the decision-making table.

WALKING THE TALK

Part of our approach is to ensure that our organizational culture and partnerships align with our GEDI vision, prioritizing intersectionality and GEDI awareness at all levels of the organization. We 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. In this approach, we actively foster interlinkages with other Hivos impact areas of Climate Justice, Civic Rights in a Digital Age.

Climate Justice provides clear opportunities for embedding GEDI objectives around leadership and economic empowerment. 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 disproportionally 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 our work on Civic Rights in a Digital Age lies in the potential for digitalization to advance participation, equality, and accountability. Online sexual abuse and disinformation overwhelmingly targets women, girls, and LGBTIQ+ communities, who increasingly use social media and the internet personally and professionally. So we 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.

We use the term ‘rightsholders’ to highlight the power of citizens, girls and LGBTIQ people, rather than focus on their deficits through other common terminology.

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.
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 everyone’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 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 based on transformative GEDI narratives. 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 protect women’s and LGBTIQ+ people’s rights are adopted and implemented locally, nationally, and internationally.
- A shift in social norms where transformative GEDI narratives positively influence public and political discourse to counter discrimination, inspire behavior change, and systematic transformation in support of SRHR, women’s empowerment, and the rights of LGBTIQ+ people.
- Strengthened collaborations and interactions between rightsholders and relevant actors and enhanced use of intersectoral influence in order to effect broader social, legal, and policy change.

### Pathways of Change

**Building Political Power and Influence**
- Resilient and diverse rightsholders’ movements engage with public and political actors from a position of strength and legitimacy.
- Policymakers proactively collaborate and include rightsholders in decision-making processes to promote equal voice, rights, and opportunities.
- Enhanced political power and organizational capacity of women’s rights, youth-led, and LGBTIQ+ organizations to join forces that promote social & structural change.
- Rightsholders have the capacity and influence to shape transformative narratives and act as boundary spanners.

**Reshaping GEDI Narratives to Instill New Energy and Inspire Action**
- Shifting dominant narratives and socio-cultural norms to public and political support for systemic and legal transformation to promote sustained, just, and inclusive development.
- Rightsholders & allies can work together to identify & disseminate transformative changes in discursive and communicative resources to address inequity and shift public discourse on SRHR, economic justice, and other structural change.

**Collaborating for Impact**
- Local ecosystems and communities of action collaboratively engage in multi-sector initiatives to co-create, innovate, and instill broader support for GEDI programs and policies.
- Enhanced data-driven decision making by investing in systems, rightsholders, and policymakers’ capabilities to generate, analyze, and use disaggregated data.

### Assumptions

- Multiple factors shape rightsholder’s identities and social positions. Systemic inequality can be disrupted using transformative narratives and intersectional evidence-based advocacy.
- Even in hostile environments there are governments, duty bearers, businesses, and other stakeholders willing to engage with rightsholders, understand their unique needs, and remove barriers.
- Narratives shape our everyday lives. By constructing new forms of inclusive narratives we can transform social and gender norms critical for cultural and systemic change.

### Barriers & Challenges

- The anti-GEDI ideology, conservative backlash & threats to GEDI.
- A lack of equitable and inclusive SRHR.
- Criminalization acts as a barrier, e.g., laws prohibiting same-sex relations and access to safe abortion.
- Discriminatory social-gender norms and attitudes, under resourced rightsholders’ movements.

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 fundamentally by centering them as experts and key decision-makers at all levels.
**HOW WE DO IT**

1. **Building Political Power and Influence:** Hivos supports and accompanies rightsholders to ensure they have the sustained political power and influence needed to challenge social and political systems and practices that fuel discrimination and exclusion. Our interventions are designed to ensure women and LGBTIQ+ people assert their rights and spark change in their communities and internationally. Well-resourced diverse movements, collective power, and action are necessary for the sustained change we envision. So Hivos invests in building, connecting, and sustaining resilient and flourishing rightsholders movements to advance their work and priorities. Under the umbrella of Communities of Action, we inspire safe spaces where rightsholders can connect, learn, and develop joint strategies to improve their lives and well-being.

2. **Reshaping GEDI Narratives to Inspire Action:** 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. We invest in rightsholders’ capacity and communication resources to spur shifts in public discourse using their strengthened links and capacity to mobilize action. Our narrative change work is part of the larger struggle to shift power in society, is context-specific, and is informed by rightsholders’ needs. Together with rightsholders, we develop context-specific narratives that advance transformative GEDI frames and shift narratives through arts and culture, strategic communication, campaigns, and storytelling to drive long-term social and systemic change. We also use intersectional evidence to instill broader social, legal, and policy change.

3. **Collaborating for Impact:** Hivos works in partnerships to increase shared knowledge, join like-minded initiatives, and build (intersectional) connections where rightsholders movements and their allies collaboratively work on creating, implementing, and scaling (new) solutions. This enables rightsholders, allies, and donors to apply their resources collectively in reaching those furthest left behind.

We envision rightsholders using these connections to work with duty bears across sectors to identify and respond strategically to priority issues jointly. 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 approaches to realize GEDI outcomes. We use our position to convene and facilitate collaborations between rightsholders and relevant actors to share and build the skills needed to effect desired changes. For example, through peer linking and learning efforts or Communities of Action and Communities of Practice.

As part of this process, we encourage greater use of intersectional evidence to drive meaningful change. A deeper understanding of the intersecting identities, characteristics, and overlapping discriminatory systems that shape rightsholders’ lived experiences is needed to better inform policy development and interventions. We gain this by engaging in collaborative research and learning to build a body of evidence on relevant 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.**

**In the coming years, we aim to expand our own and our partners’ knowledge of intersectional evidence. This will create an understanding of lived experiences and help build further narratives that address individual, systemic, and structural inequality and improve GEDI 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 exercised or experienced. With regards to society, 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 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.**

Hivos is in the process of finalizing a set of global indicators and setting up an M&E system, allowing projects and programs to report on and monitor their progress both at the program level and at Hivos global level. The following data will be collected according to Hivos Strategic Compass five change strategies:

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 GEDI rightsholders/ marginalized groups in consortia/MAIs 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

**Measurement Framework**

**In the coming years, we aim to expand our own and our partners’ knowledge of intersectional evidence. This will create an understanding of lived experiences and help build further narratives that address individual, systemic, and structural inequality and improve GEDI 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 exercised or experienced. With regards to society, 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 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.**

Hivos is in the process of finalizing a set of global indicators and setting up an M&E system, allowing projects and programs to report on and monitor their progress both at the program level and at Hivos global level. The following data will be collected according to Hivos Strategic Compass five change strategies:

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 GEDI rightsholders/ marginalized groups in consortia/MAIs 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
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 innovative 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

**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**

Scope 2021-2025: Fourteen countries in Africa, the Middle East and Asia

Key partners: Consortium partners are: Positive Vibes, ILGA World, and Hivos as lead party. Global Interfaith Network (GIN), Workplace Pride and Sogicampaigns are 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.

**Voice**

Scope 2021-2025: Nine countries in Africa, the Middle East and Central America

Key partners: Hivos leads a consortium of Positive Vibes, Restless Development, Marsa, FEMNET and the Central American Women’s Fund. M&C Saatchi World Services is our technical partner.

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 SRHR. 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), Rozaina Memorial Trust (RMT), The Regional Psychosocial Support Initiative (REPSSII), 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.
Our interventions and partnerships recognize that every person has multiple identity factors that impact their participation, their agency, and who they are. We employ the principles of intersectional knowledge where lived experiences are a valid form of evidence, ensuring that our data collection and utilization con-
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**.