

People unlimited 4.1

Hivos Alliance 2011-2015

Hivos- IUCN NL- Mama Cash- Press Now

Application MFS II-Phase II

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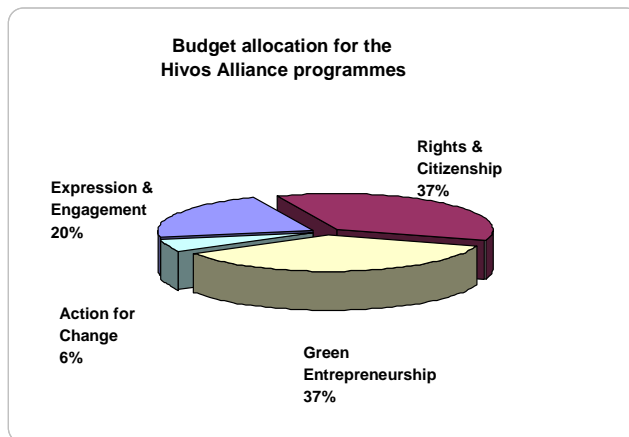
People Unlimited 4.1: four organisations – one alliance, one programme. Hivos, IUCN NL, Mama Cash and Press Now trust in the creativity and capacity of people to improve the quality of their lives based on their own choices. Together with local organisations and socially responsible companies in developing countries they contribute to a free, fair and sustainable world. A world in which citizens, both women and men, have equal access to resources and opportunities for development and equal participation in decision-making processes that shape their lives, their communities and their future – this is the ideal the four participants in the Hivos Alliance strive for.

Based on the subsidy application for the 2011-2015 period, the Hivos Alliance will deploy four interrelated programmes to contribute – in a result-oriented and sustainable manner – to building and strengthening civil society in the South as the cornerstone of structural poverty alleviation.

a. Theme-based summary per country.

See mandatory Appendix 1.

b. Brief summary of the contents of the programme proposal.



Expression & Engagement Programme

Independent media and cultural freedom are basic requirements for citizens to inform themselves, to express an opinion, to be involved in society and, in so doing, have a sense of shared responsibility for society. Information and culture are the lifeblood as well as the driving force of the system.

The **objective** of the *Expression & Engagement* programme is to expand the space for free expression and freedom of speech and to strengthen citizen engagement as essential ingredients for an open, democratic and pluralistic society. This objective can be expressed in the following **key results**:

- 5000 journalists trained during the programme period;
- 3000 human rights activists and bloggers trained in smart activism;
- 95 media channels operational in 26 countries thanks to financial and technical aid from the Hivos Alliance;
- Growth of the number of interactive web and mobile platforms for public accountability from 10 to 25 by 2015;
- Support for 1000 cultural productions and 175 public festivals in 16 countries;
- The programme reaches 28 million people annually.

Connection with other Hivos Alliance programmes

The programme creates conditions for and, at the same time, partly depends on input from the three other programmes. The objectives of the *Rights & Citizenship* programme can only be achieved if all stakeholders can be reached, can find a platform to express their opinions on human rights, good governance and a pluralistic society and can participate in the process of shaping society. Human rights activists in repressive states can only carry out their work if they can communicate without fear of being intercepted – and this is possible thanks to the latest ICT tools. Access to accurate market information, weather forecasts or technical information is essential for small producers who take centre stage in the *Green Entrepreneurship* programme. Mobile banking and ICT-led investment programmes lay the link between microfinance organisations and their clients, between private

investors in the North and the intermediary organisations in the South. In turn, the *Green Entrepreneurship* programme also contributes by means of entrepreneurial training in the field of developing commercial activities in the cultural and ICT sector. The *Action for Change* programme has an important media component in each of the other three programmes. The aim is for citizens in the Netherlands to take action, based on an understanding of the irregularities that take place in the production of products sold here, such as the working conditions of women in developing countries or the use of child labour. For this to succeed, cooperation with journalists, media and creative ICT specialists is vital.

Contribution to the overarching MFS¹ II objective

The programme is closely tied to the MFS themes of democratisation and culture, especially through the strategy of civil society building. Strengthening pluralistic media and innovative cultural expressions are the main instruments in this process. These instruments lead to better-informed citizens who are able to participate effectively in social processes. The programme gives women and men, and their representative organisations, the tools to change processes and structures. This brings the overarching MFS objective within reach: "making a contribution to building and strengthening civil society in the South as the cornerstone of structural poverty alleviation".

Main programme activities

To expand and actively use the space for cultural expression and freedom of speech, the programme supports **activities** that promote the quality, diversity and independence of the media. It strengthens the capacities of existing and new independent media and journalists through on-the-job training, peer-to-peer learning, E-learning, mentorship programmes, media work placements, exchanges, etc. It helps set up alternative media channels and strengthen existing media such as community radio, online platforms and exiled media², which give citizens the opportunity to inform themselves and to express an opinion. In the cultural sector, the programme strengthens alternative podiums that create a space for cultural expression and reflection, such as film festivals, art centres and the cultural infrastructure (e.g. art academies and legislation). To bring about greater citizen engagement in social processes and to stimulate public debate and dialogue, the programme supports **activities** such as interactive platforms for citizen agency aimed at getting people in power, politicians and businesses to provide transparency and accountability. In the cultural sector, the programme stimulates cultural events that reflect critically on current developments. Special attention will be given to the support for a small but influential group of activists who use technically advanced ICT/media strategies to circumvent restrictive measures in repressive states like Iran and Zimbabwe and to promote free news exchange through digital networks. Multi-disciplinary knowledge teams (of academics and people in the field) conduct research to develop knowledge about promoting pluralism and combating fundamentalism and about the role of youth and new media in processes of social change. The results will be visible in the form of more opportunities for expression, also in repressive states, an enriched social and cultural debate, and will lead to increased participation by citizens in democratic decision-making processes.

The **target groups** of the programme are:

- Active citizens and their civil society organisations;
- Media and culture professionals and volunteers with an intermediary role: journalists, bloggers, performers, artists, cultural and ICT entrepreneurs and their initiatives, media and platforms.

Implementation method for the activities

The programme **strategy** is aimed at improving the quality, diversity and accessibility of public information and cultural expressions. New podiums, networks and platforms will be created to enable citizens to enforce their rights, to call their governments and the business community to account on their performance directly and on a mass scale, and to help them contribute constructively to shaping their own society (mainly **civil-society building and policy advocacy**). ICT & (new) media play an essential role in constructing the desired critical dialogue between government and politics on the one hand and individual and organised citizens on the other. The country-specific context (from focus on MDGs to fragile and repressive states) determines the (mix of) initiatives

¹ MFS: Co-Financing system of the Dutch Ministry of Development Cooperation

² Independent media that cannot operate in their own country for reasons of safety, such as Radio Darfur.

that will be rolled out and supported. The programme will be implemented in 26 countries in cooperation with 195 partners.

The **main** partnerships are:

- Networks like Forum or Community Radio in Mozambique;
- Online platforms like Ushahidi and Global Voices (worldwide);
- Exiled media such as Radio Darfur (Sudan), Radio Zamaneh and Rooz Online (Iran);
- Daily and weekly newspapers like IMCK (Iraq);
- Tactical Tech (developers of software for secure and safe communication);
- Cultural initiatives such as the Cinergia film fund (Central America), the Godown Arts Centre (Kenya) and the Kelola theatre fund (Indonesia);
- Initiatives to promote transparency and accountability, such as *Twaweza* (East Africa).

Role of the applicant and co-applicant

The programme combines Hivos' many years of experience and pioneering role in the field of ICT, culture and new media with the expertise, experiences and network of Press Now in the area of traditional mass media (radio, TV, newspapers) and in the area of media & journalism in fragile and repressive states.

MFS Budget for 2011-2015 (amounts in EUR 1,000)

Programme	2011	2012	2013	2014	2015	2011-2015
Expression & Engagement	14,772	16,142	16,858	18,036	18,104	83,912

Rights & Citizenship Programme

Today many people are still excluded on the basis of their gender, ethnic origin, sexual orientation or religious beliefs. Moral values and vested interests stand in the way of accepting that all people are equal. It takes understanding, courage and persistence to dismantle the structures that allow inequalities to persist.

The **objective** of the *Rights & Citizenship* programme is to develop a critical and representative civil society rooted in the power of citizens who take action to bring about a democratic, just and pluralistic society. Spearheads are women's rights, good governance, sexual and reproductive rights and equal rights and treatment for LGBTs³

The objective can be expressed in the following **key results**:

- Strengthening the institutional and operational capacity of 210 civil society organisations on an annual basis;
- Training 1250 activists and leaders of social movements (50% m/f) during the programme period;
- Citizens' groups and representative organisations have access to 10 new local support funds by 2015;
- Human rights and the exclusion of groups of citizens brought to public attention through public campaigns in 10 countries;
- 250 citizens' initiatives, petitions, research reports and legislative proposals published and submitted to politicians, people in power, policymakers and international organisations during the programme period;
- The programme will initiate social dialogues in 10 countries;
- The programme will reach 6 million people annually.

Connection with other Hivos Alliance programmes

The right to participation and expression embodied in the *Rights & Citizenship* programme is the point of departure for the three other programmes. Partners in this programme often provide the content and substantiation of the debates that are kicked off in the *Expression & Engagement* programme. The objectives of the programme can only be achieved if the issues are adequately communicated to all stakeholders and if they have a platform to express their opinions on human rights, good governance and a pluralistic society and can take

³ LGBT(l)s: Lesbian, Gays, Bisexuals and Transgenders.

part in the public debate on shaping society. The social component of sustainable production (*Green Entrepreneurship*) is embedded in socioeconomic rights such as access to land for small producers and the right to decent working conditions and equal pay for employees. *Women @work* and *Stop Child Labour*, two campaigns in the *Action for Change* programme, focus entirely on and are jointly implemented by local partners of the programme. Besides the support for specific women's organisations in the programme, specific objectives are also formulated for gender equality and women's rights in the *Expression & Engagement*, *Green Entrepreneurship* and *Action for Change* programmes.

Contribution to the overarching MFS II objective

By advocating and using space for participation by disadvantaged and marginalised groups in democratic institutions, the programme contributes to the development of a pluralistic society and more equitable power structures. Developing and using instruments and mechanisms that promote participation, increase accountability and counteract the abuse of power (impunity) reinforce the democratic legal order. Initiatives in the area of good governance and non-discrimination of minorities, stigmatisation and discrimination of people with HIV/Aids, LGBT rights and gender equality result in shifts in public opinion and wider acceptance of diversity, which in turn leads to the enforcement of fundamental human rights.

Main programme activities

In order that more space can be claimed for participation and full citizenship of excluded and marginalised groups of citizens, the programme stimulates **activities** undertaken by groups of people who organise themselves in order to defend their interests. Examples include building and strengthening representative organisations (as regards internal organisation, knowledge, strategy development, advocacy capacity) of women, sexual and ethnic minorities and people with HIV/Aids. To increase the space for and visibility in the public debate as well as participation by these groups in decision-making processes, the programme encourages alliances and coalitions with other civil society organisations, social movements and international actors.

To bring about greater recognition and acceptance of human rights, good governance and pluralism, the programme supports **activities** that pave the way for a pattern of social values centred on a democratic, just and pluralistic society. Examples are social debates about irregularities and administrative shortcomings, but also about alternatives and potential improvements in good governance or emancipation of minorities, dialogue about ethnicity, having opinion leaders speak out for gender equality, media campaigns against stigmatisation and discrimination of people with HIV/Aids and recognition of LGBT rights. Results lead to a shift in public opinion and wider acceptance of diversity, providing a space for the emancipation of marginalised groups in society.

With the objective of getting legislation and policy to meet international standards and be implemented in a way that does justice to all citizens and removes existing inequalities, the programme supports **activities** by citizens, civil society organisations and social movements that advocate institutional reform and accountability in the area of human rights, democracy and pluralism. This is aimed at the formulation as well as implementation of policy. Examples are proposals to amend the constitution, charges of irregularities such as corruption and impunity, the fight for equal rights for women, social pressure on businesses regarding corporate social responsibility or developing and deploying instruments and mechanisms that promote participation, increase accountability and counteract the abuse of power (impunity). For citizens, the results will be improved access to and quality of basic facilities, better opportunities for active participation and public institutions that respect and promote the rights of all citizens. In a number of countries, multi-disciplinary knowledge teams (of academics and people in the field) will conduct research aimed at improving the strategy and effectiveness of civil society organisations and social movements.

The **target groups** of the programme are: women, activists, defenders of human rights and democracy, ethnic, cultural and sexual minorities, people with HIV/Aids, sex workers, children in bonded labour situations, and their organisations.

Implementation method for the activities

The programme **strategy** is based on the conviction that structural change takes place when citizens – particularly marginalised groups – expand their knowledge either individually or collectively and combine forces (**civil society building**) by taking action, enforcing their rights and challenging unequal power structures (**policy**

advocacy). The programme operates in 23 countries in cooperation with 210 initiatives and organisations. The main partnerships are:

- In the area of citizenship and participation: Redvihda (Aids, Bolivia), Gaya Nusantara (gays, Indonesia), EASUN (capacity building, Tanzania) and AWID (women, worldwide);
- For greater recognition and acceptance of human rights and good governance: CALDH (women's rights, Guatemala), IDAHO (gays, worldwide), Kimirina (Aids, Ecuador) and Indonesian Corruption Watch (human rights, Indonesia);
- For policy advocacy in the area of legislation, policy and implementation: ASWA (women, India), Via Libre (Aids, Peru), WoLA (sexual rights, Iraq), ICPC (civil rights, Kenya) and ILGA (gays, worldwide).

Role of the applicant and co-applicant

The programme combines Hivos' many years of experience in the field of human rights & democratisation, HIV/Aids and women's rights with those of Mama Cash, which has built up a lot of expertise and experience in and networks of activist-based, starting organisations that are rooted in feminist and women's movements. Hivos complements this with its focus on larger women's organisations in the field of policy advocacy, networks and capacity building. Hivos' strength lies in supporting different types of groups that are active in a variety of social and emancipatory movements. This combination creates a natural growth model for women's organisations.

MFS Budget for 2011-2015 (amounts in EUR 1.000)

Programme	2011	2012	2013	2014	2015	2011-2015
Rights & Citizenship	28,877	29,491	30,491	31,111	32,136	152,106

Green Entrepreneurship Programme

Most poor people live in rural areas and depend on what their natural environment can offer. Investments in rural areas focus mainly on large-scale, capital-intensive production for the global market. This is a threat to biodiversity and ecosystem services, and therefore to the economic security of poor people in rural areas. This is exacerbated by the consequences of climate change, which have the greatest impact on poor groups, particularly women. Poor people in rural areas, including many small producers, are rarely included in government plans. Yet these people are not just a problem group, they have the latent potential to contribute to economic growth and food security, counteract climate change and maintain biodiversity.

The **objective** of the *Green Entrepreneurship* programme is to improve the economic position of poor, marginalised men and women so that they can participate in society (politically, socially and economically) as full citizens. This objective can be expressed in the following **key results**:

- Per year, the programme will improve the business processes of 300,000 small producers;
- Per year, over 6 million people (75% women) will use the services of Hivos Triodos Fund partners;
- By 2015, the rural reach of these services will have grown to 75% (of the total reach);
- In 2015, 250,000 women and their families will have access to sustainable energy;
- New public-private ventures in the area of sustainable energy and sustainable agriculture have been set up in 10 countries (mainly through the Hivos Climate Fund, iconic Island Buru in Indonesia and *Leaders for Nature* circles in South Africa and India);
- Per year, the programme will reach 7 million people.

Connection with other Hivos Alliance programmes

The *Green Entrepreneurship* programme is aimed at sustainable development where business processes take social factors into consideration as well as the environment. Labour relationships, the position of women in the labour process and fair pay for the work they do are closely linked to the mission and work of many of the partners (human rights/gender) in the *Rights & Citizenship* programme. Insofar as this concerns products that are sold in shops in the Netherlands, the problems are dealt with specifically in the campaigns *Stop Child Labour* and *Women@work* in the *Action for Change* programme. *100% Sustainable*, a campaign in the same programme, ties in seamlessly with the ambition to have ecological and social sustainability better integrated in national and international energy policy. Mobile banking and ICT-led investment programmes establish the link between

microfinance organisations in the programme and ICT partners in the *Expression & Engagement* programme, while themes such as ownership rights for women or access to credit for people with HIV/Aids are areas of focus for partners in the *Rights & Citizenship* programme.

Contribution to the overarching MFS II objectives

The programme focuses on direct poverty alleviation through building and strengthening civil society in the South. Building and strengthening organisations of small producers and women in the rural SME sector are central to *Green Entrepreneurship*. The programme contributes to improved infrastructure for sustainable economic development and direct poverty alleviation through expanding and improving the quality of essential products and services of civil society organisations for these groups. A more tailored policy approach by national and international governments is achieved through cooperating with and strengthening national and international civil society organisations.

Main programme activities

To increase the capacities of enterprising people (m/f) living in rural areas and to strengthen their economic position, the programme supports activities such as training (sustainable production techniques and business development), provision of services (e.g. financial, market information), brokering (bringing sustainable products to market) and increasing access to sustainable sources of energy. As a result of these activities, rural entrepreneurs will be better organised, have more options at their disposal, supply better quality products tailored to the market and have a higher and more sustainable level of productivity, which in turn will provide a more stable and higher income.

To this end the programme supports **activities** aimed at setting up and/or strengthening the businesses and organisations that offer these services (microcredit institutions, institutions that provide training and education on sustainable, climate-proof production methods, business development services, etc.) and ensuring that sufficient possibilities for affordable and sustainable energy generation are provided. The results will be an increase in the number of services provided in rural areas, more investments by MFIs in rural areas, the presence of decentralised sustainable energy sectors and, ultimately, an increase in employment opportunities and income for the target group.

Being able to participate in a dynamic, green economy requires a macro-environment (national and international) that offers rural entrepreneurs the right conditions. The programme supports **activities** aimed at integrating ecological and social considerations into national and international policies on agriculture, energy, financial services and international trade. Companies can, for instance, include social and ecological standards in their procurement policy, central and local governments can stimulate sustainable agriculture and investments can be made in decentralised, sustainable energy. Multi-disciplinary knowledge teams (academics, business community and civil society organisations) conduct research into alternatives for empowering small producers.

The **target group** of the programme consists of enterprising men and women in rural areas, especially small producers (m/f), women and SMEs.

Implementation method for the activities

The programme **strategy** is to support initiatives that offer enterprising people a better position to create a means of subsistence that is economically viable. Therefore, the central intervention strategy is **sustainable economic development** and **direct poverty alleviation**. At the same time, the interests of people and the environment are taken into account. Strengthening the capacities of the target group and their organisations will enable them to better represent their own interests in the economic and political arenas and to improve the productivity, sustainability and elasticity of their production systems (**civil society building**). As the supply of services and products will be better organised, they will be able to produce in a more sustainable and profitable way within national and international policy frameworks that take their needs and possibilities into account (**policy advocacy**). Sustainable agriculture, financial services and renewable energy are the areas of action in the programme.

The programme will be implemented in 19 countries in cooperation with 130 partners. The **main** partnerships are:

- Support for capacity building of entrepreneurs – SMS (Kenya), SPPQT (Indonesia), Rainforest Trading S.A. (Peru), and IntEnt (worldwide);
- Capacity building of organisations that supply relevant products and services – TaTeDo (energy, Tanzania), Red Financiera Rural (financial services, Ecuador) and the Triodos Bank/Hivos Triodos Fund (various financial services, worldwide);
- In the area of policy advocacy, the Alliance collaborates with umbrella organisations such as NOGAMU (sustainable agriculture, Uganda), MFI network organisation REDCAMIF (Central America) and Women’s World Banking (worldwide), Bank Information Centre (energy, worldwide) and ISEAL (quality standards, worldwide).

Role of the applicant and co-applicant

The *Green Entrepreneurship* programme combines Hivos’ expertise, worldwide network and longstanding track record in the area of microfinance and sustainable production with the specific knowledge and experience of IUCN NL in the field of biodiversity and ecosystem services.

MFS Budget for 2011-2015 (amounts in EUR 1,000)

Programme	2011	2012	2013	2014	2015	2011-2015
Green Entrepreneurship	29,728	30,093	30,845	31,219	32,000	153,885

Action for Change Programme

Active citizens are increasingly critical of authority and formal organisations and express the desire to assume more responsibility. This translates into citizens being more willing to make conscious choices in their everyday lives and to do what they can to improve the quality of people’s lives, both at home and in developing countries.

The **objective** of the *Action for Change* programme is to bring about change in the policies and practice of policymakers, businesses and citizens in the North in order to bring about concrete improvements for people in developing countries. This objective can be expressed in the following **key results**:

- Per year, the *100% Sustainable* campaign will approach 100 policymakers and businessmen and 20 companies in the Netherlands with proposals aimed at improving access to sustainable energy in developing countries, reduction and compensation of CO₂;
- The Hivos Climate Fund will turn around 400,000 tonnes of CO₂ in the period up to 2015;
- The *Stop Child Labour* campaign will present specific proposals to abolish all forms of child labour. Concrete alternatives will be developed for the shoe industry;
- The *Stop Child Labour* campaign will reach 100 policymakers and businessmen and 20 companies in the Netherlands annually;
- The *Women@work* campaign will build an international online platform attracting 10,000 visitors per month. The platform will provide information on different types of discrimination, exploitation and intimidation of working women;
- Together, the three campaigns will have an annual reach of 2,5 million people.

Connection with other Hivos Alliance programmes

The *Action for Change* programme is founded on the conviction that active citizens in the Netherlands, provided they are well informed, want to contribute to and assume responsibility for decisions that affect them as well as people in developing countries. This is in line with the objectives and approach of the *Expression & Engagement* programme. It will also contribute to programme implementation in terms of content, particularly in the area of developing communication tools with partners in the South. Partners in the *Rights & Citizenship* and *Green Entrepreneurship* programmes will formulate the core message for the *Stop Child Labour* and *Women@work* campaigns and, together with the Hivos Alliance, spread this message in the Netherlands and Europe. The same applies for the energy partners in the *Green Entrepreneurship* programme who, in association with the Hivos Alliance, will take the lead in formulating and advocating policy alternatives for the transition from fossil to renewable energy. On the one hand, the programme builds on the success of programmes realised by partners in the real world, but a successful programme also contributes to achieving the *Green Entrepreneurship* objectives (reducing CO₂ emissions).

Contribution to the overarching MFS II objectives

The *Action for Change* programme is based on the premise that in a world where developments in the North have an impact in the South and vice versa, sustainable development cannot be achieved without developing worldwide initiatives that contribute to this global objective. By advocating fair working conditions, ensuring that children can spend the day at school and not in factories or working on the land, the programme contributes to achieving real sustainable development in which people's most elementary socioeconomic rights are respected. Worldwide sustainable development calls for a broad application of instruments and mechanisms that stimulate energy saving, reduce emissions and decrease reliance on fossil fuels.

Main programme activities

To encourage energy saving in the North and facilitate access and transition to sustainable energy worldwide, the programme will undertake **activities** in collaboration with partners in the South to develop options for a transition to efficient and sustainable energy supply in the North as well as the South. The campaign offers citizens a perspective for action to set a good example themselves and at the same time urge governments and businesses to switch to sustainable energy.

To get children out of labour and into schools, the programme will develop **activities**, such as urging policymakers to introduce Child Labour Free Zones, supporting businesses in making their production chains child labour free and promoting the marketing of child labour free products (e.g. shoes).

To enforce the right to decent work for women, the programme will initiate research into irregularities and the results of improvements in this area and set up an online platform for this purpose, in association with local partners and international networks (media and journalism). It will also assist companies in ensuring that women's labour rights are complied with in their production chains and will create opportunities for individual citizens to express their opinions (through consumer behaviour) and exert pressure on businesses.

The **target groups** of the *Action for Change* programme are: people in the South who have no access to affordable energy and who are experiencing the impact of climate change; children who are not at school but are working instead, women who work in the formal/informal economy under poor working conditions and unequal pay.

Implementation method for the activities

The **strategy** of the *Action for Change* programme is based on the conviction that citizens and businesses in the Netherlands – through their own behaviour, energy saving, consumption pattern, social and political pressure and based on information provided by Hivos Alliance partners – can positively influence the life of poor people in developing countries. To this end the Hivos Alliance, in cooperation with partners in the South and Dutch civil society organisations, is organising three long-term campaigns with a broad scope of action.

In the Netherlands and Europe, the programme operates through three campaigns. Our **partnerships** include:

- In the field of energy (*100% Sustainable*) our partners are TaTeDo (efficient stoves, Tanzania), IBEKA (hydropower, Indonesia), Bank Information Centre (policy advocacy, World Bank Group), SNV (technical consultancy), 10-10 Campaign Group;
- In the area of child labour (*Stop Child Labour*), we partner with the MV Foundation (India), the coalition against child labour CACLAZ (Zimbabwe), FNV (Federation of Dutch Trade Unions), ABOP (Union of Teachers), *Landelijke India Werkgroep* and *Kinderen in de Knel*;
- In enforcing the right of women to decent work (*Women @work*), we collaborate with Women Working Worldwide and WIEGO (worldwide) and the Maquila Solidarity Network (Central America).

Role of the applicant and co-applicant

In implementing the programme, the Hivos Alliance cooperates with its partners in the South and with supporters in the Netherlands in the relevant areas of activity. Together, these partners can exert the necessary social pressure. The programme combines Hivos' campaign experience and networks (in the area of child labour, for instance) with the specialist knowledge and experience of the partner network of Mama Cash for *Women @work*, or of the IUCN NL partners and the international IUCN network in the area of changing ecosystems as a consequence of climate change. At the international level, Hivos builds on the successful campaign *Stop Child Labour – School the Best Place to Work*.

MFS Budget for 2011-2015 (amounts in EUR 1,000)

Programme	2011	2012	2013	2014	2015	2011-2015
Action for Change	4,428	4,539	4,653	4,769	4,888	23,277

5 Goal and strategy

Expression & Engagement Programme

Table of key figures				
Alliance partners	Hivos, Press Now			
Countries:	26	Profile 1	Profile 2	Profile 3
DGIS partner countries:	15	Bolivia, Kenya, Mozambique, Nicaragua, Uganda, Tanzania, Zambia	Afghanistan, DR Congo, Guatemala, Kosovo, Sudan	Moldavia Indonesia South Africa
Least developed countries (LDCs):	3	Malawi, Somalia, Timor Leste		
Other countries:	8	Cuba, Honduras, India, Iraq, Iran, Syria, Tajikistan, Zimbabwe		
Budget	€ 83,912,000			

5.2.2 a: Objective: the *Expression & Engagement* programme proposal contributes to strengthening civil society in the South.

With *Expression & Engagement*, the Hivos Alliance supports initiatives of media and culture professionals, performers, artists and journalists and ‘their’ organisations. These social actors are engaged in expanding the space for expression, freedom of speech and social involvement, thus contributing to a dynamic culture that challenges, inspires and shifts boundaries.



Objective

The objective of the *Expression & Engagement* programme is to expand the space for free expression and freedom of speech and to strengthen citizen engagement as essential ingredients for an open, democratic and pluralistic society. Key areas are media and culture, for which ICT tools will be used to maximum effect. The programme will support 195 partners in 26 countries with an annual budget of over 16 million euros. The programme combines Hivos’ many years of experience and pioneering role in the field of ICT, culture and new media with the expertise, experiences and network of Press Now in the area of traditional media and journalism in fragile and repressive states. The programme strengthens civil society in the South through interventions in three result areas:

Result Area 1. The space for cultural expression and freedom of speech has been expanded and is actively used.

In this result area, *Expression & Engagement* supports initiatives by citizens and civil society organisations in the South that work to improve the diversity, quality and independence of the media and cultural landscape. It helps set up and strengthen alternative media outlets, such as community radio, online platforms and exiled media⁴, which give citizens the opportunity to voice their opinions. In the cultural sector, the programme strengthens alternative podiums that create space for cultural expression and reflection, such as art centres. It also contributes to the cultural infrastructure (e.g. art academies or legislation), which strengthens the preconditions for cultural expression.

Result Area 2. The space for citizen engagement in social processes has been expanded, resulting in social debate and cultural dialogue.

The programme strengthens citizen engagement in processes that shape their society and their future. To this end, *Expression & Engagement* supports interactive platforms for citizen agency to enforce transparency and accountability. New Web 2.0 applications like the East African *Ushahidi*, an online platform for citizen participation

⁴ Independent media that cannot operate in their own country for reasons of safety, such as Radio Darfur, Radio Zamaneh and ‘Roos Online’

in election monitoring, and collecting and disseminating information on crises play a crucial role in this area. In the cultural sector, the programme supports artists and cultural events that reflect critically on current developments. Special attention will be given to a small but influential group of activists who use technically advanced ICT and media strategies to circumvent restrictive measures in repressive states like Iran and Zimbabwe and to promote free news exchange through digital networks. The results will be reflected in an enriched social and cultural debate and increased participation by citizens in the democratic decision-making process.

Result Area 3. Knowledge and innovation of strategies result in increased effectiveness of civil society organisations in promoting a pluralistic society, and in developing new forms of citizen activism

Knowledge development will be promoted through partnerships between activists, policymakers and academics in the areas of pluralism and citizen activism. In the area of pluralism and fundamentalism, the programme involves partners in India, Indonesia, Uganda and the Dutch University for Humanistics. In association with the Centre for Internet and Society in India, the programme will analyse new forms of socio-political activism in Asia, Africa and Latin America and the special role youth play in this process (digital natives). Using knowledge development, the Hivos Alliance will promote evidence-based learning and policy making of civil society organisations in its network. This will result in more effective strategies for pluralism and citizen activism. The programme aims to make a demonstrable contribution to knowledge development in the selected themes.

Strengths and weaknesses of civil society

The programme objectives build on the consolidated strengths and weaknesses analysis of civil society in the mandatory Appendices 2.1 to 2.32 which belong to Section 4. The main points are:

Strengths: Even in repressive situations, there are always critical journalists, artists and active citizens. Artists and culture makers with organisational talent and determination manage, even in fragile states, to initiate cultural productions such as film festivals and exhibitions. Media and ICT are important tools for activists to organise themselves and get into contact with people in other countries who are sympathetic to their cause, as has been demonstrated by the Hivos Alliance's support for social movements in Iran. Likewise, repressive regimes also successfully use these technologies to launch cyber wars against dissident voices. This is why the Hivos Alliance deploys smart activism – training activists how to use new communication technology securely, bypass censorship, effectively champion human rights and ensure their own personal safety.

In an increasing number of countries, local organisations are stepping in the spotlight and urging governments and other institutions to provide more transparency and accountability. Small-scale citizens' initiatives have shown to generate new impulses for civil society. Independent media and ICT create new opportunities for civil society to influence social themes, elections and democratic reform. The outcome of *Digital Natives with a Cause?*, a knowledge initiative by Hivos, indicates the potential of ICT to promote active citizenship among the youth in developing countries.

Weaknesses: In repressive states like Sudan, civil society does not have enough space to be able to play a significant role. All media are strictly controlled by and used to promote the interests of those in power. Cultural organisations cannot operate freely and critical citizens and their organisations risk being intimidated and imprisoned. International support for civil society is obstructed. The situation sometimes calls for support to undercover work in these countries in combination with activities outside the countries.

Although civil society has grown in strength in more stable developing countries, it is often still fragmented, isolated and (too) dependent on foreign donors. The context analysis for Tanzania illustrates how democratisation is not yet going hand in hand with transparency, effective citizen agency for accountability and good governance. Civil society in the South is not making use of all the available opportunities to reach a wider audience through new media. Media often depend on political and commercial interests, have insufficient reach in rural areas and pay little attention to the position of women. There is not a lot of room for marginalised groups. Editorial independence is lacking and journalistic and commercial capacities are few and far between. Controversial topics are avoided. The cultural sector does not receive enough recognition from the government, lacks financial resources and cannot rely on structural support.

Instruments and resources

Building on the strengths and weaknesses analysis in the mandatory Appendices 2.1 to 2.32 inclusive (the contextual analyses), the Hivos Alliance will deploy the following instruments and resources to achieve the objectives of the *Expression & Engagement* programme: financing, capacity development, linking & networking, programme support and policy advocacy. *Technology for smart activism* is a specific instrument used the *Expression & Engagement* programme.

Financing: The programme finances the development of new media channels, through local media funds where possible. For instance, the Hivos Alliance brings together donors in the Tanzania Media Fund to stimulate initiatives by civil journalists and target-group oriented media productions by and for marginalised groups. It also offers support to online and exiled media that broadcast via internet, satellite and radio, such as Radio Zamaneh, which provides satellite broadcasts for Iran through Press Now. In the area of culture, the programme finances local productions that reflect on current developments in society, in both urban and rural areas. The Hivos Alliance favours women artists and themes that involve women.

Capacity development: The Hivos Alliance supervises organisational development of local media and culture partners and offers training and support aimed at improving the journalistic and commercial quality of local media with the help of the specific expertise and facilities of Press Now. Hivos' expertise is applied to highlight specific target groups and themes, such as indigenous people and women's rights. Developing entrepreneurship in the culture and media sector is a key factor. In East Africa, the Hivos Alliance supports the development of emerging, small-scale IT businesses of young entrepreneurs.

Linking & networking: The programme supports regional and international exchange that leads to openness, cooperation, capacity building, improving the position of artists in their home country and access to the international market. It offers support in making the local content of bloggers, citizen journalists and professional journalists accessible and facilitates participation in international networks, such as the African ARTERial Network. This was created in 2007 when, at the initiative of the Hivos Alliance, over 60 artists, cultural organisations and donors developed a plan to strengthen the cultural infrastructure at continental level through training, research, information and knowledge sharing and policy advocacy. Having secured the support of a growing number of international donors, the network now operates under local management.

Programme support: Complex problems sometimes transcend the role and capacity of civil society. It then becomes necessary to cooperate with actors in the state and in the market, either nationally or internationally, to get important players together and jointly work on defining a strategy and coordinating its implementation. Where necessary, the Hivos Alliance will take a proactive approach to developing and implementing innovative programmes. For instance, the *STAR* programme launched in 2004 gives local Hivos partners access to ICT expertise and services of companies like KPN, Logica, TNO and Accenture. Social actors, businesses and active citizens in East Africa have come together in the large-scale *Twaweza* programme to initiate innovative concepts in the area of citizenship and accountability.

Policy advocacy: The Hivos Alliance supports initiatives for more transparency, public accountability, access to information, cultural expression and international cultural exchange. Hivos is part of the international New Frontier network that coordinates research, programme development and cooperation between donors in the area of transparency and accountability. Other members of this network are OSI, Omidyar, Hewlett Foundation, DFID and the Ford Foundation. As a partner of the Association for Progressive Publications, Hivos organises and publishes the annual Global Information Society Watch Report, which is produced in cooperation with local civil society organisations and presented for instance at the UN Internet Governance Forum.

Technology for smart activism: ICT support for human rights activists, bloggers and journalists in repressive states who are in danger because of the work they do is a specific objective of the programme. In West Asia and elsewhere, Hivos organises regional conferences that bring together digital activists to learn about tactics that will increase their online safety and privacy (smart activism). The Hivos Alliance cooperates with ICT organisations like the Tactical Tech Collective to develop software for activists. As this technology helps activists bypass censorship and other restrictive measures, it improves the effectiveness of their work and their personal safety. In addition, the Hivos Alliance is setting up a support fund to provide legal and financial aid to individual activists, bloggers

and journalists in the event they are arrested or face defamation charges.

5.2.2 b: The objective of the *Expression & Engagement* programme is a logical outcome of the contextual analyses and is in line with the applicant's vision and mission.

Vision and Mission

For the Hivos Alliance, the focus of development lies in increasing human potential and the quality of life on the basis of personal choices. Together with civil society organisations and socially responsible companies in developing countries, the Hivos Alliance wants to contribute to a free, fair and sustainable world. A world in which citizens, both women and men, have equal access to resources and opportunities and can participate equally in decision-making processes that shape their lives, their communities and their future. An independent and varied media and culture landscape is central to this vision and mission. The strategic plans of the Hivos Alliance members are enclosed as optional Appendix C (1-4) and provide an understanding of the vision and mission of the four organisations.

Context

The Hivos Alliance has observed a trend of stagnating democratisation processes and erosion of political and civil freedoms in a number of countries. This is confirmed by reputable indices such as *Freedom House*⁵. Authoritarian governments, but also conservative social groups, threaten the space for debate and critical thinking. The rights of religious and other minorities, women and people with an 'alternative' sexual orientation are under pressure. A characteristic feature of all the countries in which the Hivos Alliance operates is the big gap between people in income, control and opportunities. Of the 26 countries in which the *Expression & Engagement* programme operates, 12 belong to the category of repressive states where governments immediately perceive critical or controversial opinions to be a threat to the state.

In more stable but poor developing countries, too, there is little space for citizens to take part in the debate and to engage in social processes. Women tend to be invisible – often literally – or are portrayed in a traditional sense that denies them their dignity and independence. The possibilities for cultural expressions are limited and are, at best, a balancing item for the budget. Civic agency, or the capacity of citizens to play a role in social change, is insufficiently used or is restricted.

Thanks to ICT and new media, there are now unprecedented opportunities for expression and social engagement. Until recently, access to these opportunities had been limited to the (urban) elite. However, internet and mobile communication are also rapidly reaching large sections of the population in Asia, Africa and Latin America. Citizens now have more possibilities to inform themselves, to communicate, to express themselves and to organise themselves and exert pressure on governments and businesses.

The connection between vision, mission, context and objective

The *Expression & Engagement* programme aims to expand the space for free expression and freedom of speech and to strengthen citizen engagement as essential ingredients for an open, democratic and pluralistic society. Using culture and media, the programme builds on the mission of Press Now, which focuses on strengthening traditional media and journalism in fragile and repressive states, and that of Hivos, in which freedom is the main focus and the mainstay of its pioneering role and experience in art, culture and (new) media. These media give citizens a voice and are conducive to transparency and accountability of governments, businesses and civil society organisations. An independent cultural sector can offer a counterbalance to the tendency for people in power to use culture and cultural differences to manipulate and discriminate against specific population groups. By critically reflecting on current practices in society, social values, by representing alternative scenarios, but also by uniting people and bridging differences.

³ <http://www.freedomhouse.org>, consulted on 28 May 2010

5.2.2 c: The strategy selected for the *Expression & Engagement* programme is based on ownership by the target groups and is a logical outcome of the objectives.

The consolidated analysis of context and civil society produces the following strategic choices, by result area:

Result Area 1. The space for cultural expression and freedom of speech has been expanded and is actively used.

- Capacity building of new independent media, exiled media and journalists through training, E-learning and mentorship programmes;
- Stimulation of quality journalism and independent news reporting by media organisations, with special attention for women journalists, for instance through local funds for journalism;
- Stimulation of alternative information streams by making online content of local bloggers and citizen journalists accessible for citizens and traditional media;
- Realisation of local cultural productions and performances that reflect on current social issues, with an extra focus on support for women artists;
- Training for young talent and cultural managers in the area of cultural entrepreneurship;
- Facilitating the development of continent-wide platforms for strategic cultural cooperation in Africa, Asia and Latin America.

Result Area 2. The space for citizen engagement in social processes has been expanded, resulting in social debate and cultural dialogue.

- Facilitating bottom-up information flows to give citizens a voice in decision-making processes;
- Linking assertive citizens with new technologies, Web 2.0 and media organisations;
- Investing in innovative technologies that facilitate citizen participation;
- Training of and knowledge sharing between activists on strategic and safe use of new communication technologies through regional workshops, training material and software;
- Financial and legal aid for individual activists, bloggers and journalists facing problems due to the political situation in their country;
- Support for festivals and cultural centres that offer a platform for cultural presentation, public debate and cultural exchange, both nationally and internationally;
- Strengthening ICT entrepreneurs who help civil society organisations in the application of ICT, media and Web 2.0.

Result Area 3. Knowledge and innovation of strategies result in increased effectiveness of civil society organisations in promoting a pluralistic society, and in developing new forms of citizen activism

- Bringing together teams of academics and activists who conduct activist research into fundamentalism and pluralism in India, Indonesia and Uganda;
- Bringing together young activists, academics, civil society organisations and ICT entrepreneurs to conduct research into the vision and role of young (ICT) activists in socio-political transformation processes;
- Publishing, disseminating and presenting knowledge experiences on national and international policy forums and placing this on the agenda.

Ownership

The target groups of the *Expression & Engagement* programme are: All citizens, particularly marginalised women and men, who are able to participate actively and equally in decision-making processes that determine their lives thanks to improved access to (and quality of) information. The programme focuses more specifically on (1) active citizens (m/f) and their civil society organisations, and (2) media and culture professionals and volunteers with an intermediary role: journalists, bloggers, performers, artists, cultural and ICT entrepreneurs and their initiatives, media and platforms.

Ownership by the target groups in this programme is guaranteed through consultation rounds and conferences with over 50 existing and potential partners from all regions. Partners subsequently have a leading role in this process. They present their own proposals and ideas and define target group, objectives and strategy. Alliance staff assist in the thought process, ask critical questions and make suggestions so that the available resources

can be deployed as efficiently as possible. Applications submitted by intermediary organisations will be partly assessed on the basis of involvement of the target group (downward accountability).

Autonomy and ownership are promoted because the organisations with which the Hivos Alliance has had long-term partnerships often receive long-range, non-earmarked core funding which they can use for the agreed objective as they see appropriate. Hivos' highest administrative body, the Supervisory Board, has members from civil society in the countries in which Hivos operates. Policy councils have an important say in formulating and assessing the policy of Hivos' regional and country offices.

The promotion of local ownership is also an integrated element of the approach in those cases where the Alliance plays a proactive role in initiating programmes. Press Now organised the *Somali Media Development Conference* (Nairobi 2009), in which almost the entire Somali media landscape committed itself to a new initiative to strengthen the local media sector through a new, collaborative news service, a training centre and a safety network for threatened journalists, headed by a local committee.

5.2.2 d: The strategic approach is partly based on lessons from the past.

Lesson 1: New media and ICT enhance the media landscape, but traditional media are also important

Hivos has invested a great deal in the application of ICT and new media since 2000. This strategic choice was partly based on the assumption that access to ICT would spread rapidly to rural areas through civil society organisations. The role of traditional media would then be less relevant. A programme evaluation of the Hivos ICT & Media programme⁶ has resulted in a refinement of this assumption. The rise of mobile communication and the installation of broadband continues to grow and offer new opportunities, but for the time being many people – particularly the poorest groups – will continue to rely on traditional media like radio, TV and newspapers. Effective strengthening of the media landscape usually requires a broader approach that combines the worlds of traditional and new media. This lesson also underlies the cooperation between Hivos and Press Now, which provides specific expertise in the area of traditional media and journalism. This lesson has also led Hivos to participate in initiatives like the *Kenya Media Fund*, in which the *Expression & Engagement* programme combines a broad range of traditional and new media.

Lesson 2: Large-scale problems demand a multi-actor, large-scale approach

From the start, Hivos has focused on strengthening civil society in the South as a catalyst for development. Support for specific initiatives by individual partner organisations are at the core of this approach. Although this approach has resulted in positive developments at the local level, it has also led to a fragmented impact and missed opportunities to cooperate with actors who, for a long time, have not been part of the chain of support. Consultation rounds in India, Tanzania and Bolivia suggest that some problems require a large-scale approach. This type of approach calls for mobilisation of and cooperation with government institutions, market parties and traditional civil society organisations with a broad reach, such as churches, schools, trade unions and the institutions of traditional leaders.

The need for a broader, problem-oriented approach rooted in the needs of citizens and the local context is confirmed by the development of the Civic Driven Change concept⁷, in which Hivos is involved as co-initiator. This lesson underpins the programme-based approach that will be a spearhead in the period under review in this Business Plan. It will be translated into at least 10 multi-actor initiatives to be funded from half the programme budget in 2015. A good example is *Twaweza*, a large-scale initiative in which the *Expression & Engagement* and *Rights & Citizenship* programmes, in association with organisations like SIDA, DFID, Hewlett and SNV, invest in innovative concepts in the area of access to information through mass media and social actors like churches and trade unions, mobilisation of active citizenship and tightened public accountability.

⁶ Span Consultants (2009), Making civil voices heard, Programme Evaluation of the Hivos ICT&Media programme 2005-2008

⁷ Biekart, K.& Fowler A(eds.)2008, Civic Driven Change, citizen's imagination in action.

Lesson 3: Gender needs a separate stimulation policy within culture

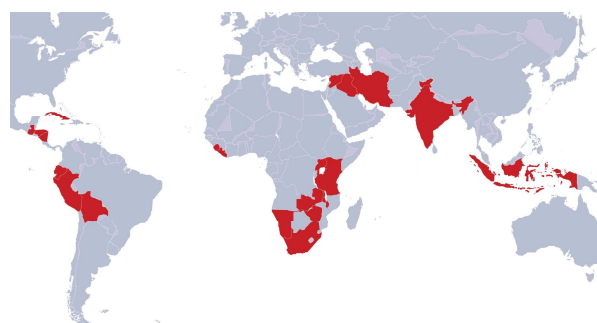
In 2008, Hivos commissioned a study into the extent to which the art and culture programme focuses on gender equality and empowerment of women and how this could be improved. The rationale for this study was the fact that in general, it is more difficult for women in Africa, Asia and Latin America to work as independent artists than it is for men. Men play a dominant role in the cultural sector. Women also tend to self-censure their work in the art world. Based on the results of the study, Hivos has decided to undertake tailored initiatives to improve women's access to art. In 2009, a programme was launched in West Asia aimed exclusively at supporting women artists and the production and presentation of their work. In the 2011-2015 period, this initiative will be expanded with a special stimulation fund for training and productions for women artists in other regions.⁸

Rights & Citizenship Programme

Table of key figures				
Alliance partners	Hivos, Mama Cash			
Countries:	23	Profile 1	Profile 2	Profile 3
DGIS partner countries:	9	Bolivia, Kenya, Nicaragua, Uganda, Tanzania, Zambia	Guatemala	Indonesia, South Africa
Least developed countries (LDCs):	4	Liberia, Malawi, Sierra Leone, Timor Leste		
Other countries:	10	Cuba, Ecuador, Honduras, India, Iraq, Iran, Namibia, Peru, Syria, Zimbabwe		
Budget	€ 152,106,000			

5.2.2 a: Objective: the Rights & Citizenship programme proposal contributes to strengthening civil society in the South.

The advancement of democracy, citizenship and human rights⁹ across the world needs continuous input of fresh ideas, and civil society plays a key role in this process. Although progress has been made, large sections of the population across the world are still not in a position to enforce their rights. Unequal power relationships between the 'haves' and the 'have nots' are at the root of exclusion, marginalisation and increasing fundamentalism. Through the *Rights & Citizenship* programme, the Hivos Alliance invests in initiatives by citizens and civil society organisations for a democratic, just and pluralistic society.



Objective

The *Rights & Citizenship* programme aims to build a critical and representative civil society rooted in the power of critical citizens (m/f) fighting for a democratic, just and pluralistic society based on enforcement of women's rights, good governance, sexual and reproductive rights and equal rights and treatment for LGBTs.¹⁰ The target group varies according to context. In repressive states it is often citizens who stand out and are active as defenders of human rights and democracy. In other countries it is ethnic or cultural minorities, women, sexual minorities, people with HIV/Aids, sex workers or children in bonded labour situations. The programme builds on Hivos' track record in the field of human rights, women's emancipation, democratisation and HIV/Aids. It expands its radius of action in the area of (economic) women's rights with the network and expertise of Mama Cash. The programme operates in 23 countries and invests EUR 30 million a year in initiatives of citizens in 210 organisations. Four interrelated results areas reflect the objective of strengthening civil society in the South.

⁸ Braam, S.(2008), Women in the Arts: Promotion of gender equality and empowerment of women in the Hivos Arts & Culture Programme, CIDIN.

⁹ The term 'human rights' refers to civil and political rights as well as socioeconomic rights.

¹⁰ The terms gay emancipation, gay movement, gay rights, gays and sexual minorities are also understood to include lesbian women, homosexual men, bisexuals, transgenders and intersexuals. These people are also referred to as *LGBT* or *LGBTI*

Result Area 1. Excluded and marginalised citizens demand space for participation and full citizenship

The programme stimulates initiatives by excluded and marginalised groups that organise themselves and defend their interests, i.e. women's organisations, groups of sexual minorities, representative organisations of ethnic minorities and people with HIV/Aids. The programme promotes the empowerment and protection of activists in repressive circumstances, mobilisation and organisational development and provides the means by which excluded and marginalised groups can claim their rights. The results of their efforts lead to greater public visibility in social debates and participation in decision-making processes.

Result Area 2. Greater recognition and acceptance in society of human rights, good governance and pluralism.

In close association with *Expression & Engagement, Rights & Citizenship* supports social initiatives that promote a framework of social values for a democratic, just and pluralistic society: social debates and perspectives on good governance, ethnicity, opinion leaders speaking out for women's rights and gender equality, media campaigns against stigmatisation and discrimination of people with HIV/Aids and policy initiatives for gay rights. The results will be a shift in public opinion and more acceptance of diversity, with more room for the emancipation of and respect for marginalised groups in society.

Result Area 3. Legislation and policy meet international standards and are implemented in a manner that benefits all citizens and reduces existing inequalities.

The programme strengthens the initiatives of citizens, civil society organisations and social movements that advocate institutional reform and accountability in the area of human rights, democratisation and pluralism. A main objective is to formulate and implement policy in the area of constitutional reform, corruption and impunity and equal rights for women as well as social pressure on (multinational) companies to introduce corporate social responsibility. Citizens will have improved access to and quality of basic facilities and better opportunities to participate in public institutions that respect and promote the rights of all citizens.

Result Area 4. Knowledge and innovation of strategies result in greater effectiveness of civil society organisations and social movements.

In the area of knowledge development, the *Rights & Citizenship* programme introduces knowledge initiatives and facilitates partnerships between activists, policymakers and academics to develop and share new knowledge in the area of civil society building. Expanding the network of knowledge partners and universities, both in the Netherlands (ISS, UvA) and abroad, is an important objective of the programme. Selected themes are civic-driven change (Africa), social movements (Latin America) and democratisation processes in West Asia. In this way the Alliance supports evidence-based learning & policy making, contributes to improving the strategies of civil society organisations and knowledge intensification of the Development Cooperation sector.

Strengths and weaknesses of civil society

The programme objectives build on the strengths and weaknesses analysis of civil society in the mandatory Appendices 2.1 to 2.32 inclusive which belong to Section 4. The main points are:

Strengths: The context analyses of repressive states like Syria and Iran show that social counter-forces play an important role even in the most repressive situations. Individual activists, underground groups, academics, journalists and the Diaspora provide points for intervention. The Hivos Alliance has the expertise, networks and instruments to effectively support these types of informal groups.

For more stable developing countries like India, Kenya and Bolivia, context analyses and programme evaluations confirm that civil society organisations have the capacity to reinforce processes of democratisation and compliance with human rights. Representative organisations of marginalised groups have proven to be capable of pushing for access to basic rights. A case in point is the Indian representative organisation Association of Strong Women Alone. With Hivos' support, this organisation has given tens of thousands of Indian women, mostly from disadvantaged castes, access to the employment programme under the *Rural Employment Guarantee Act*.

Human rights organisations are able to use international conventions and legal instruments effectively in the local context and support representative organisations of marginalised groups, as a recent programme evaluation of

the indigenous movement in Guatemala and Bolivia has demonstrated.¹¹ The worldwide women's movement is increasingly successful in building effective partnerships and positioning itself strategically, which serve as— along with the international environmental organisations – an example for other movements that are addressing cross-border problems.

Weaknesses: In repressive states, there is very little room for a critical civil society. Regimes limit freedom of speech and restrict the right to associate. Citizens and organisations that offer countervailing opinions are intimidated. In more stable developing countries, civil society is dominated by intermediary organisations that are highly dependent on (international) donor funds. This means they are not always focused on the interests of vulnerable groups, often lack a local support base they can be accountable to and tend to be sensitive to cooptation by power blocks. Fragmentation of civil society and weak connections between social movements, representative organisations and intermediary NGOs are a major obstacle to effective countervailing power. Civil society organisations often lack the strategic capacity to successfully address the complex power structures of elites, states and corporations. The negative side of international aid is that in 'donor darlings' like Tanzania, the political role of civil society is eroded because technical projects with a short planning horizon take precedence over the long-term process of social activism for emancipation and structural change.

With the exception of Latin America, LGBT organisations do not appear strong enough to defend their rights effectively. Their situation is illustrative for many representative organisations and individual initiatives of marginalised citizens who have the ideas and the energy, but not the capacity and the resources to bring about change.

Instruments and resources

Building on the strengths and weaknesses analyses of civil society in the mandatory Appendices 2.1 to 2.32 inclusive (the context analyses), the Hivos Alliance will deploy five instruments to achieve the objectives of the *Rights & Citizenship* programme: financing, capacity development, linking & networking, programme support and policy advocacy.

Financing of programmes and organisations: Access to financial resources is a precondition for civil society to be able to implement the programmes, particularly for organisations that play a critical role in confronting governments or raising controversial issues. The Hivos Alliance invest € 30 million annually in 210 civil society organisations. Financing the core costs of the programmes continues to be an important instrument to promote autonomy and ownership. The programme builds on the expertise of Mama Cash and Hivos in setting up and supervising¹² local funds that are used for local initiatives of women and marginalised groups and small innovative, high-risk projects that are not funded by the traditional donors. As the programme promotes regranting in the area of women's rights (Nicaragua, Bolivia and Indonesia) and HIV/Aids (via the Global Fund in Guatemala and Bolivia), it contributes to basket funding from bilateral donors and implementation of the Paris/Accra Agenda.

Capacity development: *Rights & Citizenship* promotes capacity development of civil society organisations through coaching trajectories, supervision on strategy development and gender training. The Hivos Alliance organises partnerships with specialist organisations in the area of organisational development, such as with EASUN in Tanzania and social movement building with the global network of Just Associates. In association with SNV, the Hivos Alliance is working on a *Local Capacity Development Fund*, a support fund for Southern organisations aimed at capacity development of civil society. Hivos Alliance staff act as sparring partners, intermediaries and mentors for the learning processes in the organisations they assist.

Linking & networking: The *Rights & Citizenship* programme promotes linking & networking between civil society organisations aimed at strengthening the mutual connections and relationships in civil society and to promote the learning processes. To this end the Hivos Alliance organises national and international theme-based exchange projects, conferences and learning sessions. The programme supports the activities of regional and international networks like APCOM and AWID, which structurally strengthen the ties between organisations.

¹¹ Partos (2010), Programme Evaluation Indigenous Peoples

¹² Mama Cash has specific experience in supervising women's funds in the South, in attracting national and international financing and promoting local philanthropy.

Programme support: Some problems transcend the role and capacity of civil society. Cooperation with other actors at state and market level, both nationally and internationally, is vital to bring together the essential ingredients for success. Where necessary, the Hivos Alliance will take a proactive approach to developing and implementing innovative programmes. One example is a large-scale programme in the West of Guatemala, where the *Rights & Citizenship* programme and the *Green Entrepreneurship* programme bring together social movements and organisations of indigenous groups and local governments as well as businesses to work on the issues of land rights, economic empowerment and socio-political participation, with the emphasis on women and youth.

Policy advocacy: The *Rights & Citizenship* programme finances activities involving policy advocacy by civil society organisations in the South. It provides technical and financial support to international organisations that focus on international policy advocacy, such as Gender Links in South Africa and Forum Asia. Where necessary and/or possible, programme staff of the Hivos Alliance contribute – through their partner networks – to national and international policy advocacy and policy trajectories of international organisations, the Ministerial department concerned, embassies and donors. This is done in close cooperation with the campaign partners of the *Action for Change* programme, such as WIEGO and FNV

5.2.2 b: The objective of the *Rights & Citizenship* programme is a logical consequence of the context analyses and is in line with the applicant's vision and mission.

Vision and Mission

For the Hivos Alliance, the focus of development lies in increasing human potential and the quality of life on the basis of personal choices. Together with local organisations and socially responsible companies in developing countries, the Hivos Alliance wants to contribute to a free, fair and sustainable world. A world in which citizens, both women and men, have equal access to resources and opportunities and can participate equally in decision-making processes that shape their lives, their communities and their future. A central theme in the *Rights & Citizenship* programme is the conviction that citizens hold the key to structural change, especially when they combine forces (civil society building) and enforce their rights collaboratively. The strategic plans of the Hivos Alliance members are enclosed as optional Appendix C (1-4) and provide an understanding of the vision and mission of the four organisations.

Context

In repressive states like Iran, Syria, Cuba or Zimbabwe, citizens are denied the most elementary political and civil rights. Governments defy the international legal order, manipulate elections and restrict the freedom of press. Citizens who offer a counter-voice, organised or otherwise, are intimidated or prosecuted. In other countries they are systematically excluded on the basis of ethnicity, religion, caste or sexual orientation. The progress made by more stable developing countries in the area of legislation and subscription to international conventions often does not result in more rights for citizens. A lack of political will, vested interests and the stranglehold of conservative moral values obstruct the implementation of formal policy and international agreements. Thanks to the efforts of the women's movement, principles of non-discrimination and legal equality are laid down in international conventions and agreements.¹³ However, the development and implementation of national policy is lagging behind. Women have fewer opportunities for a good education, earning their own income, decent working conditions¹⁴, a say in decision-making and a life free from violence.

Conservative and patriarchal opinions legitimate structural and other violence against women and undermine compliance with sexual and reproductive rights, such as the availability of contraception and safe abortion. This results in illegal practices that pose enormous health risks for millions of women. In families, at work, or in the community – conservatism, ignorance and prejudice lead to situations of bonded labour of children, stigmatisation and discrimination of women and girls, people with HIV/Aids, LGBTs and sex workers. In many countries, homosexuality is considered a criminal offence and sometimes even carries the death sentence. A blind eye is turned to gay bashing and corrective rape. Many problems are rooted in denial of the right to self determination,

¹³ For example, the UN Women's Convention (CEDAW) and the Beijing Platform for Action (BPfA)

¹⁴ The concept of 'decent work' was developed by the ILO and stands for equal access to work, social protection, respect for fundamental labour rights, and participation in social dialogue. See also: the ILO Declaration on Social Justice for a Fair Globalisation, Geneva, 2008

whereby women have no control over their own bodies and sexual diversity is denied.

The connection between vision, mission, context and objective

The objective of the *Rights & Citizenship* programme is to develop a critical and representative civil society rooted in the power of citizens who take action to bring about a democratic, just and pluralistic society. The *Rights & Citizenship* programme promotes the assertiveness and organisation of citizens to enable them to enforce their rights. In this way the programme contributes to realising the Hivos Alliance's mission. Governments and businesses are held to account on their responsibilities and a social climate is created in which respect and tolerance for minorities become commonplace and dogmas and patriarchal values are called into question. The programme spearheads – women's rights, non discrimination of LGTBs, good governance, and reproductive rights – contribute to the core values of Hivos' mission, such as pluralism, justice and self determination. Mama Cash's mission lies at the heart of its global network of young women's organisations, which the foundation supports and links to its international contacts.

5.2.2 c: The strategy selected for the *Rights & Citizenship* programme is based on ownership by the target groups and is a logical outcome of the objectives.

The analysis of context and civil society produces the following strategic choices, by result area:

Result Area 1. Excluded and marginalised citizens claim space for participation and full citizenship

- Empowerment of activists and (potential) leaders of marginalised groups through training and exchange, for which vision and strategy development are crucial;
- Building and strengthening organisations that serve their own target group and defend the interests of the group through financing, training and networking. Special emphasis is given to organisations and initiatives in the area of women's socioeconomic rights;
- Support for the development and deployment of instruments and mechanisms that promote participation, increase accountability and counteract impunity and the abuse of power.

Result Area 2. More recognition and acceptance in society of human rights, good governance and pluralism.

- Financial and technical support for the development of legislative and policy proposals and of *pilots* by representative organisations, intermediary NGOs, experts and with representatives of the target groups;
- Financing interventions of representative organisations and intermediary organisations that concentrate on denouncing irregularities, monitoring policy and public interest litigation.

Result Area 3. Legislation and policy meet international standards and are implemented in a manner that benefits all citizens and reduces existing inequalities.

- Support for initiatives that inform the public of irregularities and potential improvements in good governance, gender equality and the emancipation of minorities;
- Involving mainstream media and opinion leaders in information provision and perception regarding social opinions on women, pluralism, good governance and marginalised groups through information provision to opinion leaders;
- Developing social dialogue on exclusion, integration and reconciliation by building on positive role models in the target groups.

Result Area 4. Knowledge and innovation of strategies result in greater effectiveness of social organisations and social movements.

- Representative organisations, social movements, intermediary NGOs and academics jointly develop knowledge on civil-society building in 12 countries in Africa, Latin America and West Asia;
- Publication, dissemination and discussion of the results of national and interregional studies ;
- Mobilising innovative civil society organisations and critical academics, particularly in the South, for changing how the Development Cooperation sector perceives and values civil-society building.

Ownership

The target groups of the *Rights & Citizenship* programme are women, activists, defenders of human rights and democracy, ethnic, cultural and sexual minorities, people with HIV/Aids, sex workers, children in bonded labour situations, and their organisations. The **ownership** of these target groups in this programme is guaranteed in consultation rounds and partner conferences with over 65 existing and potential partners. In 2007 and 2010, meetings in West Asia led to the *International Campaign for Human Rights* in Iran, interventions in the area of human rights in Syria and knowledge initiatives for civil-society building in West Asia. Partners have a main role in elaborating the programme. They present their own proposals and ideas and define target group, objectives and strategy. Applications submitted by intermediary organisations will be partly assessed on the basis of coordination with and involvement of the target group (downward accountability). Autonomy and ownership are promoted because the organisations with which the Hivos Alliance has had long-term partnerships often receive long-range core funding which they can use for the agreed objective as they see appropriate. Representatives from civil society in the countries in which Hivos and Mama Cash operate are on the supervisory bodies of Hivos and Mama Cash. Policy councils have an important say in formulating and assessing the policy of Hivos' regional and country offices.

5.2.2 d: The strategic approach is partly based on lessons from the past.

Lesson 1: More emphasis on women's economic rights

Over the past 20 years, Hivos has persisted in a combination of gender mainstreaming and support for specialist women's organisations. This double strategy has resulted in Hivos being recognised globally as a leading player in the support for women's organisations and the international women's movement. This work focused mainly on sexual and reproductive rights, political rights and participation. It has emerged from the evaluation of the International AWID Forum 2008¹⁵ that women's economic rights and issues such as sustainability and the consequences of climate change have not received sufficient attention. Consequently, in many countries the results we have achieved are under pressure. This lesson was an importance incentive for Hivos and Mama Cash to make women's economic rights a more central priority.

Lesson 2: Focusing on formal government policy is not enough

Traditionally, Hivos has supported initiatives of organisations that focus on influencing and enforcing better or new formal government policy. In many instances these interventions have produced positive results. This emerged from a programme evaluation of the support provided to a coalition of Kenyan human rights NGOs.¹⁶ They have played an important role in voter education and designing the new constitution. However, the evaluation also showed that the focus on formal policy was at the expense of dealing with ethnic tensions that have broadly undermined development processes. Similar findings from Hivos' sexual diversity programme show that the implementation of policy changes that have been successfully advocated is obstructed by conservative powers and moral values. This lesson underpins the third strategy of the *Rights & Citizenship* programme, which supports initiatives aimed at examining moral values, stimulating public debate and accepting diversity in society.

Lesson 3: Cooperation with government-controlled NGOs and religious organisations is sometimes necessary

Recent experiences with the Hivos programme in West Asia demonstrate that secular human rights and women's organisations, which are often not recognised, are too far removed from the power structures to be able to bring about change. In this region Hivos has not focused sufficiently on potential cooperation with organisations that do not belong to its natural set of partners. Studies¹⁷ by the *Civil-society Building in West Asia* knowledge initiative, for instance, point to the potential of tactical cooperation with religious organisations and GONGOs (government operated NGOs), such as the Syrian Development Trust, which have more room to promote emancipatory change precisely because of their ties with government. These new levels of understanding have been shared with Alliance partners and will lead to new partnerships and interventions within the West Asia programme.

¹⁵ AWID(2010), *The Power of Movements, Highlights of AWID's 11th International Forum on Women's Rights and Development*

¹⁶ Kanyinga, K., et al.(2008), *Hivos support to Human Rights and Democratisation in Kenya (1996-2007), Programme Evaluation*

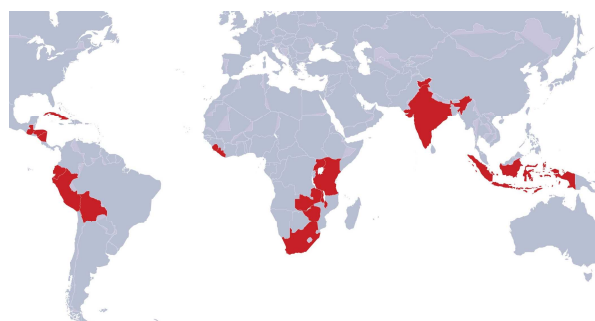
¹⁷ For example, NIMD/HIVOS(2010), *Beyond Orthodox Approaches: Assessing opportunities for democracy support in the Middle East and North Africa*

Green Entrepreneurship Programme

Table of key figures				
Alliance partners		Hivos, IUCN NL		
Countries:	19	Profile 1	Profile 2	Profile 3
DGIS partner countries:	9	Bolivia, Kenya, Nicaragua, Uganda, Tanzania, Zambia	Guatemala	Indonesia, South Africa
Least developed countries (LDCs):	4	Liberia, Malawi, Sierra Leone, Timor Leste		
Other countries:	6	Cuba, Ecuador, Honduras, India, Peru, Zimbabwe		
Budget		€ 153,885,000		

5.2.2 a: Objective: the *Green Entrepreneurship* programme proposal contributes to strengthening civil society in the South.

Most of the poor people in the world live in rural areas. They highly depend on what their natural environment can offer. Their negotiating position, particularly in the case of women, is weak and is coming under more pressure. Economies of scale threaten biodiversity and ecosystems. Climate change affects poor people – particularly women – the most. Many of them have no access to reliable and clean forms of energy. With the *Green Entrepreneurship* programme, the Hivos Alliance



invests in initiatives that offer enterprising people (m/f) in rural areas a better position to create a means of subsistence that is economically viable and takes the interests of people and the environment into account. Here, the country focus is on the more stable developing countries.

Objective

To improve the economic position of poor, marginalised men and women to the extent that they can participate in society as full citizens. The programme concentrates specifically on enterprising men and women in rural areas who have the potential to be the catalyst for green socioeconomic progress. Sustainable agriculture, financial services and renewable energy are key areas of focus. The programme combines Hivos' expertise, worldwide network and track record in the area of microfinance and sustainable production with the specific knowledge and experience of IUCN in the field of biodiversity and ecosystem services. The programme operates in 19 countries and annually invests around EUR 30 million in relevant initiatives of 130 civil society organisations. With the objective of strengthening civil society in the South, the strategy encompasses four related result areas.

Result Area 1. Strengthening the capacity of enterprising people (m/f) results in a stronger economic position

In this result area, the programme aims to strengthen the negotiating position of small producers (m/f) and women in other economic roles besides that of producer. Other targets are an increase in productivity, sustainability and elasticity of their production systems. Examples of interventions are training courses in the field of sustainable production and business development, providing the latest market information on mobile phones, brokering in the sale of sustainable products and promoting sustainable energy sources. The interventions lead to more choices for rural entrepreneurs, higher productivity and a product quality that matches market demand. In combination with stronger producer organisations, the programme results in a more stable and higher income for the target group.

Result Area 2. Increase in the rural reach and capacity of business development services

Programme efforts in this result area focus on strengthening organisations and businesses that supply services and products (knowledge, capital, energy) to rural entrepreneurs (m/f) who contribute to a sustainable production process. Examples of interventions include providing trade capital, strengthening microcredit institutions, expanding the range of training programmes in sustainable production methods and a larger choice of renewable

energy sources. The results for enterprising citizens will be an increase in the number of services provided to businesses in rural areas, more investments by MFIs in rural areas, the presence of decentralised sustainable energy sectors and, ultimately, an increase in employment opportunities and income for customers of these services.

Result Area 3: Nationally and internationally, the right conditions are created for rural entrepreneurs to take part in a dynamic, green economy.

In this result area, the programme is conducive to integrating ecological and social considerations into national and international policies on agriculture, energy, financial services and international trade. Examples of interventions are campaigns for national and international agricultural policy advocacy on behalf of small entrepreneurs, developing best practices for green financing and collaborating with the business community to integrate social and environmental standards in their procurement policy. The results are that national and international agriculture and trade policy takes the needs of small producers (m/f) and ecological sustainability better into account, that energy policy is aimed at decentralised, sustainable energy supply, that investors in the financial sector are convinced of the commercial feasibility of green financing and that small producers have better access to certification.

Result Area 4. Knowledge and innovation of strategies strengthen the position of small producers who are vulnerable to fluctuating conditions (markets, climate)

In collaboration with the IIED (International Institute for Environment and Development), the *Green Entrepreneurship* programme sets up knowledge initiatives between civil society organisations, policymakers, entrepreneurs and academics in the area of *Smallholders Agency in the Globalised Market*. These initiatives involve research, analysis and strategy development regarding the options available to small producers to acquire a stronger position in dynamic market environments. In the years to come, the Hivos Alliance and OxfamNovib (the *IMPACT Alliance*), in association with partners in the North and South, will integrate their experiences in the common denominator of sustainable agriculture, biodiversity and climate change into a tailored strategy to scale up initiatives. Hivos also plays an active role in the IS Academy *Land Governance for Equitable and Sustainable Development* (in collaboration with the Dutch Ministry of Foreign Affairs, Utrecht University, KIT, Agriterra and TriodosFacet). Using knowledge development, the Alliance will promote evidence-based learning & policy making and contribute to improving the strategies of civil society organisations in the Hivos Alliance network and knowledge intensification of the DC sector in the selected themes.

Strengths and weaknesses of civil society

The programme objectives build on the strengths and weaknesses analysis of civil society in the mandatory Appendices 2.1 to 2.32 inclusive which belong to Section 4. The main points are:

Strengths: The microfinance sector has developed rapidly. Studies and programme evaluations¹⁸ show that given sufficient support, starting MFIs can secure a sustainable position and established institutions can offer financial services on a larger scale to a predominantly urban population. In several countries, organisations of small producers and savings & credit groups of women have managed to attract a wide support base. A combination of civil society organisations, local businesses, advisers and governments have realised viable, large-scale initiatives for generating affordable renewable energy, such as biogas, in rural areas. National and international civil society organisations have seen an increase in their capacity to develop alternative development models and successfully advocate policy, for instance in the field of sustainable agriculture and biodiversity.

Weaknesses: Microfinance institutions have not sufficiently tailored their products to the needs and possibilities of the rural population. They have also been unable to successfully combine their social mission (access to capital for poor people) with the requirements of financial viability of their organisation. Moreover, there was little to no financing for SMEs and producers' organisations – the "missing middle". The distribution and quality of service providers that can tap into the potential of groups in rural areas is limited. Many NGOs have filled the gap left by governments following cuts in the budget for agricultural information services, but often their scope is limited, not of a sufficient quality and isolated from other actors in the chain; they are (too) dependent on donors.

¹⁸ Partos/Ecorys(2010), Joint Evaluation of the contribution of CFAs to the Microfinance Sector, 2003-2007 and De la Rive Box (2010), Evaluation of Hivos Seed Capital Program for Microfinance.

Instruments and resources

Building on the consolidated strengths and weaknesses analysis of civil society in the mandatory Appendices 2.1 to 2.32 (the context analyses), the Hivos Alliance will deploy the following instruments and resources to achieve the objectives of the *Green Entrepreneurship* programme: financing, capacity development, linking & networking, programme support and policy advocacy. In addition to the above instruments, public-private partnerships will also be deployed specifically for this programme as a strategy to achieve the objectives.

Financing of programmes and organisations: Financing is an important condition for civil society to be able to function. Often, civil society organisations cannot rely on financing from the market or by their support base. Where a lack of access to capital stands in the way of potentially profitable initiatives, Hivos focuses on facilitating loans, guarantees or risk-bearing capital. The Hivos Alliance spends an annual EUR 26 million on donations to 190 civil society organisations and EUR 4 million on loans and investments. The return on this is reinvested in Hivos programmes. This combination of donations and the provision of risk-bearing capital is an important instrument for the Hivos Alliance to promote the position of civil society organisations in the economic sphere.

Capacity development: The *Green Entrepreneurship* programme supports civil society in developing the capacity to operate more efficiently and effectively and to position itself strategically at the institutional level as well as promote the interests of producers. Examples are coaching trajectories, assistance in strategy development, training in gender issues, ICT and chain development, but also financial management or appointing senior staff of the Triodos Bank to the boards of microfinance institutions. A Seed Capital Package has been developed for starting MFI's. Under this scheme, when specific benchmarks have been reached operating capital is provided to the organisations based on a long-range coaching trajectory.

Linking & networking: The *Green Entrepreneurship* programme promotes linking & networking to strengthen connections and stimulate shared learning. For this purpose the Alliance, in association with members of MicroNed and Agri-ProFocus, organises exchanges between (for instance) MFIs to improve the commercial viability of green financial services. The programme supports the activities of networks like IFOAM and Phytotrade, which structurally promote international links between civil society organisations in the South and the world market. In line with the model tested in the Netherlands under the leadership of SER chairman Alexander Rinnooy Kan, Hivos and IUCN NL have taken the initiative to set up a *Leaders for Nature* network in India and South Africa and to stimulate the debate on sustainability policy within the business community.

Programme support: Complex problems sometimes transcend the role and capacity of civil society, and so these require solutions and investments at the appropriate scale. International and national cooperation with other state and market actors is essential. Where necessary, the Hivos Alliance will put forward multi-actor initiatives to get more players involved in the process, define a common strategy and coordinate implementation, as in the *Africa Biogas Partnership programme* (consumers, government, contractors, banks). Where a programme-based approach is initiated locally, as in the Rwenzori region in Uganda, the name and track record of the Hivos Alliance can be leveraged to get other parties interested and involved in the initiative.

Policy advocacy: For reasons of principle, Hivos is not actively involved in implementing activities in the area of policy advocacy with local governments, businesses and influential civil society organisations in developing countries. However, it does finance partners who are active in this area. In close association with the *Action for Change* programme, the *Green Entrepreneurship* programme does initiate policy advocacy in the Netherlands, within the European Union and in multilateral bodies. The Hivos Alliance supplies technical and financial support to international organisations that concentrate on policy advocacy at the international level, such as the Bank Information Centre (World Bank energy policy advocacy group) and ISEAL (introduction of harmonised quality standards).

Public-private partnerships: A special form of linking involves forging coalitions between the public and the private sector based on their core competencies. For instance, commercial relationships between banks (Triodos, Rabo) and Hivos partners, businesses (ECOM, supermarkets in the South, Kruidenier Food Services) that procure their products from Hivos partners through the Hivos Alliance and often invest knowledge and capital towards improving the partners' work, and businesses that share their knowledge and experience with Hivos partners on a voluntary basis via their staff, such as KPN, Logica, KPMG and Accenture. In addition, private

investors like Rabo bank, Nestlé and Danone are introduced to the commercial activities of partners.

5.2.2 b: The objective of the *Green Entrepreneurship* programme is a logical consequence of the context analyses and is in line with the applicant's vision and mission.

Vision and Mission

For the Hivos Alliance, the focus of development lies in increasing human potential and the quality of life on the basis of personal choices. Together with local organisations and socially responsible companies in developing countries, the Hivos Alliance wants to contribute to a free, fair and sustainable world. A world in which citizens, both women and men, have equal access to resources and opportunities and can participate equally in decision-making processes that shape their lives, their communities and their future.

Structural poverty alleviation and sustainable development partly depend on access to knowledge, natural resources, information, markets and political power. Everyone should have a fair and adequate share in these resources in order to shape their lives in a meaningful manner. The Hivos Alliance trusts in the creativity and capacity of people. Men and women in rural areas, including many small producers, are not just a problem group but part of the solution to many problems in society. They have the latent potential to contribute to economic growth and food security, counteract climate change and maintain biodiversity. The strategic plans of the Hivos Alliance members are enclosed as optional Appendix C (1-4) and provide an understanding of the vision and mission of the four organisations.

Context

Over a billion people have to survive on less than one dollar a day. The majority live in rural areas and depend on their environment. The position of these poor groups, particularly women, is weak. Investments in agriculture have for many years been declining, but even now that they seem to be picking up again, they focus predominantly on large-scale production aimed at the world market. Global competition is emerging where, until recently, production was mainly for the local market. Growing demand leads to expansion of scale, monocultures and strong reliance on external input. This results in increased production but also degradation of ecosystems and reduction of biodiversity. The interests of the rural poor and the economic potential of women have rarely been at the centre of policies and practice of governments or the business community. This has mainly focused on high-tech, capital-intensive and export-oriented production. Social and/or environmental considerations were not a high priority. The world's population will grow to around 9 billion in 2050. Expansion of agricultural land at the expense of forests will result in massive greenhouse gas emissions. Consumption of fossil fuels will only exacerbate this problem. Climate change will threaten productivity and the demand for biofuel will compete with the demand for food.

At the same time, it is recognised¹⁹ that major investments in agriculture are required and that this potential can be used through agro-ecological methods, with sufficient attention given to biodiversity and soil fertility. Small producers play a crucial role in this process²⁰. Financial institutions are starting to focus on rural areas. Increasing oil prices make sustainable forms of production more cost-efficient. The financial and economic crisis and the climate problem have given rise to a fundamental debate on how the economy is organised. There are proponents of a new approach in every country: environmental activists, producers' organisations, academics, social bankers and (sometimes) mainstream businessmen. All these players must be brought together, foster trust in each other's activities, meet each others' quality requirements and dispose of the capital to invest.

The connection between vision, mission, context and objective

The objective of the *Green Entrepreneurship* programme is to strengthen the economic position of poor, marginalised women and men, in such a way that they are able to participate fully in the society (political, social and economic). Against the background of degrading natural resources, climate change and increasing scarcity of fossil fuels, it is these people in particular whose interests are served through a more inclusive, green economic development and who, at the same time, can be a catalyst for significant change. The programme combines Hivos' expertise in the field of microfinance, sustainable production and renewable energy with the expertise and international network of IUCN in the field of environment, biodiversity and ecosystem services. The programme ties in with the mission of IUCN NL to influence, encourage and assist societies across the world to preserve the

¹⁹ World Bank (2009), World Development Report 2008.

²⁰ International Assessment of Agricultural Knowledge, Science and Technology for Development (IAASTD), 2008.

integrity and diversity of nature and to ensure that natural resources are used in a fair and ecologically sustainable way.

5.2.2 c: The strategy selected for the *Green Entrepreneurship* programme is based on ownership by the target groups and is a logical outcome of the objective.

The analysis of context and civil society produces the following strategic choices, by result area:

Result Area 1. Capacity building of enterprising people (m/f) results in a stronger economic position

- Strengthening the knowledge and skills of producers to respond to changing market and climate circumstances (agro-ecological agriculture, quality management and developing leadership);
- Building rural producers' organisations that defend the interests of the group and provide services where necessary (combined purchase, combined sales of products);
- Forming alliances with civil society organisations, businesses and the government to expand the sales market;
- Capital provision and support from MFIs;
- Facilitating access to financing for and quality monitoring of sustainable energy installations.

Result Area 2. Increase in the rural reach and capacity of business development services

- Capacity building of support structures for rural entrepreneurs through training and exchange;
- Active role in management of the Hivos Triodos Fund²¹ and participation in the Triodos Sustainable Trade Fund, Value Chain Fund Africa (with Seaf/SNV) and Value Chain Fund India;
- Capacity building of financial institutions through instruments like Seed Capital and support through the HTF;
- Support for pilots in the use of ICT for financial institutions and umbrella organisations;
- Developing business models for sustainable energy that can be replicated.

Result Area 3. Nationally and internationally, the right conditions are created for rural entrepreneurs to take part in a dynamic, green economy.

- Policy advocacy with the Dutch government, the EU and the World Bank for climate conventions and renewable energy;
- Financial support and capacity building of and cooperation with national and international civil society organisations in the area of energy policy.

Result Area 4. Knowledge and innovation of strategies strengthen the position of small producers who are affected by strongly fluctuating circumstances (markets, climate)

- Bringing together academics, businesses and civil society organisations from 11 countries in a knowledge network centred on the theme of Smallholders Agency in the Globalised Market;
- Publication and dissemination at local and international levels of knowledge and debates on scaling up sustainable agriculture to combat poverty;
- Setting up the North & South Alliance on biodiversity with academics, practitioners and businesses, in collaboration with IUCN NL and OxfamNovib;
- Setting up and coordinating national and international learning networks for knowledge exchange and case development for inclusive, green financing in association with MicroNed.

Ownership

The main **target groups** are enterprising men and women in rural areas, especially small producers (m/f) and women and small and medium enterprises. Special focus is given to **women in rural areas who benefit from the generation of decentralised, renewable energy as well as the services of microfinance organisations**. The **target group** is supported through civil society organisations that focus on sustainable production methods, financial services, business development and energy supply, or that work towards advocating a favourable policy climate, both nationally and internationally, for rural business development based on sustainable management of natural resources.

²¹ Size of the Hivos Triodos Fund in 2009: 44.7 million euros. A growth of 5% is forecast for the 2011-2015 period.

The **ownership** of the target groups is guaranteed through consultation rounds with over 70 partners during the development of this programme. Partners also have a leadership role in fleshing out the programme. They present their own proposals and ideas and define the target group, objectives and strategy. An example is the Hivos knowledge initiative Smallholders Agency in the Globalised Market, whereby a worldwide network of organisations coordinated by the Bolivian NGO Mainumby determines the knowledge themes and coordinates the application of new levels of understanding to the wider field of Southern practitioners and policymakers. Applications submitted by intermediary organisations will be partly assessed on the basis of coordination with and involvement of the target group (downward accountability). Autonomy and ownership are promoted because the organisations with which the Hivos Alliance has had long-term partnerships often receive long-range, non-earmarked core funding which they can use for the agreed objective as they see fit. Hivos' Supervisory Board has members from civil society in the countries in which Hivos operates. Policy councils have a say in formulating and assessing the policy of Hivos' offices. IUCN NL is part of an international umbrella organisation in which Southern members have an important say in policy.

5.2.2 d: The strategic approach is partly based on lessons from the past.

Lesson 1: Exclusive focus on international quality markets does not benefit poor producers

For many years, Hivos has focused almost exclusively on training small producers to qualify for quality standards (resulting in organic and/or fair trade certification) and getting higher prices for their products on international markets. By making this strategic choice, however, the potential for traditional markets was underestimated. Research has shown that the focus on international markets and quality standards has had a positive effect on the lives of small producers²². But the market demand remains limited, which means that they can only sell a limited quantity and have to sell the rest as 'conventional' produce at lower prices. Other research²³ has shown that poor farmers can also strengthen their positions on traditional markets (up to 30%) through sustainable agricultural methods and collective marketing of their products. These conclusions have resulted in a modification of Hivos' policy. It now allows for tailoring the capacity development of producers to enable them to bring good quality but non-certified products to market in a collective capacity.

Lesson 2: Financial services in the production chain, particularly in rural areas, remain an essential precondition

Recent studies in the framework of several initiatives by Hivos, KIT and IIRR²⁴ show that although farmers can be assisted in playing a greater role in the chain and that successful relationships can be made with buyers, one of the biggest stumbling blocks is the lack of sufficient capital. Successful enterprises need a constant source of capital to finance trade flows and make investments. Not only does this require a tailored approach, it is also a high-risk venture; this is why it is avoided by existing financial institutions. Consequently, the Hivos Alliance has shifted its focus on urban microfinance to flexible financing modalities (loans, investments, insurance) for rural entrepreneurs and activities in production chains (business development services).

Lesson 3: From individual organisations to sector development

In the past, Hivos invested in energy programmes in the assumption that good examples, through successful pilots, would be followed. However, the results were disappointing. Inspired by the experiences of partner SNV, Hivos has shifted the strategy from an individual, organisation-based approach to a sector approach for a larger-scale introduction of energy carriers (biogas, efficient stoves, solar energy and hydro energy). The relevant players (banks, governments, importers/distributors, contractors, trainers, consumers) all contribute along the lines of a programme approach.

²² Ruben(2008), The Impact of Fair Trade, Wageningen; J. Woodhill & J. Guijt (2008), Missing Links: Growing Organic Chains between Farmer and Market' An evaluation of Hivos' Organic Agriculture Program in East Africa 2000-2006; C. van Beuningen and P. Knorringa (2009) *Inclusive Improvement – Standards and Smallholders*, The Hague, 2009

²³ J.Woodhill & J. Guijt(2008), Missing Links: Growing Organic Chains between Farmer and Market, An evaluation of the Hivos Organic Agriculture Program in East Africa 2000-2006

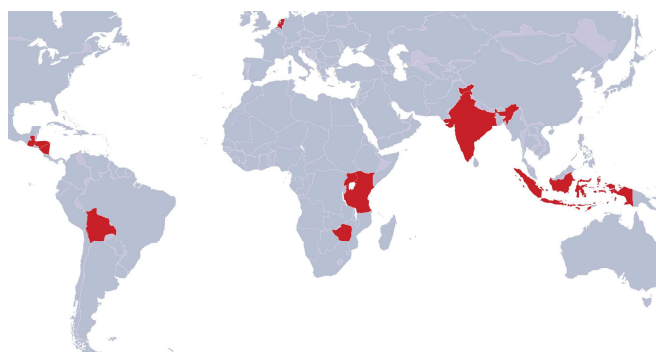
²⁴ KIT/IIRR(2010), Value Chain Finance. Beyond microfinance for rural entrepreneurs, Amsterdam/Nairobi

Action for Change Programme

Table of key figures				
Alliance partners	Hivos, Mama Cash, IUCN NL, Press Now			
Countries:	11	Profile 1	Profile 2	Profile 3
DGIS partner countries:	8	Tanzania, Bolivia, Kenya, Nicaragua, Uganda, Zambia	Guatemala	Indonesia
Least developed countries (LDCs):				
Other countries:	3	The Netherlands, Honduras, India		
Budget		€ 23,277,000		

5.2.2 a: Objective: the *Action for Change* programme proposal contributes to strengthening civil society in the South.

Global economics, politics and culture are becoming more and more intertwined. Decisions about local problems are increasingly transcending the mandate of national governments, and the voice of large groups of citizens in the South is getting harder to hear amid the din of international organisations, big multinational companies and the interests of citizens in the North. In the *Action for Change* programme, the Hivos Alliance and organisations in the South and in the North participate in three campaigns to engender change in the North for the benefit of sustainable development in the South.



Objective

With the *Action for Change* programme, the Hivos Alliance aims to bring about a change in the policy and actions of governments, businesses and citizens in the Netherlands and Europe to improve the lives of marginalised groups in the South. *Action for Change* focuses on three specific themes that will take shape in three campaigns. The *100% Sustainable* campaign is aimed at reducing CO₂ emissions in the Netherlands and improving access and transition to sustainable energy. *Stop Child Labour* is aimed at abolishing all forms of child labour and compliance with the right to full-time quality schooling. *Women @work* promotes compliance with the right to decent work²⁵ for women. The selected themes build on initiatives by partners in the South, the other three programmes of the Hivos Alliance and the added value of its network, support base and expertise in the North.

Result Area 1. Strengthening the influence of Southern voices and visions on international development issues

In the area of civil-society building, the programme strengthens the capacity of Southern partner organisations to gear up to their international role in the three campaigns. Examples of interventions are courses on how multilateral institutions operate, policy advocacy strategies, campaign skills and the use of new media. In addition, collaborative learning processes and cooperation between partners on specific campaign themes is promoted through linking & networking. The results are reflected in greater effectiveness and stronger international networks of Southern partner organisations in the area of international policy advocacy.

Result Area 2. 100% Sustainable: energy saving and global access and transition to sustainable energy

The objective of the *100% Sustainable* campaign is energy saving and global access and transition to sustainable energy. Examples of interventions are policy advocacy in the Netherlands and the EU aimed at stimulating the transition to 100% sustainable energy and a pro-poor energy policy, as well as developing innovative options for businesses and citizens to participate in the transition to sustainable energy supply, for instance the Hivos Climate Fund. The results are reflected in improved government and corporate policy in the area of low carbon

²⁵ www.ilo.org/global/About_the_ILO/Mainpillars/WhatisDecentWork, consulted on 21/6/2010

development²⁶, more financial leeway for sustainable energy programmes in the South and reduced CO₂ emissions by businesses and citizens in the Netherlands.

Result Area 3. *Stop Child Labour*: abolition of all forms of child labour and promoting the right to full-time quality schooling for all children

Efforts in this result area concentrate on abolishing all forms of child labour and promoting the right to full-time quality schooling for all children. Examples of interventions are the tailored proposals to policymakers in the Netherlands and Europe regarding Child Labour Free Zones and the options available for consumers to exert pressure on businesses to abolish child labour in specific production chains. The results of the programme will be an increase in the number of measures against child labour by businesses, expansion of Child Labour Free Zones in seven countries and more demand for child labour free products by citizens in the Netherlands.

Result Area 4. *Women@work* enforcement of the right to decent work for all women who work in the formal/informal economy

The *Women@work* campaign concentrates on enforcing the right to decent work for all women who work in the formal/informal economy. The concept of 'decent work' was developed by the ILO²⁷ and stands for equal access to work, social protection, respect for fundamental labour rights, and participation in social dialogue. To this end the campaign develops and advocates policy options with governments (NL, EU), international organisations (ILO) and businesses to enforce the rights of women who work in the formal/informal economy. The programme also supports investigative journalism on irregularities in production chains. Where possible, this is linked to consultancy and support for businesses concerning the labour rights of women who work in their production chains. Where necessary, the programme mobilises social pressure to drive policy changes.

Strengths and weaknesses analysis of civil society

Strengths: *Action for Change* builds on the increased capacity of civil society organisations in the South to cooperate strategically at the local, national and international levels. In this programme, both the international women's movement and the international environmental movement have a pioneering role. In addition, civil society organisations in the South are increasingly succeeding in contributing to the outcome of negotiations on legislation and international covenants like ILO Conventions 138 (on the Minimum Age Convention) and 182 (against the Worst Forms of Child Labour) and climate negotiations. They are working more and more with civil society organisations in the North and international network organisations, and not only do they regard them as donors but also catalysts, facilitators and mediators vis-à-vis governments, businesses and citizens in the North. Finally, civil society organisations are increasingly forming successful partnerships with progressive forces and actors in government and the market. The development of a powerful 'global civil society' is made possible by the growing profile of international forums on which social actors come together to strengthen their networks, such as the World Social Forum and the Climate Action Network.

Weaknesses: These international forums demonstrate both the strengths and weaknesses of global civil society. Although organisations and activists can find each other more easily, it is still insufficient for truly effective collaborative action. Hivos' experiences in the area of international campaigns confirm studies that demonstrate²⁸ that theme-based partnerships structured around a specific agenda are more effective. Recent research²⁹ has also shown that multinational businesses, in tandem with local and global elites, are able to use globalisation processes more effectively than civil society, which often fails to mobilise the necessary global response. Although civil society organisations are increasingly successful in formal (international) policy advocacy, such as WIEGO, an international network that spans over 100 countries, they struggle to enforce compliance. The long-term commitment required to consolidate change is at odds with the call for concrete short-term results from the aid sector. Civil society organisations in the South active on the global stage struggle to balance international and national interventions. International NGOs in the North, like Hivos, that focus on interventions in the South have not made sufficient use of the possibilities to influence – together with their partners and support base – processes in the North.

²⁶ I.e. increase in sustainable energy production and better access to this for poor groups

²⁷ www.ilo.org/global/About_the_ILO/Mainpillars/WhatIsDecentWork, consulted on 21/6/2010

²⁸ Sogge, D., Dutting, G(2010), Notes on social movements

²⁹ Kaldor, M. et. al. (2009), Civil Society Yearbook, Sage, London

Instruments and Resources

Building on the consolidated strengths and weaknesses analysis of civil society in the mandatory Appendices 2.1 to 2.32 inclusive (the context analyses), *Action for Change* will deploy the following instruments and resources to achieve the objectives of the programme: financing, capacity development, linking & networking, knowledge development and policy advocacy. Public-private partnerships, alongside campaigns targeted at Dutch citizens, will also be deployed as a means of achieving the desired results.

Financing: The *Action for Change* programme makes flexible financing available for partners in the South to become involved in long-term campaigns (national and international). This involves financial support for activities in the North and in the South. In addition to financing campaign activities, the programme also provides space for promoting experiments and interventions aimed at implementing policy changes that have been agreed.

Capacity development: The programme supports capacity building of its partner civil society organisations in the South, including through training and coaching in the field of policy advocacy with international institutions and the specific legislation that features in the campaign themes. In the case of the *Women@work* campaign, this mainly involves strengthening economic analysis capacities. The programme also strengthens the capacities of organisations by supporting processes that enable knowledge exchange and application of new media tools. For instance, the Indian MV Foundation will use its experiences to support African partners in Zimbabwe, Uganda and Kenya in promoting Child Labour Free Zones.

Linking & networking: The programme enables partners in the South, within the three campaigns, to expand and develop their international networks and to initiate processes that promote the exchange of information and experience. In association with international partners like AWID and WIEGO and Dutch partners such as FNV, the programme aims to create a broad platform for policy advocacy, both nationally and internationally.

Knowledge development: Studies will be undertaken in the campaigns to produce tailored recommendations for policymakers, businesses and citizens, to come up with alternatives and to bring irregularities to the public attention. In collaboration with organisations like FairWear and Somo, for instance, various production chains are analysed to get an idea of the role of women in the informal economy and the incidence of child labour.

Public-private partnerships: By means of a number of public-private partnerships, the *Action for Change* programme illustrates that international action on the three selected themes requires efforts by markets, governments and civil society. Under the *10.10 Initiative*, Hivos mobilises Dutch businesses like the NS (national railway company), MTV, Price Waterhouse Coopers, Mojo Concerts and the ANWB (Dutch motorists' association) to reduce greenhouse emissions by 10% in 2010, thereby helping to reduce the impact of climate change in developing countries. Similar interventions are also implemented in the *100% Sustainable* campaign. An example is the contract with the Rabobank to provide credit to farmers' cooperatives in Indonesia in order to purchase biogas plants.

Collaborative policy advocacy at the Dutch and European level: The campaign partners provide tailored input to policymakers and businesses (national and international) on the campaign themes, for instance by organising meetings and presenting policy positions and recommendations. Where necessary, media and public education will be used as an instrument to enforce change. Where possible, the programme will make specific recommendations to businesses. The *Guide for Businesses to Fight Child Labour* gives concrete advice and support to selected businesses to abolish child labour from their production chains. The campaigns give space to the 'voice of the South' in policy processes in the North. The *Women@work* campaign brings women who work in the informal economy into contact with international policymakers who work on legislation that improves their working conditions in the long run. Similar interventions are also implemented in the *100% Sustainable* campaign. At Hivos' initiative, in 2010 a hearing took place in the European parliament where Tatedo (Tanzania) and BNP (Nepal) advocated a change in the European policy regarding sustainable energy.

Joint action aimed at Dutch citizens: The three campaigns give Dutch citizens an understanding of the problems and offer them a perspective for action, particularly in the area of responsible consumerism (e.g. energy saving). For *Women@work*, the Dutch flower growing businesses in East Africa will serve as an example. The *Stop Child Labour* campaign will examine the shoe industry. The Hivos Climate Fund and the *10.10 Initiative*

provide incentives to motivate Dutch citizens and companies to switch to sustainable energy.

5.2.2 b: The objective of the *Action for Change* programme is a logical consequence of context analyses and is in line with the applicant's vision and mission.

Vision and Mission

For the Hivos Alliance, the focus of development lies in increasing the potential of people to improve the quality of their lives on the basis of personal choices. Together with local organisations and socially responsible companies in developing countries, the Hivos Alliance wants to contribute to a free, fair and sustainable world. A world in which citizens, both women and men, have equal access to resources and opportunities and can participate equally in decision-making processes that shape their lives, their communities and their future.

Structural poverty alleviation in the South is not possible without change in the North. With *Action for Change*, the Hivos Alliance has added a Northern policy advocacy component to its programme portfolio to tackle problems that transcend national boundaries in the South. The strategic plans of the Hivos Alliance members are enclosed as optional Appendix C (1-4) and provide an understanding of the vision and mission of the four organisations.

Context

Global economics, politics and culture are becoming increasingly intertwined. Increasingly, decisions are made within complex structures where businesses, multinationals, regional governmental alliances and transnational elites have the biggest say. International institutions, but also the global civil society, are failing to make and implement effective policy to deal with complex problems like the climate crisis.

Given its small size, the Netherlands is a reasonably big player on the world stage. Particularly within alliances like the EU, NATO or specialised multilateral organisations, the Netherlands has a far-reaching influence. As an investor abroad, the Netherlands takes a relatively prominent place, also where developing countries are concerned. Good international relationships are vital for a trading nation like the Netherlands. Traditionally, the Netherlands has always had an open and positive attitude towards Europe and the world. The Netherlands' strong ties abroad make the country and its citizens important stakeholders in the international arena and lay the foundation for an active role of businesses and citizens who are prepared to take the interests and rights of people in the South into account in their policies and actions.

Citizens are increasingly aware of their interdependence. The climate problem and the financial crisis have led to the realisation that we need a more equitable world order that serves the interests of the 'haves' as well as the 'have nots'. Citizens in the West want an increasing degree of security about whether the products they consume come from factories that do not use child labour in their production process, do not discriminate against women, pay their workers a decent wage, use healthy ingredients or invest sufficiently in environmentally friendly facilities. If they have better information they can make better-informed choices and exert more pressure on businesses and governments. Companies are increasingly forced to make serious efforts in the area of corporate social responsibility (CSR). The international set of rules and regulations provides an increasing number of guidelines and possibilities for citizens and civil society organisations to address irresponsible behaviour. The Dutch government plays an important role in what is known as CSR diplomacy, where the Netherlands consults with governments of countries in which Dutch businesses operate. The economic crisis in West Europe fosters short-term politics aimed at national interests, which may slow down progress in this area.

Objective

The objective of the programme is rooted in the above perspective and can be defined as a change in policy and practice of policymakers, businesses and citizens in the North aimed at concrete improvements for people in developing countries. Governments, businesses and citizens will not change their behaviour by default. Progressive actors do not automatically find each other. Relevant players must be offered feasible alternatives. Change must be embedded in the words and the actions of formal policy. Complex problems in the South cannot be tackled without action in the North. With this programme, the Hivos Alliance utilises its expertise and global networks to bring about change in the North for the benefit of the South through three campaigns, each based on a specific theme. This ties in closely with the mission of the Alliance members, especially Hivos. Hivos believes in the power of people to drive sustainable change and wants to integrate a global perspective in its work.

5.2.2 c: The strategy selected for the *Action for Change* programme is based on ownership by the target groups and is a logical outcome of the objective.

The *Action for Change* programme deploys the following three strategies for each campaign:

1. *Advocating and enforcing better and more coherent policy by Dutch, European and international organisations and public institutions:* In the *Action for Change* programme, the Hivos Alliance and partners in the South and in the North concentrate on three themes aimed at structural change in the North for the benefit of sustainable development in the South. Citizens and civil society organisations in the South will benefit from these interventions, as they will result in the formulation of new policy, implementation or intensification of existing policy and improved policy coherence.

2. *Promoting responsible consumerism among (Dutch) citizens:* The three campaigns help citizens to take joint responsibility for a world in which the benefits and the burdens are divided more equally. Citizens in the North are encouraged to consume in a more ethical way, which sends a strong message to retailers and producers. The programme also develops initiatives to enable citizens to reduce their energy consumption and to compensate for CO₂ emissions, and to speak up when international governments, agencies and businesses do not take the interests of marginalised groups in developing countries sufficiently into account. The three campaigns give Dutch citizens a better understanding of the issues at hand and a perspective for action.

3. *Promoting corporate social responsibility:* The programme promotes CRS in the three campaign themes by reminding businesses of their responsibility, developing joint initiatives and bringing about change with the help of media and public campaigns.

The output of these three strategies is reflected in the following four result areas:

Result Area 1. Strengthening the influence of Southern voices and visions on international development issues

- Capacity building of partners in the South and networks in the area of knowledge about international forums and policy advocacy strategies, the use of new media and substance of the specific campaign themes;
- Linking & networking activities with partners in the South and networking on the substance and strategies of the specific campaign themes.

Result Area 2. 100% Sustainable: energy saving and global access and transition to sustainable energy

The objective of this campaign is energy saving and global access and transition to sustainable energy.

- Policy advocacy in the Netherlands, the EU and relevant international organisations (e.g. the World Bank) on switching to 100% sustainable energy and a pro-poor energy policy through policy recommendations and public opinion;
- Advising and supervising selected Dutch companies in reducing and compensating for their energy consumption;
- Developing innovative and attractive opportunities for businesses and citizens to take part in the transition to sustainable energy supply (for instance through the Hivos Climate Fund, iconic Island Buru in Indonesia, the *10:10 Initiative*, the footprint diary to keep track of their personal energy consumption and how this relates to development problems).

Result Area 3. Stop Child Labour: abolishing all forms of child labour and enforcing the right to full-time quality schooling for all children

The objective of this campaign is to abolish all forms of child labour and to promote the right to full-time quality schooling for all children.

- Providing tailored input to policymakers in the Netherlands, the EU and international organisations (ILO/IPEC) on Child Labour Free Zones, by organising meetings, formulating and presenting policy positions and making policy recommendations;
- Distributing the *Guide for Businesses to Fight Child Labour*, which provides advice and support to selected businesses to eliminate child labour from their production chains;

- Giving consumers a better understanding of the problems surrounding child labour and the concept of Child Labour Free Zones. Child labour in specific production chains is highlighted and citizens are given the tools for responsible consumerism. This way, consumers have a concrete perspective on how to encourage governments and businesses to take action against child labour and to improve the lives of the target group in the South;
- Studies into the role of child labour in two specific production chains.

Result Area 4. *Women@work* enforcement of the right to decent work for all women who work in the formal/informal economy

The objective of this campaign is to enforce the right to decent work for all women who work in the formal/informal economy.

- Providing tailored input to policymakers in the Netherlands, the EU and international organisations (ILO and trade unions) on the position of women who work in the informal economy, by organising meetings and an online platform with real life cases, debate, information and campaign options;
- Supporting studies into making 'invisible' work visible and the relationship with products in the Dutch and European market; educate companies about the employment of women who produce their products under poor working conditions;
- Developing a campaign tool for citizens which they can use to persuade policymakers and businesses to recognise and comply with the rights of women who work in the (in)formal economy.

Ownership

The target groups of the programme are: (1) people in the South who have no access to affordable energy and who are experiencing the impact of climate change; (2) children who are not at school but are working instead, particularly in production processes for the Dutch/European market, and (3) women who work in the formal/informal economy under poor working conditions and for unequal pay, particularly in production processes for the Dutch/European market. The three campaigns are the outcome of extensive partner consultations. Choices are made based on the possibilities for and necessity of change in the North to benefit citizens in the South, in which the potential added value of the network and expertise of the Hivos Alliance has played an important role. An example is the international stakeholders' conference on the theme *Where is the Money for Women's Rights*, which Hivos organised in association with Mama Cash in 2009 at the request of the international women's organisation AWID. In 2007 and 2008, Mama Cash organised stakeholders' meetings and surveys at partner organisations. The results of these meetings were a guiding force behind the *Women@work* campaign.

5.2.2 d: The strategic approach is partly based on lessons from the past.

The campaigns in the *Action for Change* programme and the strategic choices in the campaigns are based on a number of important lessons:

Lesson 1. Focus and cooperation are essential preconditions for effective campaigning

In 2007, IOB³⁰ (2007 programme evaluation on policy advocacy, based in part on Hivos' experiences) concluded that campaigns focusing on concrete subjects, with a clearly demarcated objective, are more effective than policy advocacy on general topics. Based on this conclusion, the Hivos Alliance decided to adopt a more strategic approach to campaign activities in the North. *Women@work* is a systematically developed campaign with measurable objectives and a specific focus that builds on the global network of national and international women's organisations of the Hivos Alliance.

Lesson 2. Formal policy changes are not implemented by default

After having campaigned in this area for seven years, (2003-2009) a number of relevant campaign positions on the abolition of all forms of child labour have been adopted by policymakers in the Netherlands, the European Union and international organisations like the ILO. In practice, however, child workers in developing countries have had little benefit from these policy changes. In the ILO Global Report that was recently published, *Accelerating Action Against Child Labour*, it emerged that child labour has hardly declined in the past years. A lesson the Hivos Alliance has drawn from this is that focusing exclusively on formal policy changes and policy

³⁰ IOB Evaluations, no. 306(2007)m, Chatting and Playing Chess with Policymakers

advocacy with governments is not enough. Therefore, in the current *Action for Change* programme the focus has shifted to mobilising citizens in the North to take action and exert pressure on businesses as well as induce policy changes to benefit the South through their consumer behaviour.

6 The proposed results

Expression & Engagement Programme

5.2.3 a: The programme indicates the proposed results and is effective.

See mandatory Appendix 3.1. Proposed results of the *Expression & Engagement* programme.

5.2.3 b: There is a logical connection between strategy and proposed results of the programme.

The objective of the *Expression & Engagement* programme is to expand the space for free expression and freedom of speech and to strengthen citizen engagement as essential ingredients for an open, democratic and pluralistic society. Achieving this objective depends on a number of conditions: (1) existence and access to independent, strong media; (2) a dynamic cultural sector that shifts boundaries; and (3) the availability of instruments for individual citizens to effectively leverage their critical involvement. The strategy of the Hivos Alliance focuses on realising these basic requirements and strengthening the capacities of people and organisations to contribute to this. This strategy is translated into result areas that coincide with the MFS strategy for civil-society building, supplemented with knowledge development as an integral component of the Hivos Alliance strategy. Given the specific nature of this strategy, it is included as a separate result area.

Programme implementation results in a stronger societal and critical role of media and journalism. It gives poor, marginalised women and men a voice, even in repressive states. It also expands the space for cultural expression. More citizens actively use the possibilities given to them to critically follow their own governments, businesses and institutions and to urge them to become more transparent and provide accountability for their actions. Cultural productions lead to lively and critical social debate and dialogue. The result is that citizens are in a position to exert influence and bring about transparency in all levels of decision-making and that the interests of all citizens are better served.

Connection between strategy and Result Area 1: the space for cultural expression and freedom of speech has been expanded and is actively used.

The activities of the Hivos Alliance result in a stronger societal and critical role of media and journalism (**Outcome A**). This is achieved through capacity building of media organisations, training journalists, providing financial support to local media training courses, setting up local funds for journalistic support, tailored support for (online) content of citizen journalists and bloggers and by stimulating quality journalism. In fragile and/or repressive countries, the Hivos Alliance helps set up alternative media channels that give citizens (especially women and indigenous peoples) a voice. This may also be exiled media. In addition, the Alliance facilitates and finances the foundation of new media channels, both traditional (e.g. community radio stations) and digital (news sites, SMS services). Each year, the Hivos Alliance finances and facilitates 150 quality productions by local art and culture organisations and strengthens the cultural infrastructure (podiums, training). With this combined strategy, the Hivos Alliance contributes to the expansion and use of space for cultural expression (**Outcome B**). Policy advocacy in the area of cultural diversity, access to information and the freedom of press contribute to improving the preconditions for freedom of expression (**Outcome C**).

Connection between strategy and Result Area 2: the space for citizen's engagement in social processes has been expanded, resulting in social debate and cultural dialogue.

By deploying a combination of activities, the Hivos Alliance effectively increases citizen engagement. It facilitates and finances the creation and development of interactive platforms (websites, social media, SMS services, newspaper columns, phone-in radio, etc.) which gives citizens access to bottom-up information streams. In repressive countries, the Alliance trains human rights activists, bloggers and journalists in the use of smart activism techniques to bypass censorship and guarantee their personal safety as much as possible. This results in more citizens actively using these channels and possibilities to critically follow those in power (**Outcome A**).

Art and culture partners organise activities and events with a social, cultural or political dimension or which address controversial themes. This results in lively and critical social debate and cultural dialogue (**Outcome B**).

The Alliance invests in better service provision to civil society organisations in the area of ICT and media use, which contributes to greater transparency of civil society (**Outcome C**).

Connection between strategy and Result Area 3: Knowledge and innovation of strategies result in increased effectiveness of social organisations in promoting a pluralistic society, and in developing new forms of citizen activism

In response to the emergence of an array of fundamentalist movements that threaten the pluralistic fabric of society, the Hivos Alliance wants to help civil society organisations deploy new levels of understanding and new strategies to address fundamentalism and promote pluralism (**Outcome A**). This proposed result follows from the previous knowledge programme initiated by Hivos, *Promoting Pluralism*. This synergy of theory and practice will also lead to new knowledge initiatives based on real world experiences and in increasing the impact of networks of knowledge institutions and civil society organisations in relevant policy forums (**Outcome B**). More recently, knowledge activities have been initiated that centre on the role of ICT and youth (digital natives) in social change. The proposed result is that civil society organisations recognise the role and vision of young people in transformation processes and utilise new knowledge to mobilise citizens (**Outcome C**).

Connection with the other Alliance programmes

The *Expression & Engagement* and *Rights & Citizenship* programmes work together closely on strengthening civil society. Whilst *Rights & Citizenship* concentrates on the (sustainable) organisation of civil society, *Expression & Engagement* facilitates the growth of a critical mass of socially engaged citizens. Concrete cooperation is undertaken in training human rights activists, organising civic participation during elections and producing media content on and for women and minority groups. Marginalised groups, women in particular, lack instruments that enable them to reach a broader public. When it comes to media interventions, they are often ignored or not sufficiently covered. The programme operates in countries in Asia and Africa where professional participation by women in the media is marginal. The extensive experience of the Hivos Alliance partners shows that a programme aimed at media building can count on around 20% participation by women, which is in line with the average figure for professional involvement of women in the media. Hivos, Mama Cash and Press Now (as well as strategic partner RNTC) will build a bridge between the media and marginalised groups, especially women, by increasing women's access to training. With this collaboration, the Hivos Alliance wants to gradually increase participation by women to 35%. There is also concrete collaboration with the *Green Entrepreneurship* programme on entrepreneurship in the cultural sector and support for young ICT entrepreneurs in East Africa.

5.2.3 c: The programme features a baseline.

Different baselines are needed (and available) for the programme:

1. The annual measurements for the Hivos (*Civil Voices*) and Press Now/RNTC (*Strengthening Media, Empowering People*) programmes in the framework of MFS-1, as reported in the MFS reports, serve as the point of departure for the 2011-2015 period. This applies in particular to the output indicators of Results Areas 1 and 2.
2. The programme evaluation for *Making Civil Voices Heard - Hivos ICT&Media Programme 2005-2008* is the initial situation for the programme, specifically for the baseline of Outcome C in Result Area 2.
3. By using international indices such as IREX, Freedom House, International Telecommunication Union and Transparency International, it is possible to draw up a baseline on commencement of the programme.
4. Where the key indicators depend on context-specific examples, the most important partners (together with local research institutions) are asked to describe the initial situation. This is usually in addition to the use of the above indices, so that the programme's contribution to significant changes can be established. This is true particularly for Outcomes A and C in Result Area 1 and Outcome A in Result Area 2. In the area of culture and cultural expression (Outcome B in both result areas) comparable indices are not available and the initial situation will have to be described in relation to the specific context.
5. Research institutions will be requested to set up a long-range research programme, including a baseline, in two regions in collaboration with partners. The objective is to determine citizen's active use of the possibilities to critically follow those in power (Outcome A, Result Area 2).
6. In general, the indicators are derived from the data used by the partner organisations for their own outcome measurement. The Hivos Alliance does not impose these indicators but follows those chosen by the partners, thus guaranteeing the partners' involvement and ownership. (See also 5.2.4a).

5.2.3 d: The programme matches the capacity of the applicant and co-applicants.

Hivos and the co-applicants have built up a recognised and longstanding (up to 40 years) track record as a consistent donor. They have established a proven system of selection, financing, capacity development and monitoring of civil society organisations in the South. This recognition is evidenced by the fact that the Hivos Alliance members are capable of involving international financiers in their programmes – and the fact that Southern organisations are eager to cooperate with members of the Hivos Alliance (as demonstrated by partner satisfaction surveys held in 2005 and 2007).

Staff capacity: Press Now and Hivos both contribute much specialist knowledge on traditional and new media and their role in processes of social change. One of the most important lessons gained is that better results can be achieved if knowledge about other media can also be used for the objective. For this reason Press Now and Hivos have combined forces and now jointly cover the full media spectrum. To guarantee the quality of staff, the members of the Hivos Alliance have a comprehensive staff policy and operate according to quality systems (ISO 9001). The Organizational assessment of MFS-Phase 1 has also confirmed this.

In terms of quantity, the Hivos Alliance members strive to achieve the best ratio possible between staff involved in the primary process and supporting staff (75:25) – see also Criterion 5.2.6b.

Financial capacity: The Hivos Alliance has sufficient financial resources to implement the intended activities and achieve the associated results – provided the subsidy requested is awarded. All Hivos Alliance members realised a contribution that was higher than 25% (ref. 2008 and 2009 financial statements). Programmes like Radio Darfur and the Tanzania Media Fund were financed with the support of various donors. Such activities are an important contribution to realising the programme objectives and are in line with the activities that feature in this application.

Rights & Citizenship Programme

5.2.3 a: The programme indicates the proposed results and is effective.

See mandatory Appendix 3.2: Proposed results of the *Rights & Citizenship* programme.

5.2.3 b: There is a logical connection between strategy and proposed results of the programme.

The *Rights & Citizenship* programme concentrates on developing a critical and representative civil society based on the power of critical citizens (m/f) who take action to bring about a democratic, just and pluralistic society. Key areas are women's rights, good governance, sexual and reproductive rights, equal rights and treatment for LGBTs. To this end the programme supports (1) excluded and marginalised groups that organise themselves to defend their interests, (2) social initiatives in the field of legislation, policy and public institutions that promote human rights and good governance, and (3) social debates and discussions on social values for a pluralistic, democratic society. These three pillars are the core of the programme strategy. They connect empowerment of marginalised groups with the core conditions for their inclusion in (social and political) institutions, such as tolerance, justice, accountability and freedom of speech. The programme features three result areas that are connected to the MFS strategies of civil society building and policy advocacy. Knowledge development is an integral aspect of the Hivos Alliance strategy and, given its specific nature, is included as a separate result area.

Connection between strategy and Result Area 1: Excluded and marginalised citizens demand space for participation and full citizenship

The Hivos Alliance envisages (**Outcome A**) active participation by members of the target group, activists and leaders (m/f) of representative organisations in political processes; (**Outcome B**) a stronger position of and expansion of civil society; and (**Outcome C**) that in an increasing number of countries, people who stand up for their rights are assured of support in speaking up, organising themselves and addressing irregularities. To this end, in association with (intermediary) civil society organisations in the South, the programme focuses on three synergetic strategies and outputs: empowerment of activists and leadership development; building and strengthening representative organisations of the target groups; and developing and using instruments and mechanisms to promote participation and accountability.

Empowerment of leaders and activists is an important condition to effectively fight exclusion and promote emancipation and properly functioning organisations; at the same time, they are more effective in a properly functioning organisational structure. Using (or expanding) existing possibilities to participate in decision-making processes strengthens the capacities of organisations and leaders, which equips them better to create new opportunities for participation. Capacity development is aimed at strengthening the inherent and organisational competencies of the organisations and their links with the environment in which they operate: the management of decentralised project funds, better coordination within civil society and cooperation between young, local organisations, intermediary NGOs and specialist bodies are important in this process.

Emancipating marginalised and excluded groups, representing their interests or advocating democratic policymaking in repressive environments often leads to intimidation and violence. Mechanisms to protect human rights defenders are therefore vital. Implementation of EU directives and the creation of emergency funds are preconditions for these organisations to continue to operate effectively.

Connection between strategy and Result Area 2: Greater recognition and acceptance in society of human rights, good governance and pluralism.

Changing moral values (institutions) is the second result area for the Hivos Alliance. By implementing closely related strategies – informing the public about irregularities and discrimination of minorities, mobilising mainstream media and promoting social dialogue – the Hivos Alliance contributes to increased awareness of and public indignation about human rights violations and discrimination of groups of citizens (**Outcome A**); more signals from civil society that taboos and isolation are being addressed and that traditional opinions about gender roles, sexuality and ethnic differences are changing (**Outcome B**); people and groups with different opinions and backgrounds are talking to each other and seek peaceful coexistence and mutual respect (**Outcome C**). Gender inequality, ethnic exclusion or discrimination based on sexual orientation are often rooted in traditional, patriarchal values. Change is possible by offering better information (public campaigns, debates) or by having influential role models speak up for important issues. Civil society organisations can use their own channels or mainstream media, involve opinion leaders or address issues indirectly through soaps, for instance.

Connection between strategy and Result Area 3: Legislation and policy meet international standards and are implemented in a manner that benefits all citizens and reduces existing inequalities.

In almost all countries in which the Hivos Alliance operates, the quality of legislation is unsatisfactory and is not conducive to or obstructs participation by women and marginalised groups of citizens in political and economic processes. The Hivos Alliance aims to change this by contributing to the process of civil society putting pressure on governments and businesses to provide accountability on the quality of legislation, policy and implementation (**Outcome A**). This leads, in an increased number of countries, to legislation, policies and practice of governments and businesses working in favour of gender equality, non-discrimination and civic participation (**Outcome B**) and an increase in the number of countries in which policy, legislation and implementation is adapted to accommodate equal rights and treatment for LGBTs and improved sexual and reproductive rights and health (**Outcome C**). More attention for human rights, diversity and tolerance in the curricula of training programmes for government staff (**Outcome D**) is an essential requirement.

Greater accountability of governments and businesses is encouraged by improving the capacity of civil society organisations to fulfil their watchdog role. This may be through collating and publishing material and data but also by making better use of international reports (CEDAW, ILO, etc.) or by instituting (trial) proceedings in crucial cases. Pressure on the business community is an important means to improve the position of women and children in the labour process.

In close coordination with the strategy of calling governments, political forces and businesses to account on the quality of legislation and (implementation of) policy, the Hivos Alliance and its partner organisations concentrate on improving legislation, policy and services. To this end, governments and parliaments are urged to ratify and implement international conventions and/or to develop legislative and policy proposals.

The third strategy is closely linked with the other two. Even where the quality of legislation is reasonable, proper implementation to the letter and spirit of the law requires government staff to be properly trained and to be

receptive to the underlying principles of gender equality, democratic decision making and appreciation of diversity. Likewise, government staff that are open to these principles will be more inclined to adapt policy and services accordingly.

Connection between strategy and Result Area 4: Knowledge and innovation of strategies result in greater effectiveness of social organisations and social movements.

The strategy of knowledge development in the field of civil society building and civil society in West Asia consists of research, publishing and disseminating knowledge as well as mobilising innovative civil society organisations and critical academics to innovate in the area of civil society building. The proposed result is that a wider circle of civil society organisations will use this new knowledge to increase their effectiveness and capacity for innovation (**Outcome A**). Collaborative research is carried out by academics and knowledge institutions in the South and the North in close cooperation with civil society organisations. The results are collectively published and disseminated so that ownership can remain with the users. Active networks of knowledge institutions and civil society organisations generate new knowledge initiatives based on real world experiences and increase their influence on relevant policy domains (**Outcome B**). This can contribute to strategy innovation by social actors outside the Hivos Alliance circle. Specifically in West Asia, the Hivos Alliance endeavours to connect research results to the strategy development of social actors in Iran, Syria and beyond.

Connection with the other programmes

The *Rights & Citizenship* programme is closely tied to the *Expression & Engagement* programme, which focuses strongly on accountability of governments and the political leadership. Different, complementing strategies are applied to this end, allowing civil society organisations to deploy smart activism to expose irregularities rapidly and accurately. At the same time, a strong civil society with capable, confident representatives of marginalised groups is essential to the success of interactive platforms for civic action (*Expression & Engagement*, Result Area 2). Strengthening media diversity and pluralism and creating platforms for dialogue and debate are essential to influence perception and traditional opinions on human rights, gender equality, ethnic differences and sexual orientation. Cultural organisations also have an important contribution to make in this regard.

Access to equal economic opportunities is the connection between *Rights & Citizenship* and the *Green Entrepreneurship* programme. Discrimination and exclusion have socio-political as well as socioeconomic dimensions. The *Rights & Citizenship* programme emphasises the first category without detracting from economic rights. Women are entitled to a personal income, people with HIV must also have access to financial services, children should be at school and not at work, and indigenous peoples are entitled to land and assistance in sustainable land use. In these cases the *Green Entrepreneurship* programme provides the support needed for true participation in the economic domain.

The *Action for Change* programme is based in part on the demand from partners in the *Rights & Citizenship* programme. The *Women @work* campaign asks policymakers in the Netherlands, the EU and international organisations (ILO, trade unions) to strengthen the position of women in the informal economy. This directly affects the work of women's organisations in the *Rights and Citizenship* programme, which focus on the *maquilas* in free trade zones in Latin America. *Stop Child Labour* supports partners who address child labour in their environment and mobilises support for the necessary changes businesses and governments in the North must make.

5.2.3 c: The programme features a baseline.

Different baselines are needed (and available) for the *Rights and Citizenship* programme:

1. The programme builds on Hivos' programme in MFS-1 (*Civil Choices*), which is reported on in the MFS reports every year. This is specifically the case for the output indicators in Result Area 1 (capacity of civil society organisations, representation in decision-making bodies, and use of mechanisms to protect human rights activists). In a similar vein, the reports by Mama Cash will be used as a baseline. In addition, the outcome of the studies undertaken in the Civil Society Building strategy will be used as a (qualitative) baseline for Result Area 1.
2. This also applies to the use of international indices like the Civicus Civil Society Index (Outcome B, Result Area 1), the HDI / GDI of the **United Nations** (Indicator A3, Result Area 1 and B2, Result Area 2) and the

indices and annual reports of Freedom House on democratisation, political and civil rights, accountability and transparency (Result Area 1, Outcomes A and C). In these cases the baseline is the situation in specific countries according to the index on commencement of the programme.

3. Where the key indicators depend on context-specific examples, the most important partners (together with local research institutions) are asked to describe the initial situation, where helpful. This applies in particular for Results Areas 2 and 3. The outcome of the programme evaluations *Civil Choices* (equal rights and treatment for LGBTs, HIV/Aids, indigenous peoples, violence against women, and democratisation in Kenya) will be used in the interpretation of these descriptions. Context-specific examples supplement the application of one or more indices so that the programme's contribution to changes that are measured with the index can be substantiated.
4. In general, the indicators are derived from the data used by the partner organisations for their own outcome measurement. The Hivos Alliance does not impose these indicators but follows those chosen by the partners, thus guaranteeing the partners' involvement and ownership. (See also 5.2.4a).

5.2.3 d: The programme matches the capacity of the applicant and co-applicants.

Hivos and the co-applicants have built up a recognised and longstanding (up to 40 years) track record as a consistent donor. They have established a proven system of selection, financing, capacity development and monitoring of civil society organisations in the South. This recognition is evidenced by the fact that the Hivos Alliance members are capable of involving international financiers in their programmes (and keeping them involved) – and the fact that Southern organisations are eager to cooperate with members of the Hivos Alliance (as demonstrated by partner satisfaction surveys held in 2005 and 2007).

Staff capacity: Mama Cash and Hivos both contribute a lot of specialist knowledge to *Rights & Citizenship*, as evidenced for instance by the fact that Hivos staff have been asked to sit on the panel of independent experts for the annual meeting of the UN Commission on the Status of Women, or the prominent role of the two organisations in the intersection of equal rights and treatment for LGBTs, women's rights and knowledge and strategy development. To guarantee the quality of staff, the members of the Hivos Alliance have a comprehensive staff policy and operate according to quality systems (ISO 9001). The Organizational assessment of the MFS-2 Phase 1 also confirmed this. In terms of quantity, the Hivos Alliance members strive to achieve the best possible ratio between staff involved in the primary process and supporting staff (75:25) – see also Criterion 5.2.6b.

Financial capacity: The Hivos Alliance has sufficient financial resources to implement the intended activities and achieve the associated results – provided the subsidy requested is awarded, naturally. In the past years, all Hivos Alliance members have realised a contribution that was higher than 25%. The activities for which this financial contribution was acquired have always been in line with and contributed to the activities included in this application. Examples are the financing of SIDA and the Tides Foundation (Mama Cash and Hivos), of a programme to promote women's emancipation and LGBT rights, and the Aids programme financed by the Global Fund to fight Aids in Costa Rica, Bolivia and (shortly) Guatemala.

Green Entrepreneurship Programme

5.2.3 a: The programme indicates the proposed results and is effective.

See mandatory Appendix 3.3. Proposed results of the *Green Entrepreneurship* programme.

5.2.3 b: There is a logical connection between strategy and proposed results of the programme.

The programme focuses on strengthening the economic position of enterprising men and women in rural areas, especially small producers (m/f) and women in other economic roles besides producer. The objective is to improve their economic position to the extent that they can participate in society as full citizens. This is strongly linked to (1) developing their capacities, (2) the presence and capacity of business development services, and (3) political and policy-related preconditions at the local, national and international levels so that these capacities can be deployed in a sustainable way and activities can be structurally embedded in the local context. These three pillars form the core of the Hivos Alliance strategy and connect changes at micro level with the necessary changes at meso and macro level. These pillars translate into result areas that correspond with the MFS strategies, i.e.: capacity building of enterprising people (m/f) leads to a stronger economic position (poverty alleviation), increased rural reach and capacity of business development services (civil society building) and international and national environments that create the right conditions for rural entrepreneurs to participate in a dynamic, green economy (policy advocacy). Knowledge development is an integral aspect of the Hivos Alliance strategy and, given its specific nature, is included as a separate result area.

Connection between strategy and Result Area 1: Capacity building of enterprising people results in a stronger economic position

The Hivos Alliance contributes to an improved economic position of organised rural men and women (**Outcome A**), and production systems of small producers that are more productive and less vulnerable (**Outcome B**). To this end, the Hivos Alliance will increase the degree of organisation of small producers and rural women and stimulate SMEs (especially in the energy and agricultural industries). In the case of existing organisations of small producers and rural women, and SMEs, the focus will be on improving their entrepreneurial capacities and business processes. This is achieved by providing market information (including through ICT), financial services and technical support aimed at developing quality management as well as business and leadership development and facilitating direct contacts with market parties. At the same time the Alliance will support training and knowledge development to make production processes more sustainable, thereby making the associated ecosystems more sustainable. In rural areas, the workload of women is a major obstacle to their economic and political participation. Improved access to sustainable energy will improve the lives of women and girls (reduced workload, better health situation, **Outcome C**). CO₂ emissions will be reduced through increased use of sustainable energy (also in production processes³¹, **Outcome D**).

Connection between strategy and Result Area 2: Increase in the rural reach and capacity of business development services

The Hivos Alliance aims to improve the quantity and quality of sustainably operating service suppliers (**Outcome A**), such as relevant training centres, suppliers of services for business development and umbrella organisations that are crucial for the rural entrepreneurs who are the centre of focus for the Hivos Alliance. The application of ICT and new media for rural entrepreneurs facilitates efficient business processes and increases the rural reach of market information and financial services (**Outcome D**).

By building and strengthening the financial infrastructure, the Alliance aims to increase access to financial services and sustainable energy for rural entrepreneurs. The proposed result is an increased supply and higher quality of sustainably operating financial institutions (**Outcome B**) and the development of partners through the Hivos *Seed Capital* programme (financial support combined with capacity development in the area of management information, social performance and gender) to operational, self-sufficient MFIs who have access to commercial financing (**Outcome C**). In cooperation with the Hivos Triodos Fund, public and private capital is used to support developing MFIs. The Triodos Sustainable Trade Fund also provides trade finance, while financial

³¹ Slurry from biogas digesters as organic fertiliser, more efficient coffee-drying process, greener energy consumption by SMEs.

services for SMEs are set up through investments in Value Chain Finance Funds in India and Africa and in initiatives to link potential investors to SMEs in developing countries (MyC4) (**Outcome C**). In order to develop decentralised sustainable energy sectors and make them operational (**Outcome E**), the Hivos Alliance will develop business models that do not require a high initial investment in 10 countries. The experiences in the biogas sector have demonstrated that this must go hand in hand with the creation of additional market structures in which public and private parties – based on their specific expertise and roles – cooperate in connecting supply and demand.

Connection between strategy and Result Area 3: Nationally and internationally, the right conditions are created for rural entrepreneurs to take part in a dynamic, green economy.

The Hivos Alliance endeavours to bring about a shift in scope and appropriation of investments towards decentralised, sustainable energy in developing countries (**Outcome A**). The importance of ecological sustainability and small producers (m/f) is integrated into policy and legislation (**Outcome B**) and creates the right preconditions for sustainable initiatives by rural entrepreneurs. Together with partner organisations in the South and in the North, the Hivos Alliance will work towards bringing about this shift in policy and related investments through research, consultancy and campaigns. Cooperation with the business community is an important strategy to secure greater impact and to integrate the concept of sustainability in the social debate as well as place it on the agenda in terms of business economics.

In two specific areas – policy of financial institutions and international standards for sustainable trade – the Hivos Alliance aims to achieve wider acceptance of values and criteria on ecological and social sustainability (**Outcomes C+D**). In cooperation with financial institutions in the South and international civil society organisations, best practices will be developed (through learning networks) and converted into widely applicable codes and instruments with sector-wide acceptance. The Hivos Alliance will play an active role in this through its participation in the international Social Performance Management Task Force and its cooperation with Triodos Bank.

Connection between strategy and Result Area 4: Knowledge and innovation of strategies strengthen the position of small producers who are vulnerable to fluctuating conditions (markets, climate)

The field in which rural entrepreneurs operate is becoming increasingly dynamic. Often the 'one size fits all' approach is no longer enough. This sets high demands on the capacity of Hivos' primary target group and on support structures like training and microfinance institutions, but also on donors and on governments. The Hivos Alliance aims to change the policy and/or practice of crucial actors in two areas. Continuing the Smallholder Agency in a Globalised Market knowledge programme, which is implemented in cooperation with the IIED, will contribute significantly to developing new levels of understanding and improving the policies and practice of Hivos, its partners in the South and other donors and governments in the area of capacity development of small producers' organisations.

The proposed results are that policy and/or practice of crucial actors will change in favour of small producers (**Outcome A**) and that the added value of a multi-actor approach is recognised (**Outcome B**). Cooperation with Oxfam Novib and IUCN NL concentrates on developing comprehensive, evidence-based knowledge and understanding of scaling up sustainable agriculture, thus influencing the policy of the Dutch government, international institutions and research institutions (**Outcome C**). Networks of relevant actors – in association with academics, businesses and civil society organisations – put the knowledge acquired about upscaling into practice (**Outcome D**). Results of relevant research and knowledge are disseminated within the sector and policymakers are kept up to date.

Connection with the other programmes

The *100% Sustainable* campaign, which is part of *Action for Change* programme, ties in seamlessly with the ambition of the *Green Entrepreneurship* programme to have ecological and social sustainability integrated into national and international energy policy. Women in rural areas – an important target group of the *Green Entrepreneurship* programme – are often confronted by limited access to production resources and decision-making process that are relevant to them. This is often due to their low social status, which is a main area of focus in the *Rights & Citizenship* programme. Developments in the area of ICT also provide new opportunities to lower the costs of information and services and to reach clients who were previously difficult to reach, such as in rural

areas and investors in the North. Cooperation between partner organisations is already taking place in the *GE*, *R&C* and *E&E* programmes and will be expanded in the coming years.

5.2.3 c: The programme features a baseline.

Different baselines are needed (and available) for the *Green Entrepreneurship* programme:

1. The programme builds on Hivos' programme in MFS-1 (*Access to Opportunities*), which is reported on in the MFS reports every year. This applies in particular to the output indicators of Results Areas 1 and 2. Such measurements are available at outcome level for the reduction of CO₂ emissions (Result Area 1), financial sustainability of MFIs, quality of the services provided by financial institutions and developing decentralised, sustainable energy sectors (Result Area 2).
2. The use of international indices, e.g. the Mixmarket Index³², where the baseline relates to the situation on commencement of the programme.
3. Where the key indicators are related to context-specific examples, the most important partners (together with local research institutions) are asked to describe the initial situation, where helpful. This applies in particular to Result Area 2 (which focuses on civil society building) and Result Area 3 (which focuses on policy advocacy).
4. Research institutions will cooperate with partners in two regions on a long-range research programme (including a baseline) on the productivity and vulnerability of agricultural production systems (Result Area 1). This will be the basis for an impact evaluation to be published in 2015. Similar research will be used to determine the extent to which the result 'improved economic position of organised rural men and women' has been realised (Result Area 1). The measurement of workload reduction as an outcome of using sustainable energy (Result Area 1) will be linked with the measurements conducted in the African Biogas Partnership Programme.
5. In general, the indicators are derived from the data used by the partner organisations for their own outcome measurement. The Hivos Alliance does not impose these indicators but follows those chosen by the partners, thus guaranteeing the partners' involvement and ownership. (See also 5.2.4a).

5.2.3 d: The programme matches the capacity of the applicant and co-applicants.

Hivos and the co-applicants have built up a recognised and longstanding (40 years) track record as a reliable donor. They have established a proven system of selection, financing, capacity development and monitoring of civil society organisations in the South. This recognition is evidenced by the fact that the Hivos Alliance members are capable of involving international financiers in their programmes – and the fact that Southern organisations are eager to cooperate with members of the Hivos Alliance (as demonstrated by partner satisfaction surveys held in 2005 and 2007).

Staffing capacity: IUCN NL and Hivos contribute a great deal of specialist knowledge, such as preservation of biodiversity, quality standards, sustainable energy production and financial services. This knowledge also enables them to cooperate on a level playing field with specialist organisations like Triodos Bank or SNV. To guarantee the quality of staff, the members of the Hivos Alliance have a comprehensive staff policy and operate according to quality systems (ISO 9001). The Phase 1 O-test has also confirmed this. In terms of quantity, the Hivos Alliance members strive to achieve the best possible ratio between staff involved in the primary process and supporting staff (75:25) – see also Criterion 5.2.6b.

Financial capacity: The Hivos Alliance has sufficient financial resources to implement the intended activities and achieve the associated results – provided the subsidy requested is awarded, naturally. All Hivos Alliance members realised a contribution that was higher than 25% in recent years (ref. 2008 and 2009 financial statements). The activities for which this financial contribution was acquired have always been in line with and contributed to the activities included in this application. The financing required to make entire sectors sustainable is beyond the means of this MFS programme. However, it has been demonstrated in practice that thanks to

³² www.mixmarket.org/mfi

Hivos' market and sector-based approach, the MFS contribution can be used as seed capital to mobilise additional funds (e.g. bilateral and multilateral sources and commercial capital). It is expected in the 2011-2015 period that in addition to the requested MFS II subsidy of €153,885,000, almost € 115 million in additional resources will be mobilised, a significant part of which has already been committed at the writing of this proposal. The IUCN NL Leaders for Nature initiative is also successful in mobilising and involving the business community.

Action for Change Programme

5.2.3 a: The programme indicates the proposed results and is effective.

See mandatory Appendix 3.4. Proposed results of the *Action for Change* programme.

5.2.3 b: There is a logical connection between strategy and proposed results of the programme.

With the *Action for Change* programme, the Hivos Alliance aims to bring about changes in the policies and practice of policymakers, businesses and citizens in the North to bring about concrete improvements for people in the South. *Action for Change* focuses on three themes, which are fleshed out in the *100% Sustainable*, *Stop Child Labour* and *Women@work* campaigns. The strategies of the three campaigns are based on these four pillars (1) the campaign is implemented in association with and inspired by civil society organisations in the South, (2) the campaign makes citizens and businesses part of the solution rather than part of the problem, (3) the campaign provides policymakers in governments with quality information and proposals so that policy can evolve in the desired direction, and (4) and the campaign mobilises social pressure on businesses and governments to gear policies and practice to the desired outcome.

Connection between strategy and Result Area 1: Strengthening the influence of Southern voices and visions on international development issues

Generally, in order for policies and practice to change in favour of target groups in the South, it is imperative that they are also represented in the relevant forums. Getting the voice and vision of the South on campaign issues heard on international forums (**Outcome A**) is therefore one of the Hivos Alliance's objectives. This proposed result is elaborated on below for the various campaign themes.

Connection between strategy and Result Area 2: Energy saving and global access and transition to sustainable energy

The objective of the *100% Sustainable* campaign can only be realised if governments adapt their policies and practice accordingly. Consequently, the Hivos Alliance focuses on getting governments and business to adapt their policy on low carbon development³³ (**Outcome A**). By commissioning research and organising expert meetings based on input from partners in the South, the campaign provides a substantively convincing course of action for policymakers, where possible in the form of concrete policy proposals. The campaign also aims to contribute to increased financial scope in international policy for sustainable energy and better access by stakeholders in developing countries to these funds (**Outcome B**). Opportunities in this area are available in the programmes of the World Bank, the EU and regional development banks. The Hivos Alliance wants this additional scope to go towards improved access to sustainable energy for the poorest people and countries. Besides driving change in the policies and practice of governments, the campaign also aims to reduce CO₂ emissions by businesses and citizens in the Netherlands (**Outcome C**). The Hivos Alliance is convinced of the potential willingness of citizens and businesses to do what they can for a more sustainable world. The campaign gives them several options to contribute in a concrete manner, such as compensating for CO₂ emissions through the Hivos Climate Fund, personal energy saving through a footprint diary and sponsoring 100% sustainable energy supply for an island in Indonesia.

³³ I.e. increase in sustainable energy production and access to this for poor groups.

The input of civil society organisations in the South is essential for the campaign to succeed. With the support of the Hivos Alliance, the participating partners have developed strategies for sustainable energy production and have also tested and implemented this at the relevant scale. With the aim of getting these initiatives implemented on a wide scale in terms of policies and practice, partners are supported in their capacity building efforts in the area of strategy development and international campaigning. Capacity building of partners in the South also directly strengthens the quality of the campaign.

Connection between strategy and Result Area 3: Abolition of all forms of child labour and enforcing the right to full-time quality schooling for all children

The objective of the campaign can only be realised if governments and businesses adapt their policies and practice accordingly. In concrete terms, the Hivos Alliance seeks to encourage policymakers to adopt recommendations on creating Child Labour Free Zones and businesses to invest in child labour free production processes (**Outcome A**). The desired outcome is the actual creation or expansion of these zones, although this will require cooperation from governments in the South. In general, child labour can only be abolished if the policies and practice of governments and businesses in the South change. This is why the Hivos Alliance partners in the South also conduct campaigns in their own countries. The Hivos Alliance concentrates mainly on governments in the North and multilateral organisations like the EU and the ILO. To bring about policy changes, the campaign provides policymakers with good and convincing information, including policy proposals, and brings them into contact with experts, businesses and partners in the South.

As regards the business community, the proposed result is an increase in the implementation of measures against child labour contained in the *Guide for Businesses to Fight Child Labour* (**Outcome B**). Good proposals alone are not enough to realise the proposed changes, which is why the proposed result is for governments and businesses to feel pressure from society (citizens, civil society organisations, and the media) and take action against child labour (**Outcome D**). As in the *100% Sustainable* campaign, the Hivos Alliance will also involve citizens and businesses in the solutions by giving them opportunities to take action themselves. Citizens are educated on how to make informed choices for child labour free products and businesses are given the tools to make their procurement and production processes child labour free. The Hivos Alliance aims for more public indignation about child labour in specific production chains and for increased consumer demand for child labour free products (**Outcome C**). Child labour is a complex issue that usually involves production chains that lack transparency, such as in the shoe industry. For this reason the campaign will conduct two studies into specific production chains as input for policymaking. The involvement of partners in developing countries gives the campaign legitimacy and is vital to its success. The participating partners in the South have extensive experience in fighting child labour and developing alternatives. In order to have these alternatives widely accepted, the partners will receive support for capacity building in the area of strategy development and campaigning. Capacity building of partners in the South also directly strengthens the quality of the campaign.

Connection between strategy and Result Area 4: Enforcement of the right to decent work for all women who work in the informal economy

The Hivos Alliance seeks to encourage policymakers and businesses to adopt positions and recommendations on protecting women's labour rights (**Outcome A**). This campaign, too, is aimed at bringing about policy changes on the basis of good and convincing information. One of the means to achieve this is through an online platform, which shows the reality of and improvements in existing working conditions as well as the connection between this work with the Netherlands and Europe. The proposed result is that businesses recognise their responsibility for and enforce the rights of women who work in their production chains (**Outcome B**). Good proposals alone are not enough to realise the envisaged changes, which is why the objective of *Women@work* also includes putting pressure on businesses and governments (by citizens, civil society organisations and the media) (**Outcome C**). As in the other two campaigns, *Women@work* also wants to involve citizens and businesses in the solution. Because there is less public attention for and knowledge about this subject than for instance child labour, the campaign will initially focus mainly on bringing the issue to the attention of the wider public – with more modest ambitions. The campaign involves studies into the position of women in informal and formal economies and shows how consumer behaviour and procurement policy can change that position, for instance in the flower industry. Effective information, combined with media pressure and changing consumer demand, will be an incentive for businesses to take measures against the exploitation of women in their production chains.

Connection with the other programmes

The *100% Sustainable* campaign is directly related to *Green Entrepreneurship*, in which access to sustainable energy is an important objective. The proceeds of the Hivos Climate Fund directly benefit sustainable energy projects of Hivos' partners in the South. In turn, their feedback is vital for quality policy input. Sustainable energy supply and the related reduction in CO₂ emissions are important contributions to counteract climate change – a major risk for the target groups of the Hivos Alliance programme. This is why the programme concentrates on sustainable energy production, in the South as well as the North. *Stop Child Labour* and *Women@work* are both rooted in the *Rights & Citizenship* programme. These campaigns are led by the experiences and ideas contributed by partners in this programme. Ultimately, the success of both campaigns is largely determined by the capacity of the Hivos Alliance partners in the South to induce their own governments to take concrete measures.

5.2.3 c: The programme features a baseline.

Action for Change differs from the other three programmes of the Hivos Alliance in that it is strongly campaign oriented. For each campaign, the initial situation is recorded in the analysis. A research bureau will be commissioned to conduct a baseline measurement for a number of indicators on commencement of the campaign. This is for Outcomes B and C of *Women@work* and for Indicator A1 and Outcomes B, C and D of *Stop Child Labour*. A formal baseline measurement is not useful for the other indicators of the proposed results at outcome level. The indicator for Result Area 1, for instance – three documented cases of successful access to policymakers in the North – relates to the impact of capacity development of Southern partners in the campaign, reflected as concrete examples of their voice being heard at the international level. This is also the case for Outcome A of *Women@work* and Outcome A of *100% Sustainable*, where the indicator is whether the expected response of other actors has indeed occurred. Indicators C1-3 for *100% Sustainable* measure the success of the Hivos Climate Fund; here the baseline is the balance sheet as at 31 December 2010 (included in the annual report). The data of the World Bank as at 31 December 2010 about the appropriation of funds for sustainable energy form the baseline for Indicator B1 of the *100% Sustainable* campaign.

5.2.3 d: The programme matches the capacity of the applicant and co-applicants.

Hivos and the co-applicants have built up a recognised and longstanding (40 years) track record as a reliable donor. They have established a proven system of selection, financing, capacity development and monitoring of civil society organisations in the South. This also determines the strength of the *Action for Change* programme, since the three campaigns are rooted in and derive input from the three programmes aimed at the South. Hivos and the co-applicants also have many years of experience and a positive track record in the area of policy advocacy and running campaigns in the Netherlands.

Staffing capacity: Besides contributing experience in the field of policy advocacy and campaigning, Hivos, Mama Cash and IUCN NL also put in their own specialist knowledge: Mama Cash/Hivos in the area of women and work, IUCN NL/Hivos in the area of sustainable energy and climate change and Hivos in the area of child labour. National and international networks supply and supplement this knowledge. Hivos implements the programme and Mama Cash and IUCN NL have an advisory role. Previous successful campaigns are the *Coffee Campaign*, *Stop Child Labour – School the Best Place to Work*, *Leaders for Nature* and *Financing for Women's Organisations*.

Financial capacity: The Hivos Alliance has sufficient financial resources to implement the intended activities and achieve the associated results – provided the subsidy requested is awarded. The members of the Hivos Alliance have also attracted financiers outside of MFS, for instance the EU for the previous stage in the *Stop Child Labour* campaign. The *100% Sustainable* campaign is co-financed by the *Nationale Postcode Loterij* (Postcode Lottery). Additional resources for renewable energy projects are generated through the Hivos Climate Fund.