

More effective, more efficient, ready for the future

Responding to changes in the Netherlands and abroad and improving the quality of our services; these are the main reasons for Hivos to change its operational structure as of 1 July. In the past year,



Photo: Marleen Kortekaas

Hivos held consultations with its partner organisations about how to further improve the quality of co-operation. Partner organisations indicated that they could increase the impact of their activities if they would receive more technical support from Hivos. Hivos has decided to respond to this

request by becoming more streamlined along the themes in which it works (sustainable economic development, gender, human rights, HIV/AIDS, culture and ICT & media).

Another reason for the reorganisation is that starting in 2007, the Dutch Minister for Development Cooperation will require Dutch

development organisations to invest significant efforts and resources in fundraising in order to remain eligible for support from her ministry. With this in mind, Hivos wishes to make its presence and activities more visible in the Netherlands and abroad. A thematic structure is an important step in this direction. The new structure will help Hivos express more clearly what it does and what it stands for. Moreover, the thematic structure will enable Hivos and its partners to obtain financial support from – for example – embassies, northern governments and international capital funds more effectively.

Lastly, the reorganisation offered Hivos a chance to review all its internal processes and to investigate how these could be made more efficient. In some cases efficiency is literally a matter of life and death, as the tsunami disaster of 26 December taught us.

Hivos' transformation will help it to operate more effectively and efficiently in the future. Hivos looks forward to the future with confidence. After all, we know from experience that development is not possible without change.

Manuela Monteiro
Managing Director

What will change?

As of 1 July 2005, Hivos will be organised along a new structure. The Head Office in The Hague will no longer be organised along continental but along thematic lines. This means that the Bureaus Africa, Latin America and Asia and South-east Europe will be replaced by offices staffed by sector teams: Sustainable Economic Development (Sustainable Production and Financial Services & Business Development), Democratisation, Rights, AIDS & Gender (Gender, Women & Development, HIV/AIDS, Human rights & democratisation) and Culture, ICT & Media (Art & Culture and ICT, Media & Knowledge Sharing). Under the leadership of a programme manager, an international team of specialised programme officers will be in charge of formulating and implementing sector policies. A new Bureau External Relations will be created to optimise the coordination of lobbying, fund-raising and communication activities.

Many partner organisations will be assigned a different liaison for their contacts with the Head Office. A summary of staff members and their positions as of 1 July is included in this edition of Hivos International.

Changes will also be taking place at the Regional Offices: there too, liaison persons will specialise in one or two sectors. More than ever, the Regional Directors will focus on forging a link between the Hivos sectors and the reality and current events in their respective region.

Allert van den Ham
Director Programmes & Projects



Hivos' reorganisation is a great opportunity to develop a specialist team in the field of microfinance and small business development. This is a dynamic field where the need for professional and advanced capacity building is high. Our team will now be able to support and promote further professionalism as a specialist in our field.

*Tom Baur, t.baur@hivos.nl, Programme manager
Financial Services & Enterprise development*

I am Kwasi Boahene, the Programme Manager for HIV/AIDS with a long experience in Africa and among African communities in Europe. My interest also extends to micro-finance, sustainable livelihoods and evaluation. As we say in Ghana "charity is needed only if it helps the needy to get rid of charity". I will focus on HIV/AIDS activities, which are certain to make a visible impact on the lives of marginalised people.

Kwasi Boahene, k.boahene@hivos.nl, Programme manager Hiv/aids



My expectation: A coherent expert team of GW&D programme officers both at Head Office and in the 4 Regional Offices, that will work jointly towards achieving objectives and results that have been formulated together. Knowledge and experiences will be shared across geographical borders to the benefit of women's empowerment and gendermainstreaming.

Ireen Dubel, i.dubel@hivos.nl, Programme manager Gender, Women & Development

I have grown with this institution and seen its many changing faces. I like to believe that the "new" Hivos means renewed hopes, new vigour, fresh energies and growing space for committed exploration so that each of us can help realise the dream of that last person on the street!

Reena Fernandes, r.fernandes@hivos-india.org, Deputy director RO India



Obviously the reorganisation created a lot of work and sometimes discomfort. On the other hand it also created enthusiasm and eagerness for a renewed organisation. I find it encouraging that so many staff see opportunities and new challenges. Hivos' reorganisation brings together in a single Bureau its experts on political and social empowerment. In this way experiences in different parts of the world can be better shared and will help achieve more effective results. The quality of Hivos services is expected to increase, while Hivos' chances for tapping into new financial sources will be enhanced.

Tini van Goor, t.van.goor@hivos.nl, Head of Bureau Democratism, Rights, Aids

The most important task facing the External Affairs Bureau in the coming years is to communicate more intensively and more broadly the results obtained by Hivos and its partner organisations. The sector teams will provide the External Affairs Bureau with information that will form the heart of the Hivos communication, lobbying and fund-raising activities. This will help make Hivos an even more attractive partner for organisations in both the South and the North.

Marijke Haanraads, m.haanraads@hivos.nl, Head of Bureau External Relations





The turnaround operation offers a great opportunity for the ICT, Media & Knowledge Sharing team. A brand new and ambitious policy paper, with special attention for the new elements of media and knowledge sharing. And the promotion of ICT to official sector status! There are enough challenges ahead, such as building a strong and coherent portfolio and increasing the number of public-private partnerships. Good years to come!

*Paul Maassen, p.maassen@hivos.nl,
Programme manager ICT, Media & Knowledge Sharing*

With the newly created Sustainable Economic Development (SED) sector team we have a highly qualified group of very motivated and experienced persons working around the globe. Creating added value for our partners is one of the key challenges for the sector team of SED. I have full confidence that we will achieve this goal.

Erik Nijland, e.nijland@hivos.nl, Head of Bureau Sustainable Economic Development



I feel our reorganisation at the head office was finalised with a maximum of participation and that it leaves behind a minimum of bad feelings. We have a strong, experienced Sustainable Production team now that includes our colleagues from the ROs. It permits further specialisation and a more focussed program.

Harrie Oppenoorth, h.oppenoorth@hivos.nl, Programme manager Sustainable Production

Attractive features of the reorganisation are that colleagues at the regional offices will be involved on equal terms in further developing policies on different themes, and that it offers a chance to further stimulate the exchange between partner organisations from different countries working on the same issues.

Dineke van den Oudenalder, dineke@hivos.or.cr, Director RO Central America



As a single Arts & Culture team working across the regions, we will be able to concentrate more effectively on thematic issues. This is important when applying for funding, providing support and it will be a key factor in initiating and in playing a more active role in South-South/North exchange activities, for instance. I particularly look forward to working with our colleagues from ICT and Media/Knowledge Sharing to develop new initiatives across the two domains.

Paul van Paaschen, p.van.paaschen@hivos.nl, Programme manager Arts & Culture

For the India Regional Office the big challenge when Hivos goes 'sectoral' is combining greater professionalism with enduring political commitment to people living in poverty, without rights, without livelihoods. We want to create a unified vision across the diverse sectors in our partnerships - an engagement with values!

Shoba Raghuram, s.raghuram@hivos-india.org, Director RO India



The Hivos turnaround operation offers an opportunity to forge a strong Human Rights team. The culture of Human Rights should be universal and the fight against human rights violations is a global one. We can play a role in linking and integrating initiatives worldwide. A new challenge for us will be to explore how Hivos, rooted in secular humanism, can work in favour of religious plurality and tolerance.

Teyo van der Schoot, t.van.der.schoot@hivos.nl, Programme manager Human Rights & Democratisation



Culture, ICT & Media are the themes which have motivated me most in all my years of work at Hivos. All three are vital when it comes to opening up closed societies and making grass roots and civil voices heard. In a globalised world all three can play a vital role in fighting hate, racism and fundamentalism and promoting dialogue, democracy and social justice.

Loe Schout, l.schout@hivos.nl, Head of Bureau Culture, ICT & Media

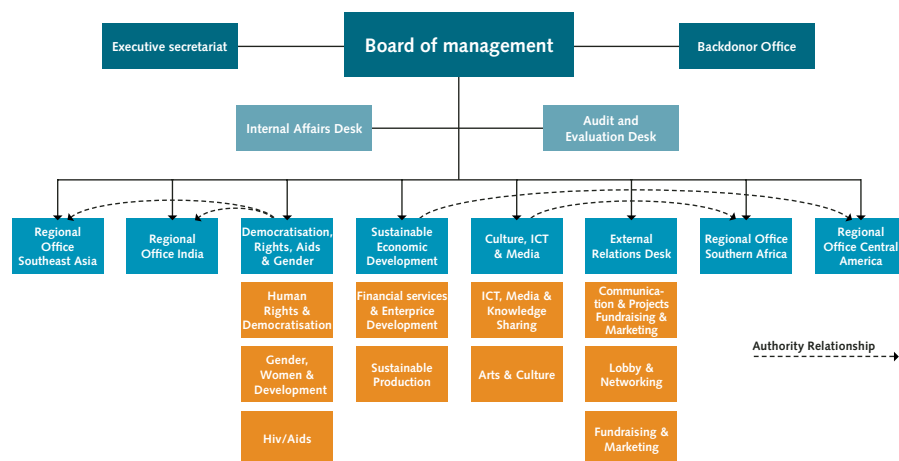
On the positive side, the restructuring will bring international sector teams, where expertise from Regional and Head offices can be shared. These combined efforts in policy development and implementation will certainly strengthen Hivos' performance and knowledge. Less positive is the loss of specific country knowledge and the heavy management structure.

Corina Straatsma, corina@hivos.co.zw, Director RO Southern Africa



This turnaround operation represents high hopes for Hivos to further improve the quality of its work, its image and the cohesiveness of its approaches around the world. Being a new Regional Office, RO Jakarta has developed along sector lines since the beginning. We look forward to an inspiring and engaging interaction within and across the sector team(s).

Dewi Suralaga, d.suralaga@hivos.or.id, Director RO Southeast Asia



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