

A close-up portrait of a smiling woman with dark skin and hair. She has a vertical line of white dots on her forehead and chin. The word 'PEOPLE' is written in white, block letters across her cheeks. She is wearing a colorful patterned garment and a necklace with a small figure pendant.

Hivos
people unlimited

**INNOVATING FOR
SOCIAL CHANGE**

Strategic Plan
2016-2020

This concise strategic plan guides our strategic decision-making processes, it guides us in how and where best to spend our energy and our resources. A complementary business plan provides information on how our operations are structured and organised.

First published in 2018 © Hivos
Cover image © Aatjan Renders
Design © SAZZA

*Human
life is
valuable
and full
of
potential*

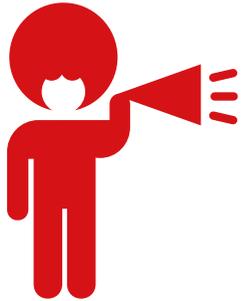


WHAT WE STAND FOR

Hivos was founded in 1968, inspired by humanist values. Our founders held the conviction that development work should be secular, as true co-operation presumes respect for differing beliefs. In our first ever brochure, our founders wrote that 'necessary changes should spring from communities themselves. From people at the base of society'. These convictions are still reflected in our work.

We believe that human life in its many forms is valuable, and that people are filled with potential. Living a life in freedom and dignity, with respect for each other and the planet, leads to greater individual wellbeing and fair, vibrant societies.

OUR CORE VALUES



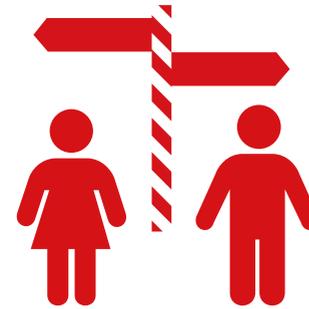
FREEDOM & DIGNITY

Every human being has the right to live in freedom and dignity. People should have the freedom to believe what they want, voice their opinions, and challenge and influence the established order.

SUSTAINABLE USE OF OUR PLANET'S RESOURCES

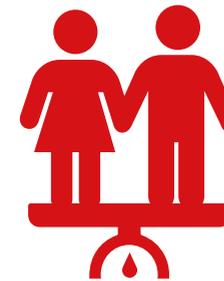


We only have one planet. It offers vast riches, but they are not limitless and are already seriously degraded. For current and future generations to be able to prosper, sustainable use of the earth's resources is paramount. This implies moving beyond merely reducing our negative environmental impact by actively restoring what has been degraded and favouring biodiversity.



SELF-DETERMINATION & DIVERSITY

People should be able to make choices and decisions based on their own preferences and interests, regardless of their sexual orientation, ethnicity or religion. Each individual is unique, and individual differences lead to diversity.



EQUALITY & SOCIAL JUSTICE

We are not the same, but we are equal. We should be treated as such, and this should be reflected in the way our social and legal systems work.



RESPONSIBLE CITIZENSHIP

Citizens have rights as well as duties. Taking care of those around us and living life without damaging others or our planet, should be a given.



WHAT WE STRIVE FOR

The 21st century has witnessed many positive developments that hold hope for the near future. Formal democracy has spread during the past few decades. Absolute poverty and mortality rates are on the decline. A new group of emerging economies is on the rise, and new technologies promote economic development, and boost international civic activism and innovative solutions.

Progress is, however, unequal and has come at a high cost. Economic gains are unevenly spread across countries, classes, sexes, and age groups. The current globalised system and its increasing inequalities, resources depletion, global warming, and governance failure are not sustainable in the long run. The depletion of natural resources, loss of crop diversity, and climate change pose major consequences for us all, especially the most vulnerable people in the world. The current pace of exploitation of natural resources tells us clearly that our planet simply cannot sustain the current rapid rate of population growth. Many feel that they are the losers of globalisation, fuelling nationalist and populist movements that fulminate against external influences or outsiders – especially migrants, (sexual) minorities activists, and non-governmental organisations. Freedom of expression, assembly and association are under threat in nearly half the world's states. Discrimination against lesbian, gay, bisexual, transgender and intersex people is increasing. As a consequence of all this, tens of millions of people are on the move, fleeing the effects of climate change and human rights violations.

We are therefore still a long way from our ideal world.

OUR VISION

We believe that every human being has the right to live in freedom and dignity, and that we are all free to be who we are, with respect for our individual gender and sexual identity. Living such a life means feeling free to believe and say what you want, to challenge governments and influence the established order. In exercising that freedom, we also carry the responsibility of not impinging on the freedom of others, and of respecting the natural limitations of the earth.

We believe in open societies, in which freedom and diversity are valued individually and collectively. Such societies welcome diversity and offer equal opportunities to all. We also believe in green societies, in which the environment and the planet's natural resources are protected and used sustainably to the benefit of every living creature on the planet. Open and green societies are interwoven: together they create a **free, fair and sustainable world**.

OUR MISSION

Based on a track record of 50 years of partnering with frontrunners in daring, innovative and impactful development programmes, Hivos seeks new and creative solutions to persistent global problems; solutions created by people taking their lives into their own hands.

We offer a positive counterbalancing force against discrimination, inequality, abuse of power and the unsustainable use of our planet's resources. Our mission is to **innovate for social change**. With smart projects in the right places, we work towards more open and green societies.

WHAT WE DO



FREEDOM AND ACCOUNTABILITY

are essential for an open society, where people feel free and safe to express themselves, where they have the information and opportunities to make informed decisions, and where they are empowered to hold government and companies to account.



WOMEN'S EMPOWERMENT

ensures that women and girls have control over their lives and are able to participate actively in social, political and economic domains. It is about realising true equality for men and women.



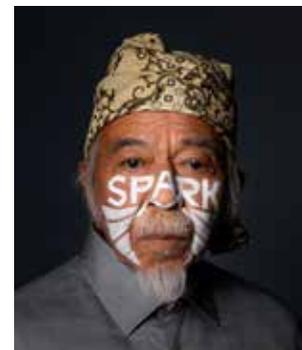
SEXUAL RIGHTS AND DIVERSITY

ensures that people have control over their own bodies, their sexual identities and their relationships. Respecting these rights is vital to achieving true equality. People should never be discriminated against or excluded.



SUSTAINABLE FOOD

allows people to have access to sufficient, affordable and healthy food that is produced sustainably, now and in the future. With an ever-growing world population, sustainable food production is critical to ensuring food security in the long run whilst maintaining our planet's resources, and to countering the negative effects of climate change.



RENEWABLE ENERGY

creates access to clean energy without destroying the environment, particularly for marginalised people living in remote areas. When created sustainably it helps to alleviate poverty, improves living conditions, and propels economic development.

HOW WE WORK

Frontrunners are at the heart of our strategy; progressive citizens and their organisations, enlightened governments, and innovative businesses. People who operate at the frontline of developments due to their great ideas, new solutions, high-impact collaborations, and lots of guts. We catalyse their innovative, persistent attempts to realise social change. We support them in bringing to scale their most promising solutions. We link all parties that can, and want to be part of these solutions. We help to create an enabling political environment in which these solutions really stand a chance and can flourish.

WE INNOVATE FOR SOCIAL CHANGE THROUGH A THREE-STEP APPROACH:

1 We support frontrunners and develop ideas.

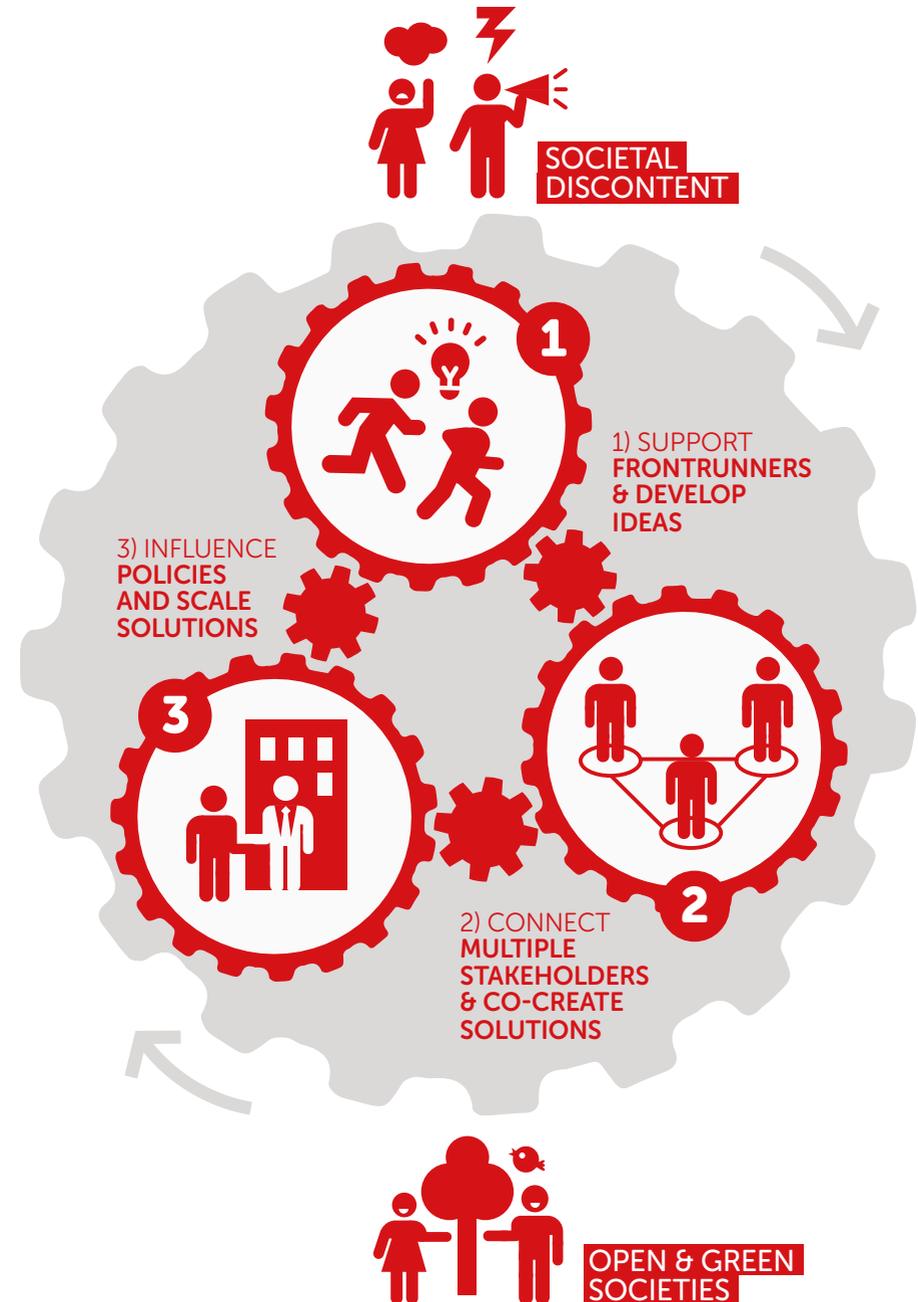
We engage game-changing pioneers and frontrunners that inspire others. We have a keen eye for these innovators and offer them a platform, connect them to different networks, provide start-up funding, training etc.

2 We connect multiple stakeholders and co-create solutions.

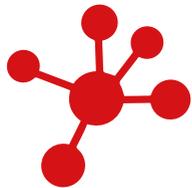
We organise multi-actor platforms, 'coalitions of the willing' that are able to transform ideas into solutions and help them grow and spread. We finance programmes, ensure good monitoring and evaluations, and incorporate lessons learnt into future programming.

3 We influence policies and scale solutions.

We bring solutions to scale by influencing policies at all levels of government and by triggering media interest in alternative solutions to persistent problems. We also scale out successful solutions to other countries and regions.



OUR SIX INSTRUMENTS



NETWORK

We have a large, diverse and global network of partners that we engage in everything we do.



INNOVATION AND KNOWLEDGE

We invest in knowledge and innovation to trigger change. By staying ahead of the curve in understanding social change and crises, we make our role and programmes more effective.



PROGRAMME DEVELOPMENT

We develop relevant multi-stakeholder programmes and ensure they are properly managed.



CAPACITY DEVELOPMENT

We develop the capacity of organisations to increase their effectiveness. This ranges from enhancing basic management and administrative skills, to specialised training on international advocacy, networking and fundraising.



ADVOCACY

We advocate for laws, regulations and markets to work in favour of marginalised groups. We support our partners in their advocacy and campaigning efforts and also directly mobilise citizens, policymakers and other relevant actors in the Netherlands, the European Union and at the United Nations.



FINANCING

We provide grants to partners and projects and experiment with other financing mechanisms such as crowdfunding and impact investing.



Power with the People

FREEDOM AND ACCOUNTABILITY

OUR CONTEXT

An open society ensures that individuals feel safe and free to express themselves and that they have the information and opportunities to make informed decisions. It is a society where individuals can hold government and companies to account for their actions. However, the space for free expression in particular has been shrinking and is under threat in more than 100 countries. Only one in seven people live in countries with a free media environment. Governments are increasingly suppressing independent groups that share alternative views. This situation has a profound impact on the space for dialogue and debate.

OUR AMBITION

Hivos strives for a world where all people freely, safely and independently exercise their right to information, freedom of expression and self-determination. To contribute to this vision, we aim for civil society organisations and 'infomediaries' (such as independent journalists, hacktivists, data nerds, artists, cultural producers, academics and civic watchdogs) to make wide-ranging information accessible and usable for citizens who wish to hold governments and companies to account. A second goal for the duration of this strategic plan is that these infomediaries themselves feel safe and independent enough to use the available space for expression, dialogue and debate. Our third goal is to achieve a situation where the powerholders have a more open and responsive attitude towards transparent and accountable governance.

OUR APPROACH

Following our three-step approach, we support frontrunners such as artists, bloggers, journalists, techies, activists and creative entrepreneurs so they have safe and sustainable spaces to express themselves and invite others to join the debate. In order to connect multiple stakeholders and co-create solutions, we foster new alliances between the frontrunning changemakers, civil society, government and companies to develop new strategies for public space and enhanced accountability. And to counter shrinking civic space, we support alliances that facilitate evidence-based policy influencing and scale successful transparency and accountability initiatives.

OUR CONTRIBUTION

This thematic area contributes to Sustainable Development Goals 11 (Make cities and human settlements inclusive, safe, resilient and sustainable) and 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels).



IN FOCUS

Programme: Civic Engagement for Open Contracting

Countries: Bolivia, Guatemala, Indonesia, Kenya, Malawi, Philippines, Tanzania.

Partners: Netherlands Ministry of Foreign Affairs (donor), and implementing partners Article 19, School of Data, Engine Room.

Period and budget: 2016-2020, €12.5 million.

Objective: Citizens have equal and inclusive access to public goods and services and can meaningfully engage in public resource allocation and policy decisions.

Rationale: Public contracting is a process of governments spending taxpayers' money on contracts with private companies, in order to provide public goods and services to their citizens and key infrastructure for the economy. It is highly complex and vulnerable to bad planning,

mismanagement and corruption. In many countries, staggering amounts of tax money are not used as planned and fail to deliver promised results.

Approach: Hivos and Article 19 collaborate with local civil society organisations, media, entrepreneurs and social startups in developing the capacities of 'infomediaries' in seven countries to effectively lobby and advocate to change policies and practices in public contracting.

Results so far: Eighteen carefully-selected and well-trained civil society partners in our seven focus countries continuously influence the development, adoption, and implementation of laws, policies and norms for sustainable and inclusive development in their respective countries.

Women
unlimited

peperuka



ME I
NAIROBI
peperuka

© Sven Torfinn

WOMEN'S EMPOWERMENT

OUR CONTEXT

Women's empowerment ensures that women and girls have control over their lives and are able to participate actively in social, political and economic domains. Taking stock of the position of women worldwide, the good news is that more and more countries are creating a more enabling environment by adopting anti-discrimination policies. They are also taking affirmative action towards legal quotas for women. Moreover, the number of employed women is increasing. The bad news is that the majority of women still work in informal jobs, under poor working conditions and without earning a living wage. The same holds true for women's participation in politics: more women are participating, but still far fewer than men, and hardly any of them in leading positions. In part this is due to the slow change in men's attitudes towards female leadership and economic empowerment.

OUR AMBITION

Hivos strives for a world where women are economically independent and have decision-making power. Hivos therefore wants low-income female labourers and entrepreneurs to be economically independent and have direct access to business markets and decent work – not just any form of employment. A second goal for 2020 is to have women participate meaningfully in subnational political processes and public administration.

OUR APPROACH

In line with our three-step approach, we support the initiatives of daring feminist activists and women's organisations, female entrepreneurs, female leaders, and organisations that contribute to economic or political transformations. We engage with government, companies and citizens – men as well as women – to have them recognise and support women's leadership in decision-making processes within their institutions. Furthermore, we stimulate businesses and certification bodies to implement recommendations for better labour conditions for women.

OUR CONTRIBUTION

This thematic area contributes to Sustainable Development Goals 5 (Achieve gender equality and empower all women and girls) and 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all).

IN FOCUS

Programme: Women Empowered for Leadership (WE4L)

Countries: Jordan, Lebanon, Malawi, Zambia and Zimbabwe.

Partners: Netherlands Ministry of Foreign Affairs (donor), implemented by five partners in Jordan, five partners in Lebanon, three partners in Malawi, three partners in Zambia and six partners in Zimbabwe.

Period and budget: 2016-2020, €15 million.

Objective: The programme aims for women to have equal opportunities and the capacity to fully participate in political and societal decision-making processes.

Rationale: Women worldwide experience serious obstacles that limit their opportunities to seek leadership positions in civic organisations, political parties and public institutions. This in turn limits their ability to put their needs, ideas and priorities on the political agenda and have them taken into account in political and policy decisions.

Approach: Using a wide range of activities, from capacity development to advocacy, the programme works directly with female potential leaders, as well as with political parties, administrative bodies, trade unions and syndicates, civil society organisations, media and the creative sector. Hivos and local partners provide training, knowledge tools, coaching, and strategic expertise, as well as creative, media and communications expertise.

Results so far: 140 female aspiring leaders in the Middle East and North Africa and Southern Africa region have become more visible in mainstream media as experts in a field dominated by male experts. In Southern Africa, programme participants have targeted 150 political party representatives with evidence-based messages calling for women's participation to be strengthened. In Jordan, Zambia and Lebanon, Hivos and its partners worked with media and female candidates on gender-focused monitoring processes before, during and after the general election. Hivos partner LADE in Lebanon produced the first-ever local monitoring report on municipality elections made from a gender perspective.





*Free to
be Me*

Respetemos
nuestra
identidad
Propia

SEXUAL RIGHTS AND DIVERSITY

OUR CONTEXT

Having control over your own body, your sexual identity and your relationships is key to wellbeing and the fulfilment of your human rights. Even in today's world, however, millions of lesbian, gay, bisexual, transgender and intersex people are unable to openly love who they love, or to freely express who they are. Because of growing conservatism, fuelled by anti-rights movements, they are denied these very fundamental rights: they are victims of hate speech and violence simply because of their sex or sexual identity and they lack essential information and support services. Even though civil society organisations that fight this situation are growing in number and diversity, they often stand alone in their struggle and face attacks by conservative forces.

OUR AMBITION

Hivos strives for a world where everyone, independent of their sexual orientation and gender identity, has control over their own bodies, their sexual identities and their relationships. One of our goals for 2020 is therefore for lesbian, gay, bisexual, transgender and intersex people, people living with HIV, and sex workers to make use of their newly acquired skills, capacities and relevant support structures to actually claim their rights. The flip side of the coin is that we want the societies in the countries in which we work to recognise and accept all sexual orientations and gender identities.

OUR APPROACH

Our three-step approach includes vital support for exciting, bold and innovative initiatives by people who dare to stand up for human rights and challenge the heterosexual norm. We also put a great deal of effort into building movements of sometimes unusual allies (such as religious groups, companies, doctors and journalists) who jointly oppose sexual discrimination and fight for the socio-economic inclusion of vulnerable groups. In addition, we actively lobby governments to respect and defend the sexual and reproductive rights of all their citizens.

OUR CONTRIBUTION

This thematic area contributes to Sustainable Development Goals 3 (Ensure healthy lives and promote wellbeing for all at all ages) and 5 (Achieve gender equality and empower all women and girls).

IN FOCUS

Programme: Right Here Right Now (RHRN)

Countries: Honduras, Bolivia, the Caribbean, Kenya, Uganda, Senegal, Zimbabwe, Indonesia, Pakistan, Bangladesh, Nepal.

Partners: Consortium led by Rutgers, including Dance for Life, Choice for Youth and Sexuality, IPPF African Region, ARROW, LACWHN and Hivos. The Netherlands Ministry of Foreign Affairs is both a donor and a partner in the consortium

Period and budget: 2016-2020, €34.2 million (entire consortium, of which €6.8 million Hivos).

Objective: In eleven countries in Africa, Asia and Latin America, young people, including girls, young women and young LGBT, enjoy improved access to comprehensive sexuality education and youth-friendly sexual and reproductive health services – including safe abortion – through enhanced and concerted advocacy at the (sub)national, regional and international levels.

Rationale: In many countries the growing influence of conservative forces negatively affects people's access to comprehensive sexuality education and services, and makes it exceedingly difficult for them to exercise their sexual and reproductive rights. This particularly affects young people, with young women and LGBTI+ persons being among the most affected groups. LGBTI+ persons are often criminalised for who they are and who they love. With their voices not being heard in spaces where decisions are made, their rights, needs and demands are generally downplayed or ignored.

Approach: Right Here Right Now builds inclusive platforms in ten countries and the Caribbean region. In each platform, women's organisations, youth organisations and LGBTI+ organisations establish a joint advocacy agenda that focuses on critical issues related to sexuality and sexual and reproductive health and rights.

Results so far: The programme is at the stage where the platforms are putting their plans into action. In spite of all efforts, sustainable success has proven to be a challenge. The experience in Bolivia is a case in point – while the approval of the law on gender identity was an important breakthrough, a subsequent ruling by the constitutional court halted this progress.



GAY



LESBIANA



BISEXUAL



HETERO



HUMANO



Healthy
planet,
healthy
people

SUSTAINABLE FOOD

OUR CONTEXT

Healthy, affordable and nutritious food that is produced sustainably is vital for a green society. The world is indeed producing more food than ever; however, a growing world population and rising income levels, combined with serious natural resource degradation and climate change, pose enormous challenges to our global food system. Over 800 million people are food insecure and several billion of the world's population suffer from malnutrition, both undernutrition and obesity. Currently the world wastes food on a large scale, depletes ecosystems, and erodes agro-biodiversity, all of which threatens our future food security. We therefore need a radical rethinking of and change to the way we produce and consume food.

OUR AMBITION

Hivos strives for a world where all people have access to 100% sustainably produced food. To achieve this vision, one of our goals for this strategic plan is to have early-stage food entrepreneurs – especially female entrepreneurs – produce sustainable food products, services or product-market combinations that cater to the needs of smallholder producers and consumers. At the same time, we facilitate multi-stakeholder initiatives in city-food regions and landscapes to accelerate a shift towards more sustainable, diverse and healthy production and consumption practices. Changes to international and national policies are visible, albeit slow. We therefore work with and push national and sub-national governments to adopt policies and programmes that promote sustainable food production and consumption.

OUR APPROACH

As part of our three-step approach, we finance the development of technical and business skills amongst early-stage food entrepreneurs and link these entrepreneurs with potential investors. We also convene generally excluded groups (such as small-scale producers, women, youth, and street vendors) to start initiatives to accelerate a shift towards more sustainable, diverse and healthy production and consumption practices. In addition, we advocate with government and international forums for a menu of sustainable food policies that enable the scaling of successful solutions.

OUR CONTRIBUTION

This thematic area especially contributes to Sustainable Development Goals 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture) and 12 (Ensure sustainable consumption and production patterns).

IN FOCUS

Programme: Sustainable Agriculture, Food and Environment (SAFE) Platform
Countries: Belize, Bolivia, Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru.

Partners: Multilateral Investment Fund (donor) and the SAFE founding members: Hivos, Catholic Relief Services, the Coalition for Coffee Communities, ECOM Agrottrade Ltd, Farmer Bros Co., Grameen Foundation, Hans R. Neumann Stiftung, Keurig Green Mountain Inc., Rainforest Alliance, Root Capital, S&D Coffee & Tea, Fundación Solidaridad Latinoamericana, Starbucks Coffee Trading Company, Sustainable Commodity Assistance Network, the Committee on Sustainability Assessment.

Period and budget: 2016-2020, US \$35 million.

Objective: Transform coffee and cocoa landscapes to create more people-centred environments, through the adoption of inclusive and sustainable climate-smart agricultural practices.

Rationale: More than half of the food produced in Latin America comes from smallholder farmers, many of whom still live in poverty. In coffee and cocoa landscapes, climate change, gender, age disparity and non-climate-smart agricultural practices are but a few of the many obstacles to improving their livelihoods faced by these farmers.

Approach: The SAFE Platform creates and supports projects that seek to transform current landscapes by demonstrating that producing 100% sustainable coffee and cocoa is achievable. The projects seek to scale up innovative and gender-inclusive approaches in four main strategic areas: value chain improvements and responsible sourcing; climate-smart agriculture and resilient landscapes; access to financial services; and women and youth inclusion.

Results so far: More than 120,000 farmers and their relatives (of whom 38% are women and 18% are youth) have benefited from the Platform's projects. They enjoy higher market prices and access to improved infrastructure, and have learned from good practices. All of this has resulted in higher production efficiency and more effective forms of organisation.





*It is not a pipe
Dream, it is simply
the best choice*

RENEWABLE ENERGY

OUR CONTEXT

Green and inclusive energy is key to tackling climate change and to shifting towards more inclusive, green economies. The extraction and consumption of fossil fuels such as oil, gas and coal makes a considerable contribution to climate change and pollution around the world. Although rich countries are responsible for historic emissions and much of the consequent climate change, emerging economies such as India and China now rival the emissions of rich countries. And while many people are already investing in their own power production (for example through solar energy or biogas), this positive energy for change has not yet manifested sufficient investments by governments and large companies. Marginalised communities in many countries still lack access to energy. We need more investment in decentralised renewable energy if we are to ensure that all people have access to sufficient energy.

OUR AMBITION

Hivos strives for a world where everybody's energy needs are met through green and socially inclusive energy systems, whether at home, at work, or in the wider community. Towards this vision, for 2020 we set ourselves the goal of having both national governments and international institutions adopt the necessary policies and programmes to make energy systems green and more inclusive. New to our current strategy is a stronger focus on jobs and income generation. During this strategic plan period, we are therefore keen to have thousands of starting entrepreneurs, especially female entrepreneurs, apply business models that provide green and socially inclusive energy services to rural and poor urban communities. This combination should ensure that millions of men and women in rural and poor communities embrace smart, affordable and clean technologies – and actually use them – in the next few years.

OUR APPROACH

One of the phases of our three-step approach is to invest in developing the technical and business skills of early-stage energy entrepreneurs. Through multi-stakeholder initiatives we bring civil society organisations, governments, financial institutions and entrepreneurs (especially women) together to spur economic development and job creation with renewable energy services. At the same time we engage with all these actors to improve policies and to come up with new forms of financing for the scaling of renewable energy solutions.

OUR CONTRIBUTION

This thematic area contributes to Sustainable Development Goals 7 (Ensure access to affordable, reliable, sustainable and modern energy for all) and 13 (Take urgent action to combat climate change and its impacts).



IN FOCUS

Programme: Scaling up energy access through women's economic empowerment.

Countries: Indonesia, Kenya, Nepal, Nigeria, Senegal Tanzania, Uganda.

Partners: The Swedish International Development Cooperation Agency and the Norwegian Agency for Development Cooperation (donors), and the implementing partners CRT/N, Energy 4 Impact, Kopernik, Practical Action Eastern Africa, Solar Sister.

Period and budget: 2014-2018, €5.8 million.

Objective: 3,000 micro and small-scale female entrepreneurs run profitable energy businesses, delivering clean energy products and services to two million people in hard to reach communities.

Rationale: Worldwide, 1.1 billion people lack access to electricity and 2.7 billion people still use traditional biomass for cooking. This causes 4.3 million deaths per year (more than HIV/AIDS, malaria and tuberculosis combined). Women and girls in remote rural areas in developing countries

are the most affected by the lack of access to energy, and at the same time they can play a crucial role in upscaling energy access in these areas.

Approach: In today's world, new and innovative approaches to energy service delivery that specifically target those people and communities who are currently being left behind are key. ENERGIA's Women's Economic Empowerment Programme supports female rural energy entrepreneurs in Africa and Asia, developing their business skills (bookkeeping, marketing, accounting, etc.), accessing finance, building partnerships and strengthening their leadership.

Results so far: More than 4,000 female entrepreneurs are engaged in the programme, of whom 70% have noted profits. Thanks to the sale of over 450,000 units of clean energy products (such as solar lamps, solar home systems and improved cookstoves), 2.6 million people now have access to energy. At the same time, these female entrepreneurs together have created over 5,000 jobs.

WHERE WE WORK

We work at local, regional and global level.

Our local and regional programmes are executed in 32 low- and middle-income countries in Africa, Asia, Latin America and the Middle East. We strongly believe in operating in the close vicinity of our partners, beneficiaries and other stakeholders and therefore delegate the management of thematic programmes to local organisations and entities whenever and wherever possible.

Our organisational structure is decentralised, with four regional hubs in Costa Rica, Zimbabwe, Kenya and Indonesia managing most of our programmes. We have smaller country or project offices in another 16 countries. These local offices in countries such as South Africa, Timor Leste, Bolivia, Ecuador and Guatemala support the implementation of large-scale programmes. When the regional context allows, our liaison office in Beirut will become a full-fledged regional office.

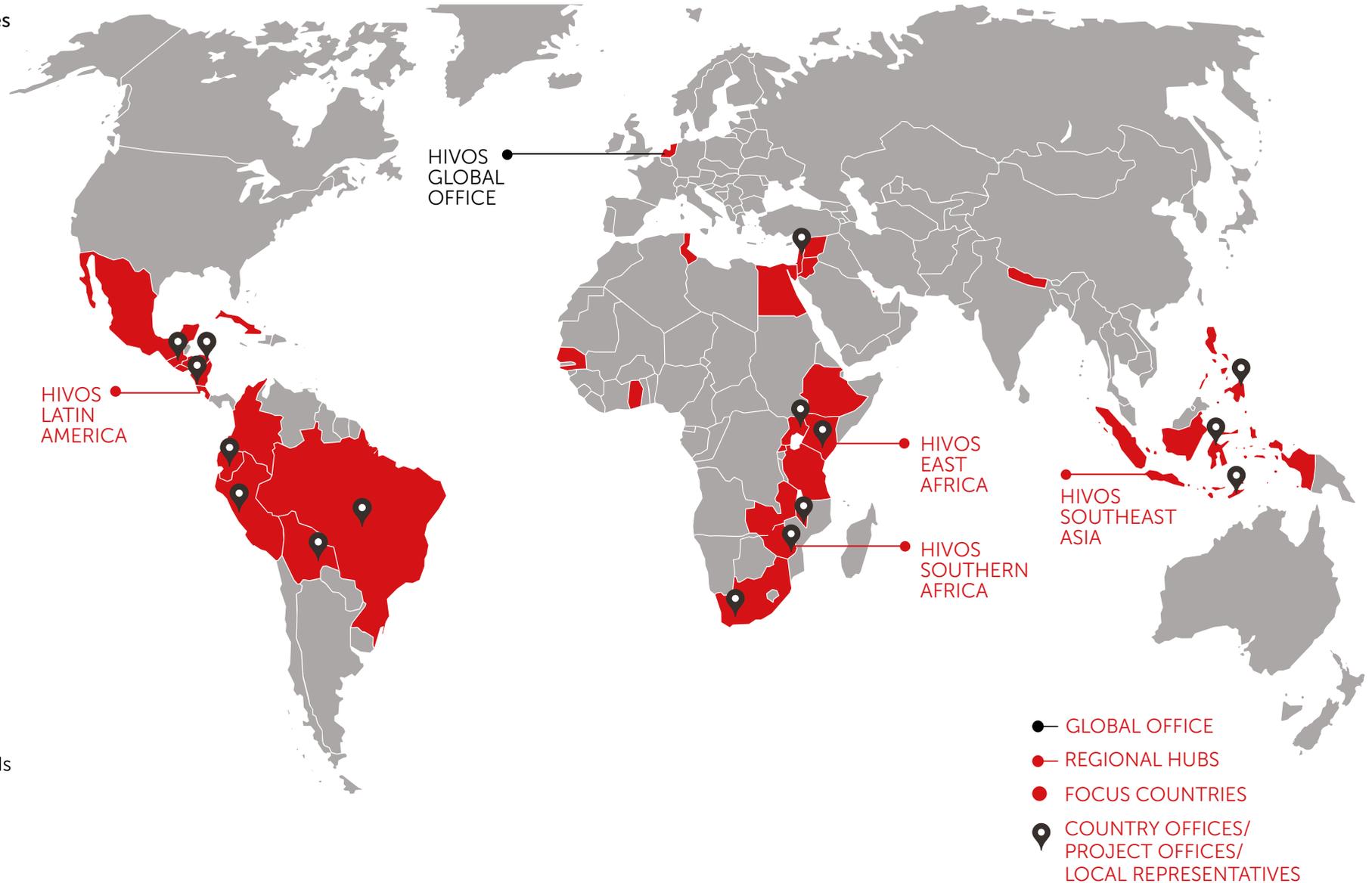
We manage our global programmes from our global office in the Netherlands. These include advocacy activities and campaigns to make laws, regulations and markets work in favour of marginalised groups.



WHERE WE WORK

Focus Countries

Bolivia
 Brazil
 Colombia
 Costa Rica
 Cuba
 Ecuador
 Egypt
 El Salvador
 Ethiopia
 Ghana
 Guatemala
 Honduras
 Indonesia
 Jordan
 Kenya
 Lebanon
 Malawi
 Mexico
 Nepal
 Nicaragua
 Peru
 Philippines
 Rwanda
 Senegal
 South Africa
 Syria
 Tanzania
 The Netherlands
 Timor-Leste
 Tunisia
 Uganda
 Zambia
 Zimbabwe





WITH WHOM WE WORK

The majority of our partners are civil society organisations. They are farmer co-operatives, artist collectives, human rights organisations, infomediaries, social entrepreneurs, groups representing lesbian, gay, bisexual, transgender and intersex people, and journalists. We also work with commercial businesses and research institutes. We prefer working in strategic alliances to achieve scale and impact. These include the Citizen Agency Consortium (a strategic partnership between Hivos, IIED, Article 19 and the Dutch Ministry of Foreign Affairs), the Right Here Right Now Consortium (comprising Rutgers WPF, Hivos, Choice, Dance4Life and three southern network organisations) and the Alliance2015 (a secular strategic partnership of seven European development-oriented non-governmental organisations). Hivos hosts the International Network on Gender & Sustainable Energy, known as ENERGIA.

Our donors are our partners too. They include bilateral donors such as the Dutch Government and the British, Swedish, Norwegian and Swiss governmental aid agencies, American foundations (the Open Society Foundations, Ford Foundation, Hewlett, Omidyar), the Dutch, Swedish and United Kingdom Postcode Lotteries, and many more. With Triodos Bank, we continue to pioneer investments in small and medium enterprises producing sustainable food and energy.

Hivos Global Office
Raamweg 16
2596 HL The Hague
The Netherlands

P.O. Box 85565
2508 CG The Hague
The Netherlands

T +31 (0)70 376 55 00
F +31 (0)70 362 46 00
E info@hivos.org

W www.hivos.org

 [@hivos](https://twitter.com/hivos)

 [Hivos](https://www.facebook.com/hivos)

Hivos
people unlimited