

00657



N° 000003615

This is a condensed version of Hivos's 1997 Annual Report. It contains information on Hivos in its Dutch and European setting, Hivos's stance in the Northern debate on international cooperation. It also outlines how Hivos spent the funds at its disposal. Five examples illustrate the policy priorities, viz. economic development, culture, women, the environment and human rights.

F 23.12 / H676

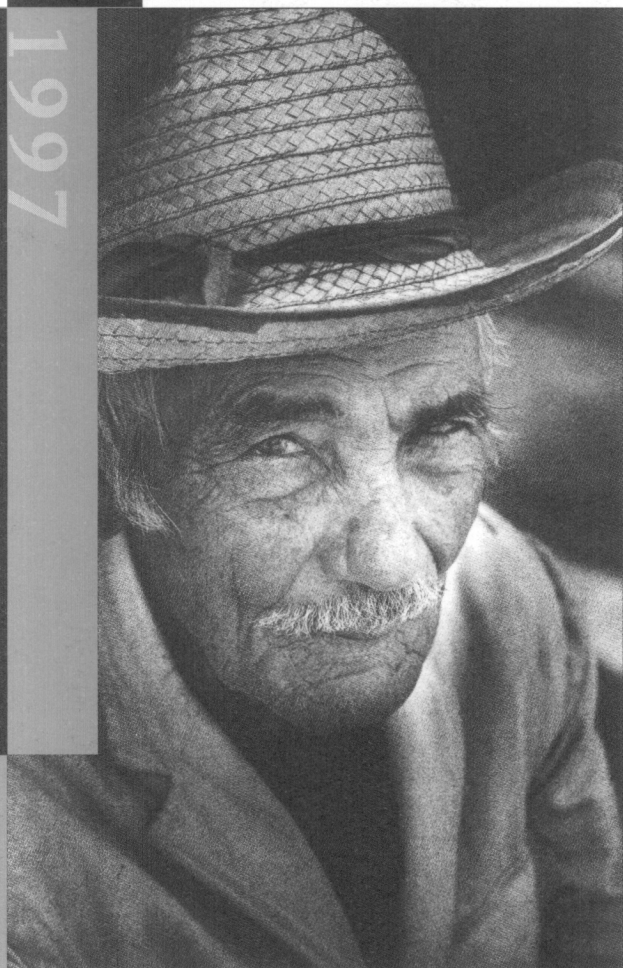
Cooperation and growth

Hivos as international broker

The debate on international cooperation in the Netherlands has moved beyond just a discussion between development agencies and the government. Municipalities, environmental organisations, women's organisations and countless other players have developed a vision and a practice for the area of international cooperation. In 1997, too, Hivos made its contribution to the development debate. Hivos sees international cooperation as an enduring need. Working methods must, however, be constantly adapted to the changes in society in both the North and the South. Present-day international cooperation calls for an important role for social organisations. Hivos opts for a position as international broker who creates or facilitates links between these organisations. Emphasis is placed on five policy areas. That requires specific expertise - not just in these five areas but also as intermediary who is well-informed about the developments on both sides.

Cofinancing programme

The Netherlands has a unique form of private development cooperation that is partly financed by the government - the cofinancing programme. On the basis of 4-year agreements private development agencies are allocated funds each year by the Minister of Development Cooperation. The agencies account for their use of these funds to the Minister and to parliament. Hivos is one of the four cofinancing agencies (the others are Balance, ICCO and Novib). At the insistence of the Lower House of Parliament, the cofinancing agencies reached agreement in 1997 on a new formula for the apportionment of cofinancing funds. This new formula gives Hivos a larger share of the funds, rising to 15% in 2000. Partly as a result of this, income increased substantially in 1997.

F
23.12
H674

"PROGRAMA UNIVERSITARIO DE
ESTUDIOS DE GÉNERO" - U.N.A.M.

Annual Review 1997

As at the end of 1997, the North-South savings accounts had a total balance of over NLG 11 million. The guarantees increased to NLG 1.3 million.

Hivos was able to make a new public aware of the North-South Plan thanks to the great interest that had been generated in microcredit. In the debate on the subject Hivos stressed that grants and loans often complement each other in practice. In many cases the provision of credit will be a success only if it is preceded by grants, for example for targeted training.

Since 1997, Hivos has also been formally allowed to use cofinancing funds for the provision of loans - a token of how much Hivos's policy in this area is appreciated.

The second policy priority on which Hivos places special emphasis is culture and development. Hivos attaches a lot of importance to the role of the arts and cultural activities in the building of a democratic and pluralist society. At the end of 1995 the Hivos Culture Fund was set up to support the arts and cultural activities in developing countries. Straightaway it was found to be meeting a need. The number of 'cultural' partners rose again in 1997 (from 51 to 63), as did Hivos's expenditure on this policy priority (from NLG 3.1 to 4.4 million).

Influence on policy

The South-North Federation is an important network of 14 like-minded organisations in the areas of international cooperation, fair trade and the environment. Together they influence foreign policy with activities relating to the WTO, the EU cocoa directives, flower imports and the budget of the Ministry of Foreign Affairs.

There is cooperation with other organisations not just in the Netherlands but also at European level. The most important network is Eurostep, an alliance of 23 European development agencies with a secular background. The Dutch member organisations are Hivos and Novib. Eurostep seeks to strengthen and improve European development policy. Eurostep publishes every year the 'Reality of Aid' report, which subjects the aid effort of 21 OECD countries to critical scrutiny.

Information from Eurodad (European Network on Debt and Development) plays an important role in the international debate on debt and development. Hivos is a member of this organisation and has a seat on its board. At the annual conference of Eurodad in The Hague debt sustainability formed the central issue, as a sequel to the HIPC initiative for multilateral debt relief. The findings of a study of the social and economic indicators of the indebtedness problem were also discussed.

The humanist movement remains for Hivos an important anchor for social organisation both in the Netherlands and internationally. The Networking Fund of the International Humanist and Ethical Union (IHEU) is an important channel for support for humanistically oriented organisations in the South. These organisations champion disadvantaged groups and combat religious and cultural intolerance.

Growth of expenditure in the South

Hivos's core task is supporting local organisations and initiatives in developing countries. Hivos's partner organisations together cover a broad spectrum of economic and social activities. Brief explanatory comments on Hivos's policy priorities are given below, along with examples of the activities of partner organisations.

1997 saw a considerable increase in Hivos spending in Africa, Asia and Latin America. NLG 98.5 million comprising grants and loans was devoted to financing initiatives of over 700 partner organisations. This represents a rise of NLG 21.4 million (28%) compared with 1996.

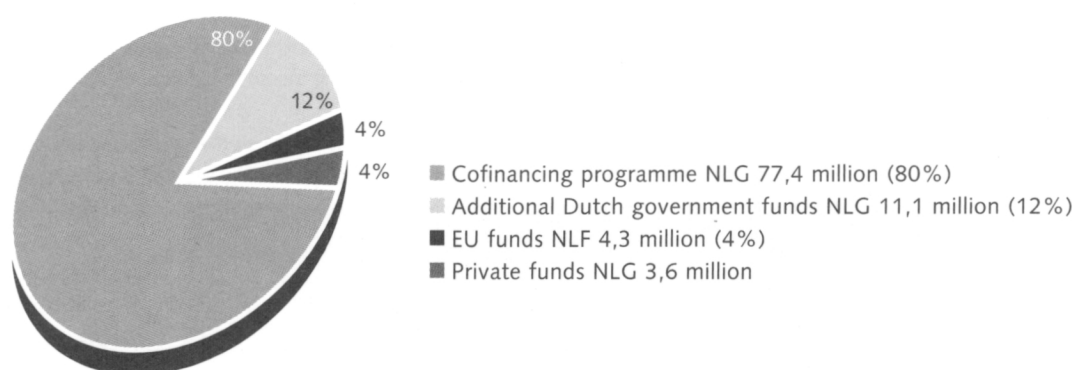
Over one third of the expenditure was devoted to Southern Africa and East Africa. Hivos found new partners especially in East Africa, where the programme is still relatively 'young'. In Latin America the number of partners in the cultural sector increased substantially. Hivos spent NLG 30.9 million there. The Asia programme expanded to NLG 20 million, accounting for over 22% of expenditure. Organisations in Sri Lanka and Central Asia benefited particularly from this growth.



photo: Henk Braam/HH

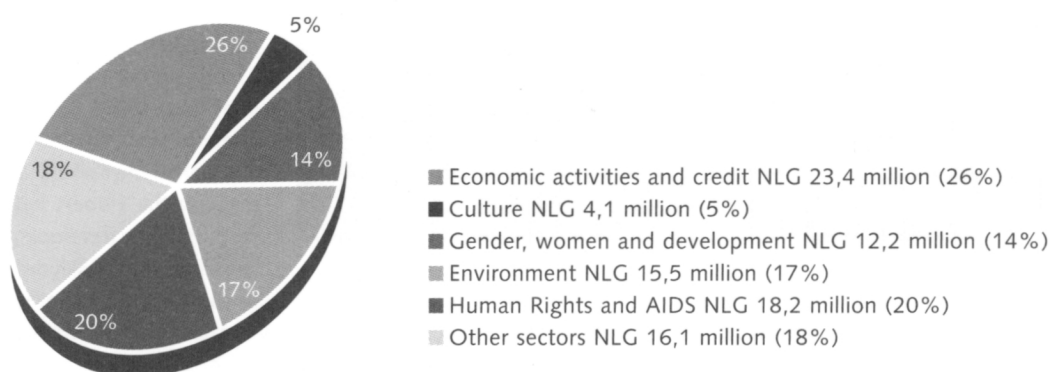
Hivos in short

Income

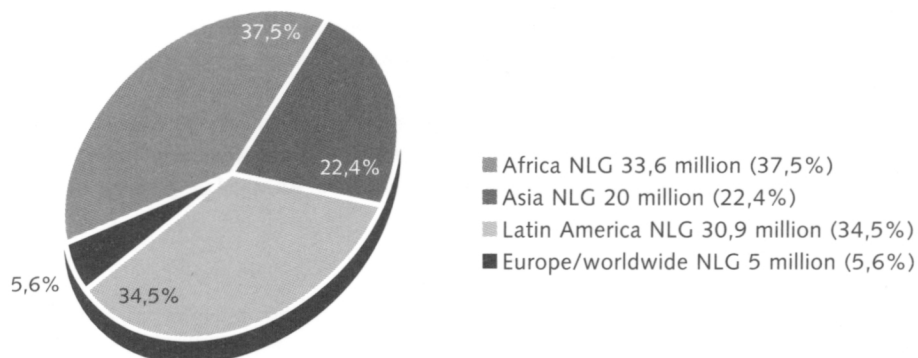


Expenditure in the South

by policy priority



by region



Hivos key figures 1997

amounts in NLG 1000

| | 1996 | 1997 |
|---------------------------------|--------|--------|
| PORTFOLIO | | |
| Grant commitments | 84.551 | 92.982 |
| Loans/guarantees | 12.524 | 15.197 |
| Number of partner organisations | 679 | 706 |
| ADMINISTRATION | | |
| Operating costs | 6.191 | 7.200 |
| Result | 35 | 60 |
| Own resources | 2.965 | 3.112 |
| Number of staff | 77 | 86 |

Alliances

Present-day international cooperation calls also for openness to the initiatives of others. Where possible, Hivos cooperates with social organisations in the Netherlands, so that forces are combined, experience is exchanged and pluralism is guaranteed.

The number of multi-year cooperation agreements in Hivos's five priority sectors is rapidly increasing. An agreement with the AIDS Fund which supports - through Hivos - the self-organisation of people with HIV/AIDS

photo: Peter Hilz



Hivos and IFFR sign the cooperation agreement

in developing countries was followed in 1996 by an agreement with Fair Trade Organisation. Fair Trade has transferred its credit portfolio to Hivos and the Hivos Triodos Fund and guarantees part of the risk. Hivos supports the technical assistance and training provided to partners in the South by Fair Trade Assistance. In 1997 Hivos concluded no less than four new cooperation agreements on culture, the environment and human rights. In February, Hivos signed a four-year contract with the Rotterdam International Film Festival (IFFR). Hivos finances visits to the Netherlands by Southern film-makers and supports - through the Hubert Bals Fund - film productions in developing countries.

Together with Milieudefensie (Friends of the Earth - the Netherlands), Hivos

supports organisations in the South with advice and research on how to tackle local environmental problems. Partners seeking substantive support in promoting sustainable consumption in their own country can also get help from Milieudefensie.

In the human rights sphere, Hivos concluded a new agreement with Humanistisch Overleg Mensenrechten (Humanistic Committee on Human Rights). HOM is working on a project concerning the consequences of globalisation for human rights. The Nederlands Centrum voor Inheemse Volken (Netherlands Centre for Indigenous Peoples) supports organisations of indigenous peoples who are standing up for their rights. Hivos concluded a two-year agreement on support for NCIV.

Hivos also reached agreement with two fellow-development organisations on more extensive cooperation. Terre des Hommes and Hivos are working together to achieve structural improvement in the position of children. Hivos and Simavi are joining forces in the area of social health care. An initial programme is starting in East Africa.

Economic activities and culture

Among the five policy priorities special emphasis is placed on economic activities and culture. Hivos sees economic activities and in particular loans as major instruments for tackling poverty. That is why Hivos and Triodos Bank set up the Hivos Triodos Fund in the Netherlands. The Hivos Triodos Fund makes it possible for credit to be provided to small entrepreneurs, cooperatives and credit institutions in the South. This Fund forms part of the North-South Plan.

The essence of that plan is the use of savings in the North for loans to the South. Through a North-South savings account with Triodos Bank, private individuals in the Netherlands contribute to this flow of credit. They can also share in the higher risk attaching to some loans by providing a 10% guarantee. Hivos covers the remaining 90%.

Hivos
Raamweg 16
2596 HL The Hague / the Netherlands
Tel. + 31 - (0) 70 - 376 55 00
Fax + 31 - (0) 70 - 362 46 00
giro 716.000
E.mail: hivos@hivos.nl
www.hivos.nl



Refuge for battered women in Kyrgyzstan

Women

Violence against women has to be tackled structurally. Sexual abuse, including that of very young girls, is on the increase. Hivos supports women's organisations which offer help and legal advice to victims, provide training for the police and justice departments and lobby for better legislation.

With Hivos's help, Central Asia's first refuge for battered women was opened in the Kyrgyzstan capital Bishkek. In Sri Lanka, Hivos supported the setting-up of the first women's shelter by the Women's Development Centre.

The media as a weapon in the campaign against violence

Information is the most powerful weapon of Tanzania Media Women's Association (TAMWA) in combating violence against women. Founded at the end of the eighties, TAMWA is now one of the most influential independent organisations in Tanzania.

Women in the media took the lead and drew on their journalistic experience to promote the women's movement. They cooperate with government bodies and the regular media, for there are not many other NGOs in Tanzania.

TAMWA organised a systematic media campaign and a hearing for members of parliament concerning violence against women. As a result, a human rights commission was set up and changes were made in the police system. There are now special less formal court sessions for the victims of domestic and sexual violence.

In 1997 Hivos spent NLG 12.2 million on gender, women and development. The money goes not just to women's organisations - 'mixed' organisations, too, receive support from Hivos for the integration of gender in their activities. Hivos examined the progress being made in this area by African organisations engaged in savings and credit activities. A number of economic partners were able to improve access to credit for women. There was a four-day conference of gender experts and organisational consultants from Southern Africa and East Africa - the first of a series of activities that Hivos is undertaking to increase the capacity of local organisations in this sphere.

In Costa Rica, Hivos supported a prostitutes' congress, which caused quite a stir in the region. Sixty representatives of interest groups came together for the first time.



The environment

In 1997 Hivos spent NLG 15.5 million on the environment and development. The initiatives range from ecologically sound agriculture to national environmental networks. Broadly based environmental organisations are stimulating the debate in their own countries on the environment and development. They are calling for better environmental legislation and are supporting local organisations in the drawing-up of sustainable development plans.

From action group to national network

AECO in Costa Rica is such a broadly based environmental organisation. It started as an action group in 1988, but now operates at national level with 30 local groups. It supports neighbourhood and village organisations in tackling environmental problems and helps them to develop alternatives to polluting working methods. AECO also coordinates the resistance to large-scale mining, which is causing severe environmental degradation throughout Central America. Women, farmers, churches, environmental organisations and human rights activists are together campaigning against gold mining by transnational corporations.

Under the sustainable development agreement between the Netherlands and Costa Rica, AECO and Hivos partner CECAD are together developing plans for more sustainable production and consumption in Costa Rica.

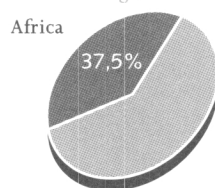
Hivos in the regions

Key figures for Africa

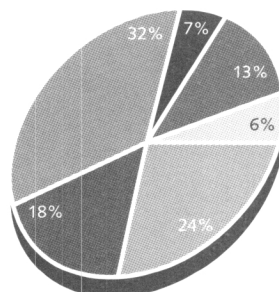
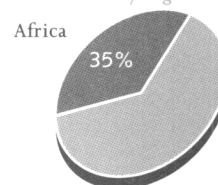
Amounts in NLG 1000

| | 1996 | 1997 |
|---------------------------------|--------|--------|
| Expenditure | 26.294 | 33.557 |
| Number of partner organisations | 241 | 248 |
| Number of projects | 309 | 323 |

Hivos expenditure by region



Hivos partner organisations by region

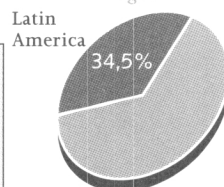


Key figures for Latin America

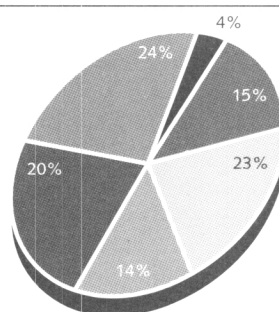
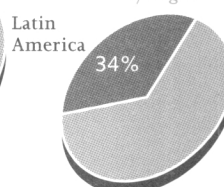
Amounts in NLG 1000

| | 1996 | 1997 |
|---------------------------------|--------|--------|
| Expenditure | 23.110 | 30.868 |
| Number of partner organisations | 212 | 240 |
| Number of projects | 285 | 315 |

Hivos expenditure by region



Hivos partner organisations by region



Key figures for Asia

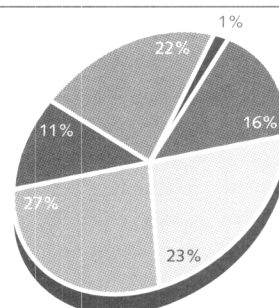
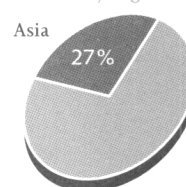
Amounts in NLG 1000

| | 1996 | 1997 |
|---------------------------------|--------|--------|
| Expenditure | 16.454 | 20.015 |
| Number of partner organisations | 197 | 190 |
| Number of projects | 267 | 269 |

Hivos expenditure by region



Hivos partner organisations by region



Economic activities

For a person seeking to set up a business in the South a small loan can be enough to secure a livelihood. The problem is that such people are often unable to obtain that small loan - local or international banks see such business start-ups simply as a risk. The Hivos Triodos Fund was set up precisely to meet this need. It can lend directly to credit cooperatives, which then provide their members with small loans. It can act as guarantor for part of the risk or participate in the equity of a local credit institution. Loans to and equity participations in local credit institutions account for 45% of Hivos's credit portfolio.



photo: Cedric Nunn

Business start-up fund for small entrepreneurs

In Zimbabwe, too, many small entrepreneurs are sent away empty-handed when they turn to the banks for a loan. Barclays Bank did have a Small Business Unit which provided loans to small-scale enterprises and the informal sector. But here, too, many micro-enterprises were refused a loan, as the risk was too great in the eyes of the bank. With a NLG 1 million guarantee from the Hivos Triodos Fund, Barclays were able to establish a business start-up fund especially for entrepreneurs with little capital of their own and scarcely any collateral. Initially Hivos bore 80% of the risk, but things are going so well that Barclays have already taken on 60% of the risk. As at the end of 1997, 231 loans averaging NLG 4,500 had been issued, enabling small entrepreneurs in the formal and informal sectors to increase their working capital or make a fairly substantial investment. They pay the market rate of interest.

Through the provision of trade credit, the Hivos Triodos Fund makes a contribution to fair trade in tropical products such as coffee, cocoa, bananas and cotton. Local partners of Max Havelaar and Fair Trade Organisation also make use of the credit facilities of the Hivos Triodos Fund.

Hivos is now devoting 26% of its expenditure to operations in the area of economic activity and credit. In 1997 the credit portfolio increased to NLG 15.2 million. Almost NLG 12 million was channelled through the Hivos Triodos Fund, a joint project of Hivos and Triodos Bank.

The Hivos Triodos Fund recorded a portfolio loss of 7.5% in 1997, as compared with 9.5% in 1996. Loan repayments and the release of guarantees provided Hivos with NLG 3.8 million for recycling.

photo: Angèle Etoundi Essamba



Culture

Hivos channelled NLG 4.4 million to the arts and culture through the Hivos Culture Fund. This Fund was set up at the end of 1995 and soon proved to be meeting a great need. The number of 'cultural' partners rose from 16 to 63. In addition, 32 activities were financed in the year under review from micro-funds, which are readily accessible financial facilities for innovative initiatives. Hivos looked for and found new partners in cultural activities for and by women (including an organisation of women writers in Uganda, the issue of a series of publications of Latin American women poets and prose writers, an organisation of women artists in Honduras). Most of the partners come from the performing arts (theatre, dance and music). The bulk of the Hivos Culture Fund money was devoted to this sector.

Contemporary theatre in Nicaragua

Theatrical group Justo Rufino Garay (TRG) is making a major contribution to contemporary theatre in Nicaragua. It organises training for actors; it has also mounted numerous productions for the theatre and television and has participated in various feature films. It regularly wins prizes at international theatre festivals. Hivos is supporting the production of the experimental work 'Musica Ligera' - four short plays about women and sexuality, loneliness, abuse of power and violence. 'Los Musicos del Camino' ('The Travelling Musicians'), a play for children based on a fairy tale by Grimm, also received financial backing from Hivos. This play deals with tolerance and the rights of the individual and is staged by TRG in schools, parks and poor districts of Managua.

In all regions the Hivos Culture Fund supported festivals, workshops and conferences where artists and their organisations were able to exchange experience and techniques. These events included a workshop for visual artists during the Havana Biennale, and a meeting between artists' organisations from Central Asia and Indonesia.

In 1997, Hivos held debates, festivals and meetings in order to promote the HCF in the Netherlands. The original aim was to raise 10% of the HCF's income from private donors. This aim has not been achieved. There is universal enthusiasm about the idea of the Hivos Culture Fund, but private donations are unfortunately not forthcoming. Hivos will in future focus more on institutional cultural funds.

In rural areas of Latin America more and more organisations are applying the 'farmer to farmer' concept, the essence of which is that farmers teach each other how to use sustainable farming methods. Deforestation is a great problem for indigenous groups in the tropical lowlands of Bolivia and Peru. There Hivos is supporting organisations that are developing economically and socially sound alternatives to the devastating exploitation of timber resources.

In Africa, too, environmental organisations are seeking ways of saving the environment while still making economic development possible. Hivos is supporting them by providing training and trade finance for the export of organically grown products.

Sustainable agriculture is of crucial importance in Asia. Hivos is financing training for farmers and consumer groups in sustainable agriculture, as well as experiments with organic production.

Human rights

Hivos's support for human rights and AIDS organisations increased to NLG 18.2 million in 1997. Special attention was devoted to discrimination based on sexual preference. The rights of individuals and organisations that openly project a homosexual identity are being violated in all parts of the world.

The same applies to children's rights. Children easily become victims of poverty and war. In Sri Lanka, Hivos is supporting The Butterfly Garden, an organisation that helps children to cope with their war traumas through sport and games, painting and other forms of expression.

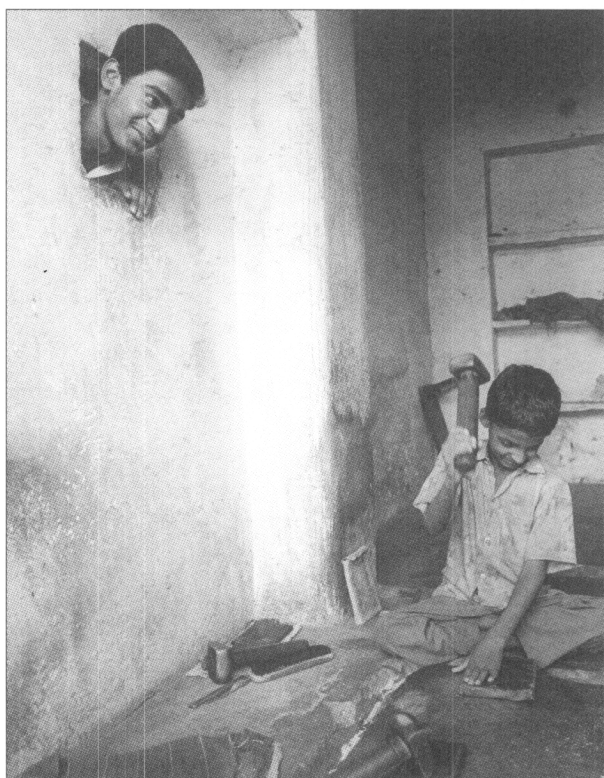


photo: Nana Reimers/ZMAA/HH

All children at school

Child labour is a notorious phenomenon in India. The MV Foundation considers that poverty cannot be an excuse for child labour. It is working hard to ensure that children attend school. Half of Indian children between the ages of five and fourteen receive no education at all. In the opinion of the MV Foundation, compulsory primary education is the most effective way of eradicating child labour. Thanks to its activities, 20,000 children are now attending school again and 65 villages have been declared free of child labour. The MV Foundation devotes special attention to girls and 'debt slaves', i.e. children who are put to work in order to pay off a debt of their parents. The organisation itself has hundreds of teachers in its service, but is now also trying to get the government to invest more in basic education. It exchanges experience with other organisations and provides training outside its own state.

Democratisation and human rights are high on the agenda of Hivos's African partners. Informing the public about these rights is very important. South African human rights organisations have had good experience with the 'street law' approach. An exchange programme with East African fellow-organisations was supported by Hivos.

Organisations working for people with HIV/AIDS can continue to count on support from Hivos. In Latin America, Hivos supported a regional conference on AIDS and organised a workshop on the subject. In most countries Hivos now has partners who are carrying out projects for the prevention of HIV/AIDS and the eradication of discrimination.

Hivos

23.12
H 676

A SUMMARY OF HIVOS POLICY DOCUMENT

GENDER, WOMEN AND DEVELOPMENT

"PROGRAMA UNIVERSITARIO DE
ESTUDIOS DE GENERO" - U.N.A.M.

Hivos
August 1997

L. Palacios de desarrollo
en la zona 3, 1997

1. Introduction

This Gender, Women and Development policy document is based on Hivos evaluations of the implementation of the 1988 policy 'Women in Development' (WID policy) and on new emerging challenges and options for the enhancement of gender equality in the South.

Hivos engagement with women's organisations in the North and South and the debates at international fora such as the various UN Conferences in the 1990s have inspired Hivos thinking and intervention strategies. Of particular relevance is the paradigm shift from 'Women in Development' (WID) to 'Gender and Development' (GAD).

The concept of "gender" has been introduced to point out that women's subordinate position is not due to biological factors. Gender stands for the rules, traditions and social relationships in societies and cultures that together determine and sanction feminine and masculine behaviour and how power is allocated and used by women and men. Gender refers to a social construction of femininity and masculinity which varies over time and place. As gender is socially and historically determined, it is subject to change. The value of the gender concept is that it examines social processes and interventions in terms of their effects on women, on men and on relationships between women and men. It does not look at women in isolation, and it enables differences between women (and men) due to class, race, ethnicity, age, abledness, sexual preference to become visible.

Gender is originally an **analytical** concept. Through a gender analysis organisations assess the (potential) impact of their policies, programmes and interventions on women, men and female-male relationships which can be the basis for a gender strategy. This does not mean that policies and interventions focusing specifically on women and/or men are unwarranted. Target groups and strategic interventions will continue to depend on local situations.

A gender analysis for Hivos implies the need for strategies that redress gender hierarchies and inequalities. These can either focus on women or men separately or on women and men jointly. Hivos choice of the term Gender, Women and Development in this policy document is motivated by the need for a gender perspective in all Hivos development programmes, with explicit recognition of women's subordinate position within the gender hierarchy.

2. Hivos Gender, Women and Development vision: women's empowerment and addressing gender inequality

The central aim of Hivos overall development policy is to address and reverse marginalisation processes in countries in the South to enable the emancipation and full participation of people in determining their own destinies and the shape of their own society.

Emancipation implies a commitment to democratic social relations between people in order to enable participation by all, irrespective the scale and form of social organisation. Gender, more than any other manifestations of difference, cuts across all social relations between people and at all organisational levels, including relations of affection and processes of reproduction which are considered to be 'private' and are experienced between individual human beings. A commitment to emancipation and full participation for all has forced organisations such as Hivos to reconsider boundaries between the public and the private.

Gender equality is not merely a question of women's equal well-being. It is also a political and an ideological question (involving both women and men). Equality and emancipation cannot be given or

realised in a top-down fashion and cannot be achieved by third parties. Emancipation has to be striven and struggled for by women themselves expressing and claiming their elementary rights, developing countervailing power in order to exercise their rights. This involves a process of empowerment for women both as individuals and through their collective organised efforts. As the power dynamics between women and men need to be changed, both women and men are responsible as actors in the process of change towards gender equality.

The concept of empowerment requires operationalisation. It entails various dimensions: material and immaterial, which are interlinked and relate to issues of **material well-being, access, ideology/value, participation/agency** and **control**. Empowerment can take place with regard to each of these dimensions, which, as they are interrelated, impact upon one another.

- **Well-being:** the basic material needs, like health, food supply and income. Women's unequal socio-economic situation arises directly from the inequality of access.
- **Access:** the need for equal access to resources, such as education, knowledge, land, water, employment, labour and capital. In achieving equality of access women face blockages such as discriminatory laws, traditions, customs and values. Understanding these factors means a process of conscientisation and involves ideological issues.
- **Ideology/value:** women's inequality is caused by structural and institutional discrimination and not by their own personal inadequacies. It involves an understanding of the difference between sex and gender roles, and that the latter are socially constructed and can be changed. A gender perspective and gender awareness require conscientisation of the principal **value** of gender equality as an objective. For women this implies a recognition of their own self-esteem and dignity.
- **Equal Participation** in decision-making processes. This requires women's mobilisation, through organising collectively, in order to push for increased representation. Ultimately this should lead to greater control. The point of departure is that women are considered as active **agents**, rather than passive recipients or beneficiaries.
- **Control:** a balance of power between women and men, without either side in a position of dominance. Equality of control requires participation, to ensure equal access to resources and equal distribution of benefits. Equal control is necessary for the realisation of equal well-being.

This framework acknowledges the interrelated nature of women's problems and how issues of inequality at one level impact at another level. It enables Hivos to assess the scope, limitations and potential of development interventions. Most interventions do not address issues of equal control, as these are more difficult to tackle. Interventions aimed at enabling equal access or participation are relevant as necessary preconditions for equal control, but are no automatic guarantee of equal control and a balance of power between women and men. Yet there are limitations to the extent to which the interventions of organisations in the 'public' sphere, like Hivos, can change unequal gender relations in the private domain, which is the domain where many dimensions of power inequality between women and men are manifest. Strategic creativity is required to challenge the more private dimensions of gender inequality.

As a humanist organisation, Hivos policy focus on gender equality is a principle of human justice and human rights in itself and is guided by the individual right to self-determination, without violating this right for other human beings.

3. The global context

The conditions women face in different parts of the world vary widely, as do their needs and concerns. However, given the increasing global interdependency, a number of (new) trends can be identified which provide an insight in the overall context of women's lives. New features of global and national political, economic and cultural processes which have become manifest during the 1990's are posing new challenges for women struggling for gender equality.

The process of **globalisation of the economy** impacts upon women's lives in many and diverse ways. Within the formal economy, new employment opportunities for women have emerged whilst traditional female jobs have been lost. Overall there has been an erosion of the quality of women's employment, whereby women and especially young women constitute the bulk of flexible, cheap and unprotected workers employed in export processing zones, home-working, temporary and casual work, and the informal sector. Given the overall reduction in employment opportunities in the formal sector, informal sector employment has steadily risen and tends to be female-dominated.

Increased competition for cheap labour has resulted in a feminisation of migrant labour employment both nationally (rural-urban) and internationally. In all regions women migrant workers are confined to unskilled, low-paid jobs in traditional female sectors such as domestic service. Employed in foreign countries, migrant women are often subject to racial discrimination, treated as second-class citizens, and extremely vulnerable to violence and sexual harassment.

Trade liberalisation and the privatisation of services have led to an increased reliance on women's unpaid labour. The policies of stabilisation and the structural adjustment programmes imposed by the World Bank and the IMF in many countries in the South have had numerous negative consequences, in particular for women, given the prevailing gender division of labour and of caring responsibilities. Women's workloads have increased by having to make up for the loss of purchasing power, income and services. For rural women privatisation policies have undermined their independent access to land and further contributed to female migration. The effect has been a combination of feminisation of poverty (increase in the number or proportion of women among the poor) and women's impoverishment (worsening of women's living standards).

Whilst the era of economic global restructuring throws up new challenges for women's collective response to improve their working conditions, income and employment opportunities a major achievement has been the emergence of a **global women's human rights framework**, legitimising women's rights as human rights in the broadest sense. The conventional human rights framework based on a (hierarchical) distinction between three generations of human rights and the separation between public and private human rights violations has been rejected by women human rights activists. Violence against women, women's reproductive rights, the health impact of unsafe abortion, women's sexual rights, trafficking in women and children have been put on the development agenda. This all embracing women's human rights framework is still contentious and faces strong opposition from organisations and governments inspired by cultural and ethnic nationalism, communalism and religious fundamentalism.

Whilst economic, political and cultural processes of globalisation have been key features of recent history, social movements have likewise challenged the detrimental effects of globalisation at local, national and global levels. The **women's movement** has emerged as the most significant social movement during the past decades, especially because it has been based on principles of self-organisation and coalition-building around collective interests.

4. The integration of Hivos Gender, Women and Development policy into sectoral policy priorities

The objectives of Hivos overall development vision are laid down in the institutional document 'Full Participation: A Question of Power'. Five central themes are given priority in the support to organisations in the South. These are: economic self-reliance, culture and development, human rights and Aids, environment and sustainable development, and gender, women and development. The latter has a distinct character. As gender inequality cuts across all sectors and target groups, the GW&D policy will have to be integrated into all policies and development interventions. The intersection of the GW&D policy and the other sectoral policies is described below.

4.1 Economic self-reliance

The organisation of women wage-earners

Hivos supports the right of women workers to organise around their interests as a priority for improving their working conditions, income and employment opportunities. Trade-unions are absent in many of the sectors where women work.

Hivos will pay attention to specific target groups among women, e.g. women employed in Export Processing Zones or foreign controlled and export oriented industrial plants such as the maquilas in Latin America, the plantation sector and commercial farms, domestic service, women sex workers and women migrant workers.

Women informal sector workers: organisation, credit, knowledge of markets and business skills

Self-organisation among women informal sector workers is a high priority for Hivos. Support is provided to women's organisations that mobilise around issues such as police harassment, exploitation by middle-men, municipal licenses for street trading, and sexual and criminal violence experienced by women working and often living on the streets, and demand recognition of union-organisation among women informal sector workers. Access to credit for marginalised people engaged in informal sector activities and micro-enterprises is an important feature of Hivos economic policy. Women face additional difficulties in accessing credit, which limits their returns, due to lack of collateral, illiteracy, the small scope of their activities, and the physical and social distance from credit facilities. Strategies to overcome these obstacles will have to be incorporated into the lending policies of financial institutions and other credit providers.

Hivos cooperation with local financial institutions and NGOs with credit schemes needs to build in targets and conditionalities to ensure that credit is accessible to women borrowers, and has to include gender segregated monitoring of the actual credit provision. Hivos support for credit programmes will include specific components to provide women with information and training programmes regarding the market and financial management in order to enhance women's control over benefits of credit schemes.

Women and agriculture

A large part of women's invisible and unpaid work is their labour input in food production and processing, both for subsistence and market consumption. Women lack independent access to economic resources such as land and water which limits their control over labour returns, their access to marketing channels, as well as their access to economic resources such as credit.

Hivos will support initiatives that promote women's right to own and inherit property, including land. In its cooperation with small farmers' organisations, Hivos interventions will focus on strengthening the gender sensitivity of the organisations and their programmes. Strategies for alternative off-farm sources of income for rural women need to be developed.

Women and macro-economic policies

There is a lack of gender expertise in the field of macro-economics. The development of alternative visions from a Southern feminist perspective on the environment and development, population and reproductive rights, on social exclusion, and on global and macro-economic policies has been of value at the various UN Conferences. The challenge now is to move beyond visions towards strategies. For this, country-specific or region-specific studies and analyses undertaken by local institutions are required to enable strategic actions.

Research and lobbying initiatives aimed at developing gender-sensitive economic policy and gender monitoring of global macro-economic policies will be supported.

4.2 Culture and Development

Hivos support to the arts and culture sector is based on appreciation of its potential role to act as a conscience of society, visualising people's aspirations, values, identity and self-respect. In Hivos view the arts can be of special importance to women wishing to challenge fundamentalism and conservatism. This implies a rejection of cultural notions that seek to legitimise gender inequalities. From a gender perspective Hivos will look into the gender biases within the arts which relate to issues of participation and representation.

Women's active involvement in publishing, creative writing, the performing and (audio) visual arts needs to be promoted, as well as their access to new communication technologies.

A second priority is the need to challenge the stereotyped gender images that are being portrayed, not only in the arts and culture, but in communications and the media at large. Organisations involved in developing alternative gender-sensitive images in communications and the media will be supported.

4.3 Human Rights and Aids

For Hivos gender equality is a principle of human justice and human rights. The individual right to self-determination as laid down in the broad women's human rights framework is crucial.

Support is provided to organisations that play a role as a women's human rights watch, that provide services to women whose rights are violated, and that play a role in putting a gender perspective into civic education and the process of democratisation of society at large.

This includes activities in the fields of: reproductive rights, sexual rights, combatting violence against women, women's property and inheritance rights, women's right to maintenance for their children, gender-sensitive legal aid, training and civic education, exposure of women's human rights violations in trafficking, violation of women's rights in armed conflict and the rights of women refugees, research and data collection for lobbying, advocacy and monitoring purposes for gender equality.

Aids

From a women's human rights perspective women's empowerment and the breaking down of taboos concerning sexuality are of strategic importance for prevention strategies. The HIV/Aids pandemic forces both women and men to become more open about issues of sexuality. This could have a positive impact, in particular for the younger generations. Women's vulnerability to HIV/Aids and Sexually Transmitted Infections relates directly to wider issues of social, economic and cultural gender inequality.

A gender perspective in relation to the HIV/Aids pandemic for Hivos implies support for activities which increase women's bargaining power aiming at women's empowerment. Women's right to inherit property has emerged as a critical issue for women whose husbands have died of Aids. Specific strategies aimed at changing male behaviour and responsibility in decisions concerning sexuality need further attention. Women sex workers are a special target group in order to assist in negotiating safe sex practices.

4.4 Environment and Sustainable Development

Problems of environmental degradation in the South are directly linked to unequal North-South relationships and the dominant growth oriented development model. Environmental problems hit hardest at the local level, those most affected being those who depend most on natural resources for their survival: above all, poor rural women in the South. The fact that women are both victims of the environmental crisis as well as important actors in resolving it, is due to the gendered division of labour in production, reproduction and distribution. For their survival poor rural women have had to rely upon the environment much more than men. Therefore women have both contributed to and prevented further environmental degradation. Environmental interventions need to take into account the fact that poor women are unable to take risks that undermine their security in terms of food, energy, water and fodder.

Given the ambiguous relationships between environmental sustainability and gender equality, *Hivos now encourages organisations to recognise the relevance of:*

- *a socio-economic and gender analysis of the use of natural resources prior to environmental interventions;*
- *locally specific interventions, given the diversity of gender inequalities in production systems, land-use, ownership and control over natural resources and other resources;*
- *the participation of women in identification and decision-making concerning environmental interventions;*
- *revaluing women's knowledge of indigenous natural resources and techniques and increased scope for women to benefit from using their expertise;*
- *promoting women's access to, and knowledge, of new sustainable technologies and resources;*
- *women wishing to organise separately through women's structures, e.g. departments, unions or cooperatives in order to further their interests.*

Hivos support to environmental campaigns by action groups encourages the integration of a gender dimension into their campaigns against environmental degradation and pollution and into North-South debates on unequal production and consumption patterns.

Support is provided to campaigns which highlight the danger to women's (reproductive) health resulting from the use of pesticides and the testing and dumping of nuclear arms and waste.

5. Operationalisation

Hivos will continue with its two-track operationalisation within all regional programmes: support to women's organisations and support for the process of integrating gender into mixed counterpart organisations and their programmes. Given the progress made in terms of agenda-setting of gender issues, Hivos instruments of support, including non-financial support, will prioritise processes of organisational development, organisational change, institutional development and gender capacity building.

Hivos proposes a three-fold strategy:

- *support for capacity-building and organisational development of women's organisations aiming at strengthening their organisational performance and institutional impact;*
- *support for the process of integrating gender into mixed organisations and their programme activities, with the emphasis on tailor-made interventions aiming at organisational change and development;*
- *support for increasing both female and male expertise and capacity in the field of gender and organisational development, organisational change and institutional development.*

Hivos does not engage with all its counterpart organisations with the same intensity, neither is Hivos of equal importance to all counterpart organisations. Hivos is committed to a qualitative improvement and deepening of the gender capacity and performance of its counterpart organisations. This, however, requires an active relationship. The priorities for Hivos interventions as identified below are based on lessons drawn from such an active engagement in the past. These lessons are of relevance to new Hivos counterpart organisations as well, but Hivos first preoccupation will be with counterpart organisations which receive institutional support for more than 2 years. Hivos programme staff and the individual counterpart organisation will jointly decide which organisational gender priorities will be addressed during the next four years and how. This is expected to be reflected in the organisation's annual plans and programme proposals.

Women's only counterpart organisations

In order to qualify for Hivos support women's organisations need to be committed to the broad women's human rights framework, to principles of emancipation, democratic organisational functioning, accountable leadership, and have delivery capacity in their area of work. Hivos supports women's interest organisations at both grassroots/community level and at the intermediary level.

Hivos support to its institutional (more than 2 years Hivos support) women's counterpart organisations therefore prioritises specific interventions aimed at strengthening organisational performance, institutional impact and professionalisation of women's organisations.

Resources and/or (external) and professional expertise will be made available to assist with:

- strategic planning, defining priorities and delineating programme boundaries based on the expertise and strength of the organisation;
- assessment of the economic feasibility and viability of those women's organisations which aim at economic empowerment of women, and especially to assist these organisations in separating and delineating economic activities from other activities aimed at empowerment in the social and political sense;

- design of strategies and programme activities targeting men, aiming to change male behaviour and clarifying their role in a process of change towards gender equality;
- building of leadership and management capacity, including the training of a second generation of leadership;
- issues of organisational structure and processes of decision making, in relation to the division and delegation of authority, tasks and responsibilities, and issues of downward accountability towards the constituency and beneficiaries;
- processes of internal organisational learning and reflection, ensuring a capacity to monitor and evaluate the impact of the work being done;
- the building of alliances and strategic cooperation with other organisations based on shared interests and needs.

With regard to new Hivos counterpart organisations, programme staff will encourage networking with already more established women's organisations within their region.

Integration of gender into mixed counterpart organisations

Hivos concludes that interventions by donor agencies can and should contribute to the gender agenda-setting process within mixed organisations. The challenge is now to contribute to a process of operationalisation and implementation of gender-equal policies within organisations and their programmes in a more systematic and consistent manner.

Hivos experiences in the past point to a number of areas which deserve further attention by its mixed counterpart organisations. Hivos programme staff will incorporate these into the routine of their engagement with those organisations which receive institutional support for more than two years.

Priorities for all mixed counterpart organisations

For the improvement of the gender capacity and performance of mixed counterpart organisations implementation of the following strategies is recommended:

- *strategies to increase the number of female staff working in the organisation, and in particular to increase their number in senior management positions. A minimum guideline is the objective of 30% female staff (excluding administrative and logistical support staff). Commitment to gender equality also needs translation into organisational policies that address career opportunities, training, decision-making, harassment and the scope for women to act as an organised group within the organisation.*
- *commitment to employ staff with specific gender expertise and with a mandate to utilise this expertise for the benefit of the organisation. A combination of strategies seems to produce the best results: a more centrally located unit/person with authority and access to resources, with decentralised gender responsibilities throughout the organisation. Promotion of gender awareness among all staff of the organisation is encouraged.*
- *allocation of financial resources for programme activities aimed at gender equality.*
- *providing data on the gender composition and the respective positions of the staff and the board of the organisation and on the gender impact, qualitative and quantitative, of programme activities.*

- *generating knowledge about socio-economic, political and cultural gender relations in the programme area and methodologies which enhance the participation of women beneficiaries in identification, design and decision-making concerning planned activities.*
- *commitment by smaller organisations or organisations incapable of generating gender expertise and gender-sensitive goals, and ways and means to achieve these, to cooperate with women's organisations and other gender experts for this purpose.*

Hivos is aware that implementing these recommendations is a process. Therefore in consultation with its current counterpart organisations which receive institutional support for more than two years, a realistic time framework and priorities for implementation will be decided upon. If necessary, Hivos will make resources and/or external and professional expertise available for this process. After four years Hivos programme staff and the counterpart organisations should be able to assess whether progress has been achieved. If they fail to reach an agreement on the direction of change and the possible future need for change, Hivos will reconsider future cooperation. In engaging with new counterpart organisations Hivos will from the start emphasise that the above issues need attention.

Intensified process of gender integration

With regard to a small number of counterpart organisations, Hivos is of the opinion that they qualify for a more intensified process of gender integration. Critical reflection on past performance, Hivos interventions in the past and a growing internal demand for change, have widened the scope for gender integration within a number of strategic Hivos counterpart organisations.

In order to move ahead, a three to four year ongoing process of tailor-made support aimed at institutionalising gender equality is envisaged.

Gender capacity in organisational development, organisational change and institutional development

Professional expertise in the field of gender and organisational development and organisational change (OD & OC) is required for Hivos intervention strategies vis-à-vis both women's and mixed counterpart organisations.

One strategy for Hivos support is to contribute towards increasing the number of women in the South with expertise in the areas of OD & OC.

Building up national or regional networks among these women is important in order to enable exchanges of experience and strategies and to strengthen their capacity and expertise.

A second strategy for Hivos is to support processes which increase gender-awareness and gender-specific OD & OC capacity within and among its OD counterpart organisations and pool of organisational consultants which Hivos draws upon.

Gender-sensitivity of male OD & OC practitioners is of strategic importance in particular for reaching out to a male audience.

A third strategy is to support institutional development through promotion of cross-fertilisation between strategically located women's organisations and other NGOs, through facilitation of joint meetings, workshops, exchange programmes, consultations, information sharing and networking.

Support to regional and international women's organisations and networks will be continued. Issues of downward accountability and the relationship between members and the coordinating structure will be a focus of Hivos attention.

6. Conclusion

The implementation of the GW&D policy during the forthcoming 5 years has set the following targets:

- continuation of the current level of financial support to women's organisations (16% in 1995), whereby specific attention will be paid to issues of organisational performance, output of programme activities and institutional development;
- intensification of the integration of a gender perspective into the so-called mixed counterpart organisations and their programme-activities, which should be reflected in their programme proposals, annual plans and reports;
- support for increasing local expertise and capacity in the field of gender and organisational development aimed at institutional development and strengthening of civil society;
- incorporation of GW&D policy in other Hivos sectoral policies, resulting in increased number of counterpart organisations which can be classified both under GW&D and another sectoral policy;
- a summative evaluation of the intensified gender integration strategy;
- improved gender data base in Hivos regarding the assessment, monitoring, reporting and evaluation of gender performance of counterpart organisations.

After 5 years of experience with implementation of the GW&D policy Hivos will look into the need for revision or updating the policy.

PROGRAMA ORIENTADO
ESTUDIOS DE GÉNERO