

Coalition of African Lesbians

[CAL]

Strategy 2013 – 2018

Movement Building for Feminist Organising

on Sexual Rights

in the face of deepening fundamentalisms in Africa and globally

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INTRODUCTION

This document, developed at this the 10th year since our establishment in 2003, represents the overall strategy of the Coalition of African Lesbians [CAL], building on the Maputo Plan of 2008, a strategy on sexual rights advocacy using a movement building approach. The strategy does not depart from the Maputo Plan developed by members. Rather it elaborates the framework for taking the Maputo Plan into the next five years, noting the changes in the external political context as well as the organising context. The Strategy emerges from the lessons of our work in the last 4 years and more recent processes geared towards greater focus and coherence in our political work. The strategy is distinctly feminist as we build on our commitment to addressing intersecting oppressions based on race, class, age, ability, geography, sexuality, sexual orientation and gender and gender identity, whilst focusing on the lived realities of and justice for lesbian women and gender non-conforming people, including transdiverse people.

The substance of the strategy emerges more recently from a series of review and planning meetings with Secretariat, Executive Committee, Working Groups and existing and emerging sub Regional Task Team of the Coalition.

We start by outlining the background to the strategy, present the problem and contextual analysis and explain the approach we take in engaging on change work as feminist activists. We then describe the overall design of the work we will be doing in the next three to five years and end with an outline of the institutional framework and arrangements and how these are and will be organised to enable and support the political work we have moved into.

1. BACKGROUND

1.1. The early years: 2003 – 2006 [Storming]

The Coalition of African Lesbians was established in 2003 to work for justice for lesbian women through more effective organising by lesbian women ourselves both within the women's and in what was then referred to as the gay rights movement. We are feminists from various countries in Sub Saharan Africa, who emerged from strong organising and leadership in women's organising both on the African continent and internationally. We were also active in organising on sexual orientation and gender identity which was a growing area of movement organising at the time. We wanted to create and facilitate greater visibility and voice for feminist politics that recognised and affirmed the existence of same sex desire in Africa. We openly associated with "lesbian" as a group of women born in female bodies expressing a political standpoint – a political act of naming and taking on a category that would draw attention to the desire, the choice and our daily lived realities. We then proceeded to do work that confronted oppressive power in all its forms, using an intersectional analysis that exposes how we are similarly and differently impacted as women, women in same sex relations, black or not, poor or not, disabled or not and so on and how patriarchy, racism, capitalism and other systems of oppression shaped these realities.

In the early years we grew rapidly as a voluntary organisation, without any dedicated resources but driven by passionate feminists and their organisations, which hosted and invested in the development of the Coalition. Our membership and work grew to an extent that we required resources that would enable the work to be

implemented in a way that would actually make an impact on the ability of our members to organise on the issues and needs which were emerging at the time.

Our work was focused then on developing a feminist analysis of what it meant to be a lesbian woman or a woman engaged in same sex relations at that particular political moment and taking this analysis into the movements in which we worked. Much of this work was about making the case for the experiences, realities, leadership and activism by lesbian feminist activists.

1.2. The middle years: 2006 – 2010 [Forming]

From 2006, we began to operate from a separately located Secretariat with one staff member – the Directorate of the Secretariat and soon expanded this to a Financial and Technical Administrator. The work then became more defined around advocacy and this was focused at a regional level at the African Commission on Human and Peoples’ Rights and at the UN at the Commission on the Status of Women where we had, as individuals, worked previously as part of the women’s movements. We also received increasing numbers of requests for talks, presentations, training, facilitation and acting as resource persons and experts for organisations working on human rights more broadly, on women’s rights and on sexual orientation and gender identity both at a national, sub regional, regional and international level.

During this period, we also hit our first major crises due to being understaffed and overcommitted and with funding that was mostly for project costs with little available to recruit staff and pay salaries and meet other core costs. Some challenges were experienced with managing programming in this context and we went into a funding crises which took us years to emerge from. With the committed support, passion and leadership of some of our members and the staff at the Secretariat, we developed a plan to enable an organisational transition and accessed funding from key donors to move through and manage this transition.

We continued to build partnerships at the international and regional level on advocacy, skills building and research. Our membership continued to grow as organising on the issues of sexual orientation and gender identity grew and as activists mobilised around sexuality and gender more broadly. Our presence and political work became increasingly known at all geographic levels.

Our political agenda was clearer than before and we began to engage with the ideas and framework of sexual rights under the umbrella of a Sexual Rights Campaign, developing analysis and messaging that could advance and promote the ideas of freedom from [disease, violence and other violations, discrimination, marginalisation and stigmatisation etc] and freedom to [choose who to love, have sex with, whether to have children and if so how many and when as well etc]. The need to work with and defend the human rights of defenders who worked on body politics, sexuality, gender and on women’s rights had become much clearer in this time with a number of emergencies arising out of the increased visibility of activists on the continent in this organising work. We began to shape a project that could enable us to learn about and address the risks faced by activists and also to develop skills and advocacy strategies to take on work on the issues of human rights defenders.

1.3. Recent developments: 2010 – 2012 [Forming]

In the last two years, our past work to explore possible ways of acting on our agenda, responding to multiple requests for support, training, education and sensitisation by organisations at a national, sub regional, regional and international level a strategic and conceptual framework to take us into the second decade of our work

began to crystallise. We did considerable reflection and analysis to question ourselves and our work and to consider the changing context and what this meant for our work and political agenda. This intellectual work enabled us to make decisions that contributed directly to increasing coherence in our programming, enabling us to focus and prioritise and in this way, see what we are not able or willing to do and what we can. In spite of this, the range of activities we engaged in was still wide and in the context of funding cycles which were all one year to eighteen months long, the effort to attract and keep skilled staff from other countries meant that achieving our goals to our own satisfaction was still a significant challenge. However, we have emerged at our 10th anniversary, with sharpened analysis and a 5 year strategy based on the context, our identity, demands, strengths and the opportunities. The details of this learning and the framework are the basis of our strategy, presented here.

2. CONTEXTUAL AND PROBLEM ANALYSIS

The context in which we live, exist, evolve, develop and do our work has, on some levels since 2003, become more open and friendly towards the idea and ideal of justice for all in general and globally. On some levels this very shift and change has been met by strong resistance by social institutions seeking to maintain the status quo and to prevent changes on a wide range of issues, particularly in relation to body politics, autonomy, freedom and dignity in relation to sexuality and gender. The availability of violent means and the willingness by these groups to use and apply violence or to be silent in the face of such violence has increased and strengthened.

There are FIVE key factors that capture the deepening crises in the political, social and economic context [IWHRD 2010] globally. They include:

- **Growing state, religious and traditional fundamentalisms** that shape ideas about, amongst other things, bodies, personhood, autonomy, choice and freedom and define and impose a morality that is both patriarchal and heteronormative
- **Crises in democracy** where states from both the global north and south make decisions through processes that are lacking in accountability and fail in their obligations to protect, respect and fulfill human rights; where they further use space that is intended for advancing this obligation for purposes of bargaining on issues related to trade and investment and other interests
- **Capitalist crises** and neoliberal economic policies and framework that shape a culture based on expediency and opportunism and where the social justice comes second to economic interests
- **Patriarchy and heteronormativity** which shape inequalities based on race, gender, class, sexual orientation and other bases of oppression, constraining and limiting the rights to autonomy, dignity and freedom and reducing consenting adults to possessions about which and whom and on whose behalf decisions can be made
- **Growing militarization and conflict** which is shaped by and which shapes patriarchy, fundamentalisms, crises in capitalism and the crises in democracy and which deploy violence to advance, with force, control over a range of freedoms and limit or block access to the human rights that are often claimed to be the basis of the decision to go to war

These five factors play out in very particular ways on the African continent, and shape and can be clearly seen in how the problem presents.

2.1. Problem analysis

2.1.1. How does the problem present?

There is an undeniable crisis of violence and other violations and of discrimination against individuals on the basis of sexual orientation and gender identity. The **violations** include, but are not limited to rape, torture, physical and mental abuse, murder, arbitrary search, arrest and detention, forced migration and internal displacement, dismissal from work, forced out of school, loss of accommodation and shelter, misrepresentation in, by and through the media, monitoring and surveillance.

The impacts of these violations are multiple and complex and include consequences such as physical, emotional and mental trauma; lack of access to basic socio economic rights such as food, shelter, work, education and health that goes beyond the access issues that the population in general are faced with; social exclusion and isolation.

There are also **severe consequences on the freedom** of those who defend the human rights of individuals, groups and communities who are viewed as being in non-conformity with standards and agreements and consensus about the purposes of bodies to defend these rights. The impacts and consequences experienced by those who defy these standards and move out of conformity in defending these rights include refusal to approve applications for registration of organisations, the absence of legal identity of these organisations, the lack of access to resources, lack of safety and security of staff, members, households, family, associates and partners, slow pace of delivery and on-going externally created crises sponsored by state and non-state actors that detract from the work of advancing and protecting the human rights of people who are seen to or actually defy these gender and sexuality related standards and norms

There is a **disconnect between sexuality on the one hand and on the other, the rights to health development**. Our analysis is that many African policy and decision makers, even if and when they see the realities of the violations against us, still view sexual orientation and sexuality as a luxury and something to worry about when the other, more pressing problems have been addressed. We have, for the most part as movements not articulated the connections and have largely not prioritised the demonstration of the linkages and so make a case for the social and economic rights associated with sexual orientation and gender identity and sexuality more broadly.

Further, there is a **disconnect between statements by government, religious and traditional leaders that foment violence on the one hand and on the other hand, their claims that they are against violence**. They are therefore able to engage in contradictory processes of denouncing violence and fomenting violence and other violations and discrimination against individuals on the grounds of sexual orientation and gender identity. They are able to disconnect from facing the connections between their positions and its articulation and the ways that society others us and forces us out of our homes and households, our communities, places of worship, our schools and our workplaces.

2.1.2. What's the problem represented to be?

The problems we face as individuals, groups and communities in Africa and elsewhere engaged in same sex relations are articulated for the most part as homophobia and trans phobia. These challenges are explained mostly as being based on ignorance and fear. There is an assumption that if we addressed this ignorance with education, the problem will be solved. The gap or issue is therefore a lack of understanding of what it means to be in same sex relations. Messages are shaped and packaged as a direct response to the many verbal, emotional, physical and sexual attacks on individuals based on sexual orientation and gender identity. "we are just like everyone else", "we were born like this", and hence, "we cannot help this", "God made us" and/or "we are created in his image", "we are not evil", "we are good, law abiding citizens, making important contributions to society", "we are just like you", "we are as African as everyone else" and so on.

Much of this messaging is, consciously or unconsciously targeted at states seen as backward, ignorant and unsophisticated. Increasing focus on, foregrounding and championing of this specific aspect of sexuality by northern governments, particularly the U.S.A. and some European governments mean that much of the basis of the violence and other violations and the discrimination against individuals on the basis of sexual orientation and gender identities and expressions acts as a screen for the poor state laws, policies, institutional frameworks and practices that relate to bodily autonomy, freedom to and dignity by many and particularly by those on the 'sexual margins' of society.

There is significant focus on equality as the demand and hence, the need for "access to the same as" dominates the conversation and the political agenda in multi-lateral arrangements and spaces. Marriage and other civil and political rights are the main framing of the issue. The challenges of poverty-related inequalities and of the right of access to health, education and development are seldom the focus of attention. The challenges in north-south income and other disparities in education, health and development are not brought into the equation and the double standards involved in the ways that Northern states, the U.S.A. in particular, prioritise which sets of rights are ignored or silenced when raised by states or civil society organisations and human rights defenders remains invisible.

Much of the work and messaging related to the crises faced by individuals, groups and communities on the basis of sexual orientation and gender identity within the "LGBTIQA" agenda, both on the part of some states and some of us in civil society organisations is largely reformist – tweaking at the edges of underlying problems. The work on the part of some powerful friendly states that push the agenda in multilateral spaces is often underpinned by a range of other agendas which are often difficult or even impossible for civil society to know, uncover or expose.

As people under attack and often struggling for protection and recognition with grave danger to our lives, we are often pushed into ways of organizing that are about immediate survival. The need to resist oppression and violation becomes a rallying point and connections are formed across communities, countries and regions to develop solidarity and to organize together with others who face similar challenges based on very particular and narrow identity categories. Movements focused in very particular ways on sexual orientation and gender identities are formed.

2.1.3. What's the problem? : A feminist perspective

We face a crises in fundamentalisms that remove or attempt to remove our autonomy over our own bodies and lives and dictate the terms of how we live, who we have sex with, under what conditions, the extent to which we are able to make decisions about whether to have children or not and on what the purposes of bodies and sex can or should be.

There is a **lack of freedom and autonomy, dignity and equality** in society insofar as our bodies and lives is concerned. Our bodies are owned and controlled by the state, by religious institutions through the elevation of the status, authority and decision making power of heteronormatively gendered people, masculine bodies and selves in particular. The ability to make decisions for oneself and one's own wellbeing and health is constrained, controlled and contained with strong sanctions against those who defy, resist and ignore these boundaries. The meanings of bodies and the purposes for which they are intended, who can 'use' them, who can authorize such use, the ways that desire and bodies can be deployed are both prescribed, regulated and standardized. Non-compliance is vigorously rejected.

There is an almost complete domination of at least verbal commitment to work on and with **freedom from** [disease, violence, exploitation, "trafficking" and so on]. There is risk of and actual corporatization of interventions for addressing disease and violence. There is an apparent increasing focus on this violence

without actually addressing it and moving towards an eradication of it in all its forms. There is particular focus on sexual violence linked with the systemic and patriarchal ownership of sexual decision making [exercised by and through heteronormative men]. There are fewer resources, including money, time, effort and political space for opening up conversation about and opportunities to make real the sexual and gender related rights which are based on the idea of “freedom to”[choose, exercise autonomy];

The alliance between states and religious ***fundamentalist groups in pursuit of an agenda of economic and political power sharing and in collusion*** to establish and sustain power blocs means that the control over our own bodies is under attack from the most well-resourced and powerful institutions, opening us up to vulnerabilities and risks and lack of protection from the very institutions that we would think to seek protection, respect and fulfillment of our rights.

Economic and political interests in ensuring the support of religious elites for political elites together with these ***institutional protectionist agendas*** and approaches mean that women who may seek to exchange sex for favors, resources and goods are unable to make these decisions as the state steps in to protect us from ourselves. Efforts to criminalise transmission of HIV and refusal to allow entry to people living with HIV into certain countries, the turning of a blind eye to forced and early marriage as well as the criminalisation of the act of seeking and supplying abortion services. These are challenges faced by individuals, groups and communities in both the global north and global south. Multi-lateral human rights institutions become spaces for trade agreements, continuing economic exploitation [and resistance to this] and for tussles between those who are committed to advancing the right to health and development and closing disparities and gaps in this regard.

The focus on these outcomes of the challenges and crises in autonomy of adults over their own bodies means ***that at least some states can be seen to be doing something*** to address the crises. However, these violations will be sustained and the political space to address other sexuality and gender related violations and protection gaps will be constrained. It also provides cover for states which are violating other rights or discriminating against individuals, groups and communities requiring protection, including on basis related to sexuality and gender, such as sex workers.

The ways that this process unfolds with the hardening of identity categories by both civil society and states is often reinforcing of deeply conservative state agendas or the search for red herrings and distractions from other issues and enabling a claim that sexuality related rights are not human rights. This agenda is reinforced in part by reference and insistence on making references to “gay rights” and “LGBTI rights”, which may work in some contexts but for the large part in our contexts contributes to states claiming these are “new norms” and “new rights”.

From a feminist perspective and based on our own learning and reflections here, the challenges faced by persons based on sexual orientation and gender identity are clearly shared by many in the face of deepening misogyny, patriarchy, heteronormativity and a crises in democracy and fueled by growing conflicts all in a context of violence, often state sanctioned, and growing conflict and militarization. The impacts of these is on autonomy is experienced by many, including sex workers, by women and people living with HIV and by those who seek and offer abortion services. They all require addressing by all countries and states.

Autonomy over our own bodies and lives is the core issue and it is this that must be addressed, whether its denial is on the grounds of sexual orientation and gender identity or any other grounds. The question of autonomy and freedom is the basis of our organizing and the connections between individuals, groups and communities whose autonomy is constrained by legal, policy, institutional and practice interventions must be recognised, strengthened and developed further, rather than separated into hardening identity categories.

3. APPROACH

The various review processes in the last 2 to 3 years have offered seven key lessons which have become viewed as 7 Key Elements of the strategic approach of CAL moving forward. These are

3.1. Centering who we are in our work

What does it mean for ways of working, strategy and tactics that we have a standpoint as lesbian, feminist, activist, membership-based network with passion for and commitment to confronting power both in terms of how we ourselves work and organise as well as in terms of how we work out there with decision makers, policy audiences and diverse movements with diverging ideologies, strategies and tactics? What does it mean that we are concerned with both civil and political rights and with social and economic rights? What does it mean that we are concerned about disconnections between struggles?

Our approach has to be based on a “this is who we are” standpoint and to engage with a diverse range of allies in being true to who we are whilst finding common agendas and contributing to movement building work. This makes work with many complex and difficult and also closes space for funding and resourcing of our work when we are viewed as “too radical”. Our strategic plan has to grapple with this.

3.2. Intersectionality and movement building

Whilst our point of entry as an African lesbian feminist coalition is sexual orientation and gender identities and expressions, we are concerned about the range of oppressions and their connections and disconnections. These include class, race, geography, age, gender, sex and sexuality and ability, amongst others. As such, we make links between civil and political rights and social and economic rights and ensure that solidarity and collective action across movements is built in recognition of the common oppressions faced by those of us on the margins. This intersectional approach calls for greater work across movements and demands attention to struggles that are bigger and broader than our own focus on sexual orientation and gender identity. There is a crises based on the rights to autonomy and freedom, dignity and equality and the body is one key site of struggle and power in this crises. As such, we are concerned about the situation of sex workers, women and other people living with HIV, young women’s sexuality [age of consent issues] and sexual exploitation [example through forced marriage], those who seek and those who offer abortion services and individuals based on sexual orientation and gender identities and expressions. Our work must become increasingly cross movement with a focus on the civil and political rights of these groups and communities as well as their social and economic rights.

3.3. Stronger local leadership

Decentralised work to the sub regional level for more focused and sustained engagement with members and allies in countries; this has shaped two sub regional areas of work – East Africa and Southern Africa.

3.4. Connecting local work to global standards

Linking local to global work to ensure that the standard setting work at the UN, African Union and African Commission on Human and Peoples’ rights is informed by and led by those most directly affected by certain issues; Ensuring attention to application of standards to local and national reality sets and experiences so that change is actually seen and felt by those most affected; ensuring we have a voice in these spaces and can do so competently without undue influence by other agendas.

3.5. Recognition of uncounted work

A very important lesson for us has been the fact of the level of responsiveness we have demonstrated over the years to engage with institutions from both civil society, the private sector and from governments and media as part of an education and sensitisation process. Whilst we have felt the pressure of this work, we have not integrated it into the conceptualising of our projects and work. As such, we have been clear that we are an advocacy organisation. We have viewed this education and enabling role as a part of that. It has grown beyond our own capacities in terms of staff time and numbers and the requests are now escalating from members. Initially we struggled to identify which of the wide range of learning, education and skills building needs sat within our mandate. We have now reduced the long list of member, partner and ally needs to those which relate to sexuality, gender, sexual orientation and gender identity, wellbeing of human rights defenders working on sexuality and gender as well as organising and advocacy on these issues, from a feminist perspective and particularly in hostile contexts. The needs were established in the movement mapping, needs analysis and Sexual Rights Campaign Planning Workshop and the internal review and evaluation processes within the Secretariat, with members and with the Executive Committee of CAL.

3.6. Sexual orientation and gender identity as a part of a broader sexuality, gender and women's rights political agenda

Our thinking and analysis on sexual orientation and gender identities and expressions within a framework of sexual rights and within our understanding of the context as well as within the intersectional analysis means that we seek to develop our work across movements working on body politics within the sexuality and the gender spheres. We are mindful of how our own approaches to our work may harm and constrain their work and of the need to bridge the gap between our agendas.

3.7. The need to delineate between strategic partners and core partners and to commit to working with each and to develop work with each with different sets of expectations

As a coalition working to build feminist organising and to work with building our own power as well as confronting oppressive power in all its forms and with very particular understandings and commitments to the kind of change we wanted to see in the world and the paths to that change. It became, at times, almost impossible to forge and sustain meaningful and productive partnerships with good process and outcomes.

We have learned and developed capabilities to distinguish between what we think about as core partners who share the same ideologies and those who are strategic and share strategies and tactics.

4. THE CHANGE WE WANT TO SEE [the Political Agenda]

Purpose [incorporating vision, mission and identity]

The Coalition of African Lesbians [CAL] is a network of organizations committed to African lesbian equality and visibility. We work to transform Africa into a place where all lesbians enjoy the full range of human rights, secure in the knowledge that we are recognised as full citizens, with rich and diverse cultures, and a significant and respected presence in all spheres of life, through personal and organizational growth. Our work is shaped by an African radical feminist understanding, informed by research, and strengthened by the claiming of social and economic power.

4.1. Demands/Claims [Changes/Impacts]

What we WANT:

4.3.1. Accountable state action to ensure protection and recognition of our rights

4.3.2. Strong, sustained activism and advocacy by members, partners and allies to advance human rights related to sexuality and gender in Sub-Saharan Africa

4.3.3. Credible advocacy work by a wider range of informed and competent activists using well designed strategies and tactics influences sexuality and gender related decisions by political and social actors

4.3.4. Sustained collective action and solidarity within and between movements on sexuality and gender related human rights shapes ideas, laws, policies, institutional frameworks and practices

4.3.5. Participation in planning for and access to delivery on social and economic justice at a local and national level so that we enjoy our gender and sexuality related human rights, including social and economic and civil and political rights in Africa

DESIGN

Our contextual and problem analysis and the lessons from our reflection and review and the approach that has emerged from these have helped shape the agenda of CAL moving into the next five years.

Three areas of work have evolved with the themes of sexuality and gender and using and building on the language of sexual rights as in our previous strategic framework:

- **Advocacy**
- **Development**
- **Women Human Rights Defenders**

These areas of work are both separate and distinct and are connected and linked. To enable more coherent and efficient organising of our efforts and work on these areas, we have packaged the work on these three areas into **FOUR** objectives.

OBJECTIVES

1. ORGANISING OURSELVES

To organise ourselves for more effective and efficient feminist change work through working groups, Secretariat and the Executive Committee

2. LEARNING AND KNOWLEDGE

To develop consciousness, confidence and competence to manage our own wellbeing and for more effective organising and action on sexuality and gender as a Coalition

3. MOVEMENT BUILDING FOR SYSTEMIC CHANGE

To work with members, partners and allies to mobilise and build solidarity on and organise around systemic, legal, policy and institutional changes related to sexuality and gender related human rights

4. INFLUENCING INSTITUTIONAL CHANGE

To influence political and social institutions to make decisions that advance human rights related to gender and sexuality, including sexual orientation and gender identities and expressions

4.1. OBJECTIVE 1: ORGANISING OURSELVES/GOVERNANCE

To organise ourselves as members for more effective and efficient feminist change work through Working Groups, Secretariat and the Executive Committee

IMPACT

Strong, sustained activism and advocacy by members, partners and allies to advance human rights related to sexuality and gender in Sub-Saharan Africa

Result/Outcome

The Coalition is an accountable, effective and efficient vehicle for strong, sustained advocacy and activism on sexuality and gender

Indicators

1. A culture of active participation and feminist leadership through decision making by members through Working Groups, Executive Committee and Secretariat
2. Management of human resources, technical resources and financial resources are in keeping with policies and procedures
3. Strong accountability for effective, efficient delivery that creates the kind of change we have committed to

Outputs

1. Human resources:

Recruitment plans, processes and documentation; organogram adjusted and adopted; staff development plans drafted and implemented; appraisals held and documented; team building activities and reports; contracts and job descriptions updated, used as a basis for planning, reporting, review; exit plans in place and used as needed; consultancy calls, data base in place and functional; consultants contracted as appropriate.

2. Technical resources:

Reception, maintenance, service provider, security, logistics, administrative support plans in place and functional; information/communication/technology plans in place and functional, Equipment, supplies, technology audited, plans developed and implemented.

3. Financial resources:

Funding plan in place and functional; finance calendar in place and functional; monthly financial reports prepared on time and presented; monthly and quarterly internal audits, annual external audits; decentralised budgeting, reconciliations and reporting; payment approval processes functional and efficient.

4. Coordination, planning, monitoring and evaluation:

Secretariat: Meetings and discussions on conceptual framework for monitoring and evaluation plan; meetings and discussions on how change happens as the basis for the M and E plan; annual review and planning meetings; quarterly review and planning meetings; monthly programmes team meetings; monthly organisational development team meetings; monthly staff check in and calendar meetings; staff quarterly and annual reports; annual organisational narrative and financial reports; planning package reviewed and adjusted as needed: strategy, operational plan; log frames; monitoring and evaluation plan; risk analysis and management plan; work plans and calendars.

Executive Committee: quarterly telephonic meetings; on-going communications; mentoring meetings and communications with Director; mandates signed; problem solving and crises management meetings as needed; Membership Policy meetings and document; Gender policy meetings and document; Meetings for planning of General Assembly.

Membership: communications on lists and via email and Skype calls; annual membership document updates; working groups active. **Working Groups:** see Objectives 2 to 4

Resource persons/organisations:

Governance expert, Financial Advisor, Human Resource Advisor, Evaluation Consultant

4.2. OBJECTIVE 2: LEARNING AND KNOWLEDGE

To develop consciousness, confidence and competence to manage our own wellbeing and for more effective organising and action on sexuality and gender as a Coalition

IMPACT

Credible advocacy work by a wider range of informed and competent activists using well designed strategies and tactics influences sexuality and gender related decisions by political and social actors

Result/Outcome

Activists working on sexuality and gender are able to manage their own health, safety and wellbeing and to deepen their own consciousness, confidence and competence to defend human rights related to sexuality and gender from a feminist perspective

Indicators

1. Increasing number of activists are consciousness about power, patriarchy and other intersecting oppressions and how to address these
2. Increasing number of activists plan, design, implement, oversee and evaluate the Sexual Rights Campaign with competence and confidence
3. Increasing number of activists draft personal wellbeing plans and are supported by mentors and coaches in the implementation process.

Outputs

1. Research and Publications

Research Agenda; Research Strategy; Research Work plan by year; One research paper published annually; One issue of STANDPOINT published annually [standpoint is a lesbian feminist journal which publishes the written and visual ideas about the kind of change we want to see in the world]; At least ONE Policy Brief per annum; One Advocacy Brief for each Policy Brief produced [See CAL Publications Menu attached]; Contribution to/collaboration on one publication every second year with a core or strategic partner organisation from the global south; One publication with a global north partner to demonstrate meaningful and equal partnership and the possibilities of north-south feminist collective action;

2. Documentation

HURIDOCs documentation system in place at Secretariat and functional; members connected up into the HURIDOCs system; monthly, quarterly and annual printouts from the HURIDOCs system; Annual HURIDOCs report on violations with analysis; Women Human Rights Defenders International Coalition Documentation Published; Copies distributed and available online; Facilitators Guide for the WHRD-IC Documentation Manual; Documentation conversations, workshops, coaching sessions; Reports by members using documentation system and applying skills; plans indicating how documentation products and information are to be used; One exhibition, one concert, one documentary, one film, one CD documenting the celebrations and successes of our movements and lives.

3. Facilitation/Resource Person

Facilitation of/Resource person in at least 3 member or partner planning and/or evaluation processes per year; Resource person in 3 externally planned seminars, conferences, institutes, workshops, meetings to integrate, connect, link sexuality and gender into other work.

4. Learning Centre

Written plan on CAL Learning Centre; Exchange visits, study tours, friendship and solidarity visits across countries, sub regions, south-south and south-north; internships; volunteer placements; coaching and mentoring project established; writing workshops; sexuality, gender, feminist institutes; advocacy skills building workshops and meetings [media, lobbying, legal, research, documentation, movement building; campaigning]; wellbeing for human rights defenders workshops, conversations, events [psychosocial, security and safety, health and self-care]; reports on each learning centre activity.

Partners

International

Women Human Rights Defenders Coalition; Sexual Rights Initiative; Association for Women in Development; CREA; Sexuality Policy Watch; Black Women's Blueprint; JASS [not in place]

Regional

African Men for Sexual and Reproductive Health and Rights; African Feminist Forum; RHANA; Pan African Non-Violence Network; Men Engage Network.

Sub-Regional

East Africa: UHAJ; West Africa: tbd; Southern Africa: tbd

4.2. OBJECTIVE 3: MOVEMENT BUILDING

To work with members, partners and allies to mobilise and build solidarity on and organise around systemic, legal, policy and institutional changes related to sexuality and gender related human rights

IMPACT

Sustained collective action and solidarity within and between movements on sexuality and gender related human rights shapes ideas, laws, policies, institutional frameworks and practices

Result/Outcome

Sexuality and gender ideas understood and applied in work in 15 countries in Sub Saharan Africa as part of regional campaigning

Indicators

1. Relationship building, friendship and collective action within sexuality and gender related movements
2. Relationship building, friendship and collective action with sex workers, young women's movements, women and people living with HIV, abortion service providers and women organising specifically on this
3. Relationship building, friendship and collective action within movements on sexual orientation and gender identities and expressions
4. Relationship building, friendship and collective action between movements working on sexuality and gender, sexual orientation and gender identities and expressions, women's movements and broader social justice movements
5. Relationship building, friendship and collective action within Africa, south-south, south-north and internationally

Outputs

Relationship building and friendship

Electronic communications; face to face meetings; exchange programmes; cultural exchanges; open house project; sporting events; peoples prides; exhibitions; musical festivals and concerts; co-writing; seminars and tours with visiting speakers; celebrations and special events; [x]change forums tagged onto all sub regional, regional and international events; working group to manage friendship building; narrative reports; audio-visual products capturing processes.

Collective Action

Side events, statements, resolutions, skills building, information sharing, special events, country alternative/shadow, civil society reports at the African Commission on Human and Peoples Rights, the Human Rights Council, the Commission on the Status of Women and Convention on the Elimination of All Forms of Discrimination Against Women [CEDAW];

Publications on women human rights defenders [average of one per annum] drafted, distributed, promoted and used in planning and action; Distribution of existing materials on Fundamentalisms; Development, distribution, promotion and use of Africa specific materials on Fundamentalisms in relation to sexuality and gender;

Joint Pan African event annually;

One south-south initiative established and sustained;

One south-north initiative established and sustained.

One inter-national event annually;

Narrative, visual and audio visual reports drafted on all collective action activities and processes.

Partners

International

Women Human Rights Defenders Coalition; Sexual Rights Initiative; Association for Women in Development; CREA; Sexuality Policy Watch; Black Women's Blueprint; JASS [not in place]

Regional

African Men for Sexual and Reproductive Health and Rights; African Feminist Forum; RHANA; Pan African Non-Violence Network; Men Engage Network.

Sub-Regional

East Africa: UHAJ; West Africa: tbd; Southern Africa: tbd

4.4. OBJECTIVE 4: INFLUENCING INSTITUTIONAL CHANGE

To influence political and social institutions to make decisions that advance human rights related to gender and sexuality, including sexual orientation and gender identities and expressions

IMPACT

Participation in planning for and access to delivery on social and economic justice at a local and national level to that we enjoy our gender and sexuality related human rights, including social and economic and civil and political rights in Africa

Result/Outcome

States demonstrate political commitment to recognition and protection of human rights related to sexuality and gender, including sexual orientation and gender identities and expressions

Indicators

1. Dialogue and active lobbying and campaigning at a national level to states on sexuality and gender related human rights and the links between these and the rights to both social and economic and civil and political rights
2. Participation by activists and human rights defenders in planning and evaluation processes at a national level on gender and sexuality related human rights, including sexual orientation and gender identities and expressions
3. Statements, laws, policies, institutional plans, budgets, media and reports by activists and users of services demonstrating changes on gender and sexuality, including sexual orientation and gender identities and expressions
4. Dialogue and lobbying of friendly states on other continents to shift the multi-lateral and state led processes with regard to gender and sexuality, including sexual orientation and gender identities and expressions
5. Political and technical support to members who work with religious and traditional leaders and institutions on gender and sexuality related human rights, including sexual orientation and gender identities and expressions

Outputs

Meetings, seminars, policy presentations, policy briefs, advocacy briefs, dialogues, round tables with states in Africa and elsewhere; planning meetings in countries with civil society and between civil society and states on sexuality and gender related issues; meetings, dialogue and policy briefings with decision makers at the African Commission on Human and Peoples Rights, the Human Rights Council, CEDAW, Commission on the Status of Women; statements and side events; Materials and packages for work with decision makers in social institutions, including religious and traditional leaders; mass media press briefings and packages, statements and releases, coverage of issues; design, development, testing and production and updating of social media on the gender and sexuality related human rights issues.

Partners

International

AMShER [African Men for Sexual and Reproductive Health and Rights]

Sexual Rights Initiative

International Coalition of Human Rights Defenders

Association of Women in Development

Regional

AMShER

RHANA

NGO Forum of the African Commission on Human and Peoples Rights

Human Rights Institute of South Africa

East and Horn Human Rights Defenders Network

4.3. Phases in the Strategy

The strategy has THREE main phases to ensure that we manage growth and organisational change within a volatile and hostile climate.

Phases

1. Consolidate

2. Grow

3. Transition-Consolidate

Phase ONE: Consolidate [2013]

This phase brings together the recent work of CAL together with the lessons from successes and challenges in the last 10 years and ensures that the systems and political work are in sync and ready for a new phase of activism, advocacy and human rights defence work. We address any outstanding glitches and risks in systems; We systematise the work with partners, members and allies; We address resource constraints [human mainly but also technical and financial; We finalise the work done to address weaknesses in the governance system in relation to membership leadership and participation; We consolidate work on advocacy to date particularly on partnerships and spaces we work in and focus on; we tighten the design of the human rights defenders project ensuring the emergencies work is relevant and appropriate based on lessons learned and integrating the learning aspects [on security, safety and wellbeing] are fully integrated into our work; we also ensure that the advocacy work addresses both the substantive issues of sexuality and gender and the issues related to our roles as women human rights defenders [including all those work defend women's rights and sexuality and gender related rights].

Phase TWO: Grow [2014-2016]

This phase is focused on an expansion from the strong track record we have developed on advocacy into a more coherent "development" area of work [see Objective 2]; here we pay particular attention to understanding of sexuality and gender and the work and functions related to campaigning on these; We invest heavily in publications and research to ensure that the knowledge we have been and continue to produce is articulated and available to us and to others; we strengthen and expand the work on integrating human rights defence learning, emergencies and advocacy.

Phase THREE: Transition-Consolidate [2017-2018]

Here we slow down the expansion/advance phase; we maintain existing work; we invest in more focused reflection, review, analysis of the successes and challenges; we question in more focused ways the changes that have been effected; we reflect on the political, economic and social context; we develop strategy and tactics for the next strategic plan and the next five years of our Coalition; we ready the internal Coalition systems to manage the transition and the new cycle.

5. INSTITUTIONAL FRAMEWORK

Over the last few years, CAL has been able to manage a very complex transition process which involved strengthening internal policies, procedures and systems for the efficient, effective and accountable management of our financial, human and technical resources as well as the design of a coordination, planning, monitoring and evaluation system. We have also strengthened our leadership structures, including membership systems, Executive Committee systems and general systems for decision making. We have also developed strengthened our focus in our political work as a strong and well networked lesbian feminist activist organization committed to social justice for women and other marginalized people. We have developed coherence in the ways that the various elements of our strategy are organized. We have refined our analysis of both the problem of patriarchy and heteronormativity and of an appropriate response to the patriarchy. Our ability to articulate this consistently has also been dramatically improved. Our messaging has therefore become part of a broader collective force to push the agenda of social justice and the universality of rights.

As an organisation, we have developed more focus, conceptual clarity and a sharper, implementable framework for applying our feminist understandings and ideas. We have more coherence. We have also set in place systems, policies, mechanisms and procedures to enable and facilitate more efficient ways of working and achieving our goals. This is an important development, given our struggles with transition in the period 2008 to 2010. Based on the lessons learned from organisational crises and transition, we have developed a conceptual framework for this aspect of our Coalition so that we plan, implement and track change in relation to both management and leadership in the same way we do political and programmatic work.

This includes:

A. Leadership

A.1. Membership

A.2. Executive Committee

A.3. Partners: Core AND Strategic

B. Management

B.1. Human Resources

B.2. Financial Resources

B.3. Technical Resources

C. Coordination, planning, monitoring and evaluation

Moving forward

This organisational development framework is the basis of the institutional development that will be implemented in the next five years to strengthen the internal organising for the political work and agenda of the Coalition. The specifics can be seen in OBJECTIVE 1 above [“organising ourselves”]

The specific systems that will be maintained to ensure strong oversight and accountability in the next five years include monthly, quarterly and annual review, reflection, reporting by Secretariat, Executive Committee and Working Groups to members, donors and partners. End