



Powering **Change** Together

**STRATEGIC
PLAN**

2026 - 2029

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Executive Summary

Pan Africa ILGA's Strategic Plan 2026-2029 is a roadmap to advance the rights, dignity, and well-being of LGBTIQ+ people across Africa. This plan builds on the aspirations of our diverse communities, the resilience of our allies, and our commitment to transforming equality and inclusion from ideals into lived realities. Developed with input from member organisations, partners, and stakeholders, it aligns PAI's efforts around five strategic priorities aimed at lasting impact.

Africa's vibrant cultures and growing movements stand in contrast to the reality that many LGBTIQ+ individuals still face systemic discrimination, punitive laws against consensual same-sex conduct in over half of African countries, and social exclusion. This plan is both a call to action and a promise: a call for all stakeholders to join in dismantling these barriers, and a promise from PAI's leadership to work tirelessly toward our shared vision of an inclusive, just society. It lays out five bold goals to guide our work over the next four years:



Build the Engine:
Organisational
Capacity



**Speak Truth to
Power:** Advocacy for
LGBTIQ+ Rights



Power in Community:
Member Support and
Movement Care



**Evidence that Moves
People:** Research and
Knowledge



Stronger Together:
Strategic Partnerships

These priorities provide a comprehensive framework for tackling challenges and maximising emerging opportunities. As a convener and capacity-builder, PAI's role is distinct from that of our member organisations on the frontlines. This plan focuses on empowering and amplifying the work of our members by uniting a pan-African coalition of LGBTIQ+ groups, providing them with training and coordination, and amplifying their voices at national, regional, and international levels. We are investing in collaboration and network strength, thereby ensuring that grassroots expertise informs regional advocacy and local successes are shared and scaled across the continent.

The plan is supported by a robust Monitoring, Evaluation & Learning framework to track progress and adapt, as well as prudent resource and risk management to ensure sustainability. Guided by the principles of equality, solidarity, and justice, we invite governments, donors, civil society allies, and community members to join us in partnership. United in purpose, we will bring this vision to life and build an Africa where every individual can thrive with dignity and pride. Powering change together.

Organisational Overview

Pan Africa ILGA (PAI) is the African regional chapter of ILGA World, dedicated to advancing the human rights of lesbian, gay, bisexual, trans, intersex, and queer people across Africa. Founded as a network of member groups spanning all five sub-regions of the continent, PAI serves as an umbrella organisation connecting and strengthening local movements.



Mission

To advance the rights and well-being of LGBTIQ+ individuals and communities through direct advocacy, organisational capacity building, and coordinated collective action in partnership with allies and allied organisations at the regional level.



Vision

A just and inclusive Africa where equality and human dignity are guaranteed for all people, regardless of sexual orientation, gender identity, gender expression, or other aspects of identity, enabling every individual to live authentically without fear or discrimination.

PAI operates as a convener, capacity-builder, and advocate rather than an on-the-ground service provider. We unite and empower a coalition of over 100 LGBTIQ+ member organisations across 54 African countries. Member organisations lead programs in their communities, while PAI provides regional leadership, coordination, training, and advocacy to amplify their impact. Through convenings, workshops, and information-sharing, we strengthen our network's ability to respond to challenges. This strategic plan draws on PAI's unique position to support and scale up the work of our members, ensuring local efforts translate into wide-reaching change. Our success is measured by the success of our members and the broader movement we support.

Strong governance and inclusive values guide PAI. A Board of Directors with representation from across Africa provides oversight and ensures accountability. The Board Co-Chairs and Executive Director work closely to uphold transparency and community representation in decision-making. PAI's core values – respect, inclusion, solidarity, integrity, and equality – inform everything we do and creates a culture of trust. Our staff and volunteers commit to operational excellence, from prudent financial management to effective program coordination. Developed with extensive member and partner input, this plan reaffirms PAI's mission and sets a clear direction for the next four years, reflecting the needs and hopes of the communities we serve.



Situational Analysis

Africa's socio-political landscape for LGBTIQ+ rights is complex and evolving, presenting both formidable challenges and emerging opportunities. On one hand, many countries maintain punitive laws and policies: as of 2025, a majority of African states criminalise consensual same-sex relations, and deeply rooted social stigma often fuels discrimination and violence. Widespread societal resistance, driven by cultural and religious conservatism, continues to marginalise LGBTIQ+ individuals leading to human rights abuses, barriers to healthcare and justice, and threats to activists' safety. These realities highlight the urgency of PAI's work.

We recognise that progress in Africa must contend with restrictive legal frameworks, limited political will in some contexts, and the daily vulnerabilities faced by LGBTIQ+ people. Any strategy for change must be nuanced and resilient in the face of backlash or repression.

At the same time, there are clear signs of progress and hope across the continent. A steady rise in grassroots activism, public awareness campaigns, and regional coalitions has created a more visible and vocal demand for equality. In several countries, courageous advocates – including many of PAI's member organisations – have achieved landmark victories such as decriminalisation of homosexuality or anti-discrimination rulings. Youth engagement and digital connectivity are accelerating change: the proliferation of social media and messaging platforms allows LGBTIQ+ youth and allies to share their stories, mobilise communities, and challenge prejudice in ways that were impossible a decade ago. There is also growing international solidarity and support with global human rights organisations, progressive governments, and donors are increasingly partnering with African activists to provide resources and spotlight injustices.

These factors are powerful drivers of change, even as opponents attempt to dismiss LGBTIQ+ rights as “foreign” or impose new restrictions. PAI's situational analysis recognises that we are operating at a critical juncture: the push for LGBTIQ+ equality in Africa has gained momentum yet remains vulnerable to pushback.

In this context, PAI's strategic approach is designed to navigate and exploit the dynamic landscape. The plan builds on the opportunities – supporting the grassroots resilience of our members, and harnessing technology and partnerships – while directly addressing the challenges through coordinated advocacy and protection measures. By understanding the nuanced realities in each sub-region (from countries making progressive strides to those enacting harsher penalties), PAI can target its convening efforts where they are most needed. This means, for example, rallying support in international fora when member groups face crackdowns at home, or facilitating knowledge exchange from more progressive environments to more restrictive ones. The situational analysis informs each strategic priority in this plan: to be effective, our goals must respond to real conditions on the ground. Therefore, PAI will remain vigilant to contextual shifts – whether a sudden legal change, an opportunity to engage a new government, or emerging needs voiced by our network – and will adapt implementation accordingly. This grounded, responsive strategy positions PAI to maximise impact in a landscape marked by both risk and hope, ensuring that our vision of an inclusive Africa can steadily advance despite the obstacles.

Theory of Change (ToC)

We recognise that lasting change requires a strong movement, supportive laws and policies, empowered communities, and evidence-informed advocacy, all enabled by collaboration. To achieve our long-term vision of equality, safety, and inclusion, PAI has identified four interconnected pathways with a cross-cutting focus on partnerships. These pathways will lead to strengthening the movement, influencing policy, empowering communities, and sharing knowledge to drive progress towards our vision.



Strengthening Organisational Capacity

PAI will fortify its own capacity and that of its member organisations by improving governance, leadership development, and resource mobilisation. With a well-governed, skilled, and financially secure network in place, the African LGBTIQ+ movement gains a solid foundation to coordinate action, respond effectively to challenges, and sustain long-term efforts.



Advocacy and Policy Influence

PAI coordinates strategic advocacy and amplifies member voices at national, regional, and international levels. Through unified campaigns and direct engagement with institutions like the African Union, the African Commission on Human and Peoples' Rights, and internationally with the United Nations Human Rights Council, among other institutions, we aim to secure more inclusive laws and policies that protect LGBTIQ+ rights and to shift public discourse toward acceptance and inclusion.



Community Empowerment

PAI enables its member organisations to expand services and safe spaces for LGBTIQ+ people. By supporting members to provide, among other services, legal aid, healthcare, crisis response, and community centres, we help communities become more resilient and empowered. This means individuals can access support, find solidarity, and gain confidence to exercise their rights.



Research and Knowledge Sharing

PAI invests in research, data collection, and the exchange of best practices across our network. Solid evidence and shared learning will inform more effective advocacy strategies and community interventions. By learning from each other's successes and challenges, member organisations can innovate and avoid duplicating efforts.



Strategic Partnerships (Crosscutting)

PAI forges strong partnerships with civil society groups, governments, national, regional, and international allies, as well as other movements, to amplify our collective voice. By integrating LGBTIQ+ issues into broader human rights and development agendas and building broad coalitions, we make it harder for opponents to isolate our cause. A united front of diverse partners can work together to push for change, magnifying their impact across all pathways.

Long-Term Impact: Equality, Safety, and Inclusion

These pathways reinforce each other and together lead toward our goal, which is a more unified movement and tangible improvements in the legal and social conditions for LGBTIQ+ people across Africa. We expect to see more countries adopting non-discriminatory laws and policies, a stronger norm of respect for diversity in civil society and empowered local communities driving progress beyond this strategic plan's timeframe. Our role is to enable, connect, and strengthen the parts of this movement. We will regularly revisit this Theory of Change to test our assumptions and refine our strategies, ensuring we remain aligned with our mission and maximise our impact.



Strategic Priorities & Goals

Building on the context and theory outlined, PAI has identified five strategic priority areas for 2026–2029. These priorities are our high-level goals, each addressing a critical dimension of change needed to advance LGBTIQ+ rights in Africa. For each strategic goal, PAI's approach is to act as a facilitator and convener, focusing on coordination, advocacy, training, and partnership activities that empower others, rather than duplicating the direct service work of our member organisations.



Goal 1: Strengthen Organisational Capacity

Make PAI and its network resilient, responsive, and ready for the long haul, with governance that works, leaders who grow, finances that are stable, and systems that enable people to do their best work.

- **Governance & Leadership:** Clear mandates, active and informed oversight, and values-led management. Leadership is developed deliberately, with succession planning mapped out so continuity isn't left to chance.
- **Financial Strength:** Multi-year, strategy-linked budgeting and predictable core-cost coverage. Compliance is timely and transparent, providing donors and members with confidence in how resources are utilised.
- **Systems & MEL:** Streamlined processes and fit-for-purpose tools that make collaboration easy. A lean Monitoring, Evaluation, and Learning approach turns data into informed decisions and facilitates course corrections.
- **Safety, Care & Access:** Safeguarding, well-being and duty of care are non-negotiable standards. Language justice and disability access are built into convenings and outputs, rather than being treated as extras.
- **Member Capability:** Targeted support that strengthens organisations across the network. Flexible help, grants, mentoring, peer learning, practical resources, and meeting fundamental needs at different stages of growth.
- **Knowledge & Continuity:** Institutional memory is treated as an asset. Clear documentation and handover habits protect what we've learnt and keep work moving through staff changes.
- **Risk & Resilience:** Security, legal and data-protection risks are tracked and managed. Scenario planning and contingency reserves maintain steady movement when the environment shifts.



Goal 2: Advocate for LGBTIQ+ Rights

Shift laws, policies and public will by coordinating regional pressure while amplifying member-led change at the country level.

- **Policy Influence & Diplomacy:** Consistent, credible engagement with the AU, ACHPR, sub-regional bodies and UN mechanisms to secure protective norms, recommendations and follow-through.
- **Regional Coordination & Rapid Response:** A joined-up advocacy drumbeat across the continent, with the capacity to mobilise quickly when hostile laws or opportunities arise.
- **Member-Led National Advocacy:** Technical back-up, solidarity and visibility for country campaigns so local strategies land and regional platforms echo their priorities.
- **Evidence & Windows:** Timely research, legal tracking and political analysis to target the right decision-makers at the right moment.
- **Narrative Power:** Messaging that humanises our communities, counters disinformation and broadens coalitions with women's rights, disability, labour, youth and faith actors.
- **Accountability & Rule of Law:** Strategic use of regional and international procedures, reporting, litigation, reviews, to hold states to their obligations and document progress.
- **Safety & Resilience of Advocates:** Duty-of-care standards and risk protocols so human rights defenders can act boldly and sustain the work.





Goal 3: Power in Community: Member Support and Movement Care

Strengthen the organisations closest to people so communities have safer spaces, practical support and real pathways to participate in change.

- **Safe services and spaces:** Enable members to access expanded legal aid, health referrals, psychosocial support, and crisis response, so help is close at hand and trusted.
- **Community care and wellbeing:** Normalise trauma-informed practices, rest and safeguarding so organisers and volunteers can sustain the work.
- **Capacity and reach:** Support core capabilities such as governance, planning, and fundraising so that community groups grow stable, credible, and locally rooted.
- **Leadership and inclusion:** Back youth, trans, intersex and LBQ leadership pipelines, with accessibility and language justice built into all activities.
- **Peer networks and convenings:** Create regular learning circles and practical meet-ups where tactics, tools and hard-won lessons move quickly across borders.
- **Tools, resources, and small grants:** Provide ready-to-use templates, training, and a source for flexible micro-funding that unlocks action at the grassroots level.
- **Local to regional pathways:** Elevate community priorities into national, sub-regional, and continental forums, ensuring that lived experiences inform policy debates and funding.
- **Quality and accountability:** Promote shared standards on duty of care, data protection, and community member feedback to ensure services are safe and respectful.





Goal 4: Evidence that Moves People: Research and Knowledge

Make PAI a trusted source of usable evidence, with insight flowing between communities, organisations and decision-makers, so advocacy is sharper and interventions land where they matter.

- Knowledge hub and standards: Curate an Africa-focused repository of laws, policies and practices, with shared definitions, ethical guidelines and data-protection rules that keep people safe.
- Actionable research and policy intel: Commission timely studies tied to advocacy windows, maintain a legal and policy tracker, and produce country and thematic briefs that point to concrete options.
- Community-led evidence capacity: Help members generate, store and use data confidently, using participatory methods, informed consent and secure systems that respect risk.
- Accessible, multilingual sharing: Turn findings into plain-language summaries, visuals, and toolkits, with translations, disability-accessible formats, and low-bandwidth versions, so nothing is gatekept.
- Evidence for narrative change: Counter disinformation with verified facts and lived experience, and equip partners to tell credible, human stories that move public will.
- Learning culture and MEL: Build simple feedback loops across the network, share what worked and what did not, and use results to refine strategies in real time.
- Partnerships, quality and safeguarding: Work with universities, think tanks and creatives for depth and reach, apply independent review where needed, and protect sensitive data and participants throughout.





Goal 5: Foster Strategic Partnerships

Build a broader, smarter coalition that links PAI's network with movements, institutions and influencers, so our shared voice carries further and turns commitments into action.

- **Coalition map and common agenda:** Identify who does what across the region, agree on priorities, and align efforts where joint work will yield the fastest outcomes.
- **Cross-movement alliances:** Collaborate with women's rights, disability, labour, youth, and faith actors to expand reach, refine messaging, and safeguard shared civic space.
- **Government and intergovernmental engagement:** Maintain practical relationships with ministries, parliaments, the AU and sub-regional bodies so doors stay open when decisions are made.
- **Funder partnerships:** Encourage multi-year, flexible support and core costs, with clear expectations on learning, safeguarding and accessibility.
- **Media, culture, and tech links:** Bring in journalists, creatives, and technologists to widen audiences, improve storytelling, and test what messages actually land.
- **Flagship regional conferences:** Utilise PAI's regional conferences to convene members, allies, and decision-makers around a shared agenda, featuring language justice, access, matchmaking spaces for partnerships, donor roundtables, and training tracks.
- **Partnership standards:** Use simple agreements that clearly define roles, timelines, data sharing, duty of care, and conflict resolution, and review them regularly.
- **Joint programmes and convenings:** Co-design initiatives, shared toolkits and regional platforms where members and allies plan together and move quickly.
- **Mutual accountability and learning:** Track joint milestones, share results openly, and celebrate collective wins so momentum and trust keep building.

The five goals are designed to work together, not in silos. Stronger capacity makes the organisation and its members steadier and quicker, which in turn lifts the quality and timing of advocacy. When advocacy lands, the result is a safer space and clearer pathways for community support and participation. Evidence then sharpens both the strategy and the services, helping partners choose what to scale and what to stop. Partnerships knit this all together by opening doors, sharing risk and carrying wins across borders. Move one piece and the others gather pace. Pursued together, the goals create a flywheel: momentum builds, results compound, and progress holds.

Resource & Budget Framework

Achieving these strategic goals will require a sustainable and well-managed resource base. PAI has developed a resource and budget framework that emphasises financial stability, transparency, and alignment of resources with our strategic priorities. This section provides an overview of how PAI will secure and allocate funds to support the plan, as well as how we will ensure the organisation's long-term sustainability.

Resource Mobilisation Strategy

PAI is committed to diversifying its funding sources and reducing reliance on any single donor. Currently, our income is derived from a mix of international donors, and over the next four years, we plan to diversify this mix. We aim to ensure no single donor contributes more than 30% of our overall income, safeguarding our financial stability and independence. Key elements of our resource mobilisation strategy include:

Strengthening Donor Partnerships: We intend to create a sense of ownership within our network and beyond. This means modestly growing our membership base (adding organisations from underrepresented countries or sectors) and engaging the wider public and diaspora. We will run periodic fundraising campaigns to invite community support for our mission.

Expanding Membership & Community Support: Create a sense of ownership within our network and beyond. We plan to modestly grow our membership (adding organisations from underrepresented countries or sectors). We will also engage the wider public and diaspora through periodic online fundraising campaigns (for example, crowdfunding for an emergency fund for activists or supporting a pan-African convening).

Innovative Revenue Streams: PAI will explore mission-aligned revenue activities to supplement grants and donations. We will carefully evaluate any opportunities to generate income in our areas of expertise, ensuring they align with our values and capacities. While donor grants may remain our primary source, these modest revenue streams can provide additional flexibility over time without detracting from our core work.



Budget Allocation & Financial Management

PAI will allocate its budget in ways that directly support the strategic priorities, while retaining flexibility to adapt as needs change. Approximately 70% of our budget is dedicated to programmatic activities in support of our five strategic goals. This means that roughly 30% or less covers core operating costs (staff, offices, governance), reflecting our commitment to efficiency and ensuring that the bulk of resources drives programs. Each year, we prepare an annual budget (approved by the Board) that maps expenditures to our strategic goals to ensure spending stays aligned with this plan.

Strong financial management and oversight will underpin our use of resources. PAI will maintain robust internal controls with clear policies for budgeting, spending, and procurement. We use a financial management system to track expenses by project and goal, allowing close monitoring and timely reporting. Our finance team will produce quarterly financial reports for the Board's finance committee, and we will undergo annual external audits. Audited financial statements will be shared with donors and made available to members to uphold transparency and accountability.

Value for Money and Strategic Investment

Given the magnitude of needs and our limited resources, PAI is dedicated to maximising the impact of every dollar (or rand, euro, etc.) we spend. We will regularly assess the cost-effectiveness of our activities to ensure each initiative's outcomes justify the investment. Where possible, we will adopt more cost-efficient methods as long as the impact is not compromised. This disciplined approach entails continually evaluating our operations and seeking ways to maximise the use of our resources.

We prioritise investments that have multiplier effects across the movement. Supporting member organisations through training or grants can create a ripple effect, as those partners reach many more people in their communities. Likewise, investing in shared knowledge tools or regional networks benefits the broader LGBTIQ+ movement beyond our immediate projects. This way, we ensure our spending not only achieves short-term results but also strengthens the ecosystem for long-term change.

By diversifying funding, aligning spending with strategic outcomes, and practising diligent financial stewardship, PAI will support the activities in this plan while strengthening the institution for the future. The Board will monitor our economic health and risks and help adjust plans if needed. With prudent management and a commitment to value for money, we are confident that PAI can mobilise the resources to fulfil our role as a convener, capacity-builder, and advocate for Africa's LGBTIQ+ communities.



Monitoring, Evaluation & Learning (MEL) Framework

A robust Monitoring, Evaluation, and Learning (MEL) framework is integral to this strategic plan, ensuring that PAI tracks progress, measures impact, and continuously adapts its approaches based on evidence and feedback. Given PAI's role as a convener and catalyst, our MEL framework is specifically tailored to capture the results of enabling and collaborative activities. It focuses on outcomes like strengthened networks, policy influence, and capacity improvements. The MEL system will serve as a vital tool for organisational learning, helping us understand what works best in advancing LGBTIQ+ rights in different contexts.

Key Performance Indicators (KPIs)

We have identified high-level indicators aligned with each strategic goal to guide monitoring. Examples include metrics for:



Organisational Capacity:

Number of member organisations receiving capacity-building support; improvements in organisational strength (e.g., governance, management, financial health) over the plan period.



Advocacy & Policy Change:

Number of advocacy campaigns coordinated by PAI; policy or legal changes influenced (e.g., discriminatory laws repealed, or pro-equality policies adopted) with PAI/member involvement; and PAI's representation in key forums (AU, ACHPR, UN sessions).



Community Empowerment:

Number of member-led services or community initiatives that received PAI support; estimated number of LGBTIQ+ individuals reached by those initiatives; and qualitative examples of improved safety or community cohesion in those communities.



Research & Knowledge Sharing:

Number of research publications or knowledge products produced; usage of these resources (downloads, citations); participation of member organisations in learning events; and instances of members using PAI research or tools in their work.



Partnerships & Network Strength:

Growth in the number of partnerships or coalitions involving PAI; frequency of coalition activities led or co-led by PAI; member engagement levels (participation in PAI convenings, joint initiatives); and collective responses to crises (indicative of a supportive network).

Each of these indicators will have specific targets or milestones defined in our MEL plan (developed in Q1 of the implementation)

Our MEL approach combines numerical data with lived experience to demonstrate real progress and guide course corrections. We will track a small set of outcome indicators across the five goals, conduct periodic learning reviews, and utilise light, regular feedback from members to determine what is working and what is not.

Beyond numbers, we will measure success through stories of activists who feel safer, stronger, and more connected. Outcome harvesting and short case studies will capture shifts in policy, practice and power that do not fit neatly into dashboards. Findings will feed back into planning cycles, budgets, and risk registers, ensuring adaptations are timely and evidence led. All data collection will follow 'do-no-harm' standards, with informed consent, secure storage, and language access built in

Data Collection & Evaluation Processes

PAI will use a combination of tools to gather data efficiently. An MEL officer (or assigned staff) will coordinate monitoring and maintain an indicator database. We will request streamlined reports from member organisations involved in PAI programs, focused on key outcomes rather than burdensome detail.

Each year, PAI will facilitate an internal progress review for each strategic goal. This may be a participatory workshop (virtual if needed) with staff, board, and member representatives. We will review data and ask: Are we on track? What contributed to successes or challenges? Were there any unintended outcomes? We will revisit the Theory of Change during these sessions to validate or adjust our assumptions. Around mid-2027, PAI will commission an independent mid-term evaluation. This review will assess the effectiveness of our strategies and provide recommendations for the remainder of the period, incorporating feedback from members, partners, donors, and beneficiaries to offer a comprehensive view of PAI's impact.

Learning and Adaptation

MEL is about learning and improvement as much as it is about accountability. PAI will build habits in which data and feedback shape decisions. After each annual review, we will publish a short Lessons and Adaptations note that captures key insights and the course corrections for the year ahead.

We will also create learning spaces. A twice-yearly MEL webinar, open to all members, will share consolidated findings, including regional advocacy progress and aggregate community outcomes, while members share lessons from their respective contexts. This two-way exchange helps validate the data and enrich it with lived detail, so the numbers stay grounded in reality.



Risk & Sustainability Strategy

Working on LGBTIQ+ rights in Africa involves significant risks and uncertainties. PAI has a proactive Risk & Sustainability Strategy to anticipate potential threats and outline measures to mitigate them, while also ensuring that the gains we achieve are sustainable. This strategy covers various risk categories – political, security, operational, financial, and reputational – and reinforces our commitment to being a resilient organisation. We also address how PAI will sustain impact beyond immediate projects through institutional strengthening and planning for continuity. By anticipating challenges and building resilience, we aim to safeguard both PAI and the broader movement's progress.

Risk Assessment and Mitigation

PAI will maintain a Risk Register that is reviewed quarterly by management and the Board, capturing key risks, their likelihood, and impact, as well as mitigation actions. Major risk areas and our strategies to manage them include:



Political & Legal Risks: Hostile political or legal environments (e.g., government crackdowns on activism or new anti-LGBTIQ+ laws).



Mitigation: Monitor political developments closely and prepare contingency plans (such as shifting events to virtual formats or safer locations if needed). Build quiet relationships with sympathetic officials and, if a member organisation is targeted, quickly mobilise support (including legal aid and international pressure) through our networks. These steps aim to minimise disruptions and protect our members and staff.



Security Risks to Individuals: Threats to the safety of activists and community members include harassment, surveillance, and violence.



Mitigation measures involve enforcing strict security protocols for PAI events, such as confidential planning and emergency plans, and training member organisations in digital and physical security practices. If someone faces imminent danger (e.g., arrest or attack), coordinate rapid response with partner protection organisations for public advocacy, legal aid, or temporary relocation. Internally, employ secure communication channels and maintain confidentiality for sensitive information. These steps help prevent harm and ensure that no security incident derails our efforts.



Operational Risks: Internal challenges include staff turnover, capacity gaps, and coordination difficulties across multiple countries.



Mitigation: Invest in staff development and retention (clear growth paths, supportive work environment) and document processes so knowledge isn't lost with turnover. Utilise practical project management tools and conduct regular team check-ins to ensure work remains on track. Also maintain the ability to work remotely and pivot so core functions can continue during crises.



Financial & Funding Risks: Funding volatility (donors shifting priorities, economic downturns) and financial management risks.

Mitigation: Follow our diversified funding strategy to avoid over-reliance on any single source and maintain a reserve fund (targeting 3–6 months of operating costs) as a buffer for shortfalls. Conduct regular financial monitoring to catch and address any budget gaps early and adjust spending or fundraising as needed. Enforce strict financial controls and audits to prevent misuse of funds. We will also use MEL findings to discontinue investments in approaches that aren't yielding results, ensuring resources are used efficiently.



Reputational Risks: Damage to PAI's credibility (e.g., from misinformation campaigns or internal issues).

Mitigation: Communicate proactively and transparently. Have a crisis communication plan to counter false information or negative press with factual messages swiftly. For example, if harmful rumours spread, issue a clear public statement and engage allies to amplify correct details. Maintain transparency with members and stakeholders about decisions and challenges to prevent misinformation gaps. Internally, uphold our values and resolve conflicts fairly to maintain unity and trust. Strong partnerships (Goal 5) also mean respected allies can vouch for us if needed.



Ensuring Sustainability of Impact

Beyond managing risks, PAI is intensely focused on the sustainability of the positive changes we aim to bring about. True sustainability means that progress continues and expands even after specific projects end or this strategic plan concludes. Several strategies in this plan inherently support sustainability: building the capacity of local organisations (so they can thrive independently), advocating for permanent legal changes (which, once enacted, provide lasting protections), and strengthening networks and partnerships (relationships that persist and can be activated beyond PAI's direct involvement). To further enhance sustainability, PAI will:

- Emphasise local ownership in all initiatives. When we coordinate a campaign or training, we do so in a way that allows member organisations to drive the activity and replicate it on their own later. For instance, the toolkits and resources we develop will remain with members, and we often employ a train-the-trainers approach, ensuring that knowledge is embedded within communities.
- Pursue policy and institutional change as much as possible, because those outlive short-term projects. Success for us is not just running a great workshop; it's that the workshop leads to, say, a new partnership or committee in a country that continues to meet and work after our facilitation role ends. Or that our engagement with a Ministry yields an ongoing task force, including civil society. We seek to leave behind structures and norms that continue to advance LGBTIQ+ inclusion.
- Document and transfer knowledge continuously (linked to Goal 4). By the end of this plan, we intend to have a rich repository of case studies, manuals, and trained individuals, such that even if PAI's situation changes, the movement will have those resources to carry on. We will also explore creating a leadership pipeline by identifying and mentoring young activists within our network, potentially through fellowship programs, to ensure the movement's future leaders are well-prepared.
- Plan for financial sustainability by coaching member organisations on resource mobilisation (so they are not solely dependent on PAI or single donors either) or by gradually increasing contributions from within Africa (however modest) to the cause. If communities invest in their own movement, even symbolically, it enhances local commitment to sustain activities. PAI will also start conversations about long-term scenarios.

We will gauge sustainability by checking if outcomes endure: for example, are trained leaders still active a year later? Is a policy win being implemented two years on? Are member organisations growing stronger? Each initiative will include an exit strategy to hand over responsibilities to local actors or establish self-running mechanisms.

Integration of Risk Management into Implementation

Risk management will be woven into our implementation. Project plans will include risk logs and mitigation steps, which we'll review regularly in team meetings. The Board will also review top risks in its quarterly meetings. Suppose a serious risk materialises (e.g., a sudden funding cut or security incident). In that case, we will convene a rapid response team (comprising staff, Board members, and member representatives as needed) to adjust plans and reallocate resources. Our MEL system will track risk-related metrics, ensuring we remain aware of the environment and our responses.



Communication & Advocacy Strategy

Effective communication and advocacy sit at the heart of PAI's approach. Over the next four years, we will engage stakeholders and amplify our message internally across the network and externally to the public and policymakers. We will prioritise collaboration, transparency and storytelling, with language justice at the core. This means providing multilingual and plain language outputs, high-quality interpretation, accessible formats for people with disabilities, and low-bandwidth versions to ensure that everyone is included, regardless of connectivity or cost.

To operationalise this, PAI will develop a comprehensive Communications Strategy and a separate Advocacy Strategy in Q1 of the first operational year. These will establish audiences, objectives, messages, channels, risk and safeguarding protocols, and learning loops, ensuring our communications and advocacy remain coherent, inclusive, and effective.

Internal Stakeholder Engagement

PAI's member organisations are key drivers of our collective advocacy, so maintaining strong two-way communication within our network is essential. We will keep members informed, involved, and connected through measures such as:

- **Regular Updates & Consultation**

Quarterly, multilingual e-newsletters will be sent to all members to share recent activities, opportunities, and regional developments, keeping everyone informed. For major initiatives or positions, we will consult members in advance to ensure our regional stance reflects grassroots insights. We will also hold quarterly virtual town hall meetings, where members can ask questions, raise issues, and share local needs.

- **Platforms for Collaboration**

PAI will facilitate direct communication among members through secure online platforms where organisations can share resources, discuss challenges, and coordinate actions. We will maintain a member directory to help groups find others working on similar issues and encourage peer-to-peer support. In urgent situations, these channels enable rapid collective responses. Strengthening these horizontal connections ensures that our network functions as a cohesive community.



External Communication & Public Advocacy

Externally, PAI's communications will raise awareness, shape narratives, and rally support for LGBTIQ+ rights across Africa. We will tailor our approach to different audiences – policymakers, media, public, donors – while maintaining consistent core messages and values. Key components of our external strategy include:

- **Messaging & Brand:** Crafting a hopeful, empowering message that frames LGBTIQ+ inclusion as an African value and shared goal. We will highlight positive narratives of change led by Africans, countering negative stereotypes. PAI will develop a messaging toolkit featuring key facts and human stories for use by our team and members, ensuring a unified, inspirational voice. We will also maintain a consistent visual brand that reflects inclusivity and African identity, making PAI recognisable and trusted.
- **Media Engagement:** Proactively engaging journalists and media outlets to amplify our message. We will build relationships with media contacts across Africa, provide them with accurate information and human-interest stories, and offer ourselves as a reliable expert source on LGBTIQ+ issues. We may organise media training or sensitisation sessions to encourage fair, informed coverage. Our goal is to achieve frequent media mentions – news stories, interviews, and op-eds – that help normalise the discussion of LGBTIQ+ rights.
- **Social Media & Digital Campaigns:** Expanding our digital presence to engage a broad audience, particularly among young people. PAI will be active on social media, sharing educational content, success stories from our network, and calls to action. We will collaborate with member organisations to run coordinated online campaigns. We will also produce compelling digital content (short videos, graphics) to humanise our cause and encourage sharing. We will monitor online engagement and adjust our strategy to maximise reach and impact.
- **Public Campaigns & Events:** Coordinating public-facing campaigns and notable events that unite the movement and attract attention. PAI will lead or support Africa-wide campaigns around key themes or dates, linking activities in multiple countries under one banner to showcase unity. We will also convene flagship events such as pan-African conferences or regional forums on LGBTIQ+ issues, which serve as both movement-building and public advocacy opportunities. These campaigns and events generate content that we will use to spread our message further. We will ensure diverse voices from different regions and communities are featured, so that many audiences can identify with our cause.



- **Storytelling & Transparency:** Using personal stories and openness to build empathy and trust. PAI will work with members to collect and share powerful stories of individuals whose lives have changed through our collective efforts (with careful attention to consent and safety). These stories – whether of a legal victory, a personal journey to safety, or a community celebration – will put a human face on abstract issues, bringing them to life. We will publish these narratives in reports and online and use them in donor and public communications to illustrate impact. At the same time, we will be transparent about challenges and setbacks, openly explaining how we are addressing them. We will publicly share updates, such as annual progress reports and policy positions, so stakeholders know what we stand for and how we're progressing.
- **Broadening Alliances:** Reaching out to new allies and the wider public to garner support. We will target groups such as youth leaders, progressive religious figures, healthcare professionals, and educators with tailored outreach that links LGBTIQ+ rights to shared values and concerns. We will assist member organisations in holding community dialogues and local outreach to turn neutral or uncertain audiences into supporters.
- **Calls to Action:** Turning awareness into engagement by always providing concrete actions. Whether urging policymakers to change a law or inviting the public to sign a petition, donate to a cause, attend an event, or share information, every campaign will have clear ways to get involved. PAI will explicitly invite all who share our vision to stand with us, emphasising that collective action is needed for success.

We will measure the effectiveness of these efforts by tracking media coverage, social media engagement, public responses, and feedback from stakeholders. We will remain flexible, adapting our tactics as new communication channels emerge or public attitudes shift.

Our communications will uplift the bravery and achievements of our member organisations and communities, ensuring they gain recognition and support. At the same time, we will counteract harmful narratives by presenting a positive, African-led vision of inclusion. Through strategic engagement, media outreach, and authentic storytelling, we will elevate LGBTIQ+ issues to greater visibility and firmly connect our struggle to the broader human rights agenda on the continent.



Join Us

This plan is a promise and an invitation.

➤ **To our member organisations on the frontlines**

Lean in. Participate in learning spaces, share data and stories, co-design campaigns, and utilise the available tools. Your leadership sets the pace.

➤ **To donors and funding partners**

Back the work for the long haul. Invest in multi-year, flexible support that covers core costs, strengthens institutions, and grows a resilient African movement.

➤ **To allies and the wider public**

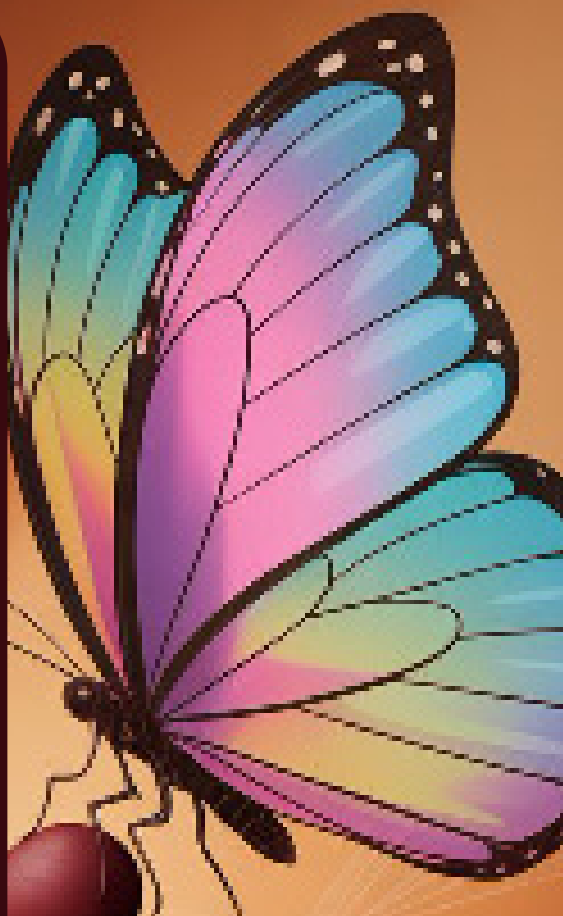
Stand in solidarity by amplifying African voices. Share credible information, challenge misinformation, and create opportunities for our communities in media, culture, and policy spaces.

➤ **To governments and regional bodies**

Engage with us to reform laws and policies, uphold rights, and protect civic space.

➤ **The invitation is simple**

Participate, resource, amplify, reform. Together, we can drive change and make this strategy a daily reality. Building an Africa where everyone can live openly and safely, with dignity and pride.





Pan Africa ILGA

21 Village Road, Selby, Johannesburg, 2001
admin@panafricailga.org
Telephone (w) +27 (0) 11 339 1139