



2019-2023 Strategic Plan

Why GIN-SSOGIE:

In a time when Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ / SOGIESC) communities all over the world are organising themselves and demanding legal protection, continued criminalization of LGBTIQ identities, justified with religious rhetoric, cultural claims and customary laws, is continuing to instigate religious persecution and overwhelming violence against SOGIESC people, especially in the Global South.

The impetus for the first gathering of LGBTIQ / SOGIESC people of faith from different religions at the 2012 ILGA World Conference, was the conscious choice to centre the learned wisdom and voices of the LGBTIQ people from the Global South, dealing with these harsh realities daily.

The initiative to establish a Global Interfaith Network (GIN), to provide safe space to convene, document best practices, develop resources and together create local, regional, and international strategies for the decriminalization of LGBTIQ identities, was born. To be successful GIN needed to be legitimate and relevant to all faiths and all local contexts where religion is used as a justification for discrimination against the SOGIESC community and beyond.

The Vision and Mission statements, as approved in Johannesburg in January 2014 at the launch conference, attended by 68 GIN members representing 5 faith traditions, 35 countries and people of all SOGIESC are reaffirmed in this new strategic plan.

Vision:

A just world in which the dignity, faith, spirituality, and human rights of persons of all sexes, sexual orientations, gender identities and expressions are honoured, supported and protected.

Mission:

GIN-SSOGIE comprises individuals and organisations engaged with faith and spirituality. We are committed to using our beliefs and traditions to ensure that the views, values and rights of people of all sexes, sexual orientations, gender identities and expressions are recognised, respected, and valued.

What we do:

In the belief that all faiths are inherently inclusive of people of all sexes, sexual orientations, gender identities and expressions (SSOGIE), GIN-SSOGIE will:

- Create safe spaces for people of faith of all SSOGIE to come together, in physical and other fora, to
 - o heal the experienced separation between faith identities and SSOGIE
 - o develop and share knowledge, resources and best practices
 - o strengthen the voice of people of all SSOGIE within their religious communities.
- Assist members in engaging in dialogue with religious leaders and communities to become active voices in advocating for acknowledging the dignity, equality, justice and human rights of people of all SSOGIE.
- Collaborate with faith-based and secular organisations and individuals for whom faith and spirituality are positive forces for advocating for and acknowledging the dignity, equality, justice and human rights of people of all SSOGIE in local, national, regional and international fora, as needed.
- Provide, as far as possible, opportunities for building capacity and resources needed at the local, national, regional and international level (e.g. educational projects, skills building and leadership development).
- Develop and implement communication strategies to amplify and expand faith-based advocate voices on SSOGIE issues.

What makes GIN unique:

- GIN makes visible the realities of LGBTIQ / SOGIESC people of faith, as lived and experienced in their communities, and who use their faiths and traditions for the improvement of the lives of LGBTIQ / SOGIESC people and their human rights. Therefore we celebrate our faiths as a life source for us, and from there comes the strength and commitment to advocate and work for change towards a just society for all.
- GIN prioritises Key Affected Contexts, by which we mean contexts where violence and power collude with religion, culture and tradition most viciously to instigate homophobic and transphobic discrimination.
- GIN members aim to prophetically critique their faith traditions when those traditions uncritically support stigma, discrimination, homophobia, transphobia, racism, and economically unfair or patriarchal value systems.

Our activities so far:

- Organizational development
 - o Executive Director: we appointed an Executive Director, Toni Kruger-Ayebazibwe, in December 2017, who is working with the Secretariat especially with the Board, managing staff, continuing to establish GIN's core foundations and developing our programs.

- GIN Board: a New Board was elected after the November 2016 General Members Meeting in Bangkok; the Board had its first and incoming meeting in Johannesburg (June 21st until 24th 2017) and the second face-to-face meeting in Manilla in August 2018.
 - Staff development: we have hired a new member of staff, our other Programme Manager, Pierre Trevor Buckley to work alongside our other staff members, Toni Kruger-Ayebazibwe, Wendy Lissom-Bayemi and Victoria Petitjean; this will notably enable GIN to develop its programs further.
 - Foundational texts confirmed: the Constitution and Bylaws were approved of by all GIN members (online) after the 2016 GMM; they were amended during the online GMM in October 2018.
 - Membership development: we have been working to develop our membership core and relations, including in the MENA region as well as in Asia and Latin America.
 - Core administrative & technological advancements: we have been working to develop our online presence (Facebook, website update and development) as well as our broader communication (a translation team in the process of being set up)
- Projects

It is well known that conservative and patriarchal religious traditions have damaged LGBTIQ / SOGIESC people and their families and have promoted intolerance and violence in societies at large. What has become increasingly clear over time, however, is the role that religious leaders play in influencing broader societal attitudes, including in some cases legal and policy debates about the rights of LGBTIQ / SOGIESC people. This dynamic is particularly visible in what GIN calls Key Affected Contexts, contexts where violence, power, religion and cultural traditions collude to marginalize people of diverse sex characteristics, sexual orientation, gender identities and expressions and deny them human rights. Many of these contexts are in the Global South.

For this reason, addressing the intersection of faith and SOGIESC becomes particularly important in contexts where the human rights of SOGIESC diverse people are not respected. Doing so offers the opportunity not only to allow SOGIESC diverse people access to the full range of human expression, which includes participation in a faith tradition, but also the skills to influence religious leaders who in turn influence broader society, policy-makers and law makers.

Our three projects address the specific issue. Firstly, in terms of the visibility of LGBTIQ people of faith both from the bottom up (through the Religious Dialogue Partners' process) and from the top down (through the Speakers' Bureau). The former process prepares LGBTIQ / SOGIESC people of faith to engage with religious leaders in their local and national contexts, while the Speakers' Bureau prepares LGBTIQ people of faith to show up in regional and international contexts. Both projects will result in increased visibility for SOGIESC people of faith, and the opportunity for both religious and state actors to engage with more progressive versions of faith traditions. The third project, is a series of seminars focused on "Family and Traditional Values" regional seminars that bring together activists, scholars, and

human rights advocates to develop counter narratives that are regionally and contextually located that in turn educate and bolster existing formal human rights strategies and local campaigns.

- We piloted the Religious Dialogue Partners' (RDP) process in April of 2018 with a group of 15 participants from 5 Southern African countries (Botswana, Lesotho, Namibia, Mozambique and Zimbabwe). The participants are proceeding to participate in dialogues with Christian Councils in their countries of origin, in a process convened by the FOCCISA Health Justice Network. GIN continues to engage with the 15 participants to provide connection to the GIN network and members, and support, and will roll out further Hearts Set on Pilgrimage workshops in Southern and Eastern Africa in 2019
- We have launched a Speakers Bureau that amplifies under-represented faith-based LGBTIQ / SOGIESC narratives and pairs our Speakers with staff support and funding to connect them to high level speaking opportunities in August last year, with an initial group of nine participants, from 7 sub-Saharan African countries and seeking funding to support their participation in events at high level forums.
- We launched the first seminar of the "Family and Traditional Values" series in Johannesburg, South Africa, in February 2018. We wrote a joint Declaration and are in the process of developing a Fact Sheet and more complex theological paper. The second seminar was held in South East Asia, in November 2018.

- Conferences
 - CSW62: The sixty-second session of the Commission on the Status of Women took place at the UN HQ in New York in March 2018. Representatives of Member States, UN entities, and ECOSOC-accredited non-governmental organizations (NGOs) from all regions of the world were invited to attend the session – for sharing good practices, experiences and lessons learned. GIN attended the first week of this session, particularly as it was co-organizing a side event on "Reclaiming Faith and Families"; GIN also took time to attend side events related to LGBTIQ rights and faith issues and meet with advocates and UN agencies' representatives.
 - SOGI Expert and HRC38: GIN-SSOGIE has been engaging with the Independent Expert on SOGI issues; we attended the official presentation of his third report to the Human Rights Council (Geneva, June 2018) and provided input for the upcoming draft of his fourth report (to be presented at the UN General Assembly, October 2018)
 - We have worked to introduce and facilitate spirit spaces in major SOGIESC and human rights conferences and meetings: ILGA Asia annual conference, ICASA (Abidjan, December 2017), the UN Commission on Status of Women (New York, March 2018), Rainbow Families Forum Conference (Hong Kong, May 2018), PAI (Gaborone, May 2018), Egale Identity Conference (Toronto, May 2018) and the LGBT Space at the Parliament of World Religions (Canada, November 2018).

Strengths and Weaknesses of the organisation:

In identifying the strengths of the organization, the following were highlighted.

- Young organization with support (Secretariat with 4 staff)
- Diversity
- Respect peoples' health and wellbeing
- Global
- Data gathering
- Critical mindset
- Layering of solidarity
- Radical inclusion
- More funders are interested
- Social media and technology are used
- Awareness raising of complex issues
- Connection to vulnerability
- Analytical
- Reflective
- Our beliefs and traditions

In identifying the weaknesses of the organization, the following were highlighted.

- Young organization
- Membership statistics
- No communication and outreach strategy
- Geographically vast and diverse
- Health and wellness for activists
- Potential for barriers and fragmentation
- Often in the "cross fire" of beliefs and traditions
- Nature of our work (faith) and how this puts the organization in the direct fire of the religious right
- Misunderstood vision and mission
- Lack of resources
- Internal politics
- Security issues as some faith-based activists not wanting visibility (some Muslims in some regions of the world e.g. Middle East and North Africa)
- No documented model of our approach

External Environment and how it influences the work we do:

In answer to the question "**What are the changes and the threats in our external environment**", the following was suggested. It was agreed that all of the points mentioned below have had an external impact on the work of GIN-SSOGIE over the past year.

- Information revolution, social media and technology plays a very big role
- Globalization
- Counter actions against progressive leaders, awareness about equality, activism and interconnection
- There is more uncertainty and this may lead to a struggle to survive
- Stronger democracy, enlightenment and shifts, opposition affirmed, visibility of movements, acknowledgement, voices listened to and heard
- Trump-ism
- Polarization and a hardening of opposition
- More perceived disconnection
- The increasing popularity of the “increase prosperity gospel”
- The growth in refugee numbers (urban displacement)
- Human slavery
- White supremacy/black pride
- Radical violence
- Tensions leading to conflict, capitalism and growing inequality
- Political change
- 1% and 99% - inequality in the world
- Religious right, wars and threats of war
- Climate change (impact on natural resources such as water)
- Domination and exclusion

Current opportunities:

- Tracing back to roots of faith and interfaith, and finding a universal essence
- There is a perception that the “moveable middle” is growing
- More LGBTIQ / SOGIESC activists are willing to engage with faith, growth in membership
- More funders interested in faith-based work
- There is a growth in an approach that is borderless, intersectional, is based on collaboration and strategic partnerships
- Presence of organic intersectionality
- Relationship building (collaboration)
- Solidarity (identify who)
- Visibility and voice of lived realities

Flagged Issues:

- Regional network building should take place in a phased manner
- Representativity on Board level is a concern as there is an oversupply of members following the Christian faith. It was felt that a systematic approach is required in order to ensure that the network is truly interfaith. A suggestion was made that a network should be built across faith traditions and that this be a priority. The presence of openly LGBTIQ / SOGIESC supportive faith

leaders in Islam was found to be small and the intention was shared to engage more with the known Muslim faith-based activists.

- The idea of low hanging fruit was discussed and GIN-SSOGIE was keen to identify these.
- Issues arising from the General Members Meeting (GMM) on inclusion and discrimination are to be taken into account
- What is GIN-SSOGIE's position on power and privilege
- The idea of being active at a local level, as found in the document "An Introduction to GIN", was found to be unrealistic and outside of the mission of the organization. It was raised as an issue to be further resolved.

Goals:

From the previous Strategic Plan 2014-2018, the three goals below were listed as overall objectives of GIN. On review, we have concluded that they are actually the overall goals of GIN-SSOGIE, and have thus linked our 2019-2023 Strategic Objectives to them.

Goal 1: Empowering people of all SSOGIE, with special emphasis on LGBTIQ / SOGIESC Faith-Based Activists

Goal 2: Influencing the Progressive Faith, Social justice, and Human Rights Movements

Goal 3: Advancing SOGIESC with an emphasis on LGBTIQ Faith-Based Goals in the World

Strategic objectives:

Following from the first Strategic Plan (2014-2018) and a thorough and complex review process, GIN-SSOGIE's strategic objectives for its next period (2019-2023) have been developed as follows:

1. Support people of faith of all SOGIESC:

- To create safe spaces to come together, in physical and other fora, to
 - heal the experienced separation between faith identities and SOGIESC
 - strengthen the voice of people of all SOGIESC within their religious communities.
- To build capacity needed at the local, national, regional and international level (e.g. educational projects, skills building and leadership development)
 - To engage in dialogue with religious leaders and communities
 - By actively linking people to the GIN network and encouraging members to collaborate and support each other in achieving goals that they identify and that coincide with the mission, vision and objectives of GIN, across local, national, regional and international contexts

2. Develop and share knowledge, resources and best practices at the local, national, regional and international level to support a global interfaith LGBTIQ / SOGIESC movement:

- Develop and share knowledge with members to support contextual progressive political, theological and economic analysis

- Gather, screen and distribute resources
 - Develop and distribute resources on engaging in religious dialogue
 - Identify and research gaps
- 3. Advocate for the human rights of people of all SOGIESC by countering negative religious forces as they intersect with human rights abuses, especially in KACs through:**
- Developing communications and media strategies
 - Amplifying LGBTIQ / SOGIESC people of faith voices
 - Engaging with the Progressive Faith, Social justice, and Human Rights Movements
 - Generate and disseminate life giving, affirming and progressive perspectives on faith and traditional values in relation to SOGIESC
 - Developing and supplying written religious messaging in support of the perspectives of LGBTIQ / SOGIESC people of faith
- 4. Strengthen the Organization through:**
- Building the internal capacity of the Secretariat so that it better supports and amplifies members' leadership and member-led activities informing and shaping GIN programming, and so that it takes leadership in outreach, fundraising, and connecting GIN's gifts and opportunities in pursuit of a just world.
 - Developing and refining governance processes

Objective 1: Support people of faith of all SOGIESC:

Activities	Indicators	Outcomes
<ul style="list-style-type: none"> • Provide regional GIN trainings on religious dialogue and other skill sets for committed groups of members relevant in diverse geographies • Co-convene and/or participate in Interfaith Pre-conferences at regional and international conferences, such as ILGA WC, IAC, PAI for our members, faith-based activists, donors, secular LGBTIQ / SOGIESC activists, and non-LGBTIQ groups. • Identify regional foundations, faith groups, and organizations that can sponsor GIN members to attend the GIN GMM or other GIN-led events (conferences, human rights meetings, etc.) • Provide consistent and meaningful membership engagement actions that utilize the unique powers and influence of different kinds of members such as international organizations, religious bodies, individuals, networks of organizations, social justice organizations that include intersectional approaches to social justice work within the various contexts. • One-on-one consultation between members and staff to support individual members and facilitate connections among members and movement colleagues to support member development and direct them towards local resources. • Systematically engage members in GIN activities at local, national, regional and international level • Convene an annual GMM for all GIN members at which each member has the opportunity to engage with each other, engage with the Constitution, By-laws, Strategic Plan and the election of Board members . 	<ul style="list-style-type: none"> • GIN is organizing 1-2 sets of religious dialogue trainings in different regions of the world (per year) • GIN is co-convening 2-3 interfaith pre-conferences each year, in different international conference settings, and 1 interfaith conference at a global level every second year • GIN has identified 1-3 organizations which support us in bringing members to different conferences each year • GIN staff is consulting with GIN members on a weekly basis (for their own projects, organizing events and inviting them to GIN-led projects) • GIN is organizing a GMM every third year face-to-face and every other year as an online virtual meeting • GIN website includes a closed section specific for GIN members to search for relevant connections • GIN's social media is used on a weekly basis to lead member actions (for volunteer opportunities with GIN, sign 	<ul style="list-style-type: none"> • GIN members are skilled and able to participate constructively and effectively in religious dialogues • Religious leaders perceptions are progressively changing towards LGBTIQ / SOGIESC people. • Members are clear on what GIN can and cannot do in the form of support. • The views, values and rights of people of all SOGIESC are progressively recognised and valued by all including their religious communities. • Increased membership • People are encouraged through the sharing of information and stories • The realities, experiences and faith journeys of the LGBTIQ / SOGIESC community are made visible • LGBTIQ / SOGIESC is no longer a taboo in communities

<ul style="list-style-type: none"> • Hosting an Interfaith Conference, either in each of our regions or a global one with a few representatives from each region. • Setting up an online platform where members are able to filter searches for relevant connections. • GIN communicates clearly with members about what it can and cannot do. • Use GIN’s social media to develop “member actions” for cross-border solidarity actions, petitions, and other volunteer opportunities with GIN. 	<p>petitions, lead solidarity actions etc.)</p> <ul style="list-style-type: none"> • GIN secretariat provides training and tools that enable LGBTIQ / SOGIESC people of faith and spirituality to advocate for inclusion in their respective faith and spirituality practises 	<ul style="list-style-type: none"> • Support system for LGBTIQ / SOGIESC people is much stronger. • GIN members are better connected • Members are supported, reconciled and healed in their faith journeys.
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Later:

1. At least two regional trainings/workshops/meetings per year addressing needs identified by members.
2. Use regional trainings and workshops to map strategies and goals with members such as building partnerships with elected officials, and faith leaders while targeting those faith leader who are opposed to including SSOGIE in faith communities.
3. Work with educational authorities (tertiary institutions - theological training) to ensure our work is shared and impacts educational policies and educators.
4. Increase LGBTIQ / SOGIESC faith-based activists’ participation in local political work

Objective 2. Develop and share knowledge, resources and best practices at the local, national, regional and international level to support a global interfaith LGBTIQ / SOGIESC movement:

Activities	Indicators	Outcomes
<ul style="list-style-type: none"> • Develop, gather and share resources to our members directly and indirectly to accomplish their goals and participation in a global interfaith LGBTIQ / SOGIESC movement on: <ul style="list-style-type: none"> ○ Member stories, our members demonstrating movement leadership, and their best practices (Through our GMM, capture and elevate the best stories, messaging, and thinking on LGBTIQ faith-based concerns through video and written word and other media) ○ Project toolkits and "how-to's" for programmes, campaigns, and events that our members have created to share at relevant international gatherings, eg GMM, ILGA WC, WCC, IAC etc. ○ Political/ theological/ social/leadership education with our members at our GMM, online communications, and other conferences and trainings where we gather ○ Scriptural, liturgical, wisdoms and ceremonial resources that are inclusive for both lay people and faith leaders. ○ On engaging in religious dialogue - within different faith traditions and geographical contexts • Develop a strong research component within the Secretariat to identify gaps, develop systematic processing procedures, identify opportunities for new research, amplify local research and assist faith, social justice, and human rights entities whose competency do not already include SOGIESC and LGBTIQ / SOGIESC issues and/or faith perspectives • Methods for dissemination: 	<ul style="list-style-type: none"> • GIN staff is working closely with members to receive their research, their stories, and general resources: via skype, email and social media • GIN website is composed of <ul style="list-style-type: none"> ○ A research section, updated with member-led research and projects on a monthly basis ○ A faith-based section which includes resources on engaging in religious dialogue and carrying out ceremonies • GIN social media is used to disseminate the research, member stories and general resources gathered on a monthly basis • GIN YouTube channel is fed with all member stories received (and connected to GIN website) • GIN Secretariat organizes Political/ theological/ social/leadership education sessions on 2-3 occasions during the year (at GMM and other conferences) 	<ul style="list-style-type: none"> • GIN is furnished with a rich, up-to-date, diverse and complex amount of resources and research, which benefit GIN members, partners and Secretariat (including member stories and ongoing program, as well as for training programs and educational purposes) • Gaps in existing research are identified and filled • GIN's resources and research are clearly and systematically organised, presented, communicated to members and partners. • Our research and resources are systematically communicated to our members and partners through our communication strategy (including GIN website and social media) • GIN is developing relationships - direct and/or indirect - with various partners to diffuse its

<ul style="list-style-type: none"> ○ Use our website and our social media as platforms to gather and disseminate our knowledge, resources and best practices ○ Investigate other methods for dissemination (contact publishing houses, other organizations etc.) 		<p>research and knowledge base further</p>
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Objective 3: Advocate for the human rights of people of all SOGIESC by countering negative religious forces as they intersect with human rights abuses, especially in KACs through:

Activities	Indicators	Outcomes
<ul style="list-style-type: none"> • Develop coherent media and communication strategy – which includes aims, core messaging and media choices <ul style="list-style-type: none"> ○ Disseminate messaging in various ways - through media (newsletter, website, social media, documentaries, radio interviews etc), partner organisations and events – including the stories we have gathered of LGBTIQ / SOGIESC people of faith. ○ Produce regular newsletter • Generate and disseminate life giving, affirming and progressive perspectives on faith and traditional values in relation to SOGIESC in order to provide religious backing to advance LGBTIQ affirming policies and resolutions in legislative and human rights processes. <ul style="list-style-type: none"> ○ By conducting the Family & Traditional Values seminars globally • Disseminate messaging to non-LGBTIQ organizations, faith-based and secular organizations at donor-organized meetings, ILGA WC, and human rights meetings such as the Commission on the Status of Women and the OAS, in the form of <ul style="list-style-type: none"> ○ Fact sheets ○ Theological articles ○ Social media messaging. 	<ul style="list-style-type: none"> • Media & Communication strategy drafted • Newsletter produced – in 2019: quarterly; in 2020-2021: bi-monthly; in 2022-2023: monthly • Newsletter is disseminated regularly to GIN members (as above). Tracked engagement shows at least 60% of members engage, increasing to over 80% by 2023. • 3 Family & Traditional Values seminars take place in 3 locations between 2019-2020. • 2 reports are produced: February 2019 (addressing the first 2 seminars), and October 2020 (addressing all 5). • At least 5 members per seminar respond to the published messaging, using it for educational & advocacy purposes in their contexts. 	<ul style="list-style-type: none"> • GIN messaging regarding the intersection of faith and SOGIESC issues is widely disseminated and therefore GIN has a coherent, visible public profile and is regarded as a reputable source of information and resources to support the achievement of human rights for people of all SOGIESC from a faith-based perspective • Life giving, affirming, contextual and progressive perspectives on faith and traditional values are more visible in high level contexts regionally and internationally • The use of faith and traditional values as sources of opposition to the realisation of the human rights of people of all

<ul style="list-style-type: none"> • Curate and publicize concise case statements for each major religion that are accessible and useful for local outreach for our members, social justice, and human rights organizations, LGBTIQ / SOGIESC organizations, non-LGBTIQ organizations, and non-faith-based groups. • Make visible the lived realities of LGBTIQ / SOGIESC people of faith from Key Affected Contexts, through selecting and training LGBTIQ people of faith to act as speakers at high level engagements. Support and facilitate their participation. • Building alliances with <ul style="list-style-type: none"> ○ Progressive Faith, Social justice, and Human Rights Movements (such as ARC International, ILGA, Heartland Alliance, WCC) to participate in side events at human rights meetings and other social justice gatherings. ○ Develop an extensive list and annual timeline of international and regional conferences, gatherings, meetings in which we see GIN’s presence as a strategic priority (UN, African Union and other regional human rights spaces, ILGA etc.), and contacts we reach out to, to develop coordination and collaboration. ○ Be present through workshops, information tables, panels and side events ○ On regional / international level: Use regional trainings and workshops to map strategies and goals with members such as building partnerships with relevant official stakeholders (e.g. UN rapporteurs), and faith-based organisations while targeting those faith-based organisations who are opposed to including SOGIESC in faith communities ○ Provide trainings/workshops on the intersection of faith and tradition with SOGIESC for donors, secular LGBTIQ activists, and non-LGBTIQ groups. 	<ul style="list-style-type: none"> • GIN has partnerships with 2 faith based coalitions, and 3 regional LGBTQ organisations per context • At least 5 organisations, faith-based and secular, LGBTQI and allies, per seminar use our research and counter-messages in their advocacy per annum in spaces such as the UN, AU and ACHPR • At least 5 public statements per annum by faith and secular leaders that are LGBT supportive (including governmental leaders, in their local contexts and in high level political fora) • At least 5 media organisations per annum in the regions (e.g. OkayAfrica) have positively communicated our counter-messages and research and about our Speakers - in video clips on social media (FB, You Tube, Twitter), interviews on local radio, articles in the press • GIN Speakers speak in high level political fora such as the ACHPR, the AU, the UN on at least 3 occasions per annum • GIN is asked to collaborate with an additional 4 groups (e.g. WCC, OutRight, CAL, ILGA) per annum who are active in high level political fora in the organization of side events with Speakers or in working groups 	<p>SSOGIESC is progressively diminishing because it is becoming clearer that fundamentalist narratives are ill-founded</p> <ul style="list-style-type: none"> • Faith, social justice, and human rights entities whose competencies do not already include SOGIESC and LGBTIQ issues and/or faith perspectives are better equipped to address the intersection of SOGIESC and faith issues and therefore are better allies • Positive and credible voices of faith that act as reference points or leaders in faith, - social justice, and human rights bodies are established • Visibility, a platform and a voice for the intersection of LGBTIQ / SOGIESC faith issues with other progressive social justice activisms are provided • GIN members, in their regional and international contexts, are better equipped to engage strategically both with UN mechanisms and with non-supportive faith leaders around the intersection of faith and human rights for people of all SOGIESC.
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Later:

- On a local/national level (for much later): Use trainings and workshops to map strategies and goals with members such as building partnerships with elected officials, and faith leaders while targeting those faith leader who are opposed to including SSOGIE in faith communities.

Objective 4: Strengthen the Organization through:

Activities	Indicators	Outcomes
<ul style="list-style-type: none"> • Provide ongoing training, including, one-on-one mentoring monthly, to develop the staff leadership and programming skills • Purchase a coffee machine ☺ • Performance and salary review to be reviewed twice a year as well as 13th cheque. • All staff to be included in external activities where possible. • Hire more specialised staff • Hold staff retreats & team building • Provide educational opportunities for staff • Regular comms and meetings (include written reports between staff - use basecamp more) • Improve technology (communication - access to internet out of office, printing, marketing materials, translation tech, projector) • Increased use of social media platforms • The ED ensures the continued building of GIN's organizational foundations, fundraising goals, and regular communications with the GIN Board • Annual face to face Board meetings are held • Develop and document Board governance processes • Implement training for the board • Review policies (HR, Finance...) 	<ul style="list-style-type: none"> • GIN staff are working at a high level. • GIN staff are well supported by an active board. • GIN staff are able to further their skills through capacity building opportunities. • GIN staff are well aware of their responsibilities and communicate with each other effectively. • The Secretariat is a space of productive, open inclusivity. Staff are happy and their wellbeing is priority. • GIN staff receive a 13th cheque on the basis of performance review and the availability of funds. • GIN's policies and procedures are easy to follow and make the working environment flourish. • GIN staff have one retreat every year. • GIN board, staff and members are well aware of GIN's programmes, trainings, workshops and activities that are held throughout the year. • GIN has a regular presence on various social media and there is 	<ul style="list-style-type: none"> • Staff are enriched outside to the Secretariat environment and are exposed to allies and members of GIN. • Remuneration is according to work output. • Staff and visitors to GIN Secretariat are happy. • Fewer grievances take place. • Staff know and are familiar with the policies and procedures on a regular basis. • Each staff member is aware on a weekly basis of each of the activities that take place within the Secretariat, and work well together. • Staff have an opportunity for development which leads to increased motivation, skills and knowledge in order to improve in their work. • GIN is able to use staff expertise more effectively. • Staff are well equipped to implement, monitor and evaluate their respective roles within the Secretariat. • Secretariat makes efficient use of tech and is effective in various contexts as a result. • GIN is more visible, has a greater reach and interaction with the public. • GIN is run more efficiently, because the Board understands its' role better. • Full Board offer expertise • Full Board contributes to strategic direction of organisation • Full Board builds strong internal relationships • Communication between the Board and the ED are solid, regular and interactive. • Policies and procedures are developed as needed and kept up to date. • Increase in awareness of variety of LGBTIQ / SOGIESC challenges and in the scope of work.

<ul style="list-style-type: none"> • Get input from secular LGBTIQ orgs • Hold regular online and face to face General Members' Meetings • Acquire increased funding • Create regional staff and Regional board teams 	<p>an increase in following and interaction.</p> <ul style="list-style-type: none"> • GIN uses streamlined technology in order to communicate with their members and allies. • GIN has a solid funding base. 	<ul style="list-style-type: none"> • Members are aware, involved and able to provide input to the direction of GIN. • GIN is able to implement its programmes and support its members more widely across key affected areas. • Secretariat and the board are better equipped to address key areas of concern in regional contexts and provide better support to GIN members.
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Stakeholder Analysis:

Stakeholders include the GIN Board (with 7 current regional representatives, and a MENA region representative to come) and the Secretariat, based out of Johannesburg, South Africa, and Paris, France. The regions are as follows: Sub Saharan Africa, MENA, Europe, North America, Australia and New-Zealand, East and South East Asia, Latin America, Central and Southern Asia, the Pacific and the Caribbean.

Some partners (a non-exhaustive list) include:

ILGA, the World Council of Churches, Callem, IDNOWA (West Africa), The Other Foundation, the LGBTI caucus (at UN level), IAM, IFOR (UN), PAI, CALS, Global Faith and Justice Project, Global Justice Institute, Muslims for Progressive Values (MPV), Soulforce, OutRight International, Political Research Associates (PRA), ASEAN SOGI Caucus, ILGA Asia, International Family Equality Day, Accountability International, House of Rainbow.

Our Working Methods – How do we implement our objectives and Strategic Plan?

This portion of the Strategic Plan outlines how we will implement the plan. All the work of staff, board and members can be grouped under the following headings, along with a further category of organisational management and administration. These are our tools to make our Strategic plan a reality. These working methods have been chosen as they offer the most effective methods of delivering on the Plan.

- **Advocacy:** advocate for inclusive faith bodies, human rights standards, and policies at the regional and international levels; develop the evidence base to inform those responsible for formulating policies on LGBTIQ / SOGIESC issues and advocate for the inclusion of LGBTIQ / SOGIESC people and issues in all relevant policy and strategy areas; supporting our members and partners to advocate and defend the rights of LGBTIQ / SOGIESC people at the global, regional, national and local levels.
- **Capacity building:** enhance and improve the capacity of LGBTIQ / SOGIESC people and organizations to advocate, raise awareness and promote the recognition of LGBTIQ / SOGIESC people and issues at the regional and / or international level, while improving GIN's ability to meet its strategic objectives .
- **Communication:** use the full capacity of social and traditional networks to inform and advocate on the issues of LGBTIQ / SOGIESC people with key strategic audiences. the use of communication tools to support the positioning of GIN as a key voice for LGBTIQ / SOGIESC people in the global context, specifically around issues of faith and culture; develop and implement campaigns that strategically support the objectives of GIN and our members; Provide

effective channels of communication with and among GIN members and partners about key developments around the world on issues of faith and culture.

- Develop strategic partnerships and networks: identify strategic partners who are key stakeholders in the achievement of GIN objectives and develop their capacity to incorporate LGBTIQ / SOGIESC issues in their work in a sustainable manner.

How will we implement, monitor and evaluate our Strategic Plan?

What is the role of the staff, the board and the members in the implementation of the Strategic Plan?

- The staff team, headed by the Executive Director, is responsible for carrying out the activities related to the implementation of the strategic objectives and developing annual work programs based on the Strategic Plan.
- The role of the Executive Board is to monitor progress in the implementation of the Strategic Plan and provide guidance to staff to ensure that the programs and activities of the organization contribute to the achievement of the strategic objectives of the organization.
 - The Board also participates directly in the implementation of some strategic objectives related to the GIN capacity and broader political objectives.
- While the implementation of the Strategic Plan is primarily directed by the staff team, in close collaboration with the Executive Board, members and member organizations also have an important role to play in helping GIN achieve its strategic objectives. For example, members and member organizations are instrumental in sharing the resources developed through GIN programmes, in participating in GIN programmes as resource people, and in lobbying governments, religious organisations and other stakeholders to promote LGBTIQ / SOGIESC rights at the global, regional, national and local levels. Member organizations also have specific experience in some areas of the Strategic Plan (for example, particular faith traditions, and local or regional contexts) that the organization needs to achieve its objectives.

How does GIN monitor and evaluate its work?

GIN evaluates and monitors the performance and impact of its work throughout the year in different ways. The main phases of this evaluation and monitoring cycle can be summarized as follows:

- Every 6 weeks: staff reports to the board through internal activity reports that are also discussed in more detail at each meeting of the board. These reports not only ensure good communication between staff and the board, but also provide the Executive Director and staff with a tool to monitor progress in the annual work program.
- Every six months: the staff team carries out a mid-year review of the work program. This is a time to evaluate the work done over a period of six months, review the objectives and, when

necessary, redefine the activities according to the learning achieved and the changing circumstances.

- Annually: once a year, the staff team carries out an evaluation of the work program, an evaluation that is incorporated into the formulation of the annual work program for the following year. This evaluation is further enriched by the board's overall assessment of the work of the organization and the state of LGBTIQ / SOGIESC rights worldwide. Staff and board evaluations form the basis of the annual report presented to members at the biennial conference, and through social networks and email in the years when there is no conference.
- Throughout the year: the monitoring of activities and finances is also carried out at different times of the year in the context of the presentation of reports to the funders.

Conclusion - How do we envision the Future for GIN-SSOGIE

It is clear from our engagement with members, partners and funders over the past year that GIN is relevant and critical to the fight for the rights of SOGIESC people globally. On a global level, the rise of the religious right and its convergence with populist forces, most recently in Latin America, the USA and Eastern Europe, framed as it is around 'gender ideology' with its specific religious and cultural components demonstrates beyond doubt that we have a great deal of work to do. Not only are we seeing the rise of national right-wing groups, but their close collaboration across borders, sharing resources, information and strategic development. In the face of such threats, secular LGBTIQ / SOGIESC organisations are moving to recognise the importance of faith-based work as a key component in the struggle for the rights of SOGIESC people, but they remain in many ways still on the back foot when required to deal with issues regarding faith and culture. As such, GIN is needed to bolster ongoing efforts, provide authentic voices speaking from their personal experience as Global South SOGIESC people of faith, and play a crucial coordinating role on the international scene.

In addition, our work around dialogue with religious leaders constitutes another piece of the puzzle, targeting religious leaders in local contexts who through engagement with LGBTIQ / SOGIESC people from their communities can form the groundswell of local and national opposition to the global forces opposing LGBTIQ rights.

Critical issues going forward revolve around resourcing the work effectively, and developing communication strategies which enable us to take our place at the table and get the required faith-based resources out to members, partners and the LGBTIQ / SOGIESC sector generally. We must become more effective at building partnerships and communicating what we and our members know about faith-based work, as well working with others to build an evidence base to show the impact of our work and the work of others in the area of faith and culture.

GIN continues to grow, and must move to create more stable, better resourced presence in the multiplicity of global locations in which the religious right continues to go from strength to strength. We need to expand our programmes to reach more people more effectively, as we believe that our core

strategic aims – to support SOGIESC people of faith, to develop resources for use by members and partners, and to advocate for the human rights of people of all SSOGIE by countering negative religious forces as they intersect with human rights abuses - will materially contribute to the achievement of rights for people of all SOGIESC.