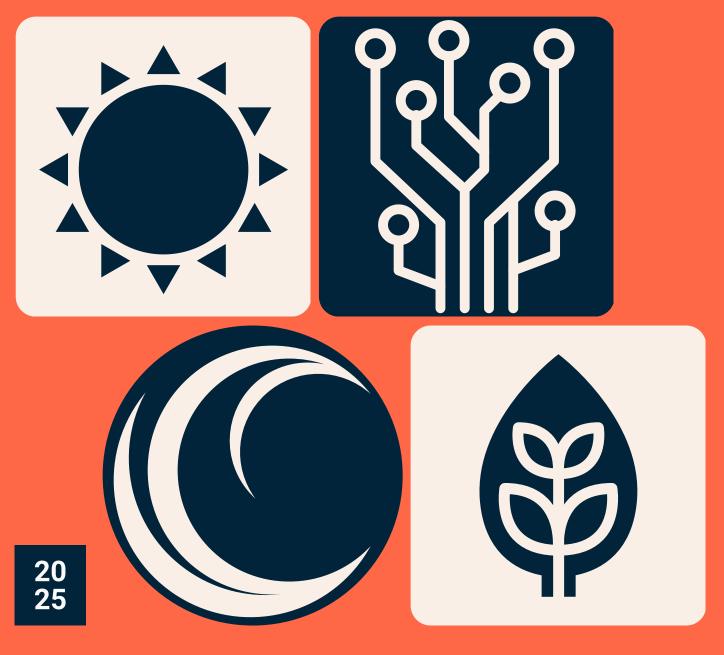
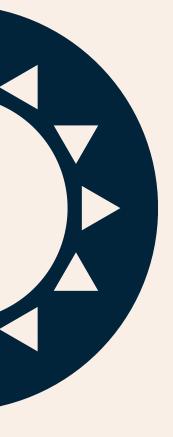
# **WORKBOOK**

# ORGANIZATIONAL DEVELOPMENT FOR ADVANCING EQUAL RIGHTS OF LGBTIQ+ PEOPLE IN ASIA AND AFRICA



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#### **MODULE A: FOUNDATIONS**

A1: Observing Socio-Political Realities

A2: Exploring Inclusive Leadership

A3: Unpacking Power from Within

A4: Mapping the Resource Ecosystem

A5: Recognizing Burnout and Emotional

Labor

# **MODULE B: APPLICATIONS**

**B1: Building Organizational Crisis** 

Readiness

**B2: Strengthening Collective** 

Leadership

**B3: Fostering Collaboration and Trust** 

B4: Practicing Ethical (Resource)

Negotiation

B5: Designing Systems of Support and

Care

# **MODULE C: STRATEGIZING**

C1: Embedding Cultures of Protection

C2: Sustaining Transformative

Leadership

C3: Building a Feedback-Driven Culture

C4: Developing Sustainable Resource

**Strategies** 

C5: Institutionalizing Collective Care for

Resilience

#### **LEARNING OBJECTIVES**

This workbook is developed for LGBTIQA+ groups and organizations. However, it will also be beneficial to cisgender individuals and organizations in helping them create a world inclusive of LGBTIQA+ community. If you are a queer or trans activist, facilitator, ally, or organizational leader, this workbook provides you with tools and guidance to deepen understanding, reflect critically, and strengthen and support LGBTIQ organizations to develop and sustain inclusive leadership, work sustainably, being prepared for sociopolitical risks.

By the end of this workbook, we will be able to:

- Develop the ability to assess and respond to shifting socio-political landscapes and threats, especially those rooted in colonial legacies, religious conservatism, and shrinking civic spaces that impact LGBTIQA+ organizing.
- Cultivate leadership practices that center underrepresented voices, promote equity, and challenge power hierarchies, fostering participatory governance and social accountability.
- Implement systems for inclusive decision-making, mutual respect, and feedback mechanisms that support accountability and collective growth within LGBTIQA+ organizations.
- Understand the political economy of aid and develop community aligned, diversified, and rights based resource mobilization strategies that promote organizational autonomy and resilience.
- Recognize and address burnout, trauma, and emotional labor by embedding care, healing justice, and well-being into organizational policies, practices, and leadership development.
- Build organizational capacities to anticipate, assess, and respond to security risks, including anti-rights pushbacks, repression, and legal restrictions, through risk analysis, partnerships, and engagement with stakeholders.
- Design tailored plans that align with our organization's unique context, aspirations, and needs and apply the workbook's tools to strengthen long-term strategic goals.

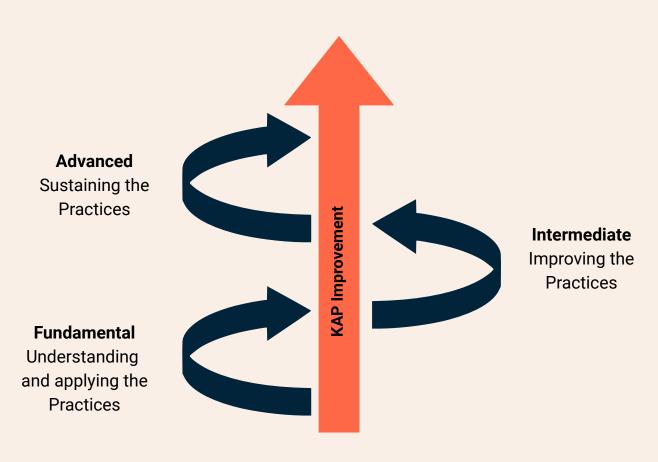
#### **WORKBOOK DESIGN**

This workbook design is grounded in the belief that meaningful change among LGBTIQA+ organizations can be accomplished by providing thorough and digestible discussions, and applicable and replicable actions.

Instead of separating organizational themes like leadership, sustainability, and sociopolitical readiness, the workbook brings them together as interconnected areas of growth. The approach is designed to meet organizations where they are.

Research shows that LGBTIQA+ groups vary in their understanding and practice of these themes. To support this diversity, the workbook includes three levels of engagement. 'Foundation' introduces core concepts, 'Application' offers tools and practices whereas, 'Strategizing' focuses on long-term planning and sustainability.

The workbook will adopt an 'upward spiral' approach, enabling users to fuse knowledge and practice by ensuring spaces for application, reflection, and evaluation. This structure is based on the Educational Design Ladder pedagogy<sup>1</sup>, an iteration of the Danish Design Ladder developed by the Danish Design Centre. By using this approach, workbook participants will be able to track their learning progress and recognize how ideas evolve from basic comprehension to strategic application.

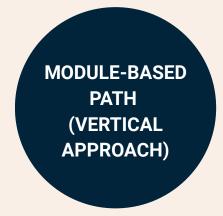


#### **HOW TO USE THIS WORKBOOK**

This workbook is built to support both progressive learning and flexible implementation, recognizing that organizations differ in their needs, time, and readiness. Inspired by the **KAP (Knowledge-Attitude-Practice)** improvement model, the design encourages gradual learning and practical application.

The content is centered around three interconnected themes of research, i.e., Inclusive Leadership, Working Sustainably, and Sociopolitical Preparedness. These themes of research reflect core areas that contribute to the resilience and effectiveness of LGBTIQA+ organizations. Rather than treating them as separate topics, the workbook integrates them across various levels of learning and application.

To accommodate a range of participants and contexts, the workbook supports three flexible learning pathways:



This is a step-by-step progression, moving from selfawareness to practical implementation and finally to long-term planning. Each module builds on the previous one:

**Module A: Foundations:** Develops emotional, political, and philosophical grounding. Participants reflect on who they are, why they organize, and how identity influences their work.

**Module B: Application:** Introduces tools, skills, and systems needed to manage day-to-day operations of a safe, inclusive, and sustainable organization.

**Module C: Strategizing:** Focuses on long-term goals, visioning, and organizational resilience. This module supports future-proofing through scenario planning, sustainability, and adaptability.

Best for: In-depth learning over time, long-term capacity-building, or intensive multi-day programs (e.g., 5-day workshops).

#### **HOW TO USE THIS WORKBOOK**

This approach focuses on one theme at a time, exploring it through different lenses and levels of depth across the modules. It's ideal for organizations facing a specific challenge, such as leadership, burnout, or resource mobilization.

For example, if a group is struggling with leadership transitions, they can focus on the Transformative Leadership theme by exploring its foundational principles, applying relevant tools, and then developing strategies to sustain inclusive leadership.

THEME-BASED
PATH
(HORIZONTAL
APPROACH)

# Five themes included in this path

**Theme 1:** Navigating Socio-Political Context: Equip LGBTIQA+ organizations with the analytical tools and strategies to understand, respond to, and proactively engage with the socio-political environments that shape their work and safety.

**Theme 2:** Journeying Transformative Leadership: Foster inclusive, transparent, and collective leadership practices that challenge traditional hierarchies and empower diverse identities within LGBTIQA+ organizations.

**Theme 3:** Cultivating Trust and Transparency: Build organizational cultures grounded in accountability, mutual respect, and collaboration through clear communication, power awareness, and feedback systems.

**Theme 4:** Mobilizing Resources Effectively: Develop ethical, community aligned, and sustainable resource mobilization practices that ensure organizational resilience and autonomy.

**Theme 5:** Practicing Collective Care: Embed care, well-being, and support systems into the organizational fabric to nurture individual and collective resilience in the face of burnout, trauma, and long-term activism.

Best for: Short-term training, focused workshops, or addressing specific organizational issues.



For larger or more diverse groups, a mixed path offers the most flexibility. Facilitators may begin with a shared foundational session (Module 1) to ground everyone in key concepts, and then divide participants into smaller groups by theme for deeper exploration.

This blended approach balances consistency in shared learning with tailored content that speaks directly to the needs of different participants or teams.

Best for: Multi-organization cohorts, coalition workshops, or training sessions with participants at different levels of experience.

In all three pathways, the workbook supports modular learning. Participants can take breaks between modules, revisit sections as needed, or adapt activities to their organizational pace. It also promotes reflection, action, and evaluation at each stage, helping participants turn learning into practice.

# HOW TO MAKE THE MOST OF THIS WORKBOOK

Users are advised to make their own learning path, depending on their needs and context. Group learning helps. Therefore, if possible, users are advised to form a small group of two to three persons/colleagues and learn together. If learners opt for group learning, they should:

- decide on basic ground rules such as how to connect and when, individual and group tasks, and how to interact;
- set a schedule for learning, allowing time to reflect, raise questions and share experiences. Users are requested to respect differences of opinions, which may arise throughout the learning cycle.

Fill in the following table to get started on your learning journey

Goal What is your personal learning goal from this workbook?	
Approach This workbook has three learning pathways i.e. Module Based Path, Theme Based Path and Mixed Path Decide what works best for you and your group. Why?	
Schedule Create a schedule that works best for you and your group	
Resource Required	Each session plan has indicated what resources are needed in that particular session. Prepare accordingly for a smooth run of the session.

	Module A:	Module B:	Module C:
	Foundations	Application	Strategizing
Theme 1: Navigating Socio-Political Context	Chapter A1: Observing Socio- Political Realities	Chapter B1: Building Organizational Crisis Readiness	Chapter C1: Embedding Cultures of Protection
Theme 2: Journeying Transformative Leadership	Chapter A2: Exploring Inclusive Leadership	Chapter B2: Strengthening Collective Leadership	Chapter C2: Sustaining Transformative Leadership
Theme 3: Cultivating Trust and Transparency	Chapter A3:	Chapter B3: Fostering	Chapter C3: Building a
	Unpacking Power	Collaboration and	Feedback-Driven
	from Within	Trust	Culture
Theme 4:	Chapter A4:	Chapter B4:	Chapter C4:
Mobilizing	Mapping the	Practicing Ethical	Developing
Resources	Resource	(Resource)	Sustainable Resource
Effectively	Ecosystem	Negotiation	Strategies
Theme 5: Practicing Collective Care	Chapter A5: Recognizing Burnout and Emotional Labor	Chapter B5: Designing Systems of Support and Care	Chapter C5: Institutionalizing Collective Care for Resilience

# **GLOSSARY**

The language used to describe people with diverse sexual orientation, gender identity, gender expression and sex characteristics (SOGIESC) varies greatly across the world and is influenced by culture, social norms, history, language, and politics. Many of these terms originate in the Global North and reflect western concepts of personal identity but most are now commonly used globally

S. No.	Terminology	Description
1	+	The + is meant to be inclusive of all people with diverse SOGIESC.
2	Ally	A person who is supportive of people with diverse SOGIESC and LGBTQIA+ rights.
3	Biphobia	The fear or hatred of someone who is or is perceived to be bisexual.
4	Bisexual or Bi	A person with the capacity for romantic, emotional, and physical attraction to people of more than one gender.
5	Cisgender or cis	A person whose gender identity and the sex they were assigned at birth align.
6	Civic Space	The environment that allows people and groups to freely express, organize, meet, and take action.
7	Convention	A legally binding international agreement.
8	Crisis Readiness	The ability to plan ahead and act quickly during emergencies.
9	De facto Criminalization	When an activity is treated as a crime in practice, even if it's not explicitly illegal under the law. It means that while there may not be a specific law prohibiting the action, it is consistently and effectively treated as a criminal offense by law enforcement, courts, or other relevant authorities.
10	De jure Criminialization	When an activity is illegal by law.
11	Doxing	The action or process of searching for and publishing private or identifying information about a particular individual on the internet, typically with malicious intent.
12	Early Warning System	Tools or methods to detect risks before they become serious.

S. No.	Terminology	Description
13	Gay	A man who is romantically, emotionally, and physically attracted to other men. Some women who are attracted to other women prefer this term.
14	Gender	Gender is a social construct that shapes how people experience the world, how they express themselves, and how they are treated by others. It's not fixed and can change over time or across cultures.
15	Gender dysphoria	A person's discomfort or distress experienced when their gender identity differs from their sex assignment.
16	Gender Expression	The range of social cues, including names, pronouns, behaviour, clothing, voice, mannerisms, and physical characteristics we use to express our gender identity and to interpret other's.
17	Gender Identity	Each person's inherent experience and expression of gender, which may be different from their sex assigned at birth or the gender attributed to them. It includes a person's sense of their body and self
18	Groups in situations of vulnerability or vulnerable groups	Groups who face increased inequality and marginalisation because of specific characteristics. These characteristics mean that they are often structurally discriminated against, face human rights violations, might lack legal protections, and may be denied justice when their rights are violated. This means that they might require special attention for the protection and effective enjoyment of their human rights.
19	Heterosexual or straight	A person who is exclusively attracted to persons of the opposite sex
20	Homophobia	The fear or hatred of someone who is or is perceived to be homosexual.
21	Homosexual	An outdated term for a person who is exclusively attracted to persons of the same sex.
22	Institutionalization	Turning ideas into regular practice, policies and systems.
23	Intersectional Discrimination	When people experience more than one discrimination.

S. No.	Terminology	Description	
24	Intersex	An umbrella term that describes a person born with any variations in sex characteristics.	
25	Lesbian	A woman who is romantically, emotionally, and physically attracted to other women. Some non-binary people may also identify with this term.	
26	Non-binary	An umbrella term for people whose gender identity doesn't sit comfortably with 'man' or 'woman'. Non-binary identities are varied and can include people who identify with some aspects of binary identities, while others reject them entirely	
27	Obscenity Clause	A vague legal term often used to ban LGBTIQA+ events or speech	
28	Proxy Actors	People or institutions used by the state to silence or intimidate others.	
29	Queer	Historically negative, the term Queer has been reclaimed to express an inclusive and non-conforming identity. It is explicitly political and sometimes used as a broad term for LGBTQI+ and all people with diverse SOGIESC.	
30	Questioning	A person who is unsure of or exploring their gender identity and/or sexual orientation.	
31	Repression by Proxy	Indirect control or harassment of a group by using third- party actors.	
32	Sex	The binary assignment – male or female - usually made at birth based primarily on sex characteristics (genitalia) and reproductive functions. It is different to gender.	
33	Sex Characteristics	A person's physical features relating to sex, including chromosomes, gonads, sex hormones, genitals and secondary physical features emerging from puberty.	

S. No.	Terminology	Description
34	Sexual Orientation	A person's capacity for romantic, emotional, and physical attraction to other people. This includes heterosexual, homosexual, and bisexual, as well as a wide range of other expressions of sexual orientation.
35	Soft Power	Influence without force, often through culture, religion, or social norms.
36	Transgender or Trans	A person whose gender identity and sense of self differs from what is typically associated with the sex they were assigned at birth.
37	Transitioning	A transgender person's path from the sex they were assigned at birth to their own gender identity. This may include changing names, pronouns, dressing and presenting differently, and gender-affirming medical intervention or surgery. This term is preferable to gender reassignment.
38	Transphobia	The fear or hatred of someone who is or is perceived to be transgender
39	Unconscious Bias	Thoughts and attitudes that we hold, both positive and negative about certain people or groups that are outside our awareness and control. These biases often develop as a result of generalised and stereotyped social norms and attitudes within our societies. This means that many of us have these biases ingrained in us without even realizing it.

#### **ACRONYMS AND ABBREVIATIONS**

**CBA:** COLLECTIVE BARGAINING AGREEMENT

**CSO:** CIVIL SOCIETY ORGANIZATION

**GBVH: GENDER-BASED VIOLENCE AND HARASSMENT** 

**ILO: INTERNATIONAL LABOUR ORGANIZATION** 

LGBTIQA+: LESBIAN, GAY, BISEXUAL, TRANSGENDER, QUEER, QUESTIONING, INTERSEX,

ASEXUAL, +

**M&E**: MONITORING AND EVALUATION

NGO: NON-GOVERNMENTAL ORGANIZATION

SOGIESC: SEXUAL ORIENTATION, GENDER IDENTITY, GENDER EXPRESSION, SEX

**CHARACTERISTICS** 

**SSMPA:** SAME-SEX MARRIAGE PROHIBITION ACT

**UN: UNITED NATIONS** 

#### Introduction

LGBTIQA+ individuals and organizations across Asia and Africa navigate complex socio-political landscapes shaped by criminalization, cultural stigma, religious conservatism, and state surveillance. These forces often restrict freedom of expression, limit civic space, and threaten personal and collective safety. Yet within this adversity, communities continue to organize, resist, and care for one another.

Our research reveals that **most organizations operate in increasingly hostile environments shaped by discriminatory laws, nationalist rhetoric, and politicized homophobia**. The study also showed that nearly all participating organizations experience multiple intersecting forms of repression and surveillance of online content and foreign funding restrictions stands as major barriers.

In this session, we will explore the **legal**, **political**, **and cultural dynamics** that shape their work. By naming and analyzing the systems of repression and resistance they encounter, we can begin to develop more intentional strategies that prioritize safety, solidarity, and resilience. Rather than focusing solely on risks, this session emphasizes clarity and collective insight helping us and our organizations **recognize both vulnerabilities and the sources of strength**.

#### **Session Aim**

To build awareness of the social, legal, and political environment in which LGBTIQA+ organizations operate and explore how to navigate risks and resistance.

#### **Session Objectives**

- To analyze the systems of repression and resistance around LGBTIQA+ lives and organizing.
- To understand the legal, political and cultural dynamics affecting freedom of expression, association, peaceful assembly and safety.

#### **Learning Outcomes**

By the end of this session participants will be able to:

- identify at least three state and non-state power structures influencing their context.
- map key risks and opportunities in their local setting or country.
- reflect on where they feel vulnerable and where they feel supported.

DURATION 75 minutes

REQUIRED MATERIALS
Flipcharts, markers

FACILITATION METHODS

Group discussions, case study analysis,
mapping exercises and reflection prompts

# Mass Arrests under Nigeria's Same-Sex Marriage Prohibition Act.<sup>2</sup>

Since its enactment in 2014, Nigeria's Same-Sex Marriage Prohibition Act (SSMPA) has created an intensely hostile legal climate for LGBTQIA+ communities. While the law ostensibly bans same-sex marriage, its vague language criminalizes any form of LGBTQIA+ gatherings, support services or public visibility. The law prohibits the 'registration of gay clubs, societies and organizations', and punishes public display of same-sex affection with up to 10 - 14 years in prison.

In 2023, a group of over 65 people were arrested in Gombe State where police claimed a same-sex marriage was being held. Attendees were paraded publicly, filmed and livestreamed without consent and detained without charge. Activists revealed that the event was not a wedding but a private celebration of a friend's birthday. Nonetheless, religious groups and conservative influencers on social media labeled the gathering 'Un-African' and 'Immoral', prompting a police raid.

Around the same time in Delta State, another 60 people were detained under similar accusations. Despite these mass arrests, none of the individuals were tried or convicted. However, the public exposure caused irreversible damage: job losses, family rejection, evictions, and psychological distress. Legal advocates confirmed that the arrests were politically motivated and intended to send a message of intimidation ahead of the upcoming elections.

The state used public moral panic and vague legal provisions to justify these arrests. Social media posts triggered outrage from conservative influencers, leading to state police raids. Detainees were paraded publicly and suffered humiliation, forced outing, job loss, and family rejection. Since the groups weren't legally registered, they lacked formal recognition and access to institutional legal support. Also like many informal collectives, they had no documented emergency response plans and as a result, fear spread quickly within activist circles. Many individuals deactivated accounts, exited group chats, or left organizing entirely. Silence and confusion replaced collective solidarity.

Despite fear, community networks acted fast. Local legal defenders and paralegal volunteers arranged for emergency bail, while feminist groups set up hotlines for mental health support. Activists across West Africa used encrypted apps for updates and outreach. National and international human rights groups condemned the arrests, pushing back on state narratives.

#### **DISCUSSION PROMPTS**

- 1. How does the SSMPA enable state violence and legal ambiguity?
- 2. Who were the key actors in this incident (state and non-state), and what were their motivations?
- 3. What kinds of legal or safety infrastructures could have reduced harm beforehand?

#### **SOGIESC Legal Frameworks and Criminalization**

In many African and Asian countries, laws criminalizing same-sex conduct often referred to as 'sodomy laws' are remnants of colonial rule, inherited from British, Portuguese, or French penal codes. Even today, while some countries have repealed these laws, others continue to enforce them in full or pass new legislation that indirectly criminalizes LGBTQIA+ individuals. One such example is Nigeria's Same-Sex Marriage Prohibition Act (SSMPA). While the law claims to target same-sex marriages, its vague language criminalizes a wide range of LGBTQIA+ expressions and support systems, including gatherings, organizations, and public visibility.

It is important to distinguish between de jure criminalization (when something is explicitly criminalized by law) and de facto criminalization (when criminalization occurs through selective enforcement or unofficial means). In many contexts, governments use other laws such as health codes, NGO regulations, or obscenity clauses to indirectly suppress LGBTQIA+ groups and advocacy.

#### **Shrinking Civic Space**

Civic space refers to the environment where individuals and groups are able to freely express their views, organize, associate, and participate in public life. A healthy civic space includes freedoms of expression, assembly, and association, cornerstones of any democratic society. However, in many countries, this space is shrinking, especially for marginalized groups such as LGBTQIA+ communities.

For LGBTQIA+ organizations, shrinking civic space is not just about laws banning protests or restricting funding. It often looks like increased surveillance, sudden de-registration of NGOs, visa delays for regional convenings, censorship of online content, or refusal to approve permits for public gatherings. These measures are often justified using national security, public morality, or 'foreign influence' narratives.

But shrinking civic space is more than just a symptom of authoritarianism, it's often a deliberate strategy. By making it harder for communities to gather, speak out, or even exist legally, states limit not just resistance, but imagination and solidarity. Over time, this creates a climate of fear, self-censorship, and disconnection.

#### **DID YOU KNOW?**

In over 50 countries, LGBTQIA+ organizations cannot register as legal entities, even when their work focuses on mental health, education, or HIV prevention.<sup>3</sup>

#### **Repression by Proxy**

State repression doesn't always look like direct arrests or censorship. Increasingly, governments rely on non-state actors to carry out repression on their behalf. This strategy known as repression by proxy allows the state to maintain plausible deniability while still intimidating marginalized communities.

For LGBTQIA+ groups, this might mean being targeted by landlords who evict tenants, schools that expel students, private venue owners who cancel bookings, or even local vigilantes who police morality. Religious figures, social media influencers, and tabloid media often amplify this form of repression, creating a hostile environment that extends far beyond the courtroom or police station.

#### **Community Resistance**

Despite the risks, communities continue to resist, though resistance may not always look like public protest. In criminalized or repressive environments, resistance can take the form of care, survival, healing, and staying hidden<sup>4</sup>.

LGBTQIA+ communities adapt by creating underground safe spaces, using code language for example: substituting 'queer rights' with 'wellbeing', forming mutual aid networks, and connecting with regional solidarity groups and legal observers. These quiet acts of resistance help communities endure, support each other, and challenge state violence, even when visibility is not an option.

#### **Navigating Risk in Practice**

Understanding the legal and civic environment is important, but applying this knowledge requires strategy. Here are some guiding practices that can help us and our groups operate more safely and effectively in restricted environments.

Do	Don't	
Monitor relevant legal, NGO, and speech laws	Wait until a crisis to understand the legal landscape.	
Build informal coalitions with trusted partners	Wait until you are in crisis to find support from partners with shared purpose and mutual trust	
Know the cultural, legal, and political actors in play	Treat repression as only 'top-down' from government	
Practice risk awareness, even for 'quiet' programs	Underestimate soft power from community figures	

These practices encourage proactive planning and relationship-building, rather than reactive survival.

#### **Contextual Analysis Matrix**

Your safety, visibility, and ability to organize as an LGBTIQA+ person or group depend on different forces around you. These may include laws, political dynamics, social stigma, or supportive community ties. This tool helps you map the environment you're working in, so you can prepare, protect, and plan more effectively.

Look at the four domains below. For each one, think about:

- 1. Current Threats
- 2. What makes things more difficult, risky, or unsafe in this area?
- 3. Local Protections or Assets
- 4. What helps you stay safer, supported, or more prepared?

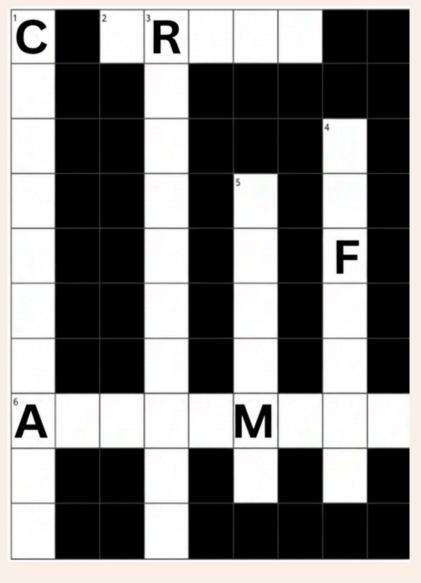
There are no wrong answers. Be as specific as possible and focus on what's real in your context.

Domain	Current Threats	Local Protection or Assets	
Legal	What laws or legal systems make your work difficult or dangerous?	What legal supports do you have access to?	
Political	What government or policing forces create risk?	Are there political allies or policies that help?	
Cultural	What beliefs or media messages increase stigma or violence?	What local cultural practices or narratives support inclusion?	
Social	What social factors increase harm?	What community supports exist?	

#### **Crossword Puzzle**

- Fill in the puzzle using the clues provided.
- ACROSS words go from left to right. DOWN words go from top to bottom.
- Each numbered square marks the starting point of a word.
- All the words are connected to the key theories and concepts discussed in this chapter.

## Please use CAPITAL LETTERS for all your answers.



# **DOWN**

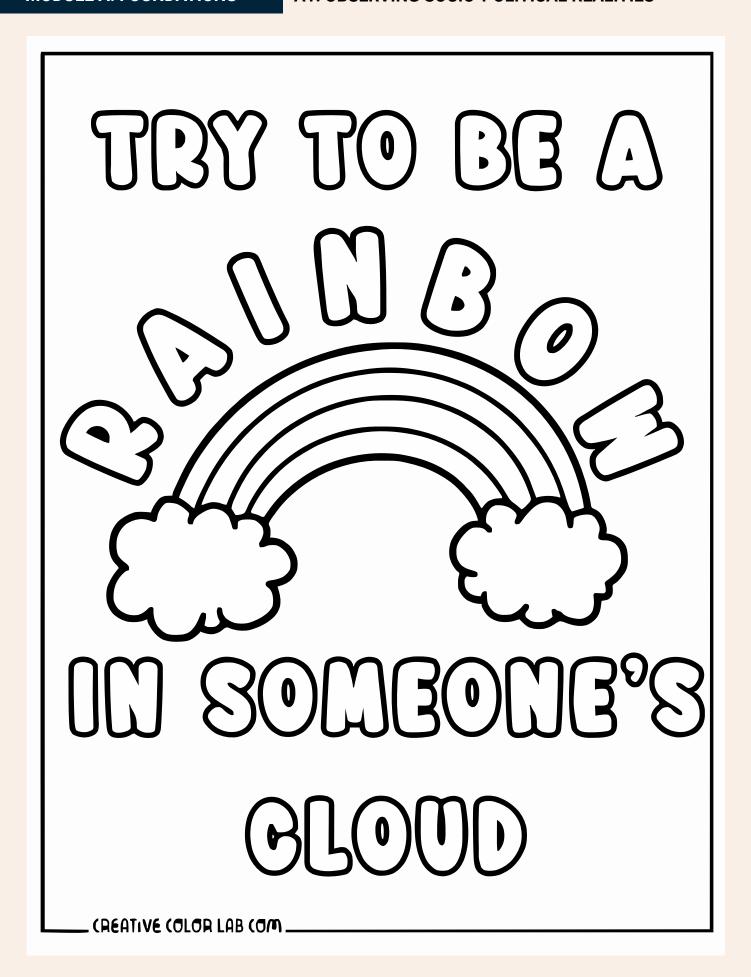
- 1.Public area where citizens can gather and express opinions freely (2 words: 5,5)
- 3. A form of protest or adaptation by marginalized groups; it can include care, healing, or refusal. (10 letters)
- 4.A situation where something is not illegal by law, but still punished in practice. (2 words: 2,5)
- 5. Old colonial-era law still used to criminalize same-sex relationships in many countries. (6 letters)

# **ACROSS**

- 2. A hidden or indirect actor used by the state to carry out repression (e.g. landlords, media, mobs) (5 letters)
- 6. State of being unknown or unidentified (9 letters)

# **Key Session Takeaways**

Head: What did I learn about the forces shaping my environment? Think about the laws, cultural pressures, political actors, and social norms affecting your life or work. What feels newly, clear or surprising to you after this session?
Heart: How does this make me feel about my community, my safety, or my identity?  Take a moment to check in emotionally. You might feel fear, anger, confusion, or pride, resilience, or hope. All responses are valid.
Hand: What is one step I or my group can take in the next month?  It doesn't have to be big. Maybe it's having a conversation, checking in with a friend, or reaching out for legal knowledge. Write, small but implementable action.



#### Introduction

Understanding risk is only the beginning and real crisis readiness means being proactive, not just reactive. For LGBTIQA+ organizations operating in increasingly volatile environments, readiness involves anticipating threats, reducing harm, and building systems that support quick, coordinated action. Crises don't always look like dramatic confrontations; they can also appear as confusion, silence, or internal collapse. That's why having clear roles, communication protocols, and prepared responses is essential.

Our research shows most LGBTIQ+ organizations in Asia and Africa rate their crisis preparedness as moderate, while they have strong external networks, internal risk systems are often weak. Many lack resources for emergency planning but are beginning to invest in training, community-led leadership, and legal partnerships. Ongoing capacity-building and proactive assessment remain key to improving crisis readiness.

In this session, we focus on **turning insight into action**. Together, we will begin building practical tools such as risk registers, early warning systems, and internal communication plans. These tools not only enhance safety and trust but also build organizational confidence and cohesion in the face of disruption. By grounding our work in real-life scenarios, we'll explore how early planning can prevent chaos and sustain our organizing. Crisis readiness isn't just protection, it's power, resilience, and collective care in motion.

#### **Session Aim**

To strengthen our capacity to build basic systems for crisis prevention, response, and communication.

#### **Session Objectives**

- To learn how to identify socio-political threats and categorize risk levels.
- To draft a basic risk register and internal communication response plan.
- To explore how preparation reduces panic and builds trust in organization.

#### **Learning Outcomes**

By the end of this session we will be able to:

- create a sample crisis plan tailored to our organizational reality.
- recognize early warning signs and decide when to act.
- identify and assign safety roles within their own group or team.

DURATION 90 mins

REQUIRED MATERIALS
Flipcharts, markers,
meta cards to write crisis
scenarios

FACILITATION METHODS
Group Discussion, scenario-based
analysis, collaborative drawing, paired
reflection

#### **DID YOU KNOW?**

Cisnormativity or cissexual assumption is the assumption that everyone is, or ought to be, cisgender

# **Case Study**

In India, an organization focused on crisis management and providing psychosocial support for LBTI individuals ensured that they are prepared to brace for any impact that may be associated with the work they do.

The organization developed a risk register to ensure that all identified risks are provided with necessary responses inflicting minimal to no harm among LBTQIA+ people in India. The risk register they developed took great consideration of how communities, their stakeholders, staff, and leadership perceive the current political, economic, social, technological, environmental, and legal landscape of their country. Using the risk register yielded minimal harm towards the stakeholders they work with, as issues such as alternative implementing strategies, legal issues, and even fundraising were carefully planned for.

Involving communities and stakeholders is important in developing risk registers as they thoroughly understand the intensity of the effects brought by repressive political landscapes. For example, an organization based in Burundi always asks the communities they work with regarding key issues and developments that they should be wary of. Community knowledge helped them improve how to implement their programs and projects, thus becoming more impactful to vulnerable populations.

#### **DISCUSSION PROMPTS**

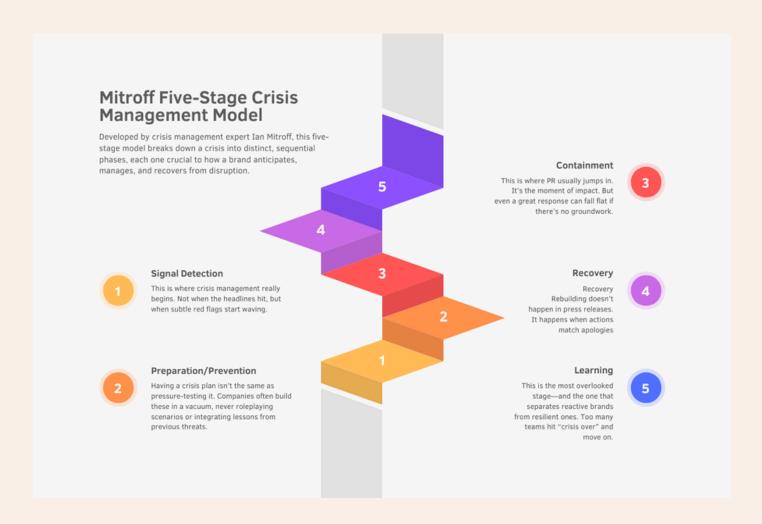
- 1. How is care different when it is planned and organized versus when it is spontaneous? Can you think of a time when care was offered, but didn't reach everyone who needed it?
- 2. How can informal collectives build safety practices without legal status?
- 3. What small shifts could help prevent panic in your organization during a crackdown?

## **Crisis Theory**

A crisis is commonly defined as events that are unlikely to happen but would have severe consequences if they ever did. Crisis is 'low-probability, high-impact event that threatens the viability of the organization'. 5

This concept, sometimes called the 'slow boil' is central to modern crisis theory. While many organizations believe they are prepared for a crisis because they have a plan, those plans often cover only part of the challenge. True preparedness demands more than documentation; it requires foresight, a responsive culture, and systems that evolve in real time.

lan Mitroff developed a crisis management model where he breaks down crises into distinct phases and patterns. <sup>6</sup> The model includes stages like signal detection, preparation/prevention, containment/damage limitation, recovery, and learning. These stages reflect not just how an organization reacts to crisis, but how well it listens, prepares, adapts, and learns. The goal isn't simply to survive disruption, it's to come out stronger and more adaptive than before.



#### **Crisis Readiness and Organizational Resilience**

Crisis readiness refers to an organization's ability to anticipate disruption, absorb shocks, and adapt under pressure. Resilience goes beyond reaction, it is the capacity to design with disruption in mind. Drawing from disaster risk reduction frameworks, key components of readiness include:

- 1. Risk Identification: Knowing what could go wrong.
- 2. Early Warning Systems: Detecting risks before they escalate.
- 3. Response Protocols: Knowing who does what, when.
- 4. Recovery Planning: Ensuring a path to bounce back.

These systems are not static, they require ongoing iteration, training, and buy-in across all levels of the organization.

#### Risk Register as a Tool

A risk register is a live document that records potential threats, ranks them by likelihood and impact, and suggests mitigation strategies. It helps prioritize planning without relying on memory or fear. At its core, a risk register is a structured tool that identifies risks, prioritizes them based on their likelihood and impact, and systematizes how teams respond to and monitor those risks over time. A risk register systematically helps to close the gap between uncertainty and action.

#### **Crisis Communication**

Even with the best plans, communication can make or break a crisis response. While risk management focuses on identifying risks, crisis communication ensures that organizations can respond effectively during a crisis, clarifying how information will be shared with employees, stakeholders and the public during an emergency. An effective crisis communication plan should predetermine roles and responsibilities, communication channels and overall monitoring approaches.

Do	Don't
Use real-life scenarios to test your crisis response	Assume that calm today means safety tomorrow
Assign roles clearly and revisit every quarter	Let one person or a 'leader' hold all responsibility
Secure backups for contacts, data, and meeting spaces	Store crisis materials only in one place or device
Communicate internally before making public statements	React publicly before coordinating your internal team

# **B1: BUILDING ORGANIZATIONAL CRISIS READINESS**

#### **Draft Your Risk Register**

Start with your context: Think about real challenges that your organization has faced or could face, based on your country's political climate, community attitudes, or your past experience.

List risks: In the 'Risk Description' column below, name specific threats your group might face. For example, these could include: protests disruption, online hate or harassment, office surveillance or police visits, social media leaks or doxing

Rate each risk: Use L (Low), M (Medium), or H (High) to score,

- · Likelihood: how likely it is to happen
- Impact: how serious the consequences would be if it happened
- Preparedness Level: how ready is your group to respond to that particular risk

Assign responsibility: Decide who in your group would lead the response if this risk came up. It can be a team, a role (for eg: communications lead).

Mitigation Plan: For each risk, describe what can be done to reduce the likelihood or lessen the impact. This might include policies, protocols, partnerships, or back-up systems.

Risk Description	Likelihood	Impact	Preparedness Level	Who is Responsible	Mitigation Plan
Protest disruption	L	Н	М	Security Focal Person	Choose venues with controlled access and multiple exits.  Monitor social media before the event for early warning signs

# **Rapid Response Lab**

Form small groups of 3 to 5 participants.

Choose one scenario from the box below to work in a group or create your own scenario. These scenarios reflect real challenges that CSOs or LGBTQIA+ organizations have been facing around the world.

A protest is happening outside your office.	Your social media account is suddenly suspended or deleted.
A major donor unexpectedly cancels funding.	Your landlord threatens to evict your organization.
A harmful rumor targeting your group spreads online.	A partner organization publicly challenges your position.
Government authorities arrive to inspect your office without notice.	

Once you decide the scenario, please take ten minutes to complete the following task in your group.

# Task 1: Create a 5-Step Crisis Response Plan

	p-by-step plan for how your group would respond to the scenario.
1	
2	
3	
4	
5	
	gn 3 Key Roles Needed in the Response e critical roles that should be activated during the crisis
Identify thre	

# **Key Session Takeaways**

Head: What new tools or ideas did you discover?							
Heart: Did identifying risks make you feel more confident or more overwhelmed?							
, c							
Hand: What simple, concrete action can you take now alone or with others?							

#### Introduction

Protection isn't just a reaction to a crisis but a way of organizing. In high-risk environments, LGBTIQA+ groups cannot afford to treat safety as an afterthought. A true culture of protection means integrating care into the daily fabric of our organizations: from how we onboard new members to how we set budgets, assign roles, and make decisions. It's not just a reaction when something goes wrong, but a shared responsibility, distributed leadership, and proactive planning.

In this session, we take a strategic leap; from seeing safety as a value to embedding it as a practice. We will explore what protection looks like across departments and team roles, assess current strengths and gaps, and begin drafting a safety integration strategy for the upcoming six months. Whether we belong to formal organizations or informal collectives, we will discover how and why building protection culture into our work is necessary for our sustainability, connection, and collective care.

#### **Session Aim**

To co-design strategies in building long-term systems of safety and care within our organizations, movements or collectives.

# **Session Objectives**

- To define what a culture of protection looks like in our organization.
- To understand a safety integration strategy that needs to exist in our organization.

#### **Learning Outcomes**

By the end of this session we will be able to:

- identify key strengths and gaps in our organization's current safety practices.
- · develop routines that embed protection into everyday activities and decision-making.
- challenge the assumption that safety is only relevant during crises by recognizing its role in daily culture and planning.

DURATION 90- 120 mins REQUIRED MATERIALS
Flipcharts, sticky notes, markers,
safety culture checklist,
Pre-cut Bingo square cards (matching
items on Bingo sheet), rolecards.

FACILITATION METHODS
Group Reflection,
brainstorming, role mapping,
visual planning, peer exchange

#### **MODULE C: STRATEGIZING**

#### C1: EMBEDDING CULTURES OF PROTECTION

#### **Protection Culture under Siege**

In May 2023, Uganda passed the Anti-Homosexuality Act, one of the harshest anti-LGBTIQA+ laws in the world. It introduced severe punishments including life imprisonment and the death penalty for LGBTIQA+ people. After the law was passed, violence against LGBTIQA+ individuals and organizations increased sharply. People were arrested, evicted from their homes, and attacked. Police began raiding community spaces, and many organizations were targeted without warning.

One informal LGBTIQA+ collective in Uganda ran a shelter for homeless queer youth. While the group had always focused on emotional support and community care, they didn't have formal safety systems in place. When the crackdown started, police began watching the shelter and harassing volunteers. The group didn't have assigned safety roles, emergency plans, or a way to communicate quickly. Members panicked, some fled, others went silent and support was delayed when it was needed most.

After the initial chaos, the group slowly came back together using encrypted messaging apps. A volunteer with legal knowledge created an Emergency Safety Handbook to help others know what to do in a crisis. A feminist ally supported them in creating a protection duty roster, where different members took turns being responsible for safety each week. During their weekly meetings, they added a simple 'care check-in' to ask: Who feels safe today? Who needs more support?

The group also began thinking long-term. They updated their onboarding process to include safety planning for new members. They also made space in their budget for emergency needs like transport or legal help. These small but important changes helped the group shift from reacting to danger to being ready for it. Care wasn't just a feeling anymore, it became part of how they organized every day.

#### **DISCUSSION PROMPTS**

- 1. How is care different when it is planned and organized versus when it is spontaneous? Can you think of a time when care was offered, but didn't reach everyone who needed it?
- 2. How can informal collectives build safety practices without legal status?
- 3. What small shifts could help prevent panic in your organization during a crackdown?

#### **DID YOU KNOW?**

Many queer-led groups do not have written safety plans, even though they are at high risk of threats or state surveillance.

Groups that built simple protection routines like rotating safety roles, secure contact trees, and encrypted communications, reported faster crisis responses and stronger team cohesion during emergencies.

#### **C1: EMBEDDING CULTURES OF PROTECTION**

#### What is a Culture of Protection?

A culture of protection is more than having a written safety policy, it is a living, shared practice. It means safety and care are part of the everyday functioning of your organization or collective, and not something only discussed when a crisis occurs.

In a protection culture, people feel safe to express concerns, speak up about discomfort, and know how to access help. Roles and responsibilities around safety are shared, not centralized in one person. Systems are clear and predictable: people know where to go, who to ask, and what to expect when something feels unsafe.

Scholar-practitioner Amina Mama reminds us that protection must be 'embedded in the very way we govern ourselves.' It should not be treated as an afterthought or outsourced to emergencies. That means building safety into everything, from leadership practices and team meetings to budgeting and onboarding.

## Institutionalization of Safety

Values become culture when they are embedded into structures, rituals, and policies. Protection in organizational scenarios becomes 'cultural' when it appears in day-to-day administrative practices such as onboarding packages, budget lines, evaluation tools and team meetings.

Organizational Area	Safety Practice	
Onboarding	Review safety plan with all new members	
Budgeting	Allocate funds for safety training, support, emergency, trauma support, therapy	
Communications	Use trigger warnings, consent for photos, and social media protocols	
Partnerships	Discuss shared safety expectations in collaborations	
Monitoring & Evaluation	Include well-being indicators, not just outputs or deliverables	

#### **Collective Responsibility Model**

Drawn from feminist and disability justice theory<sup>10</sup>, this model teaches us that safety is a shared responsibility. No one person, whether a coordinator or activist, should carry the full burden of protection. Instead, responsibilities should be decentralized and rotated. This helps ensure that power is not concentrated in just one person, knowledge and skills are spread across the team and burnout and panic are reduced because systems are in place. This also affirms that everyone contributes to a safe space, not just leaders or high-risk individuals.

## **Protection as Strategic Function**

In high-risk contexts, protection work is not a side task—it is just as essential as fundraising, programming, or communications. Protection must be:

- Planned (with strategies and clear protocols)
- Resourced (with time, budget, and training)
- Evaluated (by checking what works and adjusting as needed.

When protection is seen as strategic, it gets integrated into real decision-making rather than being postponed or ignored.

#### **Debunking Common Myths**

Here are some common myths about protection and the more grounded realities:

МҮТН	REALITY
We already have a safety protocol so we're covered.	A written protocol is just the start. It must be reviewed, practiced, and integrated regularly.
Only visible activists or leadership need to worry about safety.	Everyone, from volunteers to coordinators, experiences and contributes to safety culture.
We'll talk about safety only if something bad happens.	Waiting until crisis reinforces panic. Culture is built through everyday, proactive actions.
Protection is a technical or legal issue.	Protection also includes emotional safety, care practices, and mental health systems.
Only big organizations with staff can build culture.	Even informal or small groups can embed shared norms and rotate responsibilities.
Safety practices slow down our actual organizing.	Safety ensures sustainability, burnout, fear, and confusion are what truly slow movements down.
Once we write our strategy, we're done.	Protection culture is living, it requires revisiting, adapting, and reflecting as contexts shift.

#### **Safety Climate Theory**

This theory emphasizes that it's not just what leaders say but what they do that shapes an organization's safety culture. If leaders model care, take breaks, check in on others, and set clear boundaries, teams will feel permission to do the same. If leaders push through exhaustion, ignore red flags, or stay silent about harm, others will mirror that behavior. In short, culture is contagious. Leadership that prioritizes protection emotionally, relationally, and structurally helps make safety real for everyone.

#### Safety Integration Planner

Use this table to explore how safety and care can be woven into every part of your organization. Think broadly emotional, digital, legal, and physical safety all matter.

#### Instructions:

- 1. Department/Area: Each row focuses on a specific part of your organization (e.g. Communications, HR, Admin).
- 2. Current Practice: What safety-related practices already exist here? No action is too small. Note anything that supports safety or well-being.
- 3. One Thing to Add or Improve: What's missing? What could make people feel more supported in this area? Consider simple changes that support physical, emotional, legal, or digital safety.
- 4. By When?: Choose a realistic and manageable time frame for making this change.
- 5. Who Leads?: Name a specific person, team, or role responsible for following up.

Department/Area	Current Practice	One Thing to Add or Improve	By When?	Who Leads?
Eg: Leadership	Weekly meeting	Add anonymous feedback mechanism	Second Quarter	Team Leader
Communications				
Onboarding				
Human Resource (HR)				
Admin/Finance				
Volunteers/Interns				

#### **Safety Culture Bingo**

This game will help you reflect on how protection and safety are practiced in your and peers organization, collective or movement. It's a simple yet engaging way to learn from peers while gathering ideas about how to strengthen your respective culture of protection.

This is a group activity. Each individual must leverage their peer's information to answer questions related to 'Safety Culture'.

- 1. Participants have 15 minutes to circulate and ask each other questions to full in the bingo grid.
- 2. Each square has a criterion related to safety culture.
- 3. Participants must find a peer who meets the criterion and write their name and organization in that square.
- 4. Avoid using their name more than once in the same row or column.
- 5. The first person to mark five squares in a row (vertical) or column (horizontal) shouts 'BINGO' and the game ends.
- 6. The winner must explain the five items marked and what those peers do to meet them.

## Game Play

- · Start the timer if necessary
- Participants mingle, asking questions and filling in their Bingo sheets.

After the game. Facilitators embark in a short discussion with following prompts.

- 1. Which boxes were most commonly checked off?
- 2. Which one inspired new ideas?
- 3. What is one box that you want your organization to work on?



Celebrates care moments	Creative Fridays	Reviewed Protocol	Safety training completed	Protection Duty Roster
Offline backups	Safety budget	Community Consent Form	Communica tion Plan	Emergency Contact List
Data Backup	Exit Strategy		Anonymous Feedback	Onboarding Guide
Emotional Support Person	Has a safety policy	Check-in rituals	Rotating Safety Lead	Buddy System
Team Whatsapp Group	Designated Break Times	Volunteeer Orientation	Monthly Team Meetings	Safe Meeting Space

# **Key Session Takeaways**

Head: What is safety culture made of?
Think about the systems, values, routines, and behaviors that create a culture of protection
in your organization.
Heart: What are you already doing well? Where do you feel grounded or strong?
Consider the areas where your organization or you personally are already contributing to
safety and care.
Hand: What's the role I can play in shifting our culture?
What is one specific action or role you can take to strengthen protection in your team or
collective?



### Introduction

In this session, we explore the principles and practices of inclusive leadership, a leadership style rooted in equity, participation, and respect for diverse identities. For LGBTIQA+ organizations across Asia and Africa, inclusive leadership is not just a value but a necessity, given the intersecting challenges of criminalization, marginalization, and exclusion.

We will reflect on how our leadership styles impact inclusion, particularly for groups often sidelined in decision-making processes, such as youth, people living with disabilities, and trans or non-binary individuals. Using real-world case studies and reflective tools, we'll examine the traits of inclusive leaders like courage, curiosity, cultural intelligence, and collaboration and explore how to apply them in our own contexts.

This session aims to build a foundation for leadership that goes beyond representation, helping us foster spaces where all voices are recognized, empowered, and able to lead. Inclusive leadership is not about perfection, it's about practicing fairness, accountability, and openness in our everyday work.

### **Session Aim**

To build foundational knowledge and self-awareness of inclusive leadership within the context of diverse LGBTIOA+ movements.

### **Session Objectives**

- Explore the meaning of inclusive leadership within their personal and organizational context.
- Reflect on their own leadership styles and attitudes towards inclusion.
- Identify initial areas for growth in making their leadership more inclusive.

### **Learning Outcomes**

By the end of the session, participants will be able to:

- define inclusive leadership using LGBTIQA+ organizational contexts.
- analyze our own leadership style through an inclusion lens.
- identify opportunities to increase equity and representation in their leadership practices.

DURATION 120 MINS REQUIRED MATERIALS Sticky notes, Markers, Pen FACILITATION METHODS

Group Games, Group Discussion,

Reflection Exercises, Case Study Analysis

### **CASE STUDY**

# Intentional Inclusion: Centering Young LBQ and Trans Leaders in Burundi

In Burundi, one organization working with LBQ women and trans people mentioned that their methods of realizing inclusive leadership is intentional. They made sure that processes and programs cater to the development of LBQ women and trans people. In decision-making, for example, the organization's leadership noticed that decisions were made by those who only hold the power. As soon as the younger people started to take on leadership roles, social accountability mechanisms were improved. Decision-making became a collective undertaking as stakeholders were provided avenues to share their thoughts from developing the strategy down to implementing the programs with communities.

In terms of sustaining leadership, the organization mechanized a professional development program which prioritizes women and trans people. Included in the professional development program are capacity-building activities based on the recipient's desired career pathway. It was the organization's way to also encourage more individuals below age 30 to join the organization. Their program yielded much success as young individuals were promoted to leadership positions within the organization.

### **Discussion Prompts**

- 1. What strategies ensured that young LBQ and trans leaders could sustain leadership roles over time?
- 2. How can professional development be aligned with long-term organizational and community goals?

### **CASE STUDY**

# Inclusive Leadership through Grassroots Organizing in Nigeria

In the case of Nigeria, an organization working with LBQ women and sex workers focused on their expertise in grassroots campaigning and organizing as a mechanism to ensure that their programs and organizational culture are inclusive. As much as possible, the organization encourages community members to provide their insights and experiences as part of developing the framework of initiatives and activities. In fact, their board of directors all come from the communities which they served, showing the organization's commitment to harness communities' capacity to lead and create innovative programs.

One of the best practices they have done is invest and implement a locally-led skills-building program for LBQ women and sex workers. Upon completion, they were able to link the program finishers to jobs inside and outside the organization, and higher educational institutions for further studies.

### **DISCUSSION PROMPTS**

- 1. What are the benefits and limitations of having a board of directors made up entirely of community members?
- 2. How can grassroots programs transition from skill-building to tangible economic and educational opportunities?

# What is Inclusive Leadership?

Inclusive can be defined as 'aiming to provide equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as people with disabilities or belonging to marginalized groups'.<sup>11</sup>

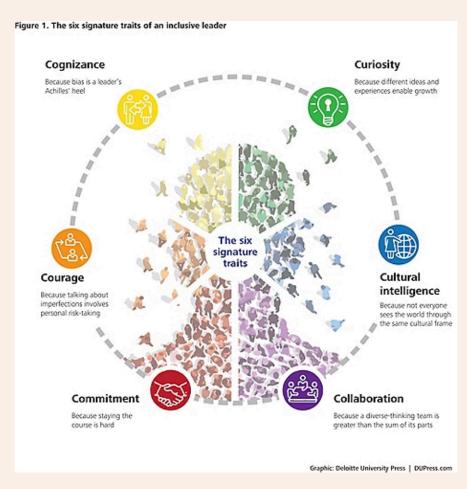
Inclusive leadership is grounded in the principles of equity, participation, and recognition of diverse identities in decision-making.

Inclusive leadership is all about actively encouraging communication and collaboration with every member of the team when making decisions and solving problems. Inclusive leaders are aware of their biases, but they counteract them by listening to and taking into consideration the views of other people: employees, peers, direct reports, colleagues and collaborators. These leaders are effective and confident, but they don't let their egos get in the way of working collectively with their team.

To lead effectively, leaders must adapt not only their strategies but also their mindset and behavior. Inclusive leadership is not about replacing older models, but enhancing them with the skills needed to embrace diversity as a strength. Inclusive leadership is about more than diversity, it's about inclusion. Inclusive leaders treat individuals fairly and without bias, recognize and value uniqueness while fostering belonging and use diverse perspectives to make better, smarter decisions.

# The Six Traits of Inclusive Leadership 12

- **Commitment:** Inclusive leaders are driven by both personal values and a clear business case. Their dedication to fairness, equality, and opportunity is evident in how they prioritize inclusion in their actions and communications.
- Courage: They challenge outdated norms, speak up against exclusion, and admit their own limitations with humility. They push forward with inclusion, even when it's uncomfortable or unpopular.
- Cognizance of Bias: Aware of their own and their organization's blind spots, inclusive leaders
  actively seek to minimize the impact of unconscious bias in decision-making and talent
  processes.
- Curiosity: These leaders listen deeply, ask thoughtful questions, and suspend judgment. Their
  open-mindedness helps them understand different perspectives and build meaningful
  connections.
- Cultural Intelligence: They are adept at navigating cultural differences, adapting behavior
  without losing authenticity. They appreciate how their own background influences their
  worldview and respect others' ways of seeing and doing.
- Collaboration: Inclusive leaders build environments where diverse voices are encouraged and valued. They foster psychological safety, trust, and shared goals, knowing that collective intelligence drives better outcomes.



# Self-assessment on inclusive leadership

Review each of the six inclusive leadership traits. For each, read the statements and rate how true they are for you in your current leadership role or context. Use the scale below:

# Scale:

- 5 = Always
- 4 = Often
- 3 = Sometimes
- 2 = Rarely
- 1 = Never

Statement	Rating
1.Commitment	
1.1. I talk openly about the importance of equity and inclusion in my work.	
1.2. I actively push for inclusive policies (e.g., gender-neutral hiring, safety practices) in my organization.	
1.3. I actively advocate for underrepresented voices in my organization or movement.	
2.Courage	
2.1. I speak up when I see or hear exclusion, even if the person responsible is senior or respected.	
2.2. I'm willing to challenge traditions that exclude or marginalize others.	
2.3. I can admit when I make mistakes or don't know something.	
3.Cognizance of Bias	
3.1. I make time to examine who holds power in our group who speaks, decides, or is most visible.	
3.2. When selecting team members or collaborators, I intentionally look for diverse perspectives.	
3.3. I review our decision-making or program design processes to check for bias or exclusion.	

# **A2: EXPLORING INCLUSIVE LEADERSHIP**

Statement	Rating
4.Curiosity	
4.1. I regularly ask for feedback from people with different experiences.	
4.2. I seek out perspectives from people who have different life experiences from mine.	
4.3. I try to understand the 'why' behind someone's behavior or resistance before reacting.	
5.Cultural Intelligence	
5.1. I respect and adapt to cultural or regional differences in my team/work.	
5.2. I avoid making assumptions based on someone's identity or background.	
5.3. I intentionally include community voices when working in regions or groups I'm not from.	
6.Collaboration	
6.1. I create space for quieter or less represented voices to lead.	
6.2. I regularly check if our group processes (e.g., meetings, strategy, safety plans) include input from impacted people.	
6.3. I take time to build trust and relationships.	

# After completing the rating, reflect:

- 1. Which trait did you score highest in?
- 2. What does this say about how you currently lead?
- 3. Which trait did you score lowest in?
- 4. Why do you think that is? What barriers exist?
- 5. What is one small action you can take in the next month to grow as an inclusive leader?

# This exercise supports:

- · Deeper self-awareness around inclusive leadership practices
- Recognition of leadership blind spots
- · A starting point for peer dialogue and accountability

# **A Speaking Ball**

Participants can take 10 mins to answer the following question. Feel free to write answers in the box below.

The facilitator will pass the ball to one participant and the ball goes in a counter-clock direction. Each participant shares their answers. No interruptions allowed until everyone has spoken.

What are the few ways that you have tried to make leadership more inclusive?
What challenges do you face in practicing inclusive leadership?
What is one practice you want to adopt moving forward?

# **Key Session Takeaways**

Head: What did I learn about my own leadership patterns and how they affect inclusion in my organization or collective?
Heart: What feelings did this session bring up for me about power, representation, or exclusion?
Hand: What is one small change I can make in how I lead, or one inclusive action I will commit to trying in the next month?

### Introduction

This session builds on the foundations of inclusive leadership by shifting focus to collective leadership that centers shared power, co-creation, and community-driven decision-making. In many LGBTIQA+ movements, especially under restrictive legal or social conditions, collective leadership is both a necessity and a strategy for resilience. We will explore how organizations in places like Nigeria and Vietnam are reimagining leadership structures using feminist and Rainbow leadership principles.

We will engage in power mapping to uncover formal and informal dynamics within our teams and co-design practical tools such as shared responsibility plans and rotating roles to decentralize authority. This session emphasizes that no one should lead alone, and that effective leadership is sustained through collaboration, mutual accountability, and care. By the end, we will leave with a deeper understanding of how to implement collective leadership models tailored to their own organizational contexts.

### **Session Aim**

To enhance skills on tools and approaches for developing and implementing collective leadership practices.

# **Session Objectives**

- To explore principles of power sharing and collective leadership.
- To understand distributed, feminist and rainbow leadership frameworks.
- To co-create practical tools to decentralize leadership roles and responsibilities.

## **Learning Outcomes**

By the end of this session, participants will be able to:

- analyze current leadership structures within our organization to identify power dynamics.
- create a power map that illustrates informal and formal leadership roles.
- design a shared responsibility plan that promotes equity in decision-making.

DURATION
120 minutes

REQUIRED MATERIALS
Flipcharts, Post-its, Markers,
Pen, Stickers,
Organizational power mapping
template, Shared Leadership
Planning worksheet

FACILITATION METHODS

Concept presentation, Peer case study analysis, Group design and mapping,

Role-play using inclusive language,

Feedback carousel

# Power in Participation: Collective Leadership Models from Nigeria and Vietnam

In Nigeria, a youth-led organization focused on LGBTIQ+ people, focused on actively listening to the circumstances of young individuals in communities and recruiting volunteers and interns as fundamental steps in practicing collective leadership. Through active listening, the organization was able to elicit necessary information on appropriate solutions and methods to address certain circumstances felt by young individuals of diverse SOGIESC. By convening communities frequently and encouraging them to speak also shows how they value social accountability. They always find time to discuss and scout for opportunities for improvement.

In Vietnam, an LGBTIQ+ caucus collectively agreed to operate in such a way where all people are of the same level in terms of decision-making. By dividing them into committees, the organization ensured that operations were done based on the strengths of the involved people. Social accountability mechanisms such as feedback mechanisms were also developed to help them improve their way of work. Aside from this, the organization also considers a general assembly (a convention of all their members) as the highest decision-making body of the organization, giving member organizations the liberty to suggest, approve, and deny any move within the organization.

### **DISCUSSION PROMPTS**

- 1. What similarities and differences can be observed between the Nigerian and Vietnamese approaches to collective leadership?
- 2. How do feedback and accountability mechanisms strengthen trust within organizations?
- 3. What risks, if any, come with flattening hierarchies in decision-making structures?

### LEADERSHIP FRAMEWORK THAT SHARES POWER

# **Distributed Leadership Theory**

It challenges the idea that leadership should reside in a single individual at the top of a hierarchy. Instead, it views leadership as a collective process that is shared across roles, relationships, and teams. Leadership happens when people contribute their skills, knowledge, and decisions based on context and expertise, not just formal titles. This approach encourages collaboration, adaptability, and shared responsibility, allowing more people to participate in guiding the organization. It also reduces the risk of burnout or power hoarding by ensuring that leadership tasks are not concentrated in just one or two people. In collective and grassroots movements, distributed leadership creates space for more voices, and for leadership to emerge from lived experience as much as from formal training.

# **Feminist Leadership Theory**

It centers leadership on the values of equity, care, inclusion, and transformation. It critiques traditional, hierarchical, and often patriarchal models of leadership that reward dominance, individualism, or competition. Instead, feminist leadership is deeply relational, focused on shared power, emotional intelligence, and reflective practice. It acknowledges intersecting forms of oppression and emphasizes the need to uplift marginalized voices, particularly those of women, queer people, trans, and people from historically excluded communities. It values accountability, not just to tasks, but to people and to community well-being. In practice, feminist leadership may involve rotating roles, shared decision-making, care-based feedback, and inclusive systems that prioritize not just what we do, but how we do it.

# **Rainbow Leadership**

It is an evolving concept rooted in the experiences and wisdom of LGBTIQA+ movements. It is based on the idea that leadership should reflect the diverse, intersectional, and non-linear realities of queer lives and organizing. Rainbow leadership values fluidity, shared vision, community care, and multiplicity, rejecting rigid structures that marginalize people based on gender, sexuality, class, age, or ability. This leadership model often emerges in resistance spaces where survival, solidarity, and collective joy are forms of resilience. Rainbow leadership is not only inclusive, but adaptive and creative, shaped by lived experience, mutual support, and deep trust. It often blends personal vulnerability with political clarity, and encourages everyone, not just a few people to take initiative, hold responsibility, and lead from where they are.

### THE FOUR FACES OF POWER

### **FORMAL POWER**

Formal power comes from official roles or titles within an organization, such as Executive Director, Program Manager, or Board Chair. These roles typically include the authority to make decisions, approve budgets, and represent the organization publicly. Because formal power is tied to hierarchy, it is usually visible, clearly defined, and documented in organizational charts or policies.

### **INFORMAL POWER**

Informal power is not tied to a title but comes from personal influence, lived experience, or specific knowledge. A person with strong informal power might be trusted deeply by peers, have high emotional intelligence, or be seen as a moral anchor in the group. Even without a formal role, their opinions often shape decisions and dynamics in powerful ways.

# **RELATIONAL POWER**

Relational power comes from who someone knows and the relationships they can activate inside or outside the organization. A person with relational power may not hold a leadership position, but they can connect the group to allies, funders, or decision-makers.

This form of power is crucial in movement spaces, where trust and relationships often open more doors than formal status.

# **RESOURCE-BASED POWER**

Resource-based power refers to having access to or control over tangible assets like funding, equipment, office space, or transportation. Individuals or teams who manage these resources can indirectly influence priorities and participation by controlling what is available and to whom. When not shared transparently, this power can create unequal dynamics and unspoken gatekeeping within the organization.

### **POWER MAP**

Power mapping is a tool for reflection, learning, and organizational growth. This activity will help us to build awareness of power dynamics. We will explore who holds what kinds of power in our organization or collective looking mainly into four faces of it i.e. formal, informal, relational, and resource-based power. By visualizing these dynamics, we can begin to identify imbalances and develop strategies to share leadership more equitably.

You may choose to map your actual organization or create a fictional one. Use boxes or symbols to represent people or roles, and indicate the type of power they hold. The goal is to make invisible power more visible, and to imagine what fairer, more distributed leadership might look like.

Type of Power	What It Means	Example Prompts
Formal	Assigned through roles or titles	Who makes official decisions? Who signs off on projects or funding?
Informal	Influence without formal title	Who shapes culture? Who is respected regardless of position?
Relational	Based on connections or trust	Who do people turn to in times of conflict or confusion? Who connects people across teams?
Resource-Based	Access to money, knowledge, platforms, etc.  Who controls or m access to training, networks?	

# **Psychological Safety First**

Before the mapping begins:

# 1. Safety Check-In

### Ask:

- How safe do you feel engaging in this exercise right now?
- What would help you feel more grounded or supported?

Note: Ideally, someone trusted—or an external facilitator—should hold this space.

# 2. Set Boundaries and Agreements

Introduce these principles:

- · No blaming or naming with judgment
- Please represent roles or functions, not individuals
- · You have the right to pass or stay silent
- · Assume positive intent, but allow accountability
- · We will hold space afterward to process any discomfort

Formal Power	Informal Power
Relational Power	Resource-Based Power

## **Co-Creation of Leadership Practices**

In many organizations, a few people carry most of the responsibilities while others are unsure how to contribute. This activity will help us to see who currently holds leadership power and design a more fair and clear plan to share it. We will co-create a Shared Responsibility Plan that helps distribute tasks, decisions, and accountability across your team or collective.

### • Instructions:

Make a small working group of 3–5 people. You can use it for your actual organization or a fictional example for practice.

# Step 1: Draw your current leadership structure in a flip chart.

Start with formal roles (e.g. Executive Director, Finance Manager, Volunteer Coordinator). Add informal leaders (e.g. people others go to for help, decision influencers, mentors).

### Step 2: Once the map is drawn, discuss:

- 1. Who makes key decisions?
- 2. Who is often responsible, even without a clear role?
- 3. Who supports the team emotionally or practically but isn't recognized?

## Step 3: Identify Gaps and Challenges

Use sticky notes or small cards to list what's not working well. Place the sticky notes near the parts of your map they relate to.

### Think about:

1.Are some people doing too much?	2. Are others left out of decision-making?
3. Is it clear who does what?	4. Are roles based on fairness and inclusion?

## Step 4: Co-Create Your Shared Responsibility Plan

Use the RACI table below to map out who should do what for key tasks in your organization. Once completed feel free to use it to refine your existing organogram.

Choose 3–5 tasks that your group does regularly (e.g. fundraising, onboarding, social media, handling conflict, safety planning).

R = Responsible: Who will d the task?	A = Accountable: Who makes sure the task is completed?
C = Consulted: Who needs to give input?	I = Informed: Who needs to be updated?

# **B2: STRENGTHENING COLLECTIVE LEADERSHIP**

# Shared Responsibility Plan - RACI Worksheet

Task / Activity	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
Example: Budget planning	Program Officer	Finance Lead	Director	Team

# Step 5: Reflect Together

- 1. What surprised you about how roles are currently distributed?
- 2. Which roles are missing or overburdened?
- 3. What could help make shared responsibility easier? (e.g. rotating roles, training, checklists)
- 4. What's one change you can try immediately in your organization?

## **DID YOU KNOW?**

Most team conflicts come from unclear roles, not bad intentions. Using RACI can help prevent tension and burnout by showing who's doing what and how decisions are made.

# **Key Session Takeaways**

Head: What did I learn about how power is held and shared in my organization?
Heart: How do I feel about the leadership dynamics that I currently am part of?
Hand: What is one concrete action I can take to promote shared responsibility in my team?

## Introduction

Leadership is not just about who holds power today, it's about how that power is shared, grown, and passed on. In activist, grassroots, and community-driven spaces, sustainability doesn't come from one charismatic leader, it comes from collective vision, shared responsibility, and intentional planning. Yet many movements and organizations struggle with leadership burnout, fragile transitions, or power becoming too concentrated in a few hands.

This session focuses on embedding inclusive and collective leadership practices into the long-term culture and structure of an organization. We will explore practical strategies like succession planning, mentorship, and accountability mechanisms that ensure leadership continuity without losing sight of values like equity, participation, and care.

We will also deeply reflect on the kind of leadership legacy we and our team want to leave, not just in individuals, but in systems.

### **Session Aim**

To equip participants with tools for sustaining inclusive and participatory leadership across generations.

# **Session Objectives**

- · Reflect on their leadership legacy and values.
- · Identify strategic tools for continuity such as succession planning and mentorship.
- Design inclusive accountability systems to support sustainability.

# **Learning Outcomes**

By the end of this session, participants will be able to:

- evaluate their organization's readiness for leadership transition.
- · develop a basic succession or mentoring strategy.
- · develop accountability systems that reinforce equitable leadership values.

DURATION 120 MINS

# REQUIRED MATERIALS

Succession planning templates, Mentorship framework worksheet, Leadership sustainability checklist, Team presentation flipcharts

FACILITATION METHODS
Group design and
mapping, Role play

# How Grassroots Organizations in Cameroon and Nigeria Built Continuity from Within

In Cameroon, a community-based organization, Association ESPOIR (also known as Health Care Cameroon), faced an urgent leadership challenge when several senior team members experienced sudden burnout. Years of leading under high-pressure conditions, with limited support and increasing administrative demands, had taken a toll. With no clear succession plan in place, the organization risked losing institutional memory, project momentum, and community trust.

Recognizing the risk, the organization paused to reflect on how leadership could be sustained, not just replaced. They launched a co-designed two-year mentoring pathway, aimed at strengthening internal capacity and preparing a new generation of leaders from within. The model was simple but strategic: each senior leader was paired with a junior staff member, not just for training, but for intentional shadowing, joint decision-making, and reflection. These mentoring pairs shared responsibilities in project oversight, external representation, and internal planning. This allowed junior team members to grow skills in real time, while also contributing fresh perspectives to leadership spaces.

Over time, this mentorship model helped decentralize leadership, redistribute power, and normalize collaborative decision-making. Junior team members gained confidence, senior leaders felt supported, and the organization began to see leadership as a shared, evolving practice not a fixed position. As momentum grew, Association ESPOIR formalized this learning by developing a leadership transition policy and embedding mentorship into its human resources strategy. Today, the organization is recognized not only for its frontline work, but for cultivating a resilient leadership culture grounded in equity, continuity, and care.

### **DID YOU KNOW?**

Job Shadowing is an excellent way to learn valuable skills and tricks from those with more experience.

In Nigeria, a youth-led LGBTIQA+ organization scanned their environment and identified that with minimal resources and the high turnover of people within the organization. With this circumstance, the organization opened itself to volunteers and interns, and developed a capacity-building program that focused on key aspects such as programming, finance, and monitoring, evaluation, and learning (MEL). Junior team members were provided mentorship by senior team members to expose them to various coordinating and managerial duties and responsibilities—serving as second liners of the senior members. Combining such practice with participatory methods of developing programs and initiatives, the organization reported a boost in human resources. This prompted them to institutionalize practices of leadership transition, institutional memory building, and mentorship to maintain the excellent quality of services provided to communities and stakeholders.

### **DISCUSSION PROMPTS**

- 1. How can job shadowing and paired mentorship support leadership continuity?
- 2. What policies or structures help embed leadership transition into an organization's culture?
- 3. How can resource constraints shape creative approaches to succession planning?

## Core Pillars for Sustainable Leadership in LGBTIQS+ Organizing

In building inclusive, accountable, and lasting leadership within LGBTIQA+ organizations, particularly in contexts across Asia and Africa, it is essential to draw from both theoretical frameworks and applied strategies. Here are four key concepts that underpin sustainable and equitable leadership i.e. transformative leadership, succession planning, intergenerational mentorship, and sustainable leadership that one must know while working in LGBTIQA+ run civil society organization.

# **Transformative Leadership**

Transformative leadership goes beyond traditional management. It is a values-based approach that actively seeks to challenge and change unjust systems. Rather than adapting to existing norms, transformative leaders reimagine and rebuild systems to center equity, dignity, and collective wellbeing.

Transformative leadership involves ethical action, critical reflection, and a commitment to social justice 13. In practice, transformative leadership invites organizations to examine how power operates internally and externally. For LGBTIQA+ movements, it means addressing structural inequalities such as cisnormativity, and generational hierarchies while fostering cultures of care and belonging. Embedding transformative leadership often requires policy audits, inclusive strategic planning, and sustained dialogue with communities impacted by exclusion.

Transformative leadership is especially relevant for LGBTIQ+ organizations in repressive contexts, where legal systems, cultural norms, and donor structures often reinforce exclusion. As highlighted in the Rapid Assessment and Mapping Report published by ILGA Asia, organizations across Asia and Africa are increasingly applying transformative leadership by embedding equity in their internal practices, such as participatory decision-making, mentorship of underrepresented leaders, and risk-sharing structures.

For instance, several organizations have shifted from hierarchical models toward collaborative approaches that involve staff and community members in strategy development and implementation. Others have restructured leadership to ensure the presence of young, trans, non-binary, and disabled leaders in governance roles. These shifts are not merely symbolic but serve as radical acts of reimagining power and safety in hostile environments. Transformative leadership, in this context, becomes a necessary survival tool—challenging not just external systems of oppression, but also internal cultures of gatekeeping, burnout, and hierarchy.

# Core Pillars for Sustainable Leadership in LGBTIQS+ Organizing

# Succession Planning

Succession planning is the structured and proactive process of preparing for leadership transitions. It ensures that when a key leader steps down or moves on, the organization is not left in crisis. Inclusive succession requires organizations to challenge homogeneity in leadership pipelines and create pathways that are accessible to emerging leaders from all backgrounds. 14

An effective succession plan is not just a document; it is a process that begins well before a transition. It involves identifying future leaders early, providing them with opportunities for growth, and clarifying values and expectations. LGBTIQA+ organizations, especially those operating in fragile or underfunded contexts, must consider how leadership changes can disrupt community trust or institutional memory. Creating leadership teams rather than depending on single charismatic figures can also foster resilience.

# Intergenerational Mentorship

In contexts where elders hold institutional knowledge and younger leaders are eager to lead with new perspectives, intergenerational mentorship becomes a vital bridge. It is not simply about older leaders teaching younger ones, it is a reciprocal, mutual learning relationship. It allows for the transfer of experience and values while also integrating emerging practices and shifting cultural dynamics. Effective mentorship resists hierarchical models. Instead, it acknowledges that both older and younger leaders bring unique wisdom. Intergenerational mentorship builds resilience, enhances leadership confidence, and helps ensure values and practices continue beyond any single generation. Within LGBTIQA+ community, where leadership burnout is common and historical erasure is a risk, mentorship supports healing and continuity. It also creates space for deep conversations about power, accountability, and legacy that help organizations evolve.

# Core Pillars for Sustainable Leadership in LGBTIQS+ Organizing

## Sustainable Leadership

Sustainability in leadership is not about staying in power forever, it is about ensuring that leadership can be regenerated, supported, and distributed. Sustainable leadership is a leadership that matters, endures, and spreads. It involves capacity-building at every level of an organization, developing systems that hold leadership accountable to collective values, and resisting dependence on a single individual.<sup>15</sup>

Sustainable leadership prioritizes long-term thinking and avoids short-termism or crisis-based leadership. It requires embedding values into systems like performance reviews, community engagement processes, and internal accountability mechanisms, so that even as people change, the core vision endures. For LGBTIQA+ organizations, this may also mean developing trauma-informed leadership support, offering continuous professional development, and involving community members in shaping leadership standards.

In our study, many LGBTIQ+ organizations in Asia and Africa recognized that sustainable leadership depends on collective care, mentorship, and reducing burnout—not just succession planning. Facing resource scarcity and political repression, several groups have embedded sustainability by promoting shared leadership models, prioritizing professional growth for younger and marginalized staff, and integrating wellness practices into their organizational culture. These strategies ensure that leadership is not only retained but also renewed with intention and equity.

# **Organizational Leadership Tree**

- Individual/Group Assignment
  - Roots: Foundational values
  - Trunk: Current leadership model
  - Branches: Future leaders/teams
  - Leaves: Mentorship practices
  - Fruits: Long-term impact
- Group Discussion questions
   Which part of a tree needs nourishment?

# **Succession Planning Framework**

Individual/ Group Assignment Identify key roles at risk

Key role at risk (eg: Program Manager)	Risk Factor (eg: Burnout, immigration, leave)	Urgency (eg: High/Med/Low)	Action

What va	lues, si	kills, or	experi	ience s	hould	l a	successor	have?
---------	----------	-----------	--------	---------	-------	-----	-----------	-------

Value: Skills:

Other:

# **Transition Timeline**

Phase	Action	Timeline	Responsible Person
Preparation			
Training			
Handover			

## **Leadership Relay**

Participants are divided into multiple groups and tasked with completing a project using assigned leadership roles. Halfway through, some of them must pass their roles to another team without verbal communication.

**Step 1: Group Formation:** Divide participants into small teams of 4-6 people.

Step 2: Choose a Project Scenario from below.

### Step 3: Role Assignment

Each person can take one of the following roles. President, Project Manager, Finance Coordinator, Communication Lead, Operation Support, Project Officer, etc.

Roles can be written on cards and distributed randomly.

### Step 4: First Run

The team begins working on the chosen scenario and creates a draft plan of the activity. They can brainstorm, write on flipcharts or map out timelines. Each member should have some responsibility in the project. At the 8-mins mark, pause the activity.

In this first run, all team members are allowed to talk, collaborate and write freely.

### Step 5: Second Run

Switch half of the team members with another team.

For example: If each team consists of 6 members each, 3 members should leave the group and join another team.

Remaining members of the first team can only communicate via non-verbal methods to hand over empty roles to them. New members should try to interpret what the previous team worked on and complete or improve the project plan, adapting based on the clues or documents passed. Old members cannot talk whereas new members can talk among themselves, but cannot consult the old members. At the 8-mins mark, pause the activity.

### Step 6: Group Reflection

- What got lost in transition?
- What systems or processes could have helped ensure continuity?
- How did power, clarity, or energy change after the transition?

#### Six scenario

### Scenario 1: Pride Campaign Planning

Your team must design a 3-month plan to organize a Pride event in your city. This includes logistics, safety planning, permits, volunteer coordination, fundraising, and outreach to marginalized LGBTIQA+ groups. Include in your plan:

- Timeline of key actions
- Role assignments
- Community partnerships
- Risk mitigation strategies

### Scenario 2: Leadership Transition & Staff Restructuring

Your Executive Director has stepped down unexpectedly. Your team must create an interim leadership structure that is inclusive and ensures organizational stability. Develop:

- Temporary leadership roles
- · Communication strategy for staff and partners
- Staff engagement plan

### Scenario 3: Emergency Response Mobilization

A partner organization is under threat due to hostile laws. You have to develop a response plan to support them. This includes security, media strategy, legal aid, and mental health resources. Now,

- Map out urgent steps and responsibilities
- Identify external allies/resources
- · Create a simple chain of communication

### Scenario 4: Youth Leadership Fellowship Launch

Your organization wants to launch a 6-month Youth Leadership Fellowship for LGBTIQA+ activists with disabilities. Plan the program's first phase, including:

- Fellowship goals
- Application and selection process
- · Mentorship structure
- Accessibility considerations

### Scenario 5: Donor Proposal Drafting

Your team must quickly prepare a concept note for a new donor who supports intersectional feminist work. The deadline is approaching soon. Include:

- Project title and short rationale
- · Key objectives and expected outcomes
- Roles within the writing team

# **Key Session Takeaways**

Head: What new ideas did I learn about sustaining leadership beyond individuals?
Heart: How do I feel about letting go, passing on, or sharing leadership in my own context?
Hand: What is one step I will take to support leadership continuity in my organization or group?

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### Introduction

Organizations are more than just formal structures of roles, titles, and rules, they are dynamic social systems shaped by relationships, cultures, and unseen forces. One of the most significant and often overlooked forces is power. Power influences how decisions are made, whose voices are heard, and who gets access to opportunities and resources. Understanding how power operates internally is critical for building inclusive leadership, fostering trust, and supporting meaningful organizational change. In many teams, power is not always tied to official positions but might emerge through influence, experience, access to information, or relationships. Through this session we will examine the different forms of power within our organizations. Through reflection and group activities, we will explore how power flows, who holds it, and how it can be shared more equitably. We will examine the dynamics that influence decision-making, voice, and participation within our organizations.

### **Session Aim**

To build skills in recognizing and navigating internal power dynamics to promote trust and collaboration.

# **Session Objectives**

- To understand different forms and sources of power.
- To recognize how power dynamics affect communication, trust, and participation in teams.
- To promote internal equity by identifying and addressing power imbalances within the organization.

# **Learning Outcomes**

By the end of this session, participants will be able to:

- 1. map power dynamics within their own teams and organization.
- 2. identify visible, hidden, and invisible forms of power.
- 3. explore tools and practices to cultivate transparency and shared decision-making.

**DURATION**120 MINS

REQUIRED MATERIALS
Sticky notes, pens, power dynamics
mapping sheet

FACILITATION METHODS
Mapping and presentation,
Discussion and sharing

# Reclaiming Space: Nazariya's Push for Inclusive Queer Leadership in India 16

Nazariya, a queer feminist collective based in Delhi, has long worked to make queer spaces in India more inclusive, especially for trans and non-binary people from marginalized caste backgrounds and rural areas. Over time, the collective observed that queer movement spaces, especially public-facing platforms like Pride events, donor meetings, and national forums were often dominated by English-speaking, upper-caste gay men from metro cities. This resulted in a serious imbalance. Dalit, trans, and non-English speaking activists from tier 2 and tier 3 towns felt excluded, unheard, and tokenized.

Nazariya, along with allied queer feminist groups, began raising critical questions about representation and access. They challenged patterns of tokenism in panels, gatekeeping in leadership roles, and the lack of funding pathways for unregistered grassroots collectives, many of which were led by trans and Dalit communities. These groups were doing crucial 'on the ground' work but lacked the visibility or institutional access to participate in decision making spaces.

In response, Nazariya pushed for concrete, structural changes. They advocated for language justice in queer convenings by ensuring strategic discussions were held and translated in Hindi and other regional languages. They supported decentralized leadership models for Pride organizing, so that leadership wasn't just concentrated in urban centers. In regional gatherings, they demanded that local voices be prioritized, not added as an afterthought. They also initiated resource sharing mechanisms, helping informal queer collectives without formal registration (like 80G/12A certification) access information, funding, and solidarity networks.

These efforts paid off. One major breakthrough came in the restructuring of the South Asian Queer Feminist Convenings, where facilitation was deliberately rotated across geography, gender identity, and language. Interpretation and translation were made central to the process, and training on donor access and reporting was extended to historically excluded queer groups. Nazariya's work shows that equity in queer movements isn't automatic, it must be fought for, built into systems, and constantly reimagined to center the most marginalized.

### **DISCUSSION PROMPTS**

- 1. How can movement spaces be redesigned to avoid tokenism and center marginalized voices?
- 2. In what ways does language justice expand access to leadership and decision-making?
- 3. What practical steps can organizations take to decentralize leadership across regions?

## **A3: UNPACKING POWER FROM WITHIN**

### Social power

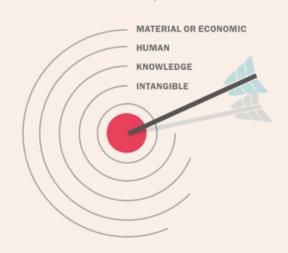
It refers to the ability to influence or control people, resources, decisions, and outcomes in society. It shapes how rights, opportunities, and privileges are distributed, and who gets to define what matters. Power is not just about domination; it's also about relationships, structures, and systems that determine who is heard, valued, and able to act.

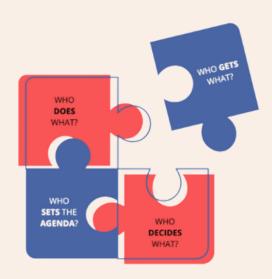
### Where does power come from?

Social power originates from having access to and control over resources. Certain individuals or groups come to hold more influence because they gain greater control over these resources for various reasons. However, these resources aren't limited to economic ones alone. In today's world, at least four different types of resources contribute to the formation of social power<sup>17</sup>

Material or Economic: Assets and liquidity are key economic sources of power. Economic resources are often viewed as a fundamental basis of social power because they enable people to secure necessities, influence decisions, and gain social status.

Human Resource: It refers to people's time, skills, labor, and networks. The ability to mobilize people for collective action or to build alliances provides significant power in both social movements and organizations.





**Knowledge**: It is another crucial source of power. Information, education, expertise, and the ability to produce and control narratives shape how people perceive reality and whose perspectives are valued. Those who control knowledge often control decision-making and social norms.

Intangible resources: This includes elements like social prestige, cultural influence, reputation, charisma, and social acceptance. These intangible forms of power can determine who is listened to, trusted, or granted legitimacy, even in the absence of material wealth.

Together, these resources interact to create complex systems of power. Power is not just about overt control; it also operates subtly through relationships, norms, and invisible structures that decide who gets what, who decides what, who does what, and who sets the agenda. Understanding where power comes from is key to challenging inequality and building more just societies.

### A3: UNPACKING POWER FROM WITHIN

# What does power look like?

**Visible (Direct)** power refers to formal, observable decision-making processes. It's about laws, policies, rules, structures, and official authorities that determine "who decides what." This is the face of power that we can clearly see in parliaments, courts, institutions, and public debates.

**Hidden (Indirect)** power involves setting agendas and controlling what issues are up for discussion and which remain off the table. It shapes who gets a seat at the table, whose voices are excluded, and which interests dominate decision-making behind the scenes. Hidden power works through alliances, lobbying, gatekeeping, and informal networks that quietly influence outcomes without public scrutiny.

*Invisible power* is the deepest level, shaping people's beliefs, perceptions, and sense of what is "normal" or possible. It influences how individuals view themselves and their rights, often internalizing inequality or discrimination. Invisible power operates through culture, social norms, education, religion, and media narratives that define what is valued or stigmatized in society. <sup>18</sup>

Because power is connected in many ways, efforts to create change should also work together. Winning a policy change is important, but it might not last if people don't know about it, if it doesn't relate to their daily lives, or if hidden forces block it. Often, groups try to raise awareness, organize people, and push for policy separately, instead of linking these efforts or working with others.

Power doesn't only exist in official places like government meetings. It also shows up in local gatherings and public events, where different people may have more or less influence. That's why it's important to look at where and how power works, so that change efforts can be more effective. 19

#### **Power Dynamics**

It refers to the manner in which power is allocated, exercised, perceived, and negotiated within particular social or organizational contexts. They encompass the relationships and interactions among individuals, groups, or entities wherein one party holds or exerts influence or authority over others.

An essential aspect of organizational power dynamics is the relationship between leadership approaches and how power is shared. Leaders who are aware of these dynamics and manage them effectively can play a crucial role in enhancing both individual performance and overall organizational outcomes. While decision-making processes are a key area where power dynamics appear, their influence also extends to employee engagement, morale, and efficiency. When power is distributed fairly, it helps create a supportive workplace culture that values cooperation and mutual respect. In contrast, unequal power relations often result in tension, conflict, and a decline in teamwork and trust.

Communication plays a vital role in managing power dynamics, acting as a mechanism through which influence is exercised and negotiations are conducted. By fostering open and transparent communication, organizations can reduce the risk of misunderstandings and create an environment grounded in inclusivity and trust. Moreover, transparency itself becomes a powerful asset, enabling individuals and teams to navigate complex organizational structures and relationships with increased clarity and confidence.<sup>20</sup>

#### **Feeling Power and Powerlessness**

#### **Process**

- 1. On the left side, draw a situation describing where you felt powerful, that could be a moment when we were confident, or able to make a difference.
- 2. On the right side, draw a situation describing where you felt powerless, that could be a moment when we lacked control, voice, or influence.
- 3. Each participant will share their experience.

(You can think of different context such as: Work, social life, relationship and others)

Personal experiences of feeling powerful or powerless can encourage participants to use empowering methodologies. Through this exercise, they can see that it is more helpful to offer skills and information, and so enable communities to solve their own problems.

Draw a situation, where you feel Powerful	Draw a situation, where you feel Powerless

#### **A3: UNPACKING POWER FROM WITHIN**

#### Mapping power dynamics

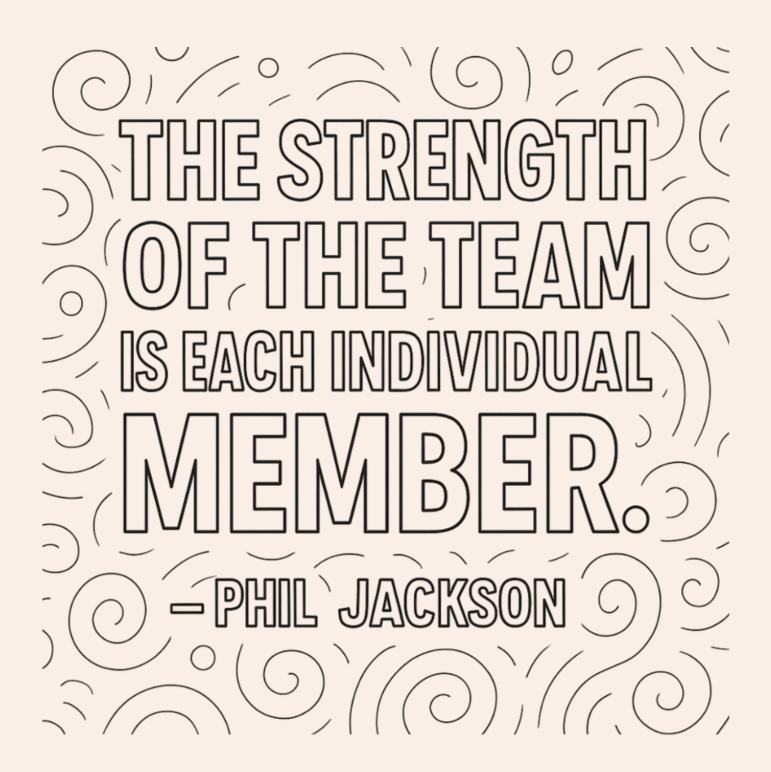
## Individual assignment

- Think about your team or organization. Identify situations, relationships, or processes where power dynamics might affect trust, communication, or participation.
- Fill the context as per your need and reflect on the given topics clearly.

Situation / Context	Who Holds Power?	Who Lacks Voice or Influence?	How Is Power Used (Positively or Negatively)?	Impact on Team/Org Culture	What Needs to Change? (Proposed Action)
e.g. Team meetings	Team leader	Junior staff	Leader dominates discussions	Discourages open dialogue	Use round- robin speaking format
Recruiting					
Collaboration					

#### **DID YOU KNOW?**

Round-robin speaking format is a structured discussion method where each person in a group has an equal opportunity to speak, one at a time, usually going around the circle or table in order.



#### **Stakeholders Mapping and Analysis**

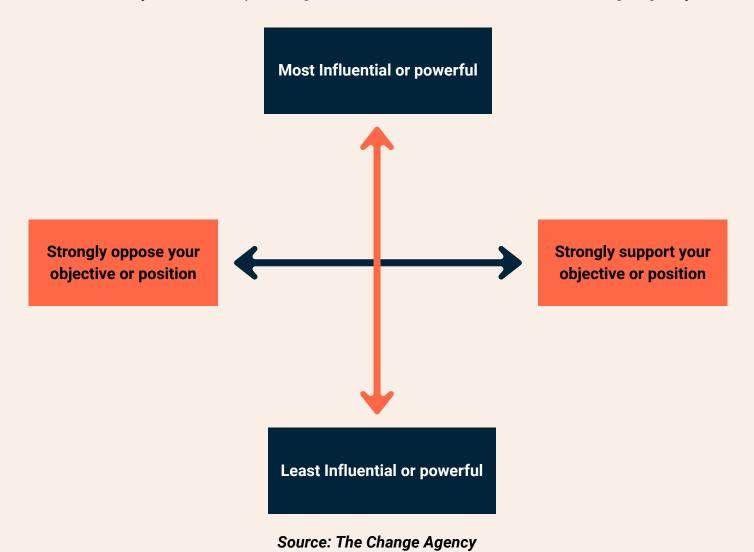
List the stakeholders and indicate their specific position or space where you believe they are located. This helps participants understand the supporters, opponents, and influencing stakeholders.

#### Facilitator guide:

Mark the dot and write like (.....) on respective stakeholders name.

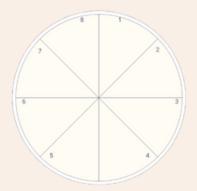
The right-hand-side indicates an increment in support, and opposition increment in the left side, simultaneously goes with upward and downward direction.

For more clarity, refer to the picture given below as extracted from "The change agency" 21



#### **Power Mapping and Analysis**

POWER MAPPING AND ANALYSIS WHEEL



#### Slice Label

- 1. Access to decision making
- 2. Pay and labor conditions
- 3. Visibility vs Voice
- 4. Project design and Control
- 5. Language access
- 6. Caste/Class Privilege
- 7. Safety in Conflict
- 8. Access to funders

# POWER MAPPING AND ANALYSIS WHEEL



(Example for reference)

#### **Explanation**

Do you also make key decisions?

How fairly do you feel is labor compensated?

Do you feel that you are getting heard?

Do you design projects and sets goals?

Are you fluent in that language which is formally use for communications?

Do you feel class or caste impact power?

Do you feel safe speaking up?

Are you the one who connects to funding?

*Instruction:* For each slice, draw a mark (.) along the radius line representing how much power or equity you currently have there.

- Mark closer to the center = Low power
- Mark closer to the outer edge = High power

Connect the marks around the wheel to form a shape - this gives a visual profile of power distribution.

#### **REFLECTIVE QUESTIONS:**

- · Which slices show the largest gaps or lowest power?
- · What would a more equitable and inclusive wheel look like?
- What concrete steps can be taken to shift power toward the edges?

# **Key Session Takeaways**

Head: What evidence do you see regarding power imbalance in your organization?
Heart: How does this reality make you feel?
ricara rion acco and reality make you reci.
Hand: What small steps could you take to balance power?

#### Introduction

Collaboration is working together while building relationships rooted in trust, equity, and mutual respect. In this session, we will explore how to create ethical, inclusive, and effective collaborations within teams, between civil society organizations (CSOs), with communities, and with external actors such as donors, government, and media. True collaboration requires more than shared goals; it demands transparency, accountability, and awareness of power dynamics. We will reflect on what makes partnerships fair, how to identify imbalances, and how to manage common risks like groupthink, social loafing, and false consensus. Through role-play and practical tools, we'll examine the different collaboration styles and how they show up in our organizations. We'll also explore stakeholder collaboration, including how to identify allies, resistors, and potential partners. By the end of the session, we will have stronger skills to build partnerships that are not only effective but also rooted in justice, care, and shared responsibility.

#### **Session Aim**

To strengthen our ability to enhance inclusive, fair, and trust-based collaboration within teams and across stakeholder relationships.

#### **Session Objectives**

- Evaluate whether a partnership is fair and effective.
- Understand common risks in collaboration and ways to address them.

#### **Learning Outcomes**

By the end of this session, participants will be able to:

- 1. analyze the risk associated with collaboration and mitigate the challenges they may face during collaboration.
- 2. build a checklist to assess and strengthen equitable partnerships.

DURATION 90- 120 mins REQUIRED MATERIALS
Flip chart, Marker, Maze puzzle

FACILITATION METHODS
Role play, Mind Maps

#### From Kyrgyzstan to Taiwan: The Power of Regional and Cross-Movement Alliances

For Asian and African organizations, working with various organizations is a fundamental step to fully understand the intensity of a circumstance and develop solutions for it. In the case of an LGBTIQ+ organization in Kyrgyzstan, the organization works with various organizations based in Central Asia to understand the plight of LGBTIQ+ people in the region. Their robust coordination and working relationship with these organizations and communities helped them develop tools and resources that the network could use to strengthen their movements.

This is also similar for an organization based in Taiwan, given the limited number of people who identify as Intersex, they scouted for partners of the same advocacy and worked with them to build a stronger movement advocating and amplifying the struggles of Intersex people. These two examples show how important working and collaborating with organizations is as it enables them to fortify their campaigns, strengthen their programs, and even share resources and funding opportunities to them.

#### **DISCUSSION PROMPTS**

- 1. How do regional alliances strengthen advocacy for small or marginalized communities?
- 2. What benefits and risks come with sharing resources and funding opportunities across movements?
- 3. How can organizations sustain collaborations beyond short-term projects?

#### Collaboration

It is the process whereby two or more individuals engage collectively, combining their efforts and resources, to achieve a mutually defined objective or common goal.  $^{22}$  Effective collaboration serves as a cornerstone of high-performing workplaces, as it not only fosters innovation and enhances overall productivity but also nurtures a strong sense of unity, mutual respect, which ultimately contributes to the long-term success and sustainability of an organization.  $^{23}$ 

#### Types of collaboration styles

The following collaboration styles aren't mutually exclusive, and we can use a combination of these styles based on your specific goals, culture, and nature of work.

- Communication-oriented collaboration: This style tends to prioritize discussions, meetings, and regular updates to emphasize effective communication among team members which involves open sharing of ideas, opinions, and information.
- Task-oriented collaboration: This collaboration style centers on completing specific
  tasks or achieving project goals. Team members work on clearly assigned
  responsibilities, contributing their expertise within a structured and deadline-driven
  framework. It's ideal for projects with defined deliverables and timelines, ensuring
  accountability and focused execution.
- Network-oriented collaboration: This approach focuses on cultivating and utilizing
  professional connections both within the organization and externally. This style
  involves connecting with individuals across different departments, teams, and even
  external partners. The goal is to tap into diverse expertise, gather varied perspectives,
  and facilitate knowledge sharing.
- Community-oriented collaboration: This style emphasizes building a supportive team
  environment rooted in shared values and a sense of belonging. It fosters a strong
  organizational culture where collaboration is driven by mutual respect, purpose, and
  connection. This approach enhances employee engagement, teamwork, and overall
  well-being. It is especially effective in workplaces that prioritize satisfaction and
  collective purpose.

#### **B3: FOSTERING COLLABORATION AND TRUST**

#### The benefits of collaboration

Collaboration offers many benefits in both learning and workplace settings. It helps people solve problems more effectively and improves communication skills. Research shows that working together not only boosts problem-solving abilities but also helps individuals develop social skills like empathy and understanding different perspectives. This happens because collaboration exposes us to new ideas and ways of thinking.

Another big advantage is the variety of ideas that come from different people and departments. According to psychologist Lev Vygotsky, we often need others to help us learn new things that we couldn't learn alone, showing how valuable guidance and shared knowledge can be. Cross-department collaboration in organizations helps break down barriers and brings in fresh insights, leading to more creative solutions. Collaboration also increases engagement because people feel connected to shared goals and are more motivated when they know their contributions matter. This sense of teamwork and mutual support improves results and makes work more enjoyable.

Finally, working together improves learning and memory. Studies have shown that students perform better when tested in groups, and in workplaces, new employees can learn faster and remember more through buddy systems or collaborative training. Overall, collaboration helps individuals and teams achieve more than they could alone.

#### The risk of collaboration and how to mitigate the challenges

Although collaboration brings many advantages, it also has potential downsides. One common problem is social loafing, where people put in less effort when working in groups because they assume others will pick up the remaining work. This happens especially in larger teams, leading to reduced individual performance. To avoid this, it's important to set clear responsibilities and assign specific tasks to each person.

Another risk is groupthink, described by psychologist Irving Janis. This occurs when certain people dominate discussions, and others go along with their ideas to keep the peace, even if they disagree.

This can result in poor decisions because alternative views aren't heard. Encouraging open dialogue and revisiting decisions in follow-up meetings can help prevent groupthink.

Lastly, there's the false consensus effect, where people mistakenly believe their own views reflect the group's opinion. For example, a manager might think a project is on track simply because that's their perspective, without checking whether others feel the same. To avoid this, it's crucial to actively seek out differing opinions to ensure all perspectives are considered and costly errors are avoided. <sup>24</sup>



#### **B3: FOSTERING COLLABORATION AND TRUST**

#### **Stakeholder Collaboration**

Stakeholder collaboration refers to the active involvement of individuals or groups who are affected by, interested in, or have influence over a project. Often used interchangeably with stakeholder engagement, community involvement, or public participation, it emphasizes working together with these parties to shape the direction and success of the project. This collaboration can take many forms like gathering feedback, sharing expertise, contributing resources, or codeveloping ideas. <sup>25</sup>

Stakeholder collaboration and consultation ensures inclusion of views from a range of interested parties in developing and reviewing policies, programs, and projects. It helps resolve complex issues, gain consensus and support from stakeholders, reduce problems in implementation, and increase impact. <sup>26</sup>

In order to collaborate with the stakeholders, first it is necessary to find out stakeholders. Identifying stakeholders

The three main groups are the government, the private sector, and civil society. Each has many subgroups. Some typical stakeholders include the following (at national, intermediate, and local levels).

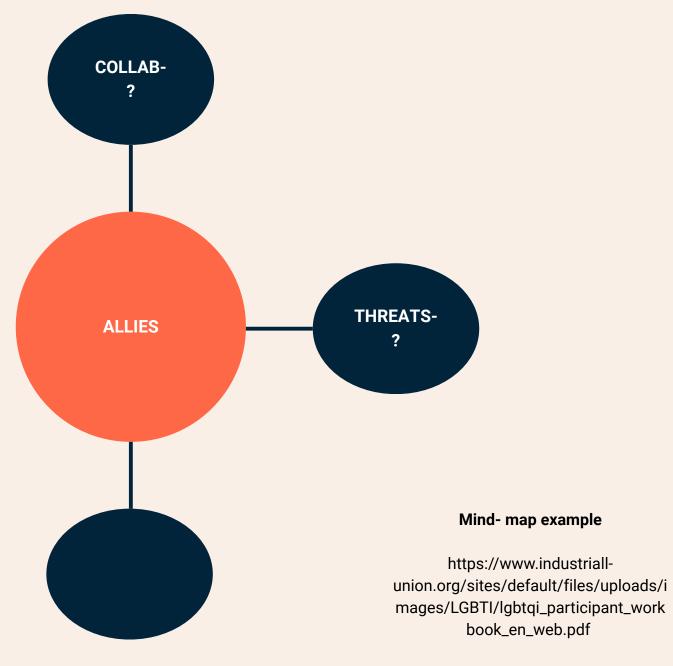
Civil Society	Government	Private Sector
General public: directly or indirectly affected population groups and subgroups (e.g., youth, girls, and women's groups)	Government: civil servants in ministries, cabinets, etc	Private sector: private companies, umbrella groups representing groups in the private sector, and chambers of commerce.
Ethnic minority groups (ethnic minorities in fragile and conflict-affected states are often particularly vulnerable and overlooked)	Representative assemblies: elected government bodies (e.g., parliament, national and local assemblies, and elected community leaders)	
Civil society organizations: national and international NGOs, community-based organizations, foundations, labor unions, and independent research institutes	Bilateral and multilateral government institutions: international financial institutions (e.g., World Bank), bilateral government donors	

#### **Building Allies**

In order to build the allies, it is necessary to find our target, collaborative partner, and resistors. This exercise will help to map those relevant stakeholders. (Note: You can add categories, as per your need)

Use the following questions to assist with your discussion:

- a. Who are the targets?
- b. Who will you need to persuade?
- c. Who might you face resistance from?
- d. Who will you need to negotiate with?
- e. Who are the allies?
- f. Who might join us in campaigning for LGBTQI+ rights?



#### **Role-Play: Negotiating Partnership Agreements**

In real-life partnerships, tensions often arise around funding, roles, timelines, and expectations. This role-play activity offers a safe space to practice negotiation skills, identify power dynamics, and work toward agreements. Let's practice negotiation skills around roles, money, timelines, and expectations.

#### How to play:

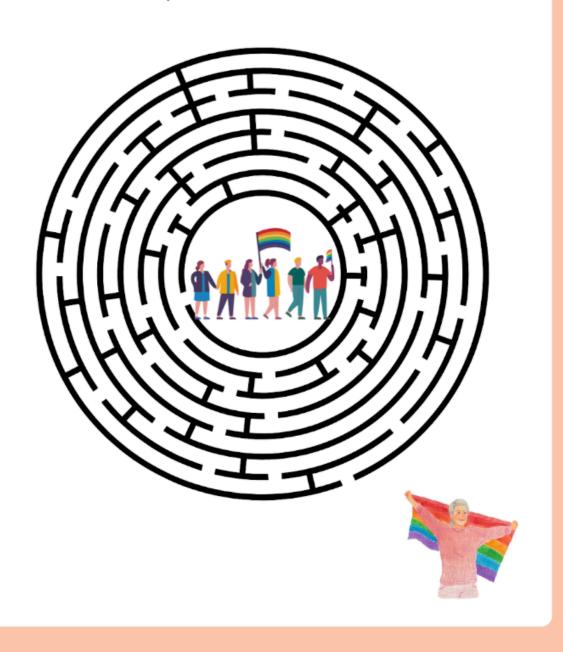
- Create two "partner" groups with different interests and resources.
- Give each group a scenario (e.g., donor-CSO, CSO-community, CSO-CSO).
- Groups negotiate terms of collaboration focusing on fairness, transparency, and power balance.
- Topics includes (Budgeting, Reporting, Flexible funding, capacity building, sustainability)
- After, discuss which theme was easy or difficult and share the experience with all.

# **Key Session Takeaways**

Head: What is one new idea or concept I learned today that helped me understand collaboration more clearly?
Heart: How do I feel after reading and discussing these ideas about collaboration? Did anything resonate with me personally or emotionally?
Hand: What is one small action I can take this week to support myself or a teammate in building a stronger, more collaborative team environment?

# MAZE PUZZLE

Help a person find the way to join pride parade at center.



#### Introduction

A feedback driven culture is one where individuals and organizations actively listen, reflect, and adapt based on what they hear from within their teams and from their broader communities. In this session, we explore how feedback can become a powerful tool for learning, accountability, and inclusive decision-making. We will learn how to design practical feedback mechanisms that are safe, transparent, and rooted in trust. Drawing from real-life case studies and tools like 360-degree feedback, we'll look at how we can create systems that include diverse voices across roles, departments, and stakeholder groups. We will also examine common barriers to effective feedback, such as fear of criticism or lack of follow-up, and explore strategies to overcome them. By the end of this session, we will gain tools to integrate feedback into organizational culture and values ensuring that learning, responsiveness, and trust are not one-time actions, but ongoing commitments.

#### **Session Aim**

To build our understanding and skills for creating a feedback culture that is safe, inclusive, and integrated into everyday organizational practices.

#### **Session Objectives**

- Develop skills for integrating stakeholder feedback into strategic decision-making.
- Understand the principles and benefits of a feedback-driven culture in organizations.

#### **Learning Outcomes**

By the end of the session, we will be able to:

- 1. design feedback systems that are inclusive, safe, and responsive to diverse stakeholder groups.
- 2. recognize barriers to effective feedback and develop strategies to overcome them.

DURATION 90 MINS REQUIRED MATERIALS
Pen, Color pencil, White board,
Marker

FACILITATION METHODS
Structured Questionnaire, Mapping
and Reflection, Team activity

#### **Designing Inclusive Feedback Mechanisms: The FemPlatz Approach**

With an effort to build a culture of accountability and engagement, FemPlatz adopted a multi-step, constituent-centered process to design a feedback mechanism which is rooted in inclusivity. Rather than imposing top-down structures, FemPlatz began by directly informing their primary constituent groups from women's organizations, LGBTQIA+ activists, to women with disabilities, about the initiative and its goals. This transparency laid the foundation for trust.

The process moved forward with a facilitated kick-off workshop where constituents and staff co-created the key components of the mechanism. Participants discussed vital questions: What communication channels were accessible and safe for their groups? How frequently should feedback be collected and responded to? What specific information or grievances should the mechanism capture? Rather than assuming these needs, they asked, communicated and listened.

By inviting feedback from the beginning, FemPlatz not only increased participation but also questioned and challenged internal assumptions. The process revealed gaps in accessibility and digital literacy that would have otherwise been overlooked. It also surfaced deeper questions of representation: whose voices were missing, and why? This co-designed approach fostered shared ownership among marginalized groups who often feel sidelined in decision-making spaces.

#### **DISCUSSION PROMPTS**

- 1. What were the advantages of co-designing the feedback mechanism with constituents from the start?
- 2. What lessons can be drawn for other organizations looking to build a feedback-driven culture? $^{27}$

#### **Feedback Culture**

A feedback culture is an environment where people feel comfortable, safe, and motivated to both give and receive feedback. This kind of culture can thrive in workplaces, classrooms, or any setting where individuals are empowered to openly share their views and assessments without fear of negative consequences. Feedback may be directed towards individuals, teams, leaders, or even the processes and environment itself. However, a healthy and effective feedback culture depends on having clear strategies and boundaries that support the proper giving and receiving of feedback. For instance, a workplace cannot function well if employees criticize each other carelessly and without respect.

The impact of feedback processes should be continuously measured to evaluate their effectiveness. Organizations should be prepared to adapt their strategies and consider feedback as part of the continuous improvement process. On the other hand, it's equally ineffective if feedback is limited only to positive remarks, ignoring the need for constructive criticism when it is necessary. <sup>28</sup>

#### Benefits for feedback culture

- Empowered Teams and Communities: When feedback flows freely, team members and community partners feel heard, valued, and motivated to contribute meaningfully.
- Stronger Trust and Collaboration: Transparent feedback strengthens relationships between leadership, staff, and communities, fostering mutual respect and better cooperation.
- Informed Program Improvement: Feedback from all levels offers crucial insights that help NGOs adapt and improve their projects and strategies to better serve communities.
- Accountability and Transparency: Regular, open feedback encourages accountability both internally and externally, building credibility and trust with donors and beneficiaries.

#### Steps to create feedback culture

#### 1. Communicate Feedback Culture Clearly

Clearly articulate the importance of feedback within your organization. Ensure that all members understand its role in personal and organizational growth. This transparency fosters trust and encourages active participation.

#### 2. Promote Open Communication

Cultivate an environment where team members feel safe to express their thoughts and ideas. Encourage respectful dialogue and active listening to resolve conflicts and enhance collaboration.

#### 3. Set Up Regular Feedback Sessions

Implement scheduled meetings or workshops that provide structured platforms for giving and receiving feedback. These sessions should focus on constructive dialogue to drive personal and team development.

#### 4. Utilize Feedback Tools

Incorporate digital tools or platforms to collect and analyze feedback efficiently. These tools can offer anonymity and facilitate the identification of areas for improvement.

#### 5. Integrate Feedback into Organizational Culture

Embed feedback practices into your organization's values and daily operations. Make feedback an integral part of your mission to promote continuous learning and improvement.

#### 6. Recognize and Reward Constructive Feedback

Acknowledge and celebrate individuals who actively contribute to the feedback culture. Recognition can be in the form of public appreciation or incentives, reinforcing the value of constructive feedback. 30

#### **C3: BUILDING A FEEDBACK-DRIVEN CULTURE**

#### What is 360-degree feedback?

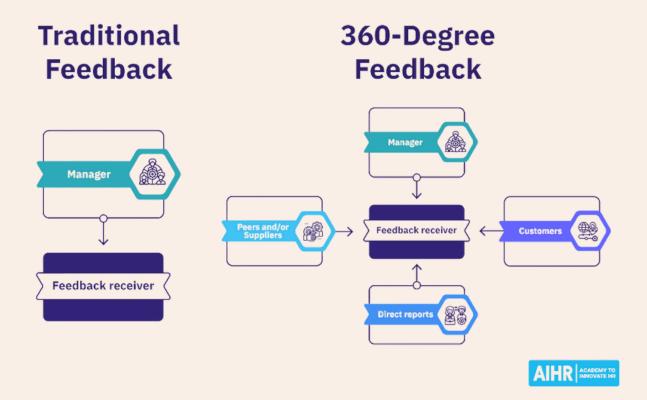
360-degree feedback is a comprehensive evaluation approach that collects input about an individual's performance from multiple sources such as peers, supervisors, team members, and self-assessment. In NGOs, this can also extend to include community partners, volunteers, and beneficiaries, providing a well-rounded view of an employee's or volunteer's impact.

Traditionally used for leadership roles, 360-degree feedback is now valuable across all levels in organization to encourage growth, transparency, and shared learning. It helps highlight strengths and areas for development from diverse perspectives, fostering a culture of continuous improvement.

#### What to Include 360-Degree Feedback?

To be effective, feedback should focus on specific behaviors and skills related to the NGO's values and mission. Common focus areas include:

- Communication and cultural sensitivity.
- Teamwork and collaboration with colleagues and communities.
- Leadership and facilitation skills.
- Creativity and problem-solving in program delivery
- · Commitment to organizational values and community impact



#### **Designing a Feedback Mechanism**

# Step 1 – Map Existing Feedback Channels: In your team, where does feedback currently happen?

For example: Team meetings? Surveys? One-on-one conversations? Performance reviews? Anonymous suggestion boxes? And how often?

List them here:

S.No	Lists	How often
1		
2		
3		
4		

#### **Choose the Best Answer**

#### 1. What is a "feedback culture" in the workplace?

- A. A culture where only managers give feedback to employees.
- B. A culture focused on punishing mistakes.
- C. A culture where open, ongoing feedback flows in all directions.
- D. A culture that avoids difficult conversations.

#### 2. Which is NOT a benefit of a strong feedback culture?

- A. Higher employee engagement
- B. Greater innovation
- C. Lower trust and secrecy
- D. Faster problem-solving

#### 3. One of the first steps to creating a feedback culture is:

- A. Only giving feedback during annual reviews
- B. Communicating the purpose of feedback culture clearly
- C. Avoiding feedback on sensitive topics
- D. Limiting feedback to managers

#### **Choose the Best Answer**

#### 4. What does promoting open communication mean in feedback culture?

- A. Telling employees to stay silent about their opinions
- B. Encouraging only positive feedback
- C. Creating safe spaces for employees to speak honestly
- D. Sharing feedback only through anonymous surveys

#### 5. Why should organizations use feedback tools?

- A. They make giving feedback less transparent
- B. They help track and analyze feedback over time
- C. They replace human conversations entirely
- D. They make feedback more secretive

#### 6. What is 360-degree feedback?

- A. Feedback given only to CEOs
- B. A process of providing feedback in a circular room
- C. Feedback collected from multiple people around an employee, like peers, subordinates, and managers
- D. Feedback focused only on technical skills

## 7. Which of these helps embed feedback into the corporate culture?

- A. Ignoring feedback after it's collected
- B. Making feedback part of daily routines and recognizing contributions
- C. Limiting feedback to top performers
- D. Only using feedback during crises



LET'S DOODLE!!!

#### **Find The Words**

Find the listed words from word bank. Carefully look horizontally, vertically or diagonally



# **Key Session Takeaways**

Head: What is one new idea or concept I learned today that helped me understand how to design effective feedback mechanisms?
Heart: How do I feel after reading and discussing these ideas about feedback? Did anything resonate with me personally or emotionally?

Hand: What is one small action I can take this week to help improve how feedback is given or received in my team or group?

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#### Introduction

This foundational session helps participants understand their current access to resources and funding within the organizational context. Participants will explore the types of resources available to them, both internal and external, and assess the resource needs of their organization and the communities they serve. The session culminates in a visual mapping activity to identify opportunities and gaps.

#### **Session Aim**

To equip participants with tools to identify and analyze existing and potential resources in relation to their organizational and community needs.

#### **Session Objectives**

- Introduce the concept of a resourcing ecosystem, keeping the organization's needs at the centre.
- Identify internal and external resources currently available.
- Assess organizational and community resourcing needs, and create a plan based on it?.

#### **Learning Outcomes**

By the end of the session, participants will be able to:

- Identify various types of resources in their ecosystem.
- Assess the alignment between current resources and community needs.
- Create a resource map that highlights strengths, gaps, and opportunities.

DURATION 90- 120 MINS

#### **REQUIRED MATERIALS**

Metacards or index cards (at least 1 per participant), Markers or pens, Large sheets of flipchart paper, Multi-colored stickers or post-its (4 colors to represent different resource types: Internal, External, Community, Political), Tape or glue sticks

FACILITATION METHODS
Small group simulation,
Problem-solving scenario,
Visual mapping, Group
presentation and
feedback

#### **Navigating Resources in a Shifting Landscape**

In 2019, Rainbow Visibility Network (RVN), a community-led LGBTIQA+ organization based in coastal Tanzania, was among the few that provided integrated support for queer youth, offering HIV services, digital literacy, and a peer mentorship program. Mid-year, the government launched a crackdown on 'foreign-influenced' civil society groups, targeting RVN for its ties with international funders and labeling its activities as "moral corruption." Within weeks, their official registration was revoked.

The immediate response from RVN was fear and shutdown but the team quickly began mapping out their remaining assets. They had a tight circle of trusted staff, strong alliances with community elders and religious figures sympathetic to their mission, informal networks of trans activists across the region, and even a few local medical professionals who had trained with them.

Instead of trying to re-register or seek high-risk funding, RVN pivoted. They built an informal coalition of volunteers, operated mobile check-in systems for HIV follow-ups, leveraged pro bono legal assistance, and partnered with women's rights organizations for shared training spaces. They also connected to a regional messaging group that shared intelligence on government monitoring and safe zones.

Their case reflects a real and recurring dynamic seen in the Power of Pride research: organizations in criminalized or politically repressive settings increasingly pivot through informal ecosystems, peer-to-peer collaboration, and local ingenuity rather than through formal structures or traditional funding resulting in the community support services being intact..

#### **DISCUSSION PROMPTS**

- 1. How can informal networks maintain essential services when legal registration is revoked?
- 2. What role do trusted allies and local partnerships play in organizational resilience?
- 3. When is operating informally a more strategic choice than pursuing formal recognition?

#### **A4: MAPPING THE RESOURCE ECOSYSTEM**

A resourcing ecosystem includes all tangible and intangible assets, financial, human, social, political, that support an organization's mission. This concept draws from systems theory and organizational development thinking, emphasizing that organizations do not operate in isolation but are embedded in a broader network of relationships, contexts, and histories.

Theoretically, we can understand the resourcing ecosystem as an interconnected web. According to community resilience frameworks, resources extend beyond money to include trust, relationships, skills, and shared values. The feminist political economy or the autonomous resourcing approaches also reminds us that unpaid care work, volunteerism, and informal mutual aid are crucial, yet often invisible, contributors to sustainability.

For LGBTIQA+ organizations in the Global South, especially those operating under restricted civic space, this perspective is essential. The Power of Pride research shows that many organizations face severe restrictions in accessing external funding due to criminalization, surveillance, and donor priorities that do not align with lived realities. As a result, these groups often rely on local knowledge, community networks, and solidarity to survive and grow.

For instance, in the research, an LGBTIQA+ collective in Vietnam identified a nearby mental health NGO that could not offer funding but was willing to host them for free workshops—an underutilized external resource that became critical to their programming. Another group in Nigeria partnered with a local barbershop as a safe space for peer meetings, demonstrating creative adaptation within their social ecosystem.

Similarly, in rural Indonesia, a single mother named Ratnawati transformed her life through the Pekka cooperative, an autonomous, women-led initiative that organized collective economic power among family heads. Through shared knowledge, peer lending, and mutual aid, Ratnawati started a small business, educated her sons, and became part of a community that built resilience from within. These examples remind us that sustainable resource strategies are not just about money—they are about relationships, creativity, and community-driven power.

**SCAN TO SEE THE VIDEO** 



#### **A4: MAPPING THE RESOURCE ECOSYSTEM**

The process of resource mapping, both visual and strategic helps organizations:

- Take inventory of existing strengths
- Spot underused relationships or knowledge assets
- · See how political shifts may threaten or open resource flows
- Make values-based decisions about who to work with and how

Ultimately, thinking in terms of ecosystems moves organizations away from dependence on external funding, and also thinking of themselves and their space or practices as resources. It encourages holistic, culturally grounded planning and can guide the development of more resilient, values-aligned strategies for long-term impact. It also helps with planning resource mobilization strategies that are realistic, inclusive, and less donor-dependent.

#### **Identifying Resources**

INTERNAL RESOURCERS
Staff strengths, tools, knowledge,
leadership, financial systems,
membership networks

EXTERNAL RESOURCES
Staff strengths, tools, knowledge,
leadership, financial systems, allies in the
movement

COMMUNITY RESOURCES
Volunteers, trust, values, lived experience,
spaces, practices

POLITICAL RESOURCES

Laws, permits, allies in government,
advocacy protections

#### Reflection

- · Which quadrant is strongest?
- Which resource is most vulnerable?
- One action I will take to strengthen or tap into a resource.

#### **A4: MAPPING THE RESOURCE ECOSYSTEM**

#### **Game: Resource Arsenal**

This activity invites participants to design a realistic, values-aligned campaign using the actual resources they already have access to. It encourages creative collaboration, emphasizes resourcefulness over competition, and aims to surface project ideas that may evolve into practical initiatives beyond the session. The game builds on the motto of "Interconnect to co-create and vice versa."

#### Game Rules & Flow:

Color-Coded Resource Metacards:

Each participant receives one color-coded metacard and writes down a real, usable resource they can contribute over the next year.

- Blue = Knowledge/Skills (Example: Training in digital safety, facilitation, writing proposals.)
- Green = Space/Infrastructure (Example: Access to safe venue, shared internet, small meeting room.)
- Yellow = Relationships/Networks (Example: Connection to local media, women's health NGO, legal aid.)
- Red = Tools/Technology (Example: Digital Camera, voice recorder, smartphone, banner materials.)
- White = Experience/Values (Example: Peer trust, lived knowledge of displacement, strong rapport with trans youth.)

#### **Group Setup & Timings:**

- Participants are divided into groups of 5 members, with each group containing one card of each color.
- Each group has 90 minutes to co-develop a campaign plan using only the five resources in their group.
- Each group prepares a short SMART (Specific, Measurable, Achievable, Relevant, Time-bound)
   8-minute pitch explaining:
  - What they plan to do?
  - Why it matters?
  - How it will be carried out using SMART (Specific, Measurable, Achievable, Relevant, Timebound) strategy.
- Slides are optional. Creative formats for the pitch skits, drawings, short audio/video, or verbal presentation are highly encouraged.

#### Presentation (30 minutes total):

Each group presents to the full room. Others are encouraged to note ideas, suggest collaborations, or share if they can offer missing elements.

Write/Doodle/Sketch your group name here, feel free to compliment it with fonts, design and logos that you desire	

# **Key Session Takeaways**

#### Introduction

In this session, participants explore real-life funding dilemmas that LGBTIQA+ organizations face, particularly around conditionality and compromising language or strategy to access funding. Participants will practice responding to scenarios through roleplay and develop skills to uphold organizational values while navigating power dynamics in negotiation.

#### **Session Aim**

To strengthen participants' ability to ethically and confidently navigate funding negotiations.

#### **Session Objectives**

- Identify common challenges in resource negotiations.
- Explore approaches to ethical fundraising and value-based partnerships.
- Practice negotiation techniques through roleplay.

#### **Learning Outcomes**

By the end of the session, participants will be able to:

- 1. describe ethical considerations in negotiation.
- 2. respond to funding requests that challenge mission integrity.
- 3. apply negotiation techniques that reflect transparency and accountability

DURATION 90 mins

REQUIRED MATERIALS
Pen, pencil and eraser

FACILITATION METHODS
Self-reflection, Peer learning and
presentation

#### **Women For Dignity**

In 2022, Women for Dignity (WFD), a grassroots LBT-led organization based in the southern Philippines, received a funding invitation from a major international corporate foundation. The grant offered generous multi-year support for their safe spaces initiative, one that provided psychosocial support and legal clinics for queer women and nonbinary youth. However, embedded in the funding agreement was a condition: all public communication would have to adopt 'neutral' language. Specifically, the terms discouraged reference to gender identity or sexuality and barred the use of activist slogans that the donor considered 'politically sensitive'.

Internally, the team was split. The finance officer noted that this funding could stabilize salaries for the next two years and expand outreach. A younger community organizer pushed back, saying this would mean erasing who they were to appease donor discomfort. One board member suggested 'strategic compliance'editing surface language while keeping core values in practice. Others worried this could set a dangerous precedent and normalize silence on queer issues.

This situation is not fictional. The Power of Pride research includes similar dilemmas faced by organizations in Zimbabwe, India, and Cameroon, where donor-driven language edits often threaten visibility and self-determination. For many groups, the tension between resource survival and value integrity is a daily negotiation.

#### **DISCUSSION PROMPTS**

- 1. What are the ethical dilemmas?
- 2. How would you respond to this offer?
- 3. Could you negotiate changes? How?

**Ethical resource negotiation** requires more than budget conversations, it demands clarity of values, awareness of power, and strategic relationship-building. In resourcing LGBTIQA+ organizations, where legal recognition is uncertain and visibility can be dangerous, negotiation becomes a critical skill.

Ethical fundraising involves more than transparency. It is about ensuring that the way funds are acquired, reported, and used respects the dignity of the communities served. Ethical fundraising includes 'refusing funds that compromise core values or demand invisibility of marginalized identities.' It asks: what are we trading when we agree to language changes or scope dilution?

Donor conditionality often manifests through subtle or overt clauses in contracts, requests to alter project language, or hesitancy to fund structural costs. The Power of Pride research found that groups led by trans and intersex people were especially vulnerable to being pushed into 'health-only' programming, sidelining advocacy or visibility goals—important aspects needed to push for sexual reproductive health and rights. In another example, a trans rights group in Cameroon was asked to reframe their proposal as general youth outreach to qualify for a government-linked funder. They declined, and instead mobilized local allies to support a stripped-down version of the program.

Power dynamics are always present in funding relationships. Donors control the money, reporting formats, and timelines, often without consulting those on the ground. Recognizing these dynamics helps organizations build healthier partnerships.

As one leader in Nigeria shared: 'We don't just report impact. We report what boundaries we had to set to stay true to ourselves.'

Negotiation tactics include active listening, proposing value-aligned alternatives, documenting all agreements, and, if necessary, walking away. Clear communication and internal alignment are crucial. Organizations that prepare negotiation strategies ahead of time, like value statements or donor engagement principles are better equipped to respond under pressure.

Ethical negotiation is not about rejecting all compromise. It is about knowing where your red lines are, and building relationships that honor both mission and dignity.

#### **Ethical Negotiation Reflection**

Read the scenario below and reflect:

You are offered a grant to support your organization's program. However, the donor asks you to change the title and remove explicit references to 'queer youth' or 'trans leadership' in order to ensure 'broader appeal' in public-facing documents."

On the template provided, answer the following:

What is your initial reaction to this request?

- · What core values are at stake?
- What negotiation options do you have? What could you propose instead?
- What risks are you willing or not willing to accept?
- · What's your bottom line?

Pair up with another participant to discuss and share your approach.

#### Worksheet:

My initial Reaction:
Values at stake:
Alternative proposals I could offer:
Risk I am willing to accept:
My bottom line (non-negotatiables):
Once sentence I a can use to hold my ground:

#### **Feedback pictionary**

Firstly, divide the team with an equal number of participants, then Write resources-related terms on small paper and fold every paper. Both the teams will do the same task. Each selected participant represents the group and will choose the paper (turn-wise) from opponents and players take turns drawing the term on a whiteboard while their team guesses the word. No speaking or letters allowed.

#### **Example Words:**

(Suggestion box, Team leader, Applause, Survey Form, Donor, Collaboration)

# **Key Session Takeaways**

Head: What did I learn about power and ethics in resource negotiation?
Heart: What feelings come up when I imagine turning down a funder to protect my values?
Hand: What is one practice I will apply in my next donor or partnership conversation?

#### Introduction

In this final chapter of Theme 4, participants will take a strategic and forward-looking approach to resource mobilization. Building on earlier insights about the resource ecosystem and ethical negotiation, this session focuses on designing resilient and values-aligned fundraising strategies. Participants will explore ways to diversify income sources, strengthen donor relationships, and assert greater autonomy in how funding supports their mission.

For LGBTIQ+ organizations in Asia and Africa, sustainability requires more than securing grants, it demands navigating political restrictions, resisting donor-driven priorities, and ensuring that resources are shared equitably within organizations. As highlighted in the research, many organizations adapt creatively through community-based fundraising, social enterprises, or legal restructuring, but still face burnout and precarity. Sustainable resource strategies must therefore integrate long-term planning, capacity-building, and care-centered leadership to ensure that funding not only sustains programs, but the people who power them.

#### **Session Aim**

To enable participants to develop long-term, values-based resource mobilization strategies that promote organizational sustainability and autonomy

#### **Session Objectives**

- Co-create sustainable fundraising and resourcing plans.
- Explore alternative and community-driven resource options.
- Practice strategic donor engagement techniques.

#### **Learning Outcomes**

By the end of the session, participants will be able to:

- 1. Create a 12-month resource strategy with at least three funding streams.
- 2. Evaluate risks and benefits of various resource models.
- 3. Propose approaches to donor engagement that support long-term alignment.

DURATION 120 MINS REQUIRED MATERIALS
Flipcharts, markers
Sticky notes, stickers, and colored
pens

FACILITATION METHODS
Strategic group planning
Case analysis
Visual brainstorming

#### **Balancing the Budget Without Selling Out**

Blue Horizon Collective is a small, trans-led organization based in Senegal, operating across Francophone West Africa. Their work focuses on access to healthcare and legal advocacy for trans, intersex, and non-binary individuals, particularly in rural and border regions. For over four years, they've depended on a large bilateral donor (referred to as "GloAid") for 60% of their annual budget.

Recently, GloAid proposed a three-year renewal grant—but with a major condition: all the organization's gender-specific work (especially around trans healthcare) must now be folded into a broader "youth and reproductive health" program to align with the funder's updated strategic framework. The donor cited simplification in reporting and scalability as benefits.

During an emergency staff meeting, divisions emerged:

The program coordinator, Leo, argued that compromising on language would effectively erase trans-specific visibility, contradicting the very mission of the organization.

Finance and admin teams, led by Natacha, expressed concerns about immediate salary shortfalls and community trust erosion if services were cut.

Junior team members feared burnout and donor surveillance if the org rejected the funds entirely.

Drawing from real cases in the Power of Pride research, particularly from Cameroon and Burkina Faso, such dilemmas mirror the challenges many LGBTIQA+ CBOs face: donor pressure, diluted advocacy, and identity erasure in exchange for financial survival.

#### **DISCUSSION PROMPTS**

- What strategies could Blue Horizon Collective use to negotiate with the donor without erasing trans-specific language?
- Could they diversify funding to reduce dependency on GloAid? How?
- What internal practices might support staff alignment in high-stress funding decisions?
- How can they leverage solidarity from regional or international allies to shift donor power dynamics?

Sustainable resource strategies refer to long-term approaches that help organizations secure the funds and non-financial support needed to operate with autonomy and continuity. These strategies aim to reduce over-dependence on a single donor or external funder and focus instead on flexibility, community-based support, and long-term resilience. As highlighted in the Power of Pride research, many LGBTIQA+ organizations in Africa and Asia face funding threats when donors shift priorities or impose political conditions. Thus, sustainability is not just financial, it is also strategic and ethical.

#### **Types of Resources**

- · Resources are not just financial. Think holistically:
- · Financial grants, donations, revenue
- Human volunteers, staff, skills, allies
- Community mutual aid, shared infrastructure
- Political visibility, legal recognition, alliances

(Source: ILGA World, 2020)

#### **Alternative Funding Models**

Mutual aid is getting popular as an alternative funding model. Many organizations are shifting to this kind of model. You can visit 101 fundraising guide which is a database for funding.<sup>32</sup> To reduce dependency on foreign aid or politically constrained funds, organization can organize:

#### Crowdfunding campaigns

Sell community-based events and merchandise Explore consultancy and social enterprise

In resource-constrained contexts like Cameroon or Vietnam, CBOs have developed creative solidarity networks to share infrastructure, barter services, or co-apply for regional funding.

When planned well, these models not only ensure continuity but also deepen relationships with the community, allowing for more participatory and accountable programming.

#### **Donor Journey Mapping**

Understanding the stages of donor engagement helps foster long-term relationships. The donor journey typically progresses from awareness to engagement, then proposal, funding, and ongoing relationship maintenance. At each stage, it's important to align values, negotiate clearly, and preserve organizational voice. Many organizations interviewed in the Power of Pride study emphasized the need to engage donors without compromising mission or visibility—particularly those working with trans and intersex populations.

Awareness  $\rightarrow$  Engagement  $\rightarrow$  Proposal  $\rightarrow$  Funding  $\rightarrow$  Relationship Maintenance Power of Pride Research, 2025

#### **Personal Resource Stream Plan**

Focus on just one resource stream that you believe is most relevant, realistic, or needed for their organization or initiative.

Resource Stream Focus ......

Purpose: What will this resource support?

#### Key steps

Steps	Time	Action	Who is responsible to track and assess?	Risks What might go wrong?	Risk Mitigation strategy

How does this stream reflect your organization's mission, values or ethics?

## **Key Session Takeaways**

Head: What did I learn about building sustainable resource strategies for my organization?
Heart: How do I feel about the funding decisions my organization has made in the past? What emotions come up when I think about money and mission?
Hand: What is one funding strategy I want to explore or take forward in the next 3 months?

#### **Fundraising Mix Match**

Purpose: Help participants creatively think about resource planning, assess risks, and align fundraising with values, in a fun and interactive way.

#### Step 1: Prepare the Cards

Print and cut out cards from three categories:

- Fundraising Strategies (use one color)
- Apply for a government grant
- Launch a crowdfunding campaign
- Sell merchandise
- · Host a drag fundraiser
- Offer fee-for-service workshops
- · Run community donation drives
- Partner with a social enterprise
- Risks or Challenges (use a second color)
  - Donor wants to remove queer language
  - Community burnout from overfundraising
  - Legal restriction on NGO fundraising
  - Delayed donor disbursement
  - Partner organization co-opts your work
  - Staff burnout or conflict over priorities
- Organizational Goals (use a third color)
  - Fund secure housing for trans youth
  - Pay core staff salaries
  - Launch advocacy campaign
  - Sustain youth mental health program
  - Host regional LGBTIQA+ dialogue

#### Step 2: Form Teams

Participants form groups of 3–5. Each team randomly selects:

- 3 Fundraising Strategy cards
- 2 Risk cards
- 1 Goal card

#### Step 3: Challenge (30 mins)

Each team must:

- Use at least 2 strategies
- Address or avoid at least 1 risk
- Align the strategy with the goal

They should sketch a short, valuesaligned funding plan on flipchart or worksheet.

#### Step 4: Pitch (2 mins per team)

Each team presents their funding mix:

- What strategies they chose and why
- How they addressed risks
- How their plan supports their goal and reflects their values

#### Step 5: Debrief Prompt

- What combinations worked best?
- What values did you prioritize?
- What one shift in mindset or strategy will help your organization move toward more sustainable, valuesaligned resourcing?

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#### Introduction

Caring work, particularly in social justice movements, carries emotional weight that is often unacknowledged and unmanaged. Burnout begins as chronic stress and gradually erodes motivation, emotional stability, and well-being. Burnout is one of the most serious, yet least discussed, challenges faced by individuals involved in activism and civil society work.

Unlike immediate stress or emotional tension, burnout is a cumulative process. It results from the build-up of constant pressure, overwork, deadlines, emotional exhaustion, and often a lack of sufficient support or reward. It is not always dramatic, visible or obvious. It can begin quietly with disturbed sleep or a gradual sense of demotivation and worsen into physical and mental exhaustion that impacts an individual's health, performance, and sense of purpose.

For activists, this risk is particularly high. Many work in hostile political environments, under financial pressure, or within communities that rely heavily on them. Often, the emotional labor, holding others, being strong, staying hopeful, goes unnoticed and unrewarded. Burnout does not only affect individuals; it can eventually reduce group morale, fragment teams, and halt important social justice work. This session helps us learn how to identify burnout early, understand how and why it happens, and explore what we can do to prevent or recover from it, together.

Our research revealed that burnout and emotional labor are widespread realities in LGBTIQ+ and human rights organizations across Aisa and Africa, often intensified by limited financial and human resources. Despite these constraints, activists continue their work out of deep commitment to the communities they serve. However, the toll on mental health is significant. We found that many organizations rely on peer support groups, wellness leaves, or low-cost activities to address fatigue, yet these measures are often insufficient. Several organizations attempt to form partnerships or allocate modest budgets for psychosocial support, but emphasized that increased resources are essential for sustainably addressing activist burnout, trauma, and long-term well-being.

#### **Session Aim**

To support participants in recognizing burnout and emotional labor as systemic experiences in activism, and to build awareness and shared strategies for care, prevention, and recovery.

#### **Session Objectives**

- To understand what burnout is, how it develops over time, and how it specifically affects activists.
- To reflect on personal and collective experiences of

#### **Learning Outcomes**

By the end of this session, participants will be able to:

- 1. explain the five stages of burnout.
- 2. identify early symptoms in themselves or peers.
- 3. at least one personal and one group-based action for burnout prevention.

DURATION 90 MINS

#### **REQUIRED MATERIALS**

Flipchartsburnout and begin identifying strategies for prevention and care, pens, burnout stage handouts, printed worksheet for individual exercise, markers, space for group activity

FACILITATION METHODS
Personal reflection, case
study analysis,
embodiment activity

#### The 'Green Future Circle'

It was a small youth-led advocacy group focused on climate justice in East Africa. The founding team, made up of four women and two nonbinary organizers, began by working long nights and weekends to prepare policy proposals, organize marches, and support youth education on environmental harm.

At first, the energy was electric. People felt seen and empowered. But by the end of the second year, it became harder to reply to messages. Meetings felt more like burdens than inspiration. One member, Leila, who once facilitated every campaign, started missing calls and shared that she was "tired all the time, even after sleeping."

Nobody used the word "burnout", until one night, during a circle check-in, another member cried while sharing how lonely and emotionally drained they felt. They all realized this wasn't just personal stress: it was collective burnout.

The group decided to pause major activities for a month. During this pause, they read articles about emotional labor, held reflection sessions, and decided on three key changes:

- 1. All group meetings would begin with a check-in.
- 2. Every three months, members would take a week off collective responsibilities.
- 3. A 'care coordinator' role would rotate monthly.

These steps didn't eliminate all stress, but they helped people feel heard, valued, and protected. The experience helped them realize that sustainable organizing must include organizing sustainability.

#### **DISCUSSION PROMPTS**

- How can collective burnout be identified before it disrupts movement work?
- What small structural changes can prevent or reduce burnout in grassroots teams?
- How does pausing activity contribute to long-term sustainability?

#### **Burnout**

Burnout syndrome originated in the 1970s by American psychologist Herbert Freudenberger. It was first used to describe medical professionals, such as doctors and nurses, who felt "burned out" from their tireless work. The term later evolved to include any working professional experiencing exhaustion and an inability to cope with daily tasks. Burnout is the end result of chronic stress, manifesting as irritability, loss of motivation, and emotional disturbance. It is not a sudden breakdown, but rather a gradual wearing down of energy, motivation, and emotional clarity. It typically goes unrecognized until relationships, health, or daily functioning start to deteriorate. Burnout affects both individuals and collectives, especially in activism, health care, education, and humanitarian sectors. In 2019, the World Health Organization (WHO) provided clarification by classifying burnout as a syndrome that stems from an occupational phenomenon.

#### **Emotional Labor**

Burnout is often rooted in emotional labor, the work of managing feelings (our own and others) in order to maintain relationships, harmony, or safety. First defined by sociologist Arlie Hochschild, emotional labor refers to the invisible effort required to stay patient, supportive, positive, or attentive even when we are stressed ourselves<sup>34</sup>. In activism, this includes holding others through grief or trauma, resolving interpersonal tensions, managing public visibility, and staying "strong" in moments of despair.

Over time, emotional labor that goes unacknowledged or unsupported leads to emotional exhaustion. Without practices of collective care, people may begin to feel that their identity is too tied to their role and that they cannot step back or express vulnerability without guilt.

#### Stages of Burnout

There are five commonly recognized stages of burnout. Understanding them helps us track where we are and intervene early.

#### Stage 1: Honeymoon

Like a honeymoon phase in a marriage, this stage comes with energy and optimism. This stage is also known as enthusiasm that is marked by excitement, creative energy, and high motivation. In new roles, collectives or movements, this stage often feels empowering. Activists may take on more than what is sustainable, not identifying and realizing the need to pace themselves.

#### **Stage 2: Onset of Stress**

At stage two, there are initial signs of stagnation, irritability and decreased focus where not every second of your day is stressful, but there are more frequent times when stress kicks in. Fatigue, difficulty in sleeping, forgetfulness, or emotional tension also begin to emerge. People still function, but may begin skipping meals, procrastinating, or withdrawing slightly.

#### **Stage 3: Chronic Stress**

At this stage, the stress becomes more persistent and the symptoms become regular. Motivation drops, irritability rises, and unhealthy coping habits may begin (e.g., overworking, emotional eating, over-reliance on caffeine or substances). One starts to avoid or withdraw from usual and normal work-related conversations and these feelings follow home and relationships with friends and family may also suffer.

#### Stage 4: Burnout

This is the phase when one reaches the limit and can no longer function as the person normally would.

Tasks that once felt simple now feel overwhelming. Emotional numbness may set in with a frequent pattern of extreme self-doubt. Physical symptoms like chronic headaches and gastrointestinal issues also become intense at this stage. Closed ones may also notice behavioral changes and people may stop showing up entirely or isolate themselves.

#### **Stage 5: Habitual Burnout**

If left untreated or unregarded, burnout can become a part of one's everyday life leading to this stage that involves long-term mental and emotional depletion. Symptoms become integrated into daily life like chronic fatigue, hopelessness, depression. At this stage, seeking professional support is usually necessary.

#### **Why Activists Burn Out Faster**

Activism usually involves taking care of tasks that are unsystematic, often difficult to plan and organize. Activists are at particularly high risk for burnout because their work often intersects with personal identity, volunteering, systemic injustice, and unfavorable societal perceptions. Most activist groups are under-resourced and lack access to consistent physical, emotional or material support. The emotional labor of holding space for others, absorbing criticism, and carrying the weight of injustice can become overwhelming without intentional systems of rest and care. Many of the activists experience doubts frequently, asking oneself whether the energy they are investing will ever yield realistic change. This generally results in poor satisfaction levels as activism does not yield "immediate rewards" in comparison to other professions or occupations.

#### **Recognizing and Preventing Burnout**

Now we know that the process of burnout happens slowly and most people realize they are burned out only when things begin to break involving relationships, performance and health. Early recognition comes through self awareness, noticing symptoms such as irritability, sleep loss, emotional numbing, over-responsibility, or unexplained fatigue. It is also equally important not to dismiss the recurring symptoms.

### **My Burnout Map**

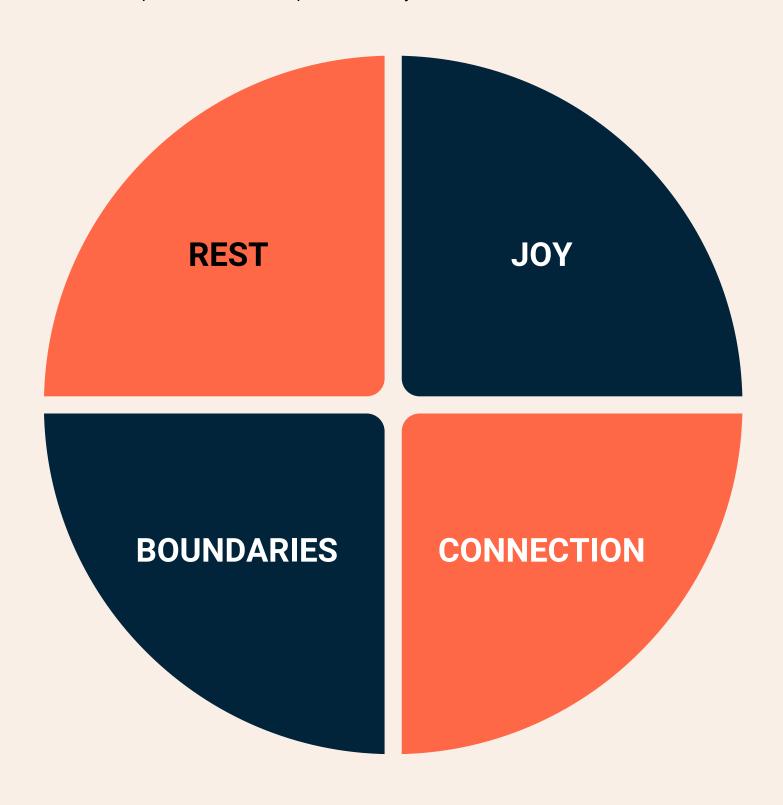
Fill in the table with your experience or an example you've seen for each stage of burnout. This could be personal, organizational, or something you've observed in peers.

Burnout Stage	What did I notice (Sign)	What did I feel? (Emotion)	What helped or could have helped? (Action)
Stage 1: Honeymoon			
Stage 2: Onset of Stress			
Stage 3: Chronic Stress			
Stage 4: Burnout			
Stage 5: Habitual Burnout			

Take 5–7 minutes to fill in at least three stages. Then turn to a partner and discuss what you wrote. Where in the map do you think you or your team are today?

### **My Burnout Prevention Wheel**

Inside each quadrant, write one specific action you'll take this week.



#### **Embodiment Activity: Weight and Release**

#### Purpose:

This activity helps us become physically aware of the emotional weight we are carrying and gives us a symbolic moment to release it.

#### Instructions:

- Please stand with your feet planted firmly on the ground.
- Raise both of your arms slowly in front of you, as if you are lifting a very heavy object.
   This represents the emotional load you are carrying—pressure, guilt, exhaustion, or tension.
- · Hold that position for 15 seconds, feel the "heaviness."
- Then, on the count of three, drop your arms and exhale deeply, releasing the symbolic weight.
- Repeat the movement 2-3 times.

#### After the final release:

- Close your eyes for 10 seconds.
- Ask yourself:
  - What have I been carrying lately?
  - What did it feel like to let it go, even briefly?
- Share with the group if you are comfortable.



### **Key Session Takeaways**

Head: What is one new idea or concept I learned today that helped me understand burnout more clearly?
Heart: How do I feel after reading and discussing these ideas? Did anything resonate with me personally?

Hand: What is one small action I can take this week to support myself or a teammate in preventing burnout?

#### Introduction

In turbulent times such as economic downturns, political upheavals, public health crises, individual resilience is not enough. While individual self-care is essential, it is not always sufficient. Collective care, shared responsibility, mutual support, and structural practices enables groups to adapt, survive, and even thrive together. As famously told by Gohan, a Shaolin Monk, "Meditation without action leads to stagnation, and action without reflection leads to burnout; balance is key". This session explores how to go beyond personal coping strategies to build reliable systems of care within teams, deepening resilience across the whole organization.

#### **Session Aim**

To support participants in moving from individual well-being to shared systems of care by designing and rehearsing collective practices that foster sustainability, trust, and resilience in their teams.

#### **Session Objectives**

- To enable participants to evaluate current support practices and identify gaps in collective care.
- To facilitate co-design and rehearsal of a sustainable care system tailored to their group.

#### **Learning Outcomes**

By the end of the session, participants will be able to:

- 1. articulate 2-3 areas where their current care systems fall short.
- 2. draft a functional care system with roles and routines.
- 3. practice real scenarios in role-play to test these systems.

DURATION 60-90 mins

REQUIRED MATERIALS
Flipcharts, markers, scenario
prompts, sticky notes

FACILITATION METHODS
Self introspection, Mapping

#### Institutionalizing Care: Strengthening Psychosocial Support in LGBTIQ+ Organizations

Continuing on the prior examples, organizations must also be committed to support people who need emotional and psychosocial support by institutionalizing certain mechanisms. One way is to strengthen capacity. Organizations must be willing to learn how to provide necessary support in case any stakeholder will need it. In Cameroon, for example, an organization that provides support for LBQ women sought for the support of a specialist to provide training on mental health, responding to a person in need of psychosocial support, and more.

Few organizations based in India and Zimbabwe also try to commit by finding grants and resources that specifically cater to providing psychosocial support and wellness. Among all those interviewed, they provide wellness days and time-offs to help staff recover physically and mentally from any activity or event that happened. In the Philippines, a myriad of organizations that provide mental health and wellness services foster partnerships with civil society organizations and provide discounted and/or free diagnostic services for organization staff.

Working collectively on the matter is a fundamental step to institutionalize systems of care as it is difficult to access psychosocial services, especially in the Global South.

Organizational leaders realized that workforce productivity and sustainability increases when workers have sound minds and bodies, thus, ensuring that there are policies mandating rest, providing resources and training, and upholding wellness practices will definitely cultivate a better working environment.

#### **DISCUSSION PROMPTS**

- How can organizations integrate psychosocial support into their policies and operations?
- What partnerships or funding strategies make wellness programs more sustainable?
- How does mental well-being influence workforce productivity and movement sustainability?

#### Why Collective Care is Necessary?

Collective care is the practice of supporting wellbeing as a shared, organized activity rather than an individual responsibility. It shifts care from a private struggle to a group norm. Collective care includes rest, emotional support, fair workloads, and physical safety. But more importantly, it means building trust, speaking up without fear, and making sure no one carries too much alone. This is especially necessary in nonprofit and activist spaces, where burnout is common and emotional labor is heavy. According to our research, collective care is most effective when it is built on a foundation of social accountability and collective mentorship. Organizations in Asia and Africa that practice participatory decision-making and have clear feedback mechanisms are more likely to sustain care practices that are equitable and responsive.

#### Theoretical Frameworks:

· Distributed Responsibility

Based in feminist and disability justice frameworks, collective care argues that emotional support, check-ins, and compassion should not be left to a few "empathetic" individuals, but made into structured, rotating roles<sup>35</sup>. This reduces invisible labor and makes space for everyone to both give and receive.

#### Practice Theory

Practice Theory holds that culture is created through what we do repeatedly, not what we believe in theory<sup>36</sup>. For example, if your group consistently opens meetings with a check-in and ends with a reflection, care becomes normalized.

### • Relational-Cultural Theory

This framework explains how growth happens in connection with others, rather than through independence or isolation<sup>37</sup>. Organizations that practice mutual empathy build stronger relational networks, which are essential during stress or crisis.

### Modeling by Leadership

When leaders visibly care for themselves and support the care of others by encouraging breaks, being transparent about stress, and not glorifying overwork, they give permission for others to do the same. 38

#### **Designing Collective Care Systems**

Care should not rely on personality. Instead, it should be built through consistent systems:

- Rotating Care Roles: Like Wellness Point Person or Debrief Facilitator.
- Check-Ins and Check-Outs: Brief moments to ask, "How are you feeling?", "What is the one thing that you take away as a learning from last week?", "Share a challenge or an achievement that you had last month?"
- Shared Debriefs: Group reflection after events to reflect it, release tension and celebrate wins.
- Care Mapping: Teams map out who supports who and identify where gaps exist.
- Embedded Rituals: A practice like "One Appreciation" at the end of every meeting can shift group tone.

Care systems require intentional design, trial, and revision but when embedded, they reduce burnout, improve morale, and increase organizational sustainability.

#### My Solidarity Ladder: Who Holds Me Up?

Sometimes we forget that we're surrounded by people, places, and communities that support us in small and big ways. This exercise helps you name those who "shoulder you up", those who help you stay grounded, strong, and connected in your work.

This is your Solidarity Ladder. The top rung is for those you lean on most often. The middle rung is for people or spaces you turn to occasionally but value deeply. The bottom rung is for those who support you in quiet or grounding ways, maybe less often, but still meaningfully.

#### In each rung, write:

- The name (or initials) of the person/place/group.
- Below each one, write a few words about how they support you like "listens," "offers feedback," "reminds me to rest," or "gives me energy."

TOP RUNG Those I lean on most often	
o de la companya de l	
MIDDLE RUNG Those I turn to occasionally but value deeply	
	Ī
BOTTOM RUNG	
hose who support me in quiet or grounding way	

#### Search Puzzle

Find and circle these words (hidden horizontally, vertically):



# **Key Session Takeaways**

Head: What is one new idea or concept I learned today that helped me understand collective care more clearly?
deficiency of the circuity.
Heart: How do I feel after reading and discussing these ideas? Did anything resonate with me personally or emotionally?
Hand: What is one small action I can take this week to support myself or a teammate in creating a more caring, sustainable group environment?

# Mental Health Check-in



Don't forget to take care of yourself!

Why? Would you like to write anything regarding your feelings?

#### **MODULE C: STRATEGIZING**

# C5: INSTITUTIONALIZING COLLECTIVE CARE FOR RESILIENCE

#### Introduction

As they say, "an activist is never off duty" and the fact that comes along with it is that most people working in activism and civil society do so because they deeply care about the issue and want to make a difference. But this sector of work that hugely includes caring and voicing for others often comes at a cost, especially working under pressure, in risky environments and with vulnerable communities. It is common to hear that we should first take care of ourselves but while working as a collective, self-care alone is not always sufficient. Civil society actors usually push through even when they are tired or overwhelmed, mostly circled by the demands of deadlines, donors and communities. Gradually this becomes harmful, first individually, second as a collective and third as the organizational work as a whole. A healthy organization should practice resting without guilt, speaking without fear and being active without burnout.

This chapter explores how organizations can move beyond occasional wellness efforts to build systems that make care a part of the way we work. Here we will look into collective care as a shared responsibility rather than a personal choice or need. We will learn when care becomes a part of policies, planning and leadership, it collectively helps everyone to do their work with more strength, connection and most importantly, trust.

#### **Session Aim**

To support participants in transforming care from an individual responsibility into a shared, institutional practice by embedding it into the systems, routines, and values of their organizations

#### **Session Objectives**

- To define the key components of an institutional collective care system.
- To explore frameworks for embedding care into organizational values, policies and day-to-day culture.

#### **Learning Outcomes**

By the end of the session, participants will be able to:

- identify structural gaps and strengths in organization's approach to collective care.
- map tangible entry points to institutionalize care across departments and workflows.
- propose realistic, sustainable practices that strengthen organization's well-being and resilience.
- begin applying theoretical frameworks to their own organizational and community realities.

DURATION 90 mins REQUIRED MATERIALS
Flipcharts, colorful markers, green and red metacards, sticky notes

FACILITATION METHODS
Visual mapping, Paired
problem-solving

#### **MODULE C: STRATEGIZING**

# C5: INSTITUTIONALIZING COLLECTIVE CARE FOR RESILIENCE

#### Collective Care Models: Lessons from the Philippines, Africa, and Beyond

There are many ways on how to show care and support towards colleagues regardless if there are ample or limited resources. Through simple ways such as making time to collectively debrief or converse about what people feel about a certain situation to providing gym memberships and access to therapists, there are plenty of options available to maintain a healthy mental well-being.

Taking the case of the Philippines, for example, a group of activists jointly established 'Keri' a care collective that offers psychosocial support for activists and development workers. Keri was established to address the growing need of activists to gain support on their mental well-being amidst a repressive political landscape. Keri supports activists by offering individual and collective well-being sessions in the form of either counseling or workshops. They also work with specialists in case activists need more support to improve their mental well-being.

To practice collective care, the following must be carefully considered—capacity and commitment to support. In terms of commitment to support mental well-being, there are few options available for organizations. Emulating organizations in Burkina Faso, Rwanda, and Cameroon, establishing a referral pathway which stakeholders could utilize in case of any emotional or mental distress could be a good option as it links communities and the organizations to people who are trained to provide more profound support in dealing with psychosocial needs. Other options also include conducting recreational wellness activities to slightly alleviate stress, and working in a more calm environment—practices done by an organization based in Zimbabwe.

#### **DISCUSSION PROMPTS**

- How can informal care collectives compliment formal psychosocial support services?
- What low-cost practices can organizations adopt to strengthen collective well-being?
- How can referral pathways improve access to specialized mental health support?

# C5: INSTITUTIONALIZING COLLECTIVE CARE FOR RESILIENCE

#### Why strategy needs care?

For a movement or organization in social justice to create a lasting social change, it requires leaders and supporters who are able to sustain themselves and their cause over the long haul. In civil society working culture, collective care needs to be built into the system and should remain as a core aspect of the organizational strategy. If care is not considered as a part of organizational strategy then the cost is heavy where it results in high staff turnover, fragile trust and weakened missions. When care becomes part of daily work, strategy and organizational culture, it helps people stay connected, committed and creative. This is what makes a team sustainable, especially during times of crisis and contingencies.

#### **Ethics of Care**

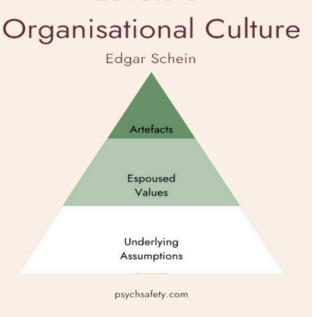
The ethics of care theory challenges the dominance of abstract moral reasoning and instead centers human interdependence. This theory views care as a political and ethical responsibility rooted in relationships, power and justice. Joan Toronto outlines five key phases of care that includes attentiveness, responsibility, competence, responsiveness and solidarity, that provides a framework for collective accountability and emotional labor within organizations<sup>39</sup>. The theory also supports the reframing of care as a systematic commitment rather than a personal good will.

#### **Organizational Culture Theory**

Culture is basically what we do, how we talk and what we believe. The organizational culture theory diversifies organizational culture into three distinct layers namely, artefacts (visible structures), espoused values (stated strategies) and basic assumptions (unconscious beliefs).<sup>40</sup>

This theory states that to institutionalize care, all the aforementioned layers must reflect practices such as existence of physical spaces should be available for rest(artifacts), care should be stated in policies (espoused values) and overtime work must be stopped being seen as virtue (basic assumptions).

This theory values that without practical and cultural alignment, care efforts often remain symbolic only and the leaders have to walk the talk and people need to feel that it's okay to take breaks or ask for help.

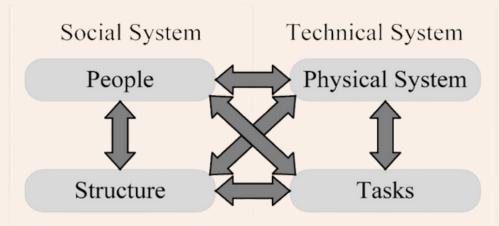


Levels of

# C5: INSTITUTIONALIZING COLLECTIVE CARE FOR RESILIENCE

#### Sociotechnical System Theory(STS)

Most of the activism work and grassroots movements are led by heart and driven by commitments but they tend to struggle with tools, systems and sustainable workflows. STS determines that organizations function through the joint optimization of social systems (people, designations, relationships) and technical systems(workflow, process, hierarchy).<sup>41</sup> It further emphasizes that collective care culture cannot be realized without aligning both people practice and operational systems. As for reference, no-meeting days, decompression policies and peer check-ins are social while budgeting for care, flexible HR systems and exit surveys are technical support.



#### Psychological Capital (PsyCap)

PsyCap is a construct from positive organizational psychology that derived the resource formula of HERO (Hope, Efficacy, Resilience and Optimism). <sup>42</sup> This theory states that the composite of these four resources enhances employee performance, well-being and adaptability. People do better at their work when they feel hopeful, confident, resilient, and positive. This theory says those feelings, called "psychological capital", are like a mental savings account. When organizations take care of staff and celebrate small wins, they grow and build that account. The aspect of institutional care boosts PsyCap across the organization by reducing chronic stress, reinforcing psychological safety and cultivating a culture of long-term engagement and morale.



# C5: INSTITUTIONALIZING COLLECTIVE CARE FOR RESILIENCE

#### Flexible Work & Collective Creativity

In civic space, especially under repression and surveillance, rigid work hours and centralized offices aren't always safe or realistic. Flexibility allows activists, staff and volunteers to work and mobilize in ways that fit their routine, safety and mental health needs. A study published by the American Psychological Association reveals that flexible work arrangements can lead to a 31% increase in employee satisfaction and a 14% boost in productivity. When people have more control over when and where they work, they are less stressed and more able to give their best. When used properly, it builds autonomy, creativity and psychological safety which is instrumental in institutional work as well as activism work.

#### **The Care Circles**

What participants will learn:

• How to identify existing care practices and gaps in their organization.

Instructions:

Use colored circles to mark care practices relevant to your organization or collective:

- Green circles: Places where care is working well (eg: Monthly team check-ins, flexible lunch breaks)
- Blue circles: Places where care exists but could be stronger (eg: Informal peer support, Occasional wellness events and retreats)
- Red circles: Places where care is missing or needed (eg: No mental health policy, no meetingfree fridays, overwork culture)

Try drawing lines to connect circles that influence each other.

Reflection Question: Which red circle would be easiest to turn blue and eventually green?



#### **MODULE C: STRATEGIZING**

# C5: INSTITUTIONALIZING COLLECTIVE CARE FOR RESILIENCE

#### Signal and Static: Organizational Communication Jam

#### **Instructions for Participants**

You will work in pairs to match one signal (a care message someone wants to express) with one static (a barrier that blocks that message). Then, you will work together to find a realistic way to overcome the barrier so the message can be heard and supported.

#### Note for Facilitators

- Clearly explain what signal and static mean at the beginning.
- Support participants who are unsure what to write by giving examples.
- Collect the cards quietly and ensure participants draw randomly from the piles.
- Encourage honest sharing and simple solutions.
- Sharing at the end is optional and should be kept respectful and brief.

#### **Steps**

#### 1. Writing (10 minutes):

Each participant receives one card.

- If you have a green card, write down a signal: a message related to care or support that is often ignored or not heard in organizations.(eg: I'm struggling with work-life balance)
- If you have a red card, write a static: something that blocks those kinds of messages from being received.(eg:Back-to-back meetings leaves no time to talk)

#### 2. Collecting the Cards:

All cards are collected and placed face down in two piles – one for green, one for red – so no one sees what is written.

#### 3. Pairing (5 minutes):

Participants form pairs. In each pair:

- One person picks a green card from the pile
- The other picks a red card from the other pile

#### 4. Discussion (10-15 minutes):

Each pair reads their signal and static and then discuss:

Why is this signal being blocked? How could this barrier be removed or reduced? What is one
possible solution your team or organization could try?

## MODULE C: STRATEGIZING

# C5: INSTITUTIONALIZING COLLECTIVE CARE FOR RESILIENCE

**Key Session Takeaways** 

Head: What parts of my organization already practice collective care?
Heart: How does it feel to imagine a workplace where care is shared collectively?
Hand: What is one small change that I can help initiate to make collective care more consistent in our work culture?
consistent in our work culture?

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#### SELF INTROSPECTION THROUGH REFLECTION WHEEL

(Covering entire topics of workbook)

#### **Facilitation process:**

- First, answer the questionnaire as Yes/No/Not applicable
- Count all the yes answer from specific theme, and mention in the "Total no of yes" section
- If you feel anything is missing, kindly mention in "Other" section
- Now, Shade the wheel with pencil, to the level determined by your number of "yes" responses in each factor. One is lowest and five is highest.

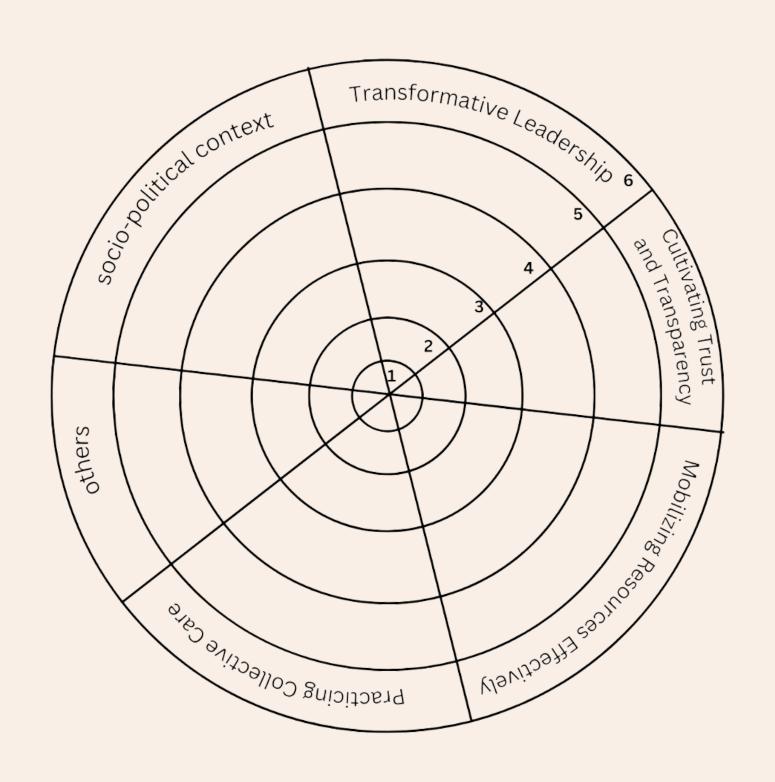
This exercise will help the participants to realize where they are, where they lack and the things they need to adapt to the outermost part of the wheel.

Socio-political Context	YES	NO	N/A
I. I stay informed about local, national, and global socio-political developments relevant to my work or community.			
2. I actively seek information from diverse sources to better observe socio-political realities.			
3. I contribute to discussions or processes to strengthen our crisis readiness.			
4. I help embed cultures of protection to keep people safe (e.g. confidentiality, safeguarding practices).			
5. I reflect on how socio-political dynamics might impact the safety and security of my colleagues or community.			
Other			
Total no of "YES"			

Transformative Leadership	YES	NO	NA
I reflect on how to make my leadership style more inclusive of different identities and experiences.			
2. I practice inclusive leadership, ensuring different voices are heard in decision-making.			
3. I support and encourage collective leadership rather than keeping power only to myself.			
4. I seek ways to build leadership skills in others.			
5. I remain open to shifting my approach when I recognize opportunities for positive change.			
Other			
Total no of "YES"			
Cultivating Trust and Transparency	YES	NO	NA
Cultivating Trust and Transparency  1. I reflect on my own relationship with power and how it shapes my actions and decisions.	YES	NO	NA
I reflect on my own relationship with power	YES	NO	NA
I reflect on my own relationship with power and how it shapes my actions and decisions.      I share my power with others to foster	YES	NO	NA
<ol> <li>I reflect on my own relationship with power and how it shapes my actions and decisions.</li> <li>I share my power with others to foster collaboration and trust.</li> <li>I create spaces where people feel safe to</li> </ol>	YES	NO	NA
<ol> <li>I reflect on my own relationship with power and how it shapes my actions and decisions.</li> <li>I share my power with others to foster collaboration and trust.</li> <li>I create spaces where people feel safe to share feedback or concerns.</li> <li>I communicate transparently, even when the</li> </ol>	YES	NO	NA
<ol> <li>I reflect on my own relationship with power and how it shapes my actions and decisions.</li> <li>I share my power with others to foster collaboration and trust.</li> <li>I create spaces where people feel safe to share feedback or concerns.</li> <li>I communicate transparently, even when the information may be challenging.</li> <li>I contribute to building a feedback-driven</li> </ol>	YES	NO	NA .

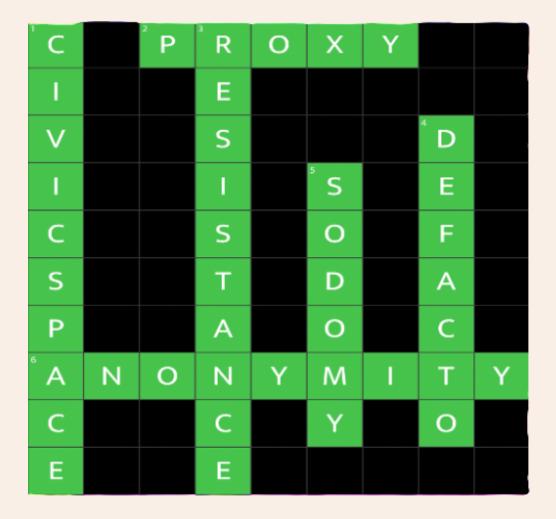
Mobilizing Resources Effectively	YES	NO	NA
I think carefully about the ethics involved when negotiating for resources or support.			
2. I map available resources (funding, networks, skills) relevant to my work.			
3. I help develop strategies to ensure our work is sustainable over the long term.			
4. I consider alternative ways to secure resources besides funding (e.g. collaborations, in-kind support).			
5. I remain transparent and accountable in how I use or allocate resources.			
Others:			
Total no of "YES"			
Practicing Collective Care	YES	NO	NA
I recognize signs of burnout or emotional exhaustion in myself or others.			
2. I help design systems that support people's mental health and care needs.			
mental health and care needs.  3. I advocate for practices that promote rest,			
mental health and care needs.  3. I advocate for practices that promote rest, recovery, and balance.  4. I integrate collective care practices into			
mental health and care needs.  3. I advocate for practices that promote rest, recovery, and balance.  4. I integrate collective care practices into everyday work or community spaces.  5. I encourage people to share their needs and			

Today's date:						
Commitment to myself I will schedule a slot in my agenda to do						



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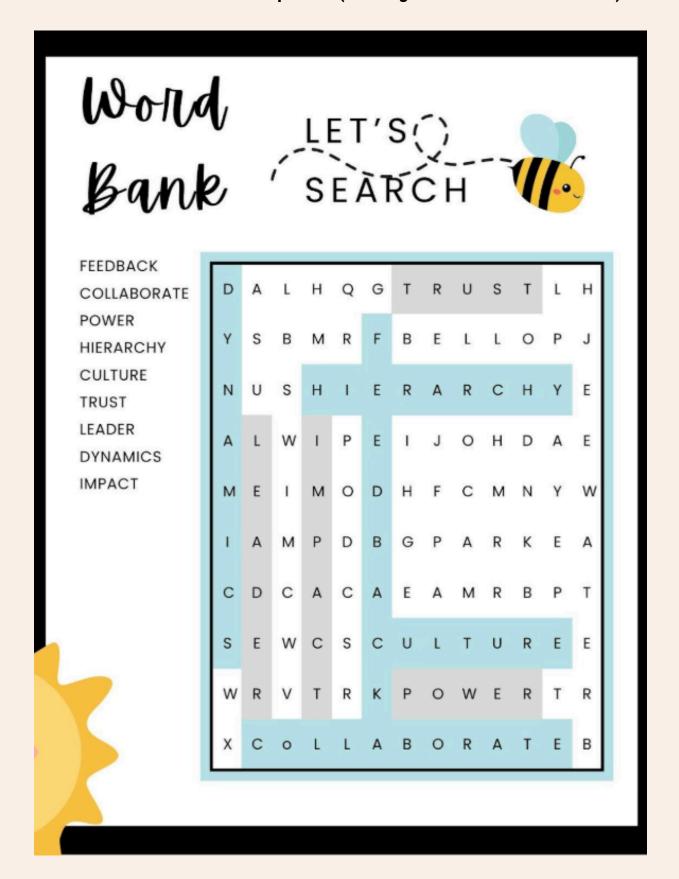
## **Game: Crossword Puzzle:Chapter A1(Observing Socio-Political Realities)**



Game: Choose the best answer: Chapter C3 (Building a Feedback Driven Culture)

- 1.C
- 2.C
- 3.B
- 4. C
- 5.B
- 6.C
- 7.B

Game: Find the words: Chapter C3 (Building a Feedback driven Culture)



**Game: Find the words: Chapter B5 (Designing Systems of Support and Care)** 



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