



July 2025

Organizational Development for Advancing Equal Rights of LGBTIQ+ People in Asia and Africa

Rapid Assessment and Mapping Report

Community of Practice on Organizational Development
Power of Pride Alliance¹

Hans Bautista
Alexa Carreon
Nishchhal Kharal
Jessica Tapawan

¹Power of Pride Alliance is an international program convened by COC Nederland, ILGA Asia and Pan-Africa ILGA. This research is part of the consultancy led by the Power of Pride Community of Practice on Organizational Development

Abstract

In an era defined by accelerating change and deepening inequalities, LGBTIQ+ organizations are increasingly called to evolve—not only in how they operate, but in how they practice inclusivity and how they prepare for uncertainty. As organizations in Asia and Africa navigate through repressive policies and laws, and scarce resources while maintaining the well-being of its stakeholders, questions on organizational development and improvement become more difficult to answer. This study explores the experiences and practices of Asian and African LGBTIQ+ organizations on embodying inclusive leadership, sustaining ways of work, and preparing for socio-political risks as they pursue the advocacy of advancing equal rights of LGBTIQ+ people.

Keywords: Organizational Development, Inclusive Leadership, Sustainable Work, Socio-political Preparedness, LGBTIQ+ Organizations

Table of Contents

Abstract	1
Table of Contents	2
Introduction	3
Literature Review	4
Developing and Sustaining Inclusive Leadership	4
Situation of LGBTIQ+ organizations in Asia	4
Situation of LGBTIQ+ organizations in Africa	6
Working Sustainably	7
Resource Crisis in Motion	7
Strengthening Resistance through Sustaining People’s Needs	8
Sociopolitical Preparedness	9
LGBTIQ+ Organisations in Asia and Africa	9
Challenges to LGTBIQ+ Organising	11
Importance of LGBTIQ+ Organisations	12
Data Analysis & Discussion	17
Inclusive Leadership	17
Working Sustainably	18
Scarcity of Resources	21
A Toll on Mental Well-Being	22
Civil Society Partnerships and Collaboration	23
Sociopolitical Preparedness	25
LGTBIQ+ Rights Violation	28
Strategies to Adapt and Prepare	30
Recommendations & Conclusion	33
References	36
Annexes	39

Introduction

In 2023, Outright International produced a comprehensive report on the Global State of LGBTIQ+ organizing which highlights the ability of Lesbian, Gay, Bisexual, Transgender, Intersex, and Queer organizations to operate around the world, the risks identified in pursuing the advocacy work, and the practices used to protect and sustain its operations. It became an avenue for organizational development and non-profit management practitioners to fully understand the plight and the circumstances that the organizations and the people behind the organizations go through to continue delivering impactful services and initiatives to the sector. What is crucial, however, is to understand the experiences on LGBTIQ+ organizing in the Global South, particularly in Asia and Africa, where numerous countries and territories maintain their harsh and oppressive outlook towards LGBTIQ+ identities and the activism around them.

In these contexts, many LGBTIQ+ organizations in Asia and Africa confront a hostile regulatory environment, as well as discriminating, intimidating, and implementing repressive tactics such as surveillance and incarceration by states, which restricts some to informal operations which further limit their mobility and access to resources. Fortunately, as LGBTIQ+ organizations engage in critical and vital work at the nexus of health, social justice, and disability rights, this gives them the opportunity to register as healthcare providers, social enterprises, women's organizations, youth organizations and organizations that focus on persons with disabilities/disabled people. Generally, organizations understand the importance of being legally registered and identified as it gives them the legitimacy to receive resources, demonstrate accountability and transparency, implement activities freely, and the capacity to decide on matters that bring positive impact towards targeted stakeholders. It gives them the ability to exercise their civic duties and their democratic rights as it gives them the leverage to engage with state actors, publish independent publications on issues that matter to them, and pursue advocacy work to improve socio-political conditions for the marginalized.

However, given the limitations imposed by current and constantly shifting socio-political landscapes, and the demanding competition for resources, organizations in Asia and Africa are put in a disadvantageous position. The Power of Pride Alliance developed this study to capture the experiences of these organizations and contribute to the expanding literature on LGBTIQ+ organizing and organizational development. By exploring three key themes — Inclusive Leadership, Working Sustainably, and Sociopolitical Preparedness, this study aims to provide valuable insights on the experiences and challenges faced and best practices adopted by LGBTIQ+ organizations in Asia and Africa, serving as a resource to enhance their operations and improve service delivery to LGBTIQ+ people.

Literature Review

The literature review is divided into three parts: (a) developing and sustaining inclusive leadership, (b) working sustainably, and (c) sociopolitical preparedness. This review is based on the literature compiled by the Community of Practice in Organizational Development and the research consultant with the aim of providing the prevailing organizational context on the issues in the African and Asian regions.

Developing and Sustaining Inclusive Leadership

Situation of LGBTIQ+ organizations in Asia

Discussions on adapting a holistic, inclusive transformative approach remain arduous in the socio-cultural domain as perspectives that are severely influenced by heteronormative and colonial legacies still dominate in Asia. With such continued dominance, LGBTIQ+ organizations grapple with amplifying and setting up dialogue to underscore inclusion in the workplace. Culturally ingrained gender norms in the Asian region continue to restrict selective groups from fully enjoying their freedom from discrimination. The rights landscape of the Southeast Asian LGBTIQ+ communities remains heavily influenced by political, cultural, and religious factors (Iannone et al., 2023). The conservative culture in the region persists as a barrier to passing legal measures that improve the fundamental civil liberties and access to public healthcare services of the community.

Rooted in the male-dominated societal dichotomy, derogatory remarks are directed at vulnerable groups, reinforcing their marginalization within the broader community. This, in turn, is reflected not only in public spaces but also in professional environments. Seah (2023) reported that incidents of verbal abuse in the workplace against people of color are still common in the Asian region. Prejudices against the LGBTIQ+ community persist in the private sector, particularly in workplace practices involving recruitment, promotion, and terminations (Manjunath & Augusty, 2022). It is observed that the community has low visibility in professional environments. These groups face stigma and discrimination in the workplace, both prior to and during employment because of their sexual orientation and gender identity. In India, a similar finding from the UNDP's Policy Brief (2024) revealed that one-fourth of respondents claimed that disclosing their gender identity during the employment adversely impacted their likelihood of securing the position for which they applied. In recent developments in literature, various scholars have shown that the LGBTIQ+ are positioned at the periphery of economic development, unable to access decent employment in the general public. A few opportunities in accessing professional advancement are then found. In Asia, 40% of respondents claimed that openly disclosing being part of the community would negatively impact their career opportunities (Human Resources Online, 2021).

Although great strides have been made to fight discrimination against the LGBTIQ+ sector in both the public and private sectors, fragmented and discriminatory environments cultivated by colonial legacies that are conservative, biased and exclusive are still more prevalent which hinders the realization of inclusion. In the Philippines, for example, Asia Society (2025) reported that achieving inclusivity remains far from reach due to the lack of a human rights mechanism that acknowledges the LGBTIQ+ sector—showing that even in a moderately accepting country, there are still limits and difficulties in identifying LGBTIQ+ people. Companies in the region fall behind in creating an LGBTIQ+ friendly working space. For example, only 16% of respondents from China are freely not closeted in their working environment (Sharma, 2025). In the Philippine context, the Philippine LGBT Chamber of Commerce's Corporate SOGIE Diversity & Inclusiveness (CSDI) Index revealed that only 17% of companies in the State enforced SOGIE-inclusive policies in 2018.

One of the mechanisms applied in developing and sustaining inclusive leadership is creating an enabling environment that motivates employees to practice leadership and reach their full potential, promoting synergy among LGBTIQ+ and non-LGBTIQ+ people (Marciniak, 2025) as it fosters a more collaborative and empathetic environment, especially for LGBTIQ+ people. As pointed out by Perales' (2022) study, creating ally networks likely improves the wellbeing and increases the chances of career progression for the LGBTIQ+ community. IndustriALL Global Union (2023) observed progress made by trade unions in certain Asian countries in advancing inclusive labor rights for transgender individuals. The report highlighted Sri Lanka's increased heights of trade union participation in promoting an inclusive, equitable, and just society; Thailand's efforts in advancing comprehensive legal protections; and India's progressive implementation of policies that aim to foster a culture of respect for LGBTIQ+ workers.

Another effective mechanism observed is the incorporation of inclusive language in the workplace. Murray (2018) put forward that language has the power to both acknowledge and deny one's identity, which serves an integral part in creating an inclusive environment. The common misconception of using universal pronouns affects the overall wellbeing of the LGBTIQ+ people, thereby categorizing them to belong to the traditional sexes. Gender-fair inclusive language is seen as an alternative to develop a non-sexist speech and eliminate derogatory remarks to all. The critique of Ha (2024) on the study of Lee and Fleischmann, titled "Inclusive Language and Images," underscored that Asian countries seek to balance their cultural engagement and inclusivity and find a middle ground through language. As observed, Asia presents a distinctive environment for promoting inclusiveness, given its rich diversity of dialects. Both the Philippines and China are keen on providing inclusion through everyday language, as their used pronouns are "siya" and "tā/他". Language continues to serve as a powerful mechanism in encouraging the LGBTIQ+ community to reach their full potential and representation both in the national and international fora.

Other critical points from Grossmann (2024) support the development of diversity-focused initiatives such as investing in mentorship programs, collecting feedback from employee surveys, mixing up team members, and, most importantly, crafting policies. These mechanisms enable

organizations to create a resilient, adaptive, and inclusive environment where employees feel empowered to express themselves openly, access equitable resources, and grow in leadership roles. Regular feedback strategies help the organization address both internal and external systemic issues, increasing the organization's psychological safety.

Situation of LGBTIQ+ organizations in Africa

Across the continental regions, more than half of African countries outlaw homosexuality (Buckle, 2020). Political leaders in the region reject the rights of LGBTIQ people, as they interpret it as being against their values, norms, traditions, and beliefs (Muiga, 2019), with the heteronormative perspectives and anti-LGBTIQ+ sentiments being dominant in the region (The Conversation, 2022). Kim's findings (2024) revealed that the negative perceptions and behavior of the public on LGBTIQ+ are significantly influenced by conservative religious beliefs. The homophobic beliefs in Africa are traced back to colonization by the British and Christian missionaries (Buckle, 2020). Ananyev and Poyker (2021) underscored the causal relationship between the colonial missions and the contemporary negative perceptions of homosexuality. Similar to the Asian region, colonialism and the culturally conservative legacy plays a big role in shaping the socio-cultural landscape of Africa.

Ferragamo and Robinson (2023) reported that, on account of the anti-LGBTIQ+ policies in the region, members of the community who expose their identity put them at high risk of being sentenced to long imprisonment, death penalty laws, and, in some cases, state violence force. It will be worthy to note that besides the state violence and judicial suppression, members of the LGBTIQ+ often face other forms of violence in the form of mob attacks, cyber bullying, extortion and killings (Mendos et al., 2023). The rights to freedom of expression, the right to develop one's own personality, and the right to life are continuously abused on account of the criminalization of homosexuality (Bandera, 2024). With the persisting conservative views on gender identities and roles, groups remain closeted and unable to freely express themselves in public, consequently having to live in fear and being forced to conform with heteronormative standards.

In Africa, numerous faith-based organizations have remained committed to addressing religious homophobia. One of the interviewees in the research project of van Klinken et al. (2023), titled 'Sexuality and Religion in East Africa' (SERENE), stressed the critical role and impact of faith in shaping socio-economic and political decisions in Kenya. The researchers of the study put forward the pivotal influence of religious leaders in shifting the negative perception against the LGBTIQ+ community with an inclusive approach. Their findings have shown a significant development in the allyship between religious leaders and LGBTIQ+ communities in fostering a culture of sexual and gender diversity. An additional finding from the Arcus Foundation in analyzing faith work in East Africa showed the development of faith leaders working on advocacy, litigation, safety, and public inclusion (Lim, 2022). The foundation's primary observations highlighted the collaborative efforts among the government, church, CSOs, and the LGBTIQ+ community in enhancing safety, reducing violence, and strengthening policy protections.

Other mechanisms applied in developing and sustaining inclusive leadership are the creation of Diversity, Equity, and Inclusion (DEI) policies, which have made notable progress in several areas in Africa. Begho (2023) underlined the direct link between the implementation of DEI policies and the development of an inclusive workplace culture. This relationship helps create an environment where diversity is respected and discriminatory practices are actively challenged. In Nigeria, for example, the CEO of Selar emphasized that their DEI priorities will continue to progress (Kolawole, 2024) showing their commitment to ensuring that the hiring process will remain inclusive, whereas identities, gender, and beliefs will not be criteria in adding experts to the team. Big workplaces such as Selar provide a promising and replicable practice not just among other private companies but also among advocacy organizations. By implementing DEI policies and other pertinent practices that foster inclusion, LGBTIQ+ people become more safe to express their identities and contribute greatly to the organization's goals.

Working Sustainably

In today's increasingly complex and pluralistic organizational landscapes, the nexus of inclusive leadership and sociopolitical dynamics provide a profound impact on the sustenance of organizational operations and sustainability. This section focuses on the circumstances of organizations in Asia and Africa that impede their operational sustainability and its effects on workers and activists that fight for LGBTIQ+ rights.

Resource Crisis in Motion

According to numerous literature, many organizations that advocate for LGBTIQ+ rights confront difficulties in accessing resources due to ongoing political turmoils and repressive policies and laws in their countries/territories. They are forced to keep themselves under the radar to avoid any acts of state-sponsored surveillance and repression (Outright International, 2023). In Asia and Africa, numerous LGBTIQ+ organizations have no choice but to informally operate due to state-sanctioned restrictions consequently hindering them from freely accessing funding and grants, and burdening them by consuming more time maneuvering restrictions and possible threats.

Majority of countries in Asia and Africa still implement policies that repress and undermine the rights of LGBTIQ+ individuals. Human Dignity Trust (2025) reports that only 31 out of 54 countries/territories in Africa and 23 out of 50 countries/territories in Asia legally recognize the existence of LGBTIQ+ individuals. Because of the risks associated with being part of the LGBTIQ+ sector, or even catering services to support LGBTIQ+ individuals, organizations would abandon being registered to alleviate any risk to their personal safety and security, and sustainability of operations. This forces organizations to limit their mobility in already shrunken civic spaces, halt their initiatives, and adopt certain practices that put them in a more vulnerable situation (Dodsworth and Keutgen, 2021).

Resources are always linked to the current socio-political landscape of a certain country, and the Harvard Kennedy School's Global Philanthropy Report found that thematic priorities of donors and funding organizations are heavily influenced by both the aspirations of key actors within the organization and the political priorities set by respective governments (Johnson, 2018). Because of this dynamic, LGBTIQ+ organizations encounter hurdles in accessing funding to sustain their operations and support for the communities they work with. Despite the creation of the Sustainable Development Goals (SDGs) to end poverty and inequality by 2030, LGBTIQ+ organisations still have difficulty accessing funds that can address issues experienced by their communities because LGBTIQ+ equality is not explicit in these frameworks. As such, when organisations that advocate for LGBTIQ+ equality are unable to have equal access to resources, and continue to encounter discriminatory laws, policies and practices, the likelihood of encountering sustainability gaps become more apparent (Molander, 2024). Further, they are most likely to be left behind by international development initiatives (Stonewall International, 2023).

Strengthening Resistance through Sustaining People's Needs

A ripple effect towards the work environment and mental well-being of activists is observed as organizations experience the depletion of resources (Groski & Chen, 2015). Since organizations are forced to downsize, activists are then expected to take on more roles to sustain initiatives and support towards target beneficiaries. This occurs in addition to the emotional and physical exhaustion that social justice activists are often susceptible to (Maslach & Gomes, 2006). This adds pressure to their pursuit of contributing to social justice which in-turn manifests as emotional labor (Goodwin and Pfaff, 2001; Pines, 1994). Since human resource is also minimized, activists confront a more isolating environment as opportunities for growth and mentorship are minimized. Although organizational leaders consider practice as a method of mentorship, junior staff appreciate getting feedback to improve their work.

Responding to activists' needs, including their emotional needs, is crucial to be able to strengthen and sustain the work that they do in protecting the rights and dignity of LGBTIQ+ people. This is important because the mental well-being of activists and how it is affected by their work environment have an effect on movements (Kovan & Dirkx, 2003; Pines 1994). As such, when activists' mental health is negatively affected, it has a devastating impact to the movement, which in turn, contributes to the persistence of injustice and rights abuses (Groski & Chen, 2015).

Scholars have recommended ways on how to support the needs of activists, especially as they experience increased pressure or burnout due to factors such as diminishing resources. This includes encouraging activists to acknowledge that their needs are also important (Kovan & Dirkx, 2003), and to find balance between their social justice work and self-care (Maslach & Leiter, 2005; as cited in Groski & Chen, 2015). However, it is important to also understand that activists' work is deeply embedded in their communities. As such, sustaining people and responding to their needs requires not just their individual efforts, but their own communities and organisations also play an essential role (Maslach & Leiter, 2005; as cited in Groski & Chen, 2015). Kovan and

Dirkx (2003) also argued that to be able to effectively address activist burnout, organisations have to provide opportunities for professional growth. This means that the mental well-being of activists should be addressed at the organisational or structural level (Groski & Chen, 2015). As such, sustainability strategies of organisations should also include activist sustainability, which includes looking at organisational culture and allocating resources to these efforts.

Sociopolitical Preparedness

This section seeks to analyse the sociopolitical environment that LGBTIQ+ community-based organisations (CBOs) operate in, and how this affects how they organise and operate. It will first look at the general socio-political contexts for LGBTIQ+ organisations in Asia and Africa, and it will move to the challenges faced by the CBOs. Lastly, it will discuss how the LGBTIQ+ organisations continue to respond to these contexts and challenges.

LGBTIQ+ Organisations in Asia and Africa

LGBTIQ+ people have a lot of reasons why they join CBOs or civil society organisations (CSOs). CBOs do not only incubate activism, but embedded within them is the desire to have a sense of community, inclusion, equality, and non-discrimination (Caroll, 2010). These grass-roots organisations are a crucial component in the gains in the global advocacy and policy change for LGBTIQ+ rights. However, despite the progress, there is an increasing global pushback against LGBTIQ+ rights (Ayoub & Stoeckl, 2024) which results in the repealing of protections that are enshrined in international treaties and policies. The increasing hostility that LGBTIQ+ people and CBOs face is a global phenomenon that affects how they are recognised, poses increased harm and danger, as well as how they claim space in civil societies. In fact, according to the ILGA World State-Sponsored Homophobia Report (2020), the sociopolitical contexts that LGBTIQ+ organisations operate in have become more hostile, unequal, and violent. Despite the treaties and laws that protect LGBTIQ+ people and organisations, the local experiences of LGBTIQ+ people in Asia and Africa demonstrate the deeply ingrained homophobia that manifests in the colonial and patriarchal cultural values, and traditions that shape their politics, policies, and practices. In many Asian and African countries, these current forms of homophobia are colonial legacies that have been enforced through religious indoctrination and cultural genocide, which established cisheteronormative norms and values that continue to severely harm LGBTIQ+ people (Human Rights Council, 2022), thus creating layers for injustice for LGBTIQ+ people and organisations.

Moreover, stigma manifests itself in the political arena such as in the cases of political campaigns, referendums, policies, and debates that demonstrate social prejudice and misconceptions about LGBTIQ+ people (UN, 2019b). As such, it is crucial to understand local contexts in which LGBTIQ+ organisations operate, as these increasingly become more complex. Legal protections are a key element in the human rights framework as it serves as a tool to protect the principles of equality and is a basis for public policy to prevent harm and provide remedies to victims of discrimination (ILGA, 2020). For instance, in the Universal Declaration of Human Rights (1948), grounds on which

unfair distinctions cannot be made have included race, ethnicity, religion, nationality, language, sex/gender, etc. However, there is strong resistance against the inclusion of “sexual orientation” (ILGA World, 2020). This pushback may also be attributed to the general opposition to the protection of gender, gender identity and expression, – what is commonly referred to as “gender ideology” by anti-rights actors and is used as a tool to elicit global conspiracy of a coordinated strategy to dismantle “social and political order” (UN IESOGI, 2021). While the notion of “gender ideology” has long been present, in today’s context, narratives of “gender ideology” or “gender agenda” are used in the local context to challenge the recognition of gender under international law and the protection of rights of LGBTIQ+ people (UN IESOGI, 2021). These dangerous narratives are also used by state actors along with narratives of “public morals” or “protecting the rights of children”, and “public order” to justify the restrictions they put on LGBTIQ+ people’s right to free expression, association, and assembly (UN, 2019a).

The arguments that states present to challenge international law protecting LGBTIQ+ people also give rise to local laws that criminalise consensual same-sex relations and expressions of gender identity, as well as other discriminatory practices. This results in interrelated human rights violations against LGBTIQ+ people (UN, 2019a). A key example of these discriminatory practices is the attack on the rights of LGBTIQ+ people to participate in public and political life, a key element of a democratic government (UN, 2019a). The participation of LGBTIQ+ people and their organisations in public and political spaces are thus limited or outright prevented by formal and substantive forms of discrimination (UN, 2019a). These may be as overt as outright restrictions on freedom of expression based on gender identity which includes banning Pride Marches, disallowing SOGIESC themed organizations to formally operate, and closing down LGBTIQ+ organisations, or it may be covert in the form of promotion of negative stereotypes of LGBTIQ+ individuals to discredit their advocacies (UN, 2019a). Even though the right to participate is protected in the international human rights standards, in recent years, laws have either been proposed or enacted that prohibit public discussion of sexual orientation and gender identity, which affects the work and advocacy of LGBTIQ+ organisations. This is then used by states to criminalise the legitimate work that LGBTIQ+ organisations do, thus contributing to the global phenomenon of shrinking civil spaces, and growing persecution of LGBTIQ+ people (UN, 2019a). For instance, in Kyrgyzstan, so-called “anti-propaganda” laws have been put in place that restrict the work of LGBTIQ+ organisations and advocacy (UN, 2019a). In Nigeria, the Same Sex Marriage (Prohibition) Act (2014) included procedures that negatively impact organisations that provide psychosocial support to LGBTIQ+ people (UN, 2019a). Moreover, in Uganda, since the enactment of the Anti-Homosexuality Act in May 2023, authorities have ramped up existing abuse of and discrimination against LGBTIQ+ people (Human Rights Watch, 2025). Human Rights Watch (2025) documents that the violence and discrimination that LGBTIQ+ people and organisations face is further exacerbated by misinformation to spread hatred, and to negatively shape public discourse about LGBTIQ+ people in Uganda.

Other examples of the pushback against international law protecting LGBTIQ+ people include a case from Nepal, where, although existing constitutional and legal provisions against

discrimination based on one's sexual orientation are present, protection against incitement of hatred, hate crimes and conversion therapy are still lacking (ILGA World, 2020). Meanwhile, in Jordan, while it is one of the few countries in the Middle East where consensual same-sex relations are not criminalised, homosexuality is considered illegal under Islamic Law; while the Islamic Law is not legally binding, it still has an influence on government branches and courts (ILGA World, 2024). ILGA World (2024) has also documented that in December 2023, Jordan's Telecommunications Regulatory Authority blocked the app Grindr because it "promotes homosexuality." In contrast, Bhutan has decriminalised consensual same-sex sexual acts in 2021. In Thailand, the King has signed the Marriage Equality Bill into law in September 2024. This shows that in Asia, there are varying degrees of legal protection and organisational capacity across the region, and while some countries have made progress in areas such as protection of rights and decriminalisation, other countries continue to criminalise consensual same-sex relations and perpetuate discrimination.

In Africa, there is a surge in discriminatory policies and legislation that targets LGBTIQ+ people and organisations (Amnesty International, 2024). In fact, legal mechanisms are increasingly being used to perpetrate violence against LGBTIQ+ people. In Mali, for instance, while consensual same-sex sexual acts were previously not illegal (Kojoué, 2024), a new Penal Code in December 2024 has been put into force, which punishes consensual same-sex sexual acts (ILGA World, 2024). Similarly, in Burkina Faso, the ruling military junta is considering the reinstatement of the death penalty for certain crimes, including homosexuality (ILGA World, 2024). Meanwhile, in Niger, in July 2023, the transitional military government announced strict measures that combat the "promotion of LGBT rights" especially in the education sector (ILGA World, 2024), thus affecting LGBTIQ+ advocacy. These are just a few of the documented cases of the increasingly hostile context faced by LGBTIQ+ people and organisations in Africa. It shows the disturbing regression of progress, despite international laws and treaties, and the obstacles to legal and social rights of LGBTIQ+ people (Amnesty International, 2024).

Challenges to LGTBIQ+ Organizing

The capacity of LGBTIQ+ CBOs to organise is improved by their ability to formally register and operate in their countries. This legal recognition allows them to be more effective in organising, providing service to their communities, and to further advocate their cause (ILGA World, 2020). Furthermore, being recognised as legal entities allows organisations to receive funding. However, while LGBTIQ+ organisations may be able to formally register and be recognised as legal entities, they may still be prevented from conducting their activities and advocacies (ILGA World, 2020).

For instance, several states in both regions have adopted bans on organisations and NGOs from receiving internationally-sourced funds to supposedly control the influence of so-called "foreign agents", thus affecting the ability of CBOs to access crucial resources needed for their advocacies (UN, 2019a). In addition, restrictions on funding also contribute to the state's attempts to undermine LGBTIQ+ people's right to freedom of association (UN, 2019a). These restrictions

may come in the form of specific bans on funding for LGBTIQ+ issues, or in local laws that regulate the establishment and funding of NGOs (UN, 2019a). These efforts contribute to the overall difficulty of LGBTIQ+ organisations to organise because stable resources enable them to work effectively and independently, conduct long-term planning, and to be able to adapt to evolving contexts (UN, 2019a). Meanwhile, the Special Rapporteur on freedom of peaceful assembly and associations have stated that all associations (registered or unregistered) have the right to seek, secure and use funding from both local and international bodies, whether they are businesses, civil society organisations, governments or international organisations, as protected by the right to freedom of association (UN, 2019a).

As mentioned above, despite international treaties and local constitutional protections to LGBTIQ+ individuals and organisations, these policies do not always provide comprehensive protections, especially against violence and discrimination, as well as remedies for violation (ILGA World, 2020).

Importance of LGBTIQ+ Organizations

LGBTIQ+ organisations shape civic spaces, as these groups, and their coalitions with other activists lead the advocacy and policy reform to protect the rights of LGBTIQ+ people. In the face of increasing hostility, discriminatory practices, and global pushback against LGBTIQ+ rights, the presence of LGBTIQ+ organisations increasingly becomes crucial, combined with legal protections against harm and violence. This ensures that further harm and violence is prevented, guarantees the rights and dignity of LGBTIQ+ people, and repairs harm and violation (ILGA, 2020). In addition, the presence of and partnerships with LGBTIQ+ organisations, play an important role in the social inclusion of LGBTIQ+ people (UN, 2019b).

For instance, in areas where the provision of health services is not yet fully covered by the state, LGBTIQ+ organisations play an important role in the global fight against HIV/AIDS by providing services, thus demonstrating existing good practices from the LGBTIQ+ community (UN, 2019b). Another good example for this is the guides and manuals created by LGBTIQ+ communities such as the *Blueprint for the Provision of Comprehensive Care for Trans People and the Trans Communities in Asia and the Pacific* by the Asia Pacific Transgender Network, which provides a comprehensive and accessible reference documents that serves as a guide for policymakers (UN, 2019b).

Apart from providing health services, LGBTIQ+ organisations also play an important role in supporting and nurturing the mental health and well-being of LGBTIQ+ people (Fish et al., 2019). This support system is crucial because, as discussed above, LGBTIQ+ people disproportionately experience discrimination and violence that affects their mental well-being. Herdt and Boxer (1996, as cited in Fish et al., 2019) have also documented how organisations were able to provide a space where LGBTIQ+ people could find solidarity and a sense of belonging.

These examples of different efforts made by LGBTIQ+ organisations are important because, even if considered to be small-scale, these are globally recognised as activities that are closest to the people and help them improve the conditions of LGBTIQ+ people (UN, 2019b). Moreover, confronting the widespread violence, discrimination and exclusion that LGBTIQ+ people face also depends on their ability to organise and join or build movements (Outright International, 2023). LGBTIQ+ organisations help advocacies and advance the rights of LGBTIQ+ people.

Research Objectives, Methodology, and Participant Profile

Power of Pride, an international program convened by COC Nederland, ILGA Asia and Pan-Africa ILGA, availed the services of consultants to develop a research and co-develop a resource material that aims to address and improve the practices of community-based organizations (CBOs) in terms of developing and sustaining inclusive leadership within their organization, working sustainably with staff and partners, and preparing themselves for any potential socio-political risks and crises. In particular, this paper aims to answer the following research questions:

- 1. How can we foster leadership of under-represented groups in LGBTIQ+ CBOs, such as LBQ women, trans people, trans sex workers, nonbinary, intersex women, and people living with disabilities?**
 - a. What specific mechanisms can LGBTIQ+ CBOs implement to enhance power-sharing and accountability within their leadership structures, ensuring that underrepresented groups, such as LBQ women, trans individuals, and people with disabilities, can access and sustain leadership roles?
 - b. What specific organizational policies or structures can LGBTIQ+ CBOs implement to ensure equitable access to resources and prevent gatekeeping by leaders or influential members?
- 2. What strategies can be employed to retain trained staff in LGBTIQ+ CBOs, and how can we address the various push-pull factors (in terms of resources and capacity) that affect staff retention?**
 - a. How can LGBTIQ+ CBOs mitigate exhaustion (manifested as challenges around activist burnout, toxic work environments, fatigue etc.) and promote staff wellbeing?
 - b. How can funders who support LGBTIQ+ CBOs adequately resource them to prevent overburden of work and exhaustion for staff?
- 3. How can LGBTIQ+ CBOs be better prepared for a crisis, particularly in relation to the anti-rights and anti-gender opposition and other emergencies?**

To effectively answer these research questions, the researchers utilized mixed methods by deploying tools such as the SPIDER analysis tool and a Key Informant Interview (KII) questionnaire to gain comprehensive answers on the organizational issues confronted by various LGBTIQ+ community-based organizations in Asia and Africa. The SPIDER tool is a self-administered organizational diagnostic with multiple versions developed by international organizations such as the Swedish Agency for International Development Cooperation (SIDA)², Save the Children International, and Trias. This was created to help organizational development consultants garner an initial analysis on the performance of organizations in terms of structure, identity, relevance, activities, target groups, working environment, expertise, and systems and finance. Since the

² SIDA developed The Octagon Tool which became the consultants' basis for the SPIDER tool.

SPIDER/Octagon tools developed by SIDA and Save the Children are more elaborate and more generic, the researcher modified the tool, thus resembling Trias' SPIDER tool where inclusion, ecological sustainability, leadership and governance, financial health, service delivery, and lobbying, advocacy, and networking were key elements. To extract more precise answers, the researcher only limited the key themes to inclusive leadership, working sustainably, and sociopolitical preparedness to sense how LGBTIQ+ organizations rate themselves. It must be stated, however, that this tool is an initial diagnostic tool, thus, descriptive answers were also collected along with the self-rating. Further, key informant interviews were initiated for LGBTIQ+ organizations to provide more information that may not have been answered using the SPIDER tool.

This research used quota sampling to determine the participants of the SPIDER survey since the number of participants was pre-determined by the researcher based on the specific need for the study and snowball sampling to determine the participants of the key informant interviews since contacts of the members of the community of practice were engaged to be interviewed by the researcher. In summation, a total of 61 participants from Asia and Africa (48 in the SPIDER survey and 13 in the Key Informant Interview) consented to take part in this study. Among the 48 responses garnered from the SPIDER survey were gathered from various representatives of LGBTIQ+ organizations in Asia and Africa where 52.1% of the responses identify as male, 20.6% identify as non-binary, 14.6% identify as female, and 12.5% identify as transgender.

Gender Identity Identité de genre

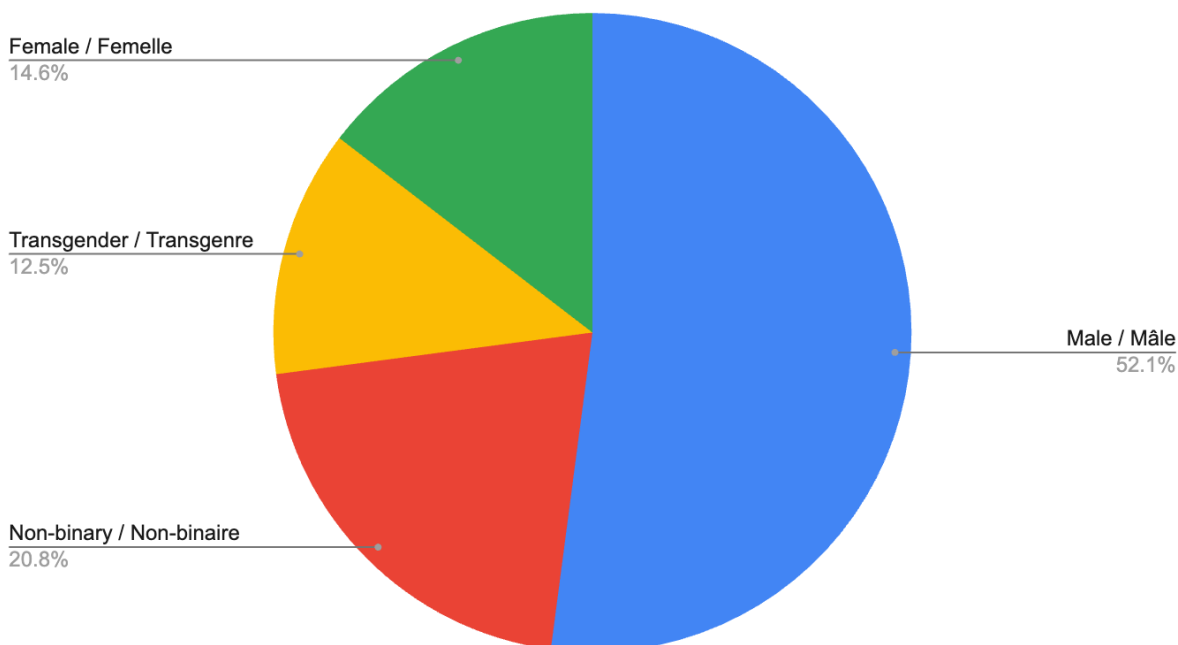


Fig. 1: SPIDER Tool Respondents' Gender Identity

Among the 48 respondents, the majority of them use he/him pronouns. Individuals who use she/her and they/them/lel come in second and third respectively.

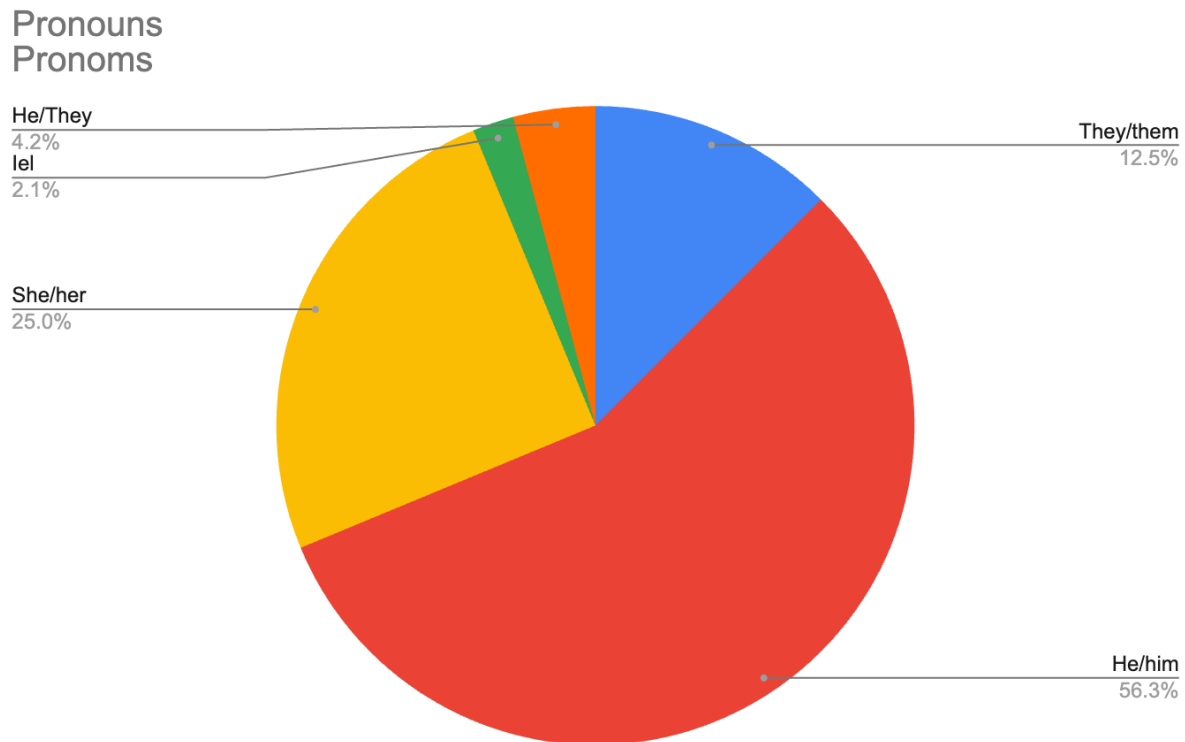


Fig. 2: SPIDER Tool Respondents' Preferred Pronouns

34 responses out of 48 responses come from the African region while the remaining 12 come from the Asian region.

Since majority of the respondents identify as male and advocate for the LGBTIQ+ generally, the researcher searched for female, non-binary, and trans individuals working with underrepresented groups such as LBQ women, non-binary individuals, trans individuals, intersex individuals, and young individuals of diverse SOGIESC to participate in the Key Informant Interviews. Below is a detailed list of the respondents that participated in the Interviews. In total, 13 organizations participated in the Key Informant Interview and provided in-depth information about the issues confronted by their organizations.

Country of Operation	No. of organizations	Target Beneficiary Groups
----------------------	----------------------	---------------------------

Benin	1	LGBTIQ+ people living with disabilities/disabled people
Burkina Faso	1	Transgender people
Burundi	1	Lesbian, Bisexual, Queer Women
Cameroon	1	Lesbian, Bisexual, Queer Women
Kyrgyzstan	1	LGBTIQ+ people
Mali	1	Transgender People
Nigeria	2	Lesbian, Bisexual, Queer Women Young individuals of diverse SOGIESC
Rwanda	1	Lesbian, Bisexual, Queer Women
Taiwan	1	Intersex people
Vietnam	1	LGBTIQ+ people
Zimbabwe	1	Lesbian, Bisexual, Queer Women and Trans people

Table 1: Breakdown of participants for the KII

To analyze the data, the researcher tabulated the scores of the SPIDER tool and used thematic analysis to investigate the occurrence and frequency of the issues reported by the respondents. The findings of this data gathering process is thoroughly explained in the next section of this study.

Data Analysis & Discussion

Inclusive Leadership

Despite existing literature showing that LGBTIQ+ individuals in both Asian and African regions frequently encounter significant challenges in exercising their rights to expression, identity, and association, largely due to socio-cultural stigmatization, as encapsulated in the thematic analysis, participants from LGBTIQ+ community-based organizations in this research boldly express themselves in public, both as individuals and as collectives. Observations also show that community members have access to professional environments where they can pursue leadership roles free from workplace discrimination.

Inclusive Leadership

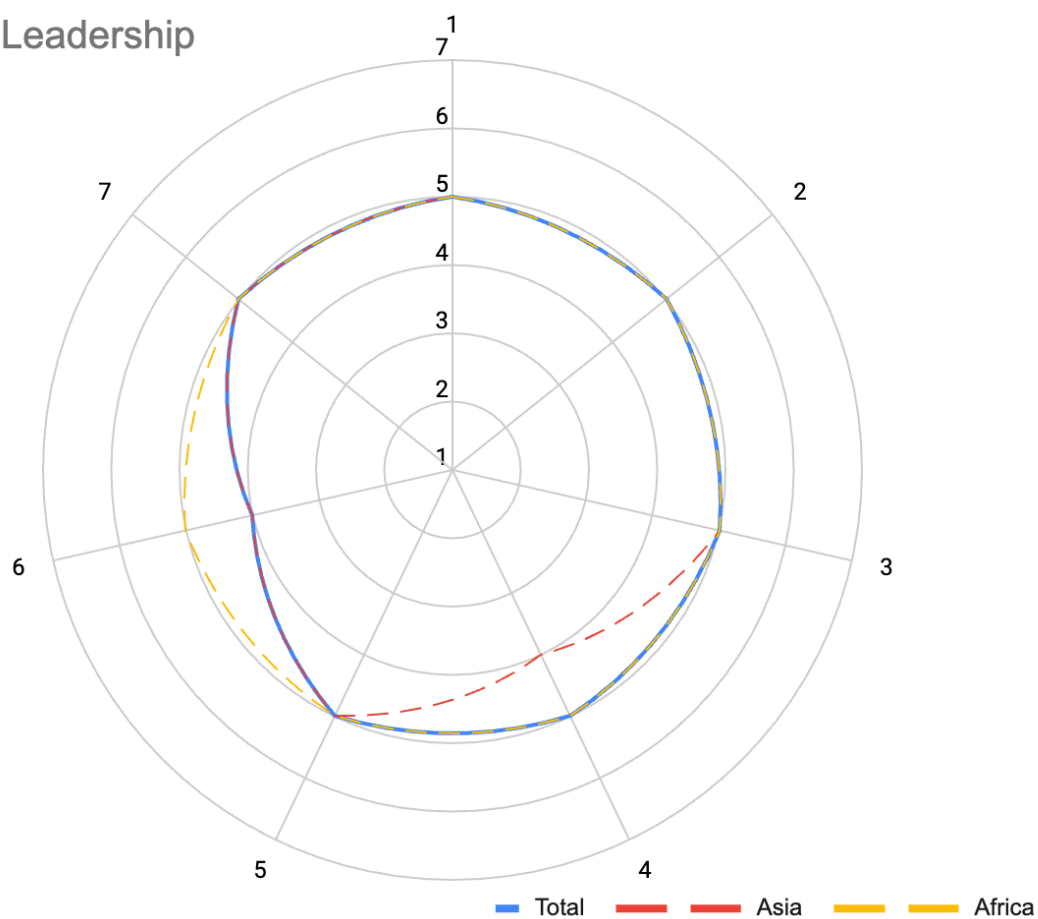


Figure 3: Total graph for Developing and Sustaining Inclusive Leadership

As reflected in the quantitative analysis, respondents of the survey (where majority are part of the management/staff) scored 5 (good) in terms of ensuring that underrepresented groups such as LBQ women, trans people, trans sex workers, non-binary individuals, intersex people, young individuals, neurodivergent people, and people with disabilities feel welcome, safe, heard, seen and valued in the workplace in both African and Asian LGBTIQ+ community-based organizations.

Interestingly, organizations in Africa reflect the same results as those in Asia in terms of having systems in place for participatory and non-discriminatory decision-making processes. Numerous respondents participating in this research highlighted that implementing participatory approach mechanisms (e.g., feedback mechanisms, dialogues and discussions) is a key component of their organizational development and management strategies and one of their valuable assets.

I think everybody has the buy-in. And they feel that they have ownership. And they know that whatever part I play has to fit into this puzzle. And we have to make it whole. — A participant from Zimbabwe

An additional observation is the shift in decision-making power from being solely managerial or executive to a more participatory process involving everyone.

As we progressed and noticed how everybody's input is valuable, there are certain spaces that decision making is participatory. So, for example, we went through our strategic rethinking process. We intentionally made sure that all the staff were taken into consideration or made sure that their inputs were given because this is something that we're all going to be working on for the next five years. —A participant from Burundi

Supporting this, African organizations scored 5 (good) for having a well-functioning and inclusive governing body, and a robust checks and balances system, while organizations in Asia scored 4. The majority of Asian respondents rated themselves within the range of good to excellent (5-7), while African respondents rated their services as excellent (score of 7) in terms of implementing activities that promote and build leadership and capacity of staff on anti-discrimination, equity, and staff & stakeholder protection. African organizations rated themselves higher compared to Asian organizations in practicing participatory approaches in decision-making and in having a robust system of checks and balances. The mechanisms applied to address discriminatory practices were rated as excellent (score of 7) by the majority of both African and Asian organizations. The survey results show that African and Asian organizations both rated themselves excellent (score of 7) in terms of responsiveness to discriminatory practices in the workplace.

Working Sustainably

Among the three issues, working sustainably garnered the most varied responses among Asian and African LGBTIQ+ organizations. This variation is rooted largely on socio-political conditions which severely affect their perspectives on the availability of resources and their capacity to maintain and fulfill resource mobilization.

Working Sustainably

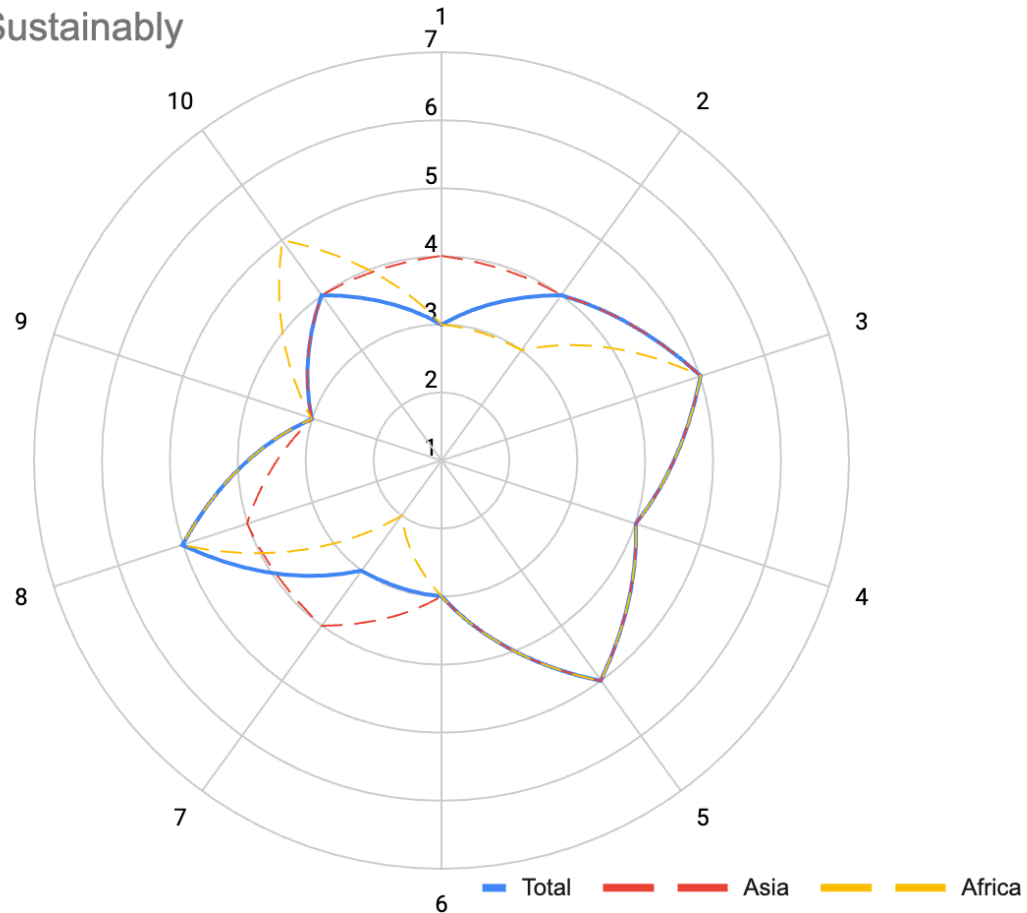


Figure 4: Total scores for working sustainably

Looking at the chart above, we can see how many organizations have different answers to the corresponding questions. With average scores ranging from 3.54 to 5.58, organizations in Asia and Africa are rated reasonably in sustaining their work. The question that holds the lowest score is question number 6,7 and 9—issues on funding, providing resources for mental wellness, and addressing accessibility needs of persons with disabilities/disabled people. Organizations, however, rated themselves high in terms of providing mentorship, learning opportunities, and equal access to information to colleagues and communities whom they serve. Organizations that participated in the interviews mentioned that providing access to opportunities and equal access to information is fundamental for communities despite the sociopolitical circumstances that limit their mobility in the area. One organization from Nigeria mentioned that equipping people and communities is important as it also strengthens their bond as a collective. This helps them strengthen their understanding of the socio-political landscape and prepare mechanisms to ensure that they maintain their safety and security.

Organizations in Asia scored themselves lowest (3/weak) in terms of scouting resources to sustain their operations while they scored themselves highest (5/good) in terms of ensuring that there is a healthy work-life balance in the organization. While organizations mentioned that they

are exerting significantly more effort to ensure the maintenance of a healthy work-life balance, resource scarcity hinders them from providing more mechanisms to support the staff and communities in maintaining a healthy mental well-being and access to needs of people with disabilities/disabled people.

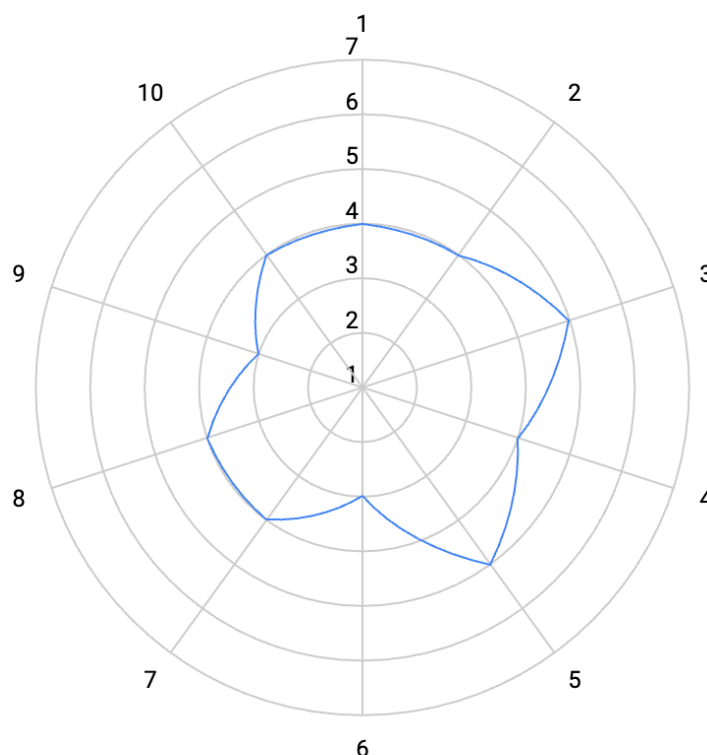


Figure 5: Results for organizations in Asia

When compared to organizations in Africa, organizations rated themselves lower in terms of securing resources (2/very weak), planning on how to secure resources (3/weak), maintaining resources to keep the organization afloat (2/very weak) and ensuring a smooth leadership transition process (3/weak). Many of the organizations mentioned that the socio-political landscape impacted how they scout for resources as overseas development aids/grants were cut and grant-making organizations shifted their thematic priorities. Consequently, this led to fewer people working and eventually activist fatigue or burn-out. While there are limited resources, organizations in Africa still try to ensure that younger leaders and partner communities are still provided with necessary mentorship as it helps them ensure that their safety and security are maintained.

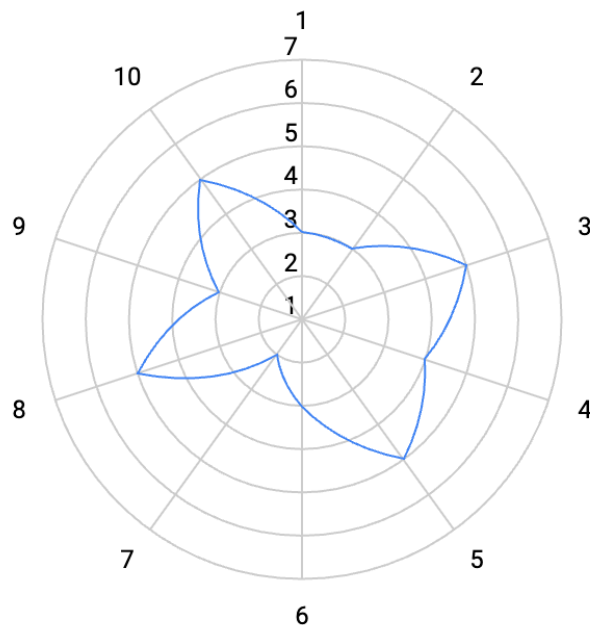


Figure 6: Results for organizations in Africa

The results also show that organizations in Asia scored lower compared to organizations in Africa in terms of providing equal access to resources, information and feedback mainly due to bureaucracy. Upon observation, organizational structures among Asian organizations are more defined as there are more people working for them compared to organizations in Africa. Multiple organizations in Africa mentioned that given the scarce resources, organizations are forced to only maintain a small team causing them to blur the boundaries in accessing information.

Scarcity of Resources

Asian and African organizations reported that resources are insufficient to sustain their programs and operations due to the hostile political situations in their country. As established donor agencies and funding organizations align themselves to specific country priorities, advocacy and initiatives on LGBTIQ+ rights are set aside or not given much funding priority. Many LGBTIQ+ organizations also mentioned that the dynamics of awarding grants also add another layer of difficulty in accessing resources. Often, funding organizations in the Global North have already vouched for certain organizations to receive funding which puts community-based and budding organizations at a disadvantageous state. Alarming, funding allocated for LGBTIQ+ initiatives are being awarded to organizations that are non-LGBTIQ+ led nor have implemented any LGBTIQ+ focused initiatives.

The concentration of resources coming from the global north also contributes to the layers of difficulties in receiving resources for LGBTIQ+ focused projects and programs. Taking the recent

USAID shutdown as an example, Asian and African organizations are forced to abruptly discontinue their initiatives due to the abrupt move of the Trump administration to “prioritize America’s interests” (Knickmeyer, Lee, & Sherman, 2025).

You know, we are the victims of Donald Trump. We no longer get financing, for instance, and that's a huge problem for us. —A participant from Cameroon

Abrupt changes in the socio-political environment also impacts the selection dynamics of donors and funding organizations as thematic areas change, and standards became more stiff due to the influx of proposal submissions from a wide pool of organizations that work directly or indirectly with LGBTIQ+ people. Since the pool of resources also diminished, community-based organizations are also forced to compete with each other to access resources. Many participants see this as a disadvantage because larger and more established organizations have more refined capacities in adhering to donor standards.

We are a small organization, and we're still new because we've only been established in 2018. So it's also a break for us, and this is a limitation for us because we would like to have more donors that are financing and working with small organizations, but it's not always the case. — A participant from Cameroon

Another challenge is that up to now, most donors do not really understand the [essence of initiative] ownership. So they give [small] LGBT-led organizations minimal money, but then the mainstream organizations; they are the ones who have this kind of big money. —A participant from Rwanda

While attempting to resource themselves through external funding, organizations try their best to diversify their streams of resources such as collecting membership fees, deploying informal community-based resource mobilization mechanisms, and taking on other jobs. However, many of them see this as unsustainable. Some African organizations that were interviewed, for example, collect membership fees but see it as an unsustainable financial resource as most of their target beneficiaries are economically vulnerable. Few organizations in Asia and Africa, for example, are forced to restructure their work legally and declare themselves as social enterprises to navigate the resourcing landscape, and move through all forms of surveillance and funding blockades. Organizations admit that it puts their security and safety in a more detrimental state as it goes against government rules and regulations, but insists that if governments are not acting against organizations working for the rights of LGBTIQ+ people, then problems like this would not exist.

In all honesty, we do not wish to be in such a situation as it puts our lives at risk, but we do it anyway because the advocacy matters to us. —A participant from Vietnam

A Toll on Mental Well-Being

Mental well-being and work-life balance are extremely impacted by the lack of resources available to organizations as they are expected to continue working despite the limited human resource and finances. To validate Groski and Chen (2015), rights activists will still do the work as they see the merit of providing the necessary resources to alleviate the vulnerability and disenfranchisement that certain people undergo. Thus, even with such arduous circumstances, organizations in Asia and Africa continue to provide support and services despite limitations, since they clearly understand how it will impact individuals and communities.

Many organizations, however, encounter fatigue and burn out because of the circumstances that they confront. In an interview with a participant from Kyrgyzstan, they mentioned that the strenuous workload and persistent challenges made them decide to leave a leadership position as it takes a toll on their mental health. Similarly, a participant from Burundi mentioned that they feel tired of working for something that remains largely neglected and criminalized by states, adding that this line of work often feels thankless.

Due to limited resources, organizational leaders are forced to rely on free and low-cost options such as peer support groups, wellness leaves, and recreation activities to boost the morale of their colleagues. However, many participants state that these are not enough as the state of their colleagues' mental health worsen over time.

Due to their personal experience, they have some mental health issues that are very hard to overcome for them. And it also creates impact, you know, to our work. So in the end they just couldn't continue the job. —A participant from Taiwan

Some organizations reported that since mental well-being is a pressing issue, they allocate resources to help colleagues improve their conditions. An organization from India mentioned that they partner with firms that offer psychosocial support and even provide fitness memberships as a temporary form of support. Few organizations from Africa mentioned that working together with other community-based organizations are integral as some of them provide psychosocial services. In the absence of such services, organizations try to allot a small amount of money to fund recreational and team-building activities.

But despite these practices, many of the organizations reported that accessing more resources are integral in ensuring that the mental well-being of their colleagues and communities they work with are taken care of. Furthermore, resources also provide them opportunities to be equipped with to handle activist fatigue, burnout, and even trauma due to the job they do.

We do not have enough resources and capacity to ensure that mental health is taken care of, that's why we only resort to peer consultations and discussions. It's unsettling

how that's the only support we can offer especially with the line of work we do. —A participant from Zimbabwe

Civil Society Partnerships and Collaboration

As issues on resources persist, LGBTIQ+ led organizations become more determined to work together to augment whatever is lacking. Based on the responses, organizations that strategically plan for fundraising rate themselves higher in terms of working together and providing mentorship compared to organizations that do not since fundraising entails a need to strengthen the capacities of colleagues, often younger, in developing proposals, logical frameworks, results chains, financial proposals, and more. Recognizing and responding to the need to strengthen capacity also fosters collaboration and openness to fresh and new ideas.

The connection between planning and collaboration should always be robust since it helps clarify roles and expectations among colleagues, and manifests the types of capacities that should be strengthened to fulfill key performance indicators. One participant from Zimbabwe mentioned that, despite having a small operating team, their fundraising strategy provides a blueprint for partnerships and networking which significantly improves their chances of discovering new funding opportunities. Similarly, two organizations in Asia mentioned that working with other organizations allows them to better understand country contexts and collaborate on opportunities that would yield them resources.

Working together also gives organizations the opportunity to fulfill the needs of LGBTIQ+ individuals in their country. As mentioned by few organizations in Africa, their strategic partnerships with legal professionals, psychologists, and health workers help them address the broader challenges faced by their communities. It gives them a more sensible avenue of asserting justice and claiming their rights. Interestingly, an organization from Mali mentioned that because of their political landscape, allies were forced to halt their communication and various initiatives for psychosocial and mental well-being, sexual and reproductive health and rights, personal safety and security. Although potential security risks are understandable, the organization emphasized that in times like these, collective action from civil society remains crucial in pressuring governments to address issues that are important to the people—particularly LGBTIQ+ people and organizations advocating for their rights.

Beyond resource mobilization, partnering with other community-based organizations and allies also strengthens advocacy efforts and the preparedness for socio-political risks as networks offer valuable information, ideas, and practices that support the sustainability of their operations. Organizations in Asia mentioned that working with other civil society organizations is important as it helps amplify issues that have been buried for so long. An organization in Africa mentioned that given the safety and security risks, they became skeptical in partnering with other local organizations, thus hindering the accomplishment of their intended impact. This observation

highlights that inclusive and participatory leadership are imperative for building strong and sustainable partnerships—and eventually strengthens the impact of programs and initiatives delivered to LGBTIQ+ communities.

Internally, all organizations reported providing mentorship, recognizing it as a crucial mechanism for sustaining their operations. Whether formal or informal, these efforts ensure that everyone is included in all endeavors, especially in terms of implementing programs, so that services are provided seamlessly to vulnerable individuals in the LGBTIQ+ community that need support.

We have to know that almost all our members are members of other organisations. So, we build the capacities of each and every one, so that it can have a multiplying effect in their own respective organisations.—A participant from Cameroon

Sociopolitical Preparedness

This section discusses and analyses organisations' capacities, including mechanisms to prepare for sociopolitical threats and risks that affect their operations, and the safety and security of staff, partners and communities that they work with. It looks at the following areas: (a) organisation's consideration and analysis of sociopolitical dynamics, (b) organisation's safety and security mechanisms, such as internal policies and programs, to mitigate safety and security threats and risks, and (c) organisation's capacity to develop or maintain relations with both community stakeholders and state actors to mitigate security threats and risks.

Sociopolitical Preparedness

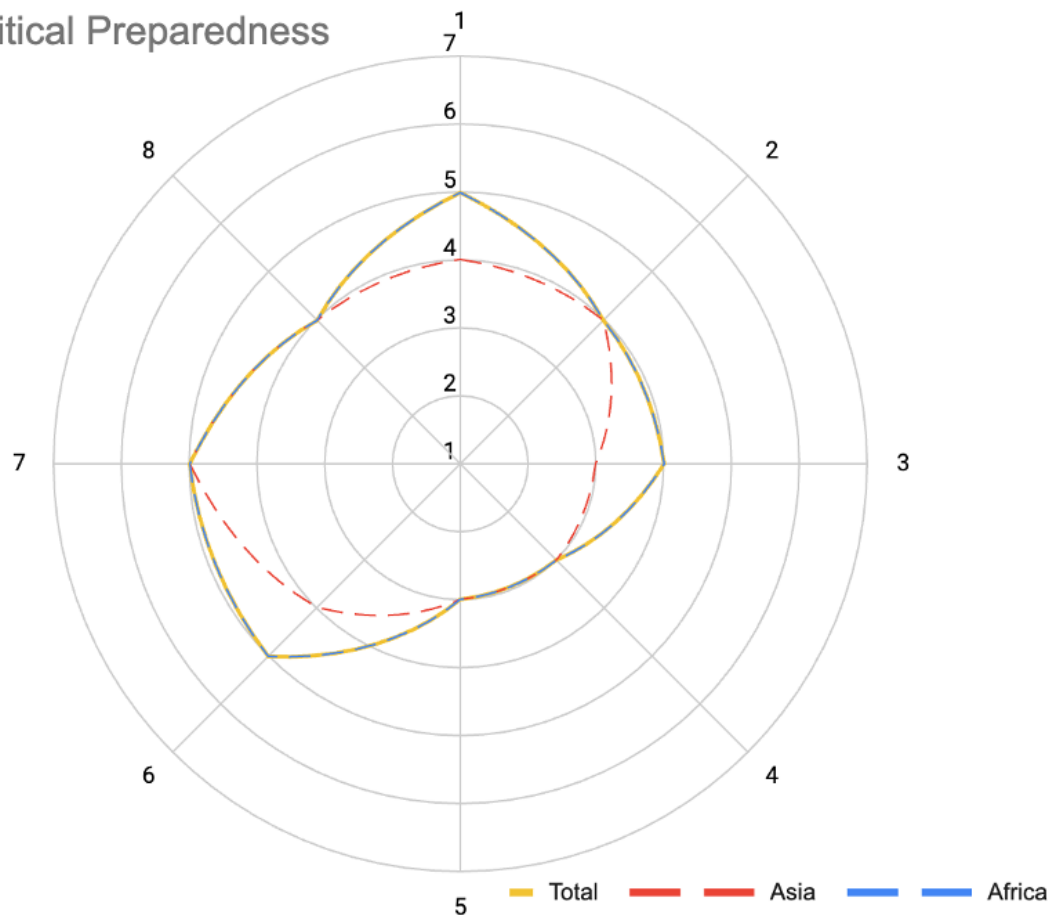


Figure 7: Total scores for sociopolitical preparedness.

Figure 7 shows the total scores from the survey for LGBTIQ+ organisations in Asia and Africa. Overall, surveyed organisations have rated their practices on sociopolitical preparedness within the range of the scores 3 (weak) and 5 (good), putting their preparedness at the middle of the scale. Organisations in both regions have scored themselves the lowest (3 or weak) in their mechanisms and methods to safeguard the organisation from potential threats and risks, in their established systems to be able to assess and mitigate risks and having enough resources to defend itself from safety and security risks. In contrast, the highest score that organisations from both regions have given themselves (5 or good) is on the relations that they develop or maintain with community stakeholders or other CSOs to be able to collectively prepare for potential threats and risks. Organisations from both regions have also provided the same score of 4 (reasonable) on their practices around reviewing and refining policies and programs in light of changing dynamics and potential safety and security threats and risks. Organisations from both regions did not go over the score of 5 (good) in all indicators, which means that they did not rate their current on sociopolitical practices as either “very good” or “excellent”.

Sociopolitical Preparedness - Asia

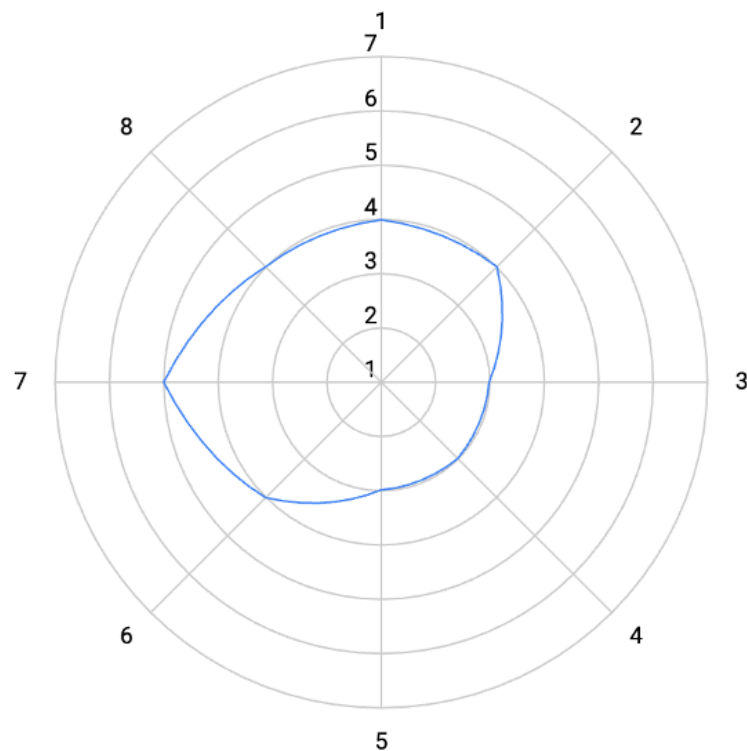


Figure 8: Results for organisations in Asia.

For organisations in Asia, organisations scored themselves the lowest (3 or weak) on three areas which are: (1) organisation's practices on having a secured data collection and management system to be able to monitor and evaluate their activities and results, (2) organisation's mechanisms and methods to safeguard themselves from internal and external threats and risks, and (3) organisation's established systems to be able to assess and mitigate risks and having enough resources to defend itself from safety and security risks. The highest rating that organisations in Asia scored themselves is still on the relations that they develop and maintain with community stakeholders or other CSOs.

Sociopolitical Preparedness - Africa

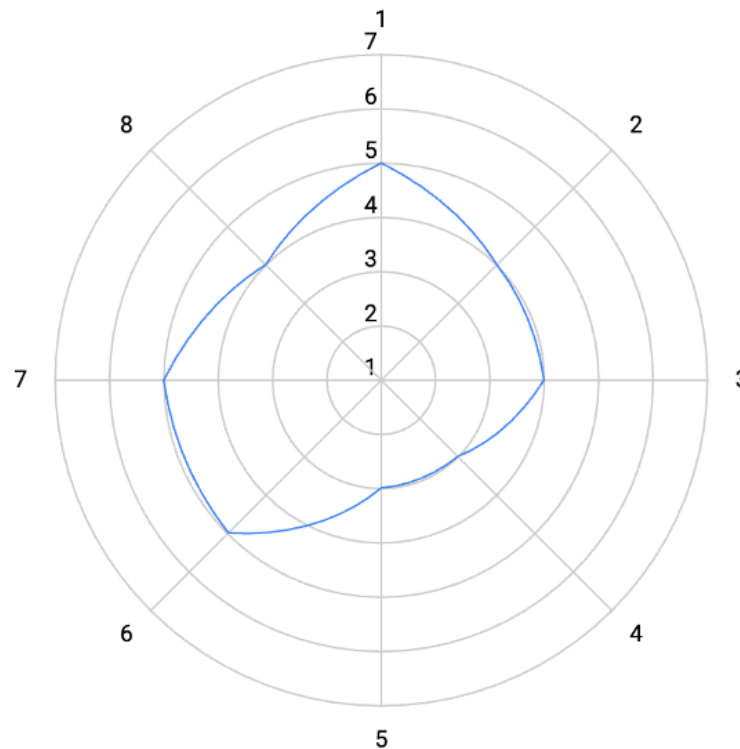


Figure 9: Results for organisations in Africa.

On the other hand, organisations in Africa scored themselves the lowest (3 or weak) only on two areas: (1) organisation's mechanisms and methods to safeguard themselves from internal and external threats and risks, and (2) organisation's established systems to be able to assess and mitigate risks and having enough resources to defend itself from safety and security risks. While organisations in Asia gave a high rating in only one area, organisations in Africa rated three of their practices highly (a score of 5 or good): (1) organisation's practices around carefully considering socio-political dynamics, (2) organisation's capacity to maintain itself as a safe space for people to share their thoughts, provide insights, and honest feedback, and (3) relations that they develop or maintain with community stakeholders or other CSOs to be able to collectively prepare for potential threats and risks.

The results of the survey also show that in terms of existing policies and systems that help assess and mitigate potential threats and risks, such as reviewing policies and programs or mechanisms to safeguard itself, organisations from both Asia and Africa have scored themselves the same. However, in terms of practices on mitigating safety and security threats and risks such as implementation of mechanisms or assessing socio-political dynamics or maintaining itself as a safe space, organisations from Asia have scored lower compared to organisations from Africa.

LGBTIQ+ Rights Violation

The sociopolitical environment that LGBTIQ+ organisations in Asia and Africa operate in is increasingly becoming more hostile. The global pushback against their rights and protections (Ayoub & Stoeckl, 2024) shapes the local sociopolitical climate that they have to constantly monitor, assess, and plan for. This is evidenced by the discriminatory and harmful policies and practices that violate the rights of LGBTIQ+ people and organisations, which affect their freedom of association and capacity to organise. Violations against the rights and dignity of LGBTIQ+ people and organisations are felt at both the macro level (e.g., social institutions, politics and policy) and the micro level (e.g., communities and group interactions). At the macro level, LGBTIQ+ organisations have to consider discriminatory and harmful policies that affect how they operate as an organisation. One of the biggest threats that they have to navigate is a risk to their legal status (i.e., formal registrations as an organisation). Policies that undermine their legality directly impact their ability to implement programs and raise funds, which, in turn, affect their sustainability. For instance, organisations in West African countries such as Burkina Faso have to carefully assess laws that not only criminalise homosexuality, but also criminalise organisations and the people that work on LGBTIQ+ issues. As a result, organisations and LGBTIQ+ people have to keep a low profile or to even hide. This is to avoid office raids, which have already impacted organisations in Zimbabwe and Cameroon, some of which have resulted in staff arrests and office closures. These discriminatory and harmful policies affect LGBTIQ+ organisations' capacity to register as a legal entity and affect their capacity to raise funds, but may provide a blueprint to anticipate and navigate changing sociopolitical environments.

Due to increasing challenges surrounding registration, LGBTIQ+ organisations have to be very careful and strategic in this regard, and organisations have adopted different ways to navigate this challenge. For instance, organisations in Southern Africa have opted to not register legally because this will only result in threats to the organisation such as surveillance, arrests, or offices closed down, which will affect their programs that address LGBTIQ+ issues. Meanwhile, organisations from Burundi and Vietnam are registered as a social enterprise. Other organisations in East Asia have only been able to register in 2020 after they were able to gather enough organisations from other countries as members of their network, which is a requirement to be able to register as a legal entity. Apart from challenges in registering as legal entities, organisations in Nigeria have also documented cases of deregistration of some LGBTIQ+ organisations, which means that registrations as legal entities have been withdrawn by the government, and the programs that benefit LGBTIQ+ people have been shut down. As shared by some respondents, this demonstrates how the sociopolitical environment, especially at the policy level has moved backwards, and much of the gains from policy advocacy and policy reforms have reverted to more harmful policies.

In addition to policies that affect the registration of LGBTIQ+ organisations, laws that criminalise homosexuality are still present and continue to violate the rights of LGBTIQ+ people. In some African countries, while homosexuality is not illegal, specific practices (e.g. consensual anal sex)

are still criminalised that disproportionately or exclusively target people identifying as LGBTIQ+. Moreover, in other African countries such as Cameroon, homosexual relationships are banned by the law. The organisations included in this research are primarily based in countries that criminalise same-sex relationships. Furthermore, other repressive policies have also been passed that surveil online platforms, which further discriminates against LGBTIQ+ people. Often called Cybercrime Laws, provisions under this policy include the criminalisation of online discussions of LGBTIQ+ people. In some countries in Central Asia, young people are prohibited from discussing sex at all, banning such discussions from social media. These then affect the social media presence of organisations where they can share information.

The harmful policies that LGBTIQ+ organisations navigate are further justified by nationalist narratives, and arguments for traditional values are used to rationalise discrimination and violence against LGBTIQ+ people. For example, organisations in Southeast Asia have experienced state surveillance, especially because they have received foreign funding. This relates back to the bans that several states have adopted that prohibit community-based organisations and local NGOs from receiving funds to supposedly control the influence of “foreign agents” (UN, 2019a). Organisations in East Africa who conduct any kind of organising around LGBTIQ+ rights also experience the same level of surveillance. This is because in countries such as Burundi, homosexuality is seen as a Western culture. As such, LGBTIQ+ organisations have to be careful to not be put in a situation where they can be accused of doing something against their country. Apart from nationalist values, changes in political parties, political instability, or elections also contribute to the violations against LGBTIQ+ rights. This is a result of politicians using homophobia as a tool to mobilise their constituents, and they use harmful stereotypes and homophobic prejudices as material for disinformation against LGBTIQ+ people (Ayoub & Stoeck, 2024). In Cameroon, for instance, influencers use homophobia as content, because it sells and garners views. Organisations have observed that this has been the same for politicians, especially during elections, where they use homophobia to get more votes.

Harmful policies at the macro level have a bidirectional relationship with traditional culture and practices in the community or at the micro level. As such, LGBTIQ+ organisations also consider and navigate conservative contexts where they contend with very high levels of traditional values and culture. In fact, this is often cited as one of the biggest obstacles that LGBTIQ+ organisations face. In the cases of organisations in Zimbabwe and Mali, these harmful traditions and practices have also eroded the allies and partnerships that they have built, and some allies have turned into either perpetrators or enablers of violence. Some civil society partners and allies have also stopped working with LGBTIQ+ organisations out of fear that they will also be targeted by discriminatory and harmful policies. Overall, these waves of hostility and violence force LGBTIQ+ people into hiding, with some even having to stop working with their organisations, ultimately leading to greater isolation of LGBTIQ+ organisations.

These are major challenges in the socio-political environment, which result in LGBTIQ+ rights violations, that organisations operate in. As such, they have to carefully consider and monitor the

threats and risks at both the macro and micro levels. Figure 9 above shows that organisations in Africa rate themselves as having good practices in monitoring these dynamics, while organisations in Asia rate themselves as having reasonable practices.

Strategies to Adapt and Prepare

This second theme is focused on the strategies that LGBTIQ+ organisations employ to respond to the threats and risks mentioned above, and to keep themselves and their members safe. The strategies are divided among these areas: (a) risk analysis and monitoring, (b) collaboration and partnerships, (c) capacity building, and (d) research and advocacy.

Risk Analysis and Monitoring

LGBTIQ+ organisations in both Asia and Africa have reported having limited capacities and systems to effectively assess and mitigate potential threats and risks, arising often due to chronic underfunding and a lack of access to specialised resources. As dwindling resources prevent organisations from building robust systems needed to effectively address and respond to threats and risks. While organisations are able to monitor threats and risks, and some organisations maximise digital platforms, without proper mechanisms to be able to safely and properly respond, they remain unable to fully mitigate risks they face. For instance, to be able to respond to office raids and arrests of LGBTIQ+ organisation members, they need resources to work with lawyers that can handle cases. However, with limited funding, organisations often rely on volunteers, or they opt to hire staff that can also serve as lawyers.

Moreover, while LGBTIQ+ organisations such as those in Cameroon can monitor threats of aggression or violence against their members, they are still unable to adequately respond to this since they do not have enough resources to provide interventions such as safe houses. Thus, while organisations from both regions have systems to assess and mitigate potential threats and risks, they still scored these as “weak” as they are unable to adequately respond. However, despite challenges in responding to threats and risks, LGBTIQ+ organisations have good monitoring and risk analysis practices and have scored themselves as “reasonable” and “good” in Asia and Africa, respectively. An organisation in Burundi, in particular, has a weekly updating system that shows the organisation potential threats, especially from influential individuals that may incite violent attacks against LGBTIQ+ people. This crucial information is then shared to the whole organisation and its partners so they can prepare how to keep safe.

Engagement with Stakeholders

LGBTIQ+ organisations engage with various stakeholders as a strategy to adapt to changes in sociopolitical environments and to address threats and risks. This includes partnerships and collaborations that organisations maintain with community members or with other CSOs, as well as their engagement with state actors. Organisations recognise that it is impossible to work alone in the LGBTIQ+ movement, and in the face of an increasingly hostile sociopolitical environment,

organisations cannot afford to be isolated. As such, they continue to build their relationship with other stakeholders (e.g., CSO networks and community leaders), and foster collaboration and participation among community members. In this area, both Asian and African organisations have scored themselves as having good practices. This is also because LGBTIQ+ organisations recognise that they face similar challenges, so they have to work together as a network to collectively address threats and risks, and to advocate for political reforms.

Some organisations in Central Asia foster their partnerships with other CSOs so they can collectively analyse and plan against threats and risks. Relationships with other CSOs also improve if organisation members have previously worked or have volunteered with these CSOs, because they are familiar with each other. Some organisations also ensure community participation and adopt shared leadership practices. For instance, organisations in Nigeria have board members that are from the communities that they work with and serve. In addition, community members also work in various positions in field offices that implement service delivery programs. This practice makes leadership more inclusive and strengthens preparedness, as organisational leaders remain closely connected to the communities they serve, enabling them to better anticipate and respond to potential threats and risks. Moreover, it helps organisations better understand the context of the communities that they operate in. Another strategy organisations use to maximise networks in building and maintaining partnerships with legal organizations that can assist them in cases of arrest or support their advocacy efforts and campaigns.

In terms of organisations' engagement with state actors, as previously discussed, LGBTIQ+ organisations have to be strategic in terms of their registration as legal entities. Some organisations opted to register as a social enterprise and include LGBTIQ+ people in the groups that they capacitate for entrepreneurship. Others have legal entities that are focused on women's health, but have subsumed their LGBTIQ+ programs in their activities for women. This strategy helps them avoid hostility from state actors, or from community members that can report the organisation to authorities. Another strategy organisations use in navigating relations with state actors is that they ensure that some of their programs are aligned with government plans. For instance, organisations in Burundi ensure that their programs are aligned with the National Development Plan to prevent attacks from the government. They also encourage their community partners to have at least two or three programs or activities that can be linked to the same plan. In addition, organisations in Tanzania have shared that because communities benefit from their programs, they are able to gain allies from the community members. Moreover, because the government's public health services also benefit from their programs, their government accommodates their organisations. This means that despite policies that repress LGBTIQ+ organisations, those that are seen to contribute to government services are not shut down, although they still face the same challenges in legal registration and advocacy work. As such, organisations from both regions have scored themselves as having "reasonable" practices in their engagement with state actors.

Capacity Building

Internally, organisations build their capacities on preparing for sociopolitical threats and risks. For instance, if they are able, organisations allocate resources to conduct or attend training that can help them increase their capacities on risk assessment and mitigation. Organisations in Nigeria were able to attend capacity building on early warning and early preparedness for topics on security, political, economic, and social threats, and general human rights awareness. However, since organisations from both regions have assessed their current systems to defend against safety and security threats and risks as “weak”, they recognise that it is important to continue building their capacities, and strengthen their response mechanisms. An organisation from East Asia has shared that this is an aspect of their organisation that needs more work. This also relates to collaborations organisations foster within their networks, where collective learning and cross-border sharing help build capacities and enable them to learn from each other’s practices.

I would like to see more of us activists also breaking the boundaries of borders to be able to learn from each other. –A participant from Burundi

Research and Advocacy

Another strategy that organisations use to prepare for threats and risks is research and advocacy. For instance, organisations in Burkina Faso, were able to produce research and reports that were also submitted to the U.N. These research were also used to strengthen advocacy efforts and engagement with state actors as it helped illuminate the threats and realities that LGBTIQ+ people and organisations experience in their countries. Furthermore, research was used to inform recommendations for policy reform. For organisations in Burundi, research ensures that they have a thorough analysis and understanding of the context of the communities that they work in prior to any program implementation. This demonstrates the importance of research for organisations in managing threats and risks as it helps them document cases of violations against LGBTIQ+ rights, and the sociopolitical reasons behind these. It then provides organisations evidence-based recommendations on how they can address these risks. However, research and advocacy are also connected with issues on funding. Organisations have mentioned that they are only able to produce reports when they receive grants from larger organisations.

Recommendations & Conclusion

The results of the SPIDER survey and the Key Informant Interviews revealed multiple opportunities for LGBTIQ+ organizations in Asia and Africa to improve. To realize inclusive leadership, organizations must ensure that its processes are participatory and empowering enough to produce innovative activities and initiatives. It must actively ensure that internal and external social accountability mechanisms address any politicking and power imbalances to encourage communities and potential leaders to improve organizational culture. Since resources are imperative for sustaining operations, organizations need further support in strengthening and building connections with other organizations, alliances, and networks to expand their access to funding. There is no doubt that resource competition will intensify in the coming years; thus, organizations must be willing to collaborate and committed to sharing best practices and information to make the most out of available funding opportunities. Collective mentorship and care must also be pursued to ensure that the mental well-being of all people working in and with the organization are taken care of. Lastly, to enhance the organization's preparedness for any socio-political risk, organizations must continuously assess the environments they operate in and take a more proactive approach in planning and implementing strategies to ensure the safety and security of their staff and community.

Given the varying capacities of the organizations involved in this study, the research consultant proposes the following recommendations by providing fundamental, intermediate, and advanced sets of recommendations:

Strengthening inclusive leadership through improved social accountability mechanisms, collective mentorship, and collective care. It is recommended for organizations in Asia and Africa to improve their social accountability mechanisms as a basis in fostering better communication with stakeholders and peers within the organization. This will provide organizations opportunities to improve their programs and initiatives for LGBTIQ+ people and strengthen their preparation for any socio-political risk. Based on the results, many organizations have already developed social accountability mechanisms and are aware that decision-making should be participatory. Such can also be said about collective mentorship since organizations already practice collective decision-making, initiatives for collective mentorship should be formalized to ensure that capacities are strengthened, and ideas become more innovative. When social accountability mechanisms and collective mentorship has been fostered, these must be the lifeline of care. Collective action entails massive support and care for activists and advocates since it helps them stay motivated and involved in multiple processes.

As a fundamental step, organizations must strengthen their social accountability mechanisms by ensuring that feedback, reports, and discussions are documented and securely filed. This will come handy as plans, implementation strategies, and security measures are created. Simultaneously, organizations must ensure that dialogues, discussions, and avenues for feedback

are also provided to help colleagues and communities provide thoughts and more information about certain issues. Providing avenues for discussion and considering feedback intently helps foster a more collaborative working environment as more people are included in the process of strengthening ways of work—enhancing inclusive leadership and collective mentorship. For organizations to enhance collective mentorship, practices such as deploying employee needs assessment, leadership capacity development sessions, and mentoring sessions. One good example that may be used in enhancing leadership capacity is using YWCA's (2022) toolkit for Young Women's Transformative leadership³. It focuses on feminist and inclusive mechanisms to harness leadership potential while using tools that incorporate inclusion and power equity. Another tool that may be used is the Feminist Mentoring toolkit developed with the support of CREA and Global Fund for Women in 2021.

As collective mentorship strengthens, collective care must also take place. Depending on the available resources, organizations may opt to provide a wide range of any collective care activity. Recreational activities (e.g., retreats, dining and fellowship with staff and community members), knowledge-sharing activities (e.g., psychosocial first aid training, brown bag sessions on things staff/community members love doing), and other mechanisms (e.g., setting-up a referral system with multiple organizations and psychosocial-focused organizations to help provide staff and communities access to mental health services) must be developed as well to ensure that people in the organization and communities are provided at least basic support.

Improving community and personal safety and security. Many LGBTIQ+ organizations who participated in this study mentioned that there are already few practices done to ensure community and personal safety and security amidst dehumanizing socio-political landscapes in their respective countries. Some have already created formal tools such as risk registers, and safety and security toolkits while other organizations are yet to develop these. It is essential to use the practices of these organizations and more importantly, understand the current socio-political landscape they are currently in. Using the PESTEL analysis tool⁴, LGBTIQ+ organizations will have a broad and quick understanding of the current circumstances of the people they work with. From there, reports must be created along with a safety and security plan to help mitigate any alarming incidents.

Broadening the movement for equitable accessible resources. One of the key trends being done by organizations today is to collaborate with each other to heighten their chances of receiving funding from various grant-making organizations and foundations. Complimenting the strengths and key services of various organizations also create a more tremendous impact to communities, thus making proposals more viable for them. But since navigating through the competitive resource mobilization landscape provides this option a slight chance in accessing resources, organizations may shift to a more relational approach by building networks with other

³ You may access the [YWCA toolkit on inclusive leadership here](#)

⁴ PESTEL is an abbreviation of the Political, Economic, Social, Technological, Environmental, and Legal factors affecting operations, implementation, and other pertinent organizational affairs.

similar organizations in other countries, deploying community-based resource management tools such as identifying resources, potential resources, and already existing structures of resource mobilization in the community. Involving communities and other organizations also provide them a sense of ownership in the initiatives and activities done by LGBTIQ+ organizations. In turn, this also motivates them to strive for the continued implementation of impactful interventions.

On the other hand, this study challenges governments, donor agencies, and funding organizations on how they treat LGBTIQ+ individuals and how they channel resources to organizations that advocate for them. This study calls on governments to respect, protect, and fulfill the rights of people with diverse SOGIESC in accordance with international conventions and laws. As humans, they are entitled to be treated fairly, justly, and humanely. Any law or policy that represses them manifests the governments' apathy and the lack of regard towards social justice and human rights.

Donor agencies and funding organizations must also stand their ground by actively building connections with organizations that implement outstanding and innovative initiatives for LGBTIQ+ individuals, and improving their funding standards to make resource allocation more equitable and participatory. Donor agencies and funding organizations must be more flexible and innovative on how they award grants since the main purpose of these grants is to diminish inequality and repression, not to appease nor maintain the status quo.

It is also recommended for organizations to utilize the SPIDER tool as an individual organizational diagnostic. Organizations may reassess themselves on an annual basis to validate if their scores improved over time. Lastly, gaps in this study may be used for further research. It is ideal to investigate further on the topics such as practices of organizations regarding inclusive leadership, the correlation of resource depletion, socio-political landscapes, and activist fatigue, community of care and resistance, and the underlying politics of partnerships among community-based and civil society organizations in Asia and Africa.

References

- Amnesty International. (2024, January 9). Africa: Barrage of discriminatory laws stoking hate against LGBTI persons. <https://www.amnesty.org/en/latest/news/2024/01/africa-barrage-of-discriminatory-laws-stoking-hate-against-lgbti-persons/>
- Ayoub, P. & Stoeckl, K. (2024). The Global Resistance to LGBTIQ Rights. *Journal of Democracy*, Volume 35, Number 1. John Hopkins University Press. <https://doi.org/10.1353/jod.2024.a915349>
- Carroll, A. (2010). *Make It Work: Six steps to effective LGBT human rights advocacy*. ILGA Europe.
- Dodsworth, S., & Keutgen, J. (2021, March 2). *Addressing the global emergency of shrinking civic space and how to reclaim it: A programming guide*. Westminster Foundation for Democracy. <https://www.wfd.org/what-we-do/resources/addressing-global-emergency-shrinking-civic-space-and-how-reclaim-it>
- Fish, J. N., Moody, R. L., Grossman, A. H., Russell, S. T. (2019). LGBTQ Youth-Serving Community-Based Organizations: Who Participates and What Difference Does it Make? *J Youth Adolescence* 48(12). <https://pmc.ncbi.nlm.nih.gov/articles/PMC8091042/>
- Goodwin, J. & Steven, P. (2001). Emotion Work in High-Risk Social Movements: Managing Fear in the U.S. and East German Civil Rights Movements. In Goodwin, J., James, M.J., & Polletta, F. (Eds.), *Passionate Politics: Emotions and Social Movements*. Chicago.
- Gorski, P. C., & Chen, C. (2015). Frayed all over: The causes and consequences of activist burnout among social justice education activists. *Educational Studies: Journal of the American Educational Studies Association*, 51(5), 385–405.
- Human Dignity Trust. (2025). *Map of Jurisdictions that Criminalise LGBT People*. <https://www.humandignitytrust.org/lgbt-the-law/map-of-criminalisation/>
- Human Rights Watch. (2025, May 26). Uganda: Anti-LGBT Law Unleashed Abuse: Authorities Spreads Misinformation; Perpetuate Violence, Discrimination. *Human Rights Watch*. <https://www.hrw.org/news/2025/05/26/uganda-anti-lgbt-law-unleashed-abuse-0>
- Iannone, A., Siegel, L., Facal, G., Fagervold, I., & Wachpanich, N. (2023, August 9). *Legal matters, religious matters: LGBTQ+ rights in Southeast Asia*. 9DASHLINE. <https://www.9dashline.com/article/legal-matters-religious-matters-lgbtq-rights-in-southeast-asia>

ILGA World: Mendos, L.R., Botha, K., Lelis, R.C., de la Peña, E.L., Savelev, I., & Tan, D. (2020). *State-Sponsored Homophobia 2020: Global Legislation Overview Update*. Geneva: ILGA.

ILGA World. (2024). *ILGA World Database: Legal Frameworks*.
<https://database.ilga.org/criminalisation-consensual-same-sex-sexual-acts>

Johnson, P. D. (2018). *Global Philanthropy Report: Perspectives on the global foundation sector*. John F. Kennedy School of Government, Harvard University.
https://www.hks.harvard.edu/sites/default/files/2023-09/global_philanthropy_report_final_april_2018.pdf

Kenny, E. (2023, September 28). Explainer: Advances in LGBTQIA+ rights across Asia and the Pacific. *International Institute for Democracy and Electoral Assistance*.
<https://www.idea.int/blog/explainer-advances-lgbtqia-rights-across-asia-and-pacific>

Knickmeyer, E., Lee, M., & Sherman, M. (2025, February 27). *Trump administration says it's cutting 90% of USAID foreign aid contracts*. AP News.
<https://apnews.com/article/trump-usaid-foreign-aid-cuts-6292f48f8d4025bed0bf5c3e9d623c16>

Kojoué, L. (2024, November 6). New Mali Law Disastrous for LGBT People: Suspend Discriminatory and Stigmatizing Criminal Offense. *Human Rights Watch*.
<https://www.hrw.org/news/2024/11/06/new-mali-law-disastrous-lgbt-people>

Kovan, J. T., & Dirkx, J. M. (2003). 'Being Called Awake': The Role of Transformative Learning in the Lives of Environmental Activists. *Adult Education Quarterly*. 53(2): 99-118.

Maslach, C. & Gomes, M. E. (2006). Overcoming Burnout. In R. M. MacNair (Ed.), *Working for Peace: A Handbook of Practical Psychology and Other Tools (2nd ed.)*. San Luis, Obispo, CA. Impact Publishers.

Mendos, L. R., Botha, K., Carrano Lelis, R., López de la Peña, E., Savelev, I., & Tan, D. (2020). *State-sponsored homophobia: Global legislation overview update*. ILGA World.

Molander, J. (2024, July 28). LGBTQI+ and the global sustainability gap - what can companies do? *Medium*.
https://medium.com/@johan_molander/lgbtqi-and-the-global-sustainability-gap-bd96fe848ee1

Outright International. (2023). *The Global State of LGBTIQ Organizing: The Right to Register and Freedom to Operate*. New York.
https://outrightinternational.org/sites/default/files/2023-09/The_Global_State_of_LGBTIQ_Organizing_2023.pdf

Pines, A.M. (1994). Burnout in Political Activism: An Existential Perspective. *Journal of Health and Human Resources Administration*. Vol. 16, No. 4. Sage Publications, Inc.

Stonewall International. (2023). *The Sustainable Development Goals and LGBT Inclusion*. <https://www.stonewall.org.uk/resources/lgbt-inclusion-and-sustainable-development-goals>.

United Nations. (2019a). *Born Free and Equal: Sexual Orientation, Gender Identity and Sex Characteristics in International Human Rights Law, Second Edition*. New York and Geneva.

United Nations. (2019b). *Protection against violence and discrimination based on sexual orientation and gender identity: Note by the Secretary-General*. <https://docs.un.org/en/A/74/181>

United Nations Human Rights Council. (2022, September 28). *The Negative Impact of the Legacies of Colonialism on the Enjoyment of Human Rights of People with Diverse SOGIESC* [Panel discussion]. 51st Session Human Rights Council. https://www.ohchr.org/sites/default/files/documents/hrbodies/hrcouncil/sessions-regular/session54/A_HRC_54_4_accessible.pdf

United Nations Independent Expert on Protection Against Violence and Discrimination Based on Sexual Orientation and Gender Identity – IESOGI. (2021). *Reports on Gender: The Law of Inclusion & Practices of Exclusion*. 47th UN Human Rights Council.

United Nations. (2019a). *Born Free and Equal: Sexual Orientation, Gender Identity and Sex Characteristics in International Human Rights Law, Second Edition*. New York and Geneva.

Annexes

ANNEX A: SPIDER QUESTIONNAIRE

Organizational Development for Advancing Equal Rights of LGBTIQ+ People

SPIDER Questionnaire

Survey Objective <i>Objectif de l'enquête</i>		
Power of Pride (PoP) is an international development program led by COC Nederland, Pan Africa ILGA, and ILGA Asia. Part of its aim is to help community-based organizations enhance their sustainability, leadership, and resilience. This survey seeks to investigate how CBOs assess themselves in terms of developing and sustaining inclusive leadership within their organization, working sustainably with staff and partners, and preparing themselves for any potential socio-political risks and crises. The insights from this survey will be used to determine recommendations and practices that will equip CBOs to address the mentioned issues. <i>Power of Pride (PoP) est un programme de développement international mené par COC Nederland, Pan Africa ILGA et ILGA Asia. L'un de ses objectifs est d'aider les organisations communautaires à renforcer leur durabilité, leur leadership et leur résilience. Cette enquête vise à examiner comment les organisations communautaires s'auto-évaluent en matière de développement et de maintien d'un leadership inclusif au sein de leur organisation, de collaboration durable avec le personnel et les partenaires, ainsi que de préparation aux risques et crises sociopolitiques potentiels. Les informations recueillies seront utilisées pour formuler des recommandations et des pratiques permettant aux organisations communautaires de relever ces défis.</i>		
Preferred Name <i>Nom préféré</i>	Organization <i>Organisation</i>	Target group/s of the org <i>Groupes cible de l'organisation</i>
Pronouns <i>Pronoms</i>	Gender Identity <i>Identité de genre</i>	Organizational Involvement <i>Participation de l'organisation</i>
She/Her They/Them He/Him Other: _____	Female Male Non-Binary Transgender Other:	Leadership Management Implementing Staff Support Staff
Country of Operation <i>Pays d'opération</i>	Number of years in the org <i>Nombre d'années dans</i>	Position <i>Position</i>

l'organisation						
INSTRUCTION: This is a self-assessment questionnaire. Kindly encircle the number that corresponds to how you would rate the organization based on the questions provided. <i>INSTRUCTION : Il s'agit d'un questionnaire d'auto-évaluation. Veuillez entourer le chiffre correspondant à l'évaluation que vous feriez de l'organisation sur la base des questions posées.</i>						
Developing and Sustaining Inclusive Leadership / Développer et maintenir un leadership inclusif This section seeks to understand if organizations have the necessary tools and mechanisms to ensure that its ways of work are inclusive and participatory enough especially for underrepresented groups. <i>Cette section vise à comprendre si les organisations disposent des outils et des mécanismes nécessaires pour garantir que leurs modes de fonctionnement sont suffisamment inclusifs et participatifs, en particulier pour les groupes sous-représentés.</i>						
The organization actively promotes an inclusive institutional culture where all people at all levels of the organization feel welcome, safe, heard, seen and valued <i>L'organisation promeut activement une culture institutionnelle inclusive où toutes les personnes, à tous les niveaux de l'organisation, se sentent accueillies, en sécurité, entendues, vues et valorisées.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization ensures that underrepresented groups such as LBQ women, trans people, trans sex workers, non-binary individuals, intersex people, young individuals, neurodivergent people, and people with disabilities are given ample opportunities for leadership development, career growth, and skills enhancement. <i>L'organisation veille à ce que les groupes sous-représentés tels que les femmes LBQ, les personnes trans, les travailleurs du sexe trans, les personnes non binaires, les personnes intersexuées, les jeunes, les personnes neurodivergentes et les personnes handicapées se</i>						

voient offrir de nombreuses possibilités de développement du leadership, d'évolution de carrière et d'amélioration des compétences.						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization has systems and processes in place for decision-making, and ensures that organizational decisions are developed in a participatory and non-discriminatory manner, including mechanisms for feedback being to staff and pertinent stakeholders such as partner organizations and partner communities. <i>L'organisation dispose de systèmes et de processus en place pour la prise de décision et veille à ce que les décisions organisationnelles soient élaborées de manière participative et non discriminatoire, avec des mécanismes de retour d'information pour le personnel et les parties prenantes pertinentes, telles que les organisations partenaires et les communautés partenaires.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization has a well-functioning and inclusive governing body, and a robust checks and balances system <i>L'organisation dispose d'un organe de direction efficace et ouvert à tous, ainsi que d'un solide système de contrôle et d'équilibre.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization implements activities that promote and build leadership and capacity of staff on anti-discrimination, equity, and staff & stakeholder protection						

L'organisation met en œuvre des activités qui favorisent et développent le leadership et les compétences du personnel en matière de lutte contre la discrimination, d'équité et de protection du personnel et des parties prenantes.

Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7

How?
Comment ?

The organization has appropriate mechanisms in addressing grievances and discriminatory practices in the workplace

L'organisation dispose de mécanismes appropriés pour traiter les griefs et les pratiques discriminatoires sur le lieu de travail.

Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7

How?
Comment ?

The organization quickly responds to the needs of its people to address discriminatory practices in the workplace

L'organisation répond rapidement aux besoins de son personnel en matière de lutte contre les pratiques discriminatoires sur le lieu de travail.

Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7

How?
Comment ?

WORKING SUSTAINABLY *Travailler durablement*

This section seeks to understand if organizations have the necessary tools and mechanisms to maintain its operations and address key issues regarding staff welfare, career growth, and resource sustainability.

Cette section vise à comprendre si les organisations disposent des outils et des mécanismes

nécessaires pour maintenir leurs opérations et traiter les questions essentielles liées au bien-être du personnel, à l'évolution de carrière et à la pérennité des ressources.

The organization has a fundraising strategy and feasible plan to fulfill its objectives, provide enough resources to maintain its people, and ensure everyone's equal access to opportunities

L'organisation dispose d'une stratégie de collecte de fonds et d'un plan réalisable pour atteindre ses objectifs, fournir des ressources suffisantes pour soutenir son personnel et garantir à chacun un accès équitable aux opportunités.

Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7

How?
Comment ?

The organization has a structure or plan in equipping new leaders and ensuring a smooth leadership transition process.

L'organisation dispose d'une structure ou d'un plan pour équiper les nouveaux dirigeants et assurer un processus de transition sans heurts.

Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7

How?
Comment ?

The organization invests in learning opportunities and active mentorship to develop skills and promote internal growth especially for underrepresented groups.

L'organisation investit dans des opportunités d'apprentissage et un mentorat actif pour développer les compétences et promouvoir la croissance interne, en particulier pour les groupes sous-représentés.

Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7

How?
Comment ?

The organization has mechanisms to swiftly address issues on workload intensity, stress, and burnout <i>L'organisation dispose de mécanismes permettant de traiter rapidement les problèmes liés à l'intensité de la charge de travail, au stress et à l'épuisement professionnel.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? <i>Comment ?</i>						
The organization supports its people to pursue and maintain a healthy work-life balance <i>L'organisation aide son personnel à rechercher et à maintenir un bon équilibre entre vie professionnelle et vie privée.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? <i>Comment ?</i>						
The organization has mechanisms to provide its staff enough support to address anxiety, depression, fatigue, and trauma <i>L'organisation dispose de mécanismes permettant d'apporter à son personnel un soutien suffisant pour faire face à l'anxiété, à la dépression, à la fatigue et aux traumatismes.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? <i>Comment ?</i>						
The organization has mechanisms to provide enough support to address accessibility needs of people with disability. <i>L'organisation dispose de mécanismes permettant de fournir un soutien suffisant pour répondre aux besoins d'accessibilité des personnes en situation de handicap.</i>						

Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The people in the organization have equal access to organizational information, resources, and feedback mechanisms to strengthen their performance <i>Les membres de l'organisation ont un accès égal aux informations, aux ressources et aux mécanismes de retour d'information de l'organisation afin d'améliorer leurs performances.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization has enough resources to maintain its operations and its engagements with staff, partner organizations, and partner communities <i>L'organisation dispose de ressources suffisantes pour maintenir ses opérations et ses engagements envers le personnel, les organisations partenaires et les communautés partenaires.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization has the capacity to establish and maintain relationships with donors and fundraisers that can potentially sustain the organization's operations <i>L'organisation a la capacité d'établir et d'entretenir des relations avec les donateurs et les collecteurs de fonds qui peuvent potentiellement soutenir les opérations de l'organisation.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How?						

Comment ?						
SOCIOPOLITICAL PREPAREDNESS <i>Préparation sociopolitique</i> This section seeks to understand if organizations have the necessary tools and mechanisms to prepare for any potential socio-political risks that may affect the operational continuity of the organization, and the safety and security of the staff, partners, and its partner communities. Cette section vise à comprendre si les organisations disposent des outils et des mécanismes nécessaires pour se préparer à d'éventuels risques sociopolitiques susceptibles d'affecter la continuité opérationnelle de l'organisation, ainsi que la sécurité et la sûreté du personnel, des partenaires et des communautés partenaires.						
The organization carefully considers sociopolitical dynamics such as but not limited to power structures, potential points of conflict, needs of vulnerable populations in their ways of work <i>L'organisation prend soigneusement en compte les dynamiques sociopolitiques telles que les structures de pouvoir, les points de conflit potentiels et les besoins des populations vulnérables dans ses méthodes de travail.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization regularly reviews and refines its policies and programs in light of changing dynamics and potential safety and security risks <i>L'organisation revoit et affine régulièrement ses politiques et ses programmes à la lumière de l'évolution de la dynamique et des risques potentiels en matière de sûreté et de sécurité.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How many were reviewed and what policy changes are these? <i>Combien ont été examinés et quels sont ces changements de politique ?</i>						

The organization has a secured data collection and management system to monitor and evaluate its activities and results, track key performance indicators and learn and improve from this information <i>L'organisation dispose d'un système sécurisé de collecte et de gestion des données pour contrôler et évaluer ses activités et ses résultats, suivre les indicateurs clés de performance, apprendre et s'améliorer à partir de ces informations.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization has mechanisms and methods to safeguard itself from potential internal or external threats <i>L'organisation dispose de mécanismes et de méthodes pour se protéger des menaces potentielles internes ou externes.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization has an established system to assess and mitigate potential risks, and has enough resources to defend itself from potential safety and security risks <i>L'organisation dispose d'un système établi pour évaluer et atténuer les risques potentiels, et possède suffisamment de ressources pour se protéger contre les risques de sécurité et de sûreté.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization has capacities to maintain itself as a safe space for people to share their thoughts, provide insights and honest feedback						

<i>L'organisation a la capacité de se maintenir comme un espace sûr où les personnes peuvent partager leurs pensées, fournir des idées et des retours honnêtes.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization develops and maintains relations with community stakeholders and other civil society organizations to collectively prepare for potential threats <i>L'organisation développe et entretient des relations avec les parties prenantes de la communauté et d'autres organisations de la société civile afin de se préparer collectivement aux menaces potentielles.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						
The organization has the capacity to critically engage and maintain relations with state actors to prepare for potential threats <i>L'organisation a la capacité de s'engager de manière critique et d'entretenir des relations avec les acteurs étatiques afin de se préparer à des menaces potentielles.</i>						
Non-Existent <i>Inexistante</i>	Very Weak <i>Très faible</i>	Weak <i>Faible</i>	Reasonable <i>Raisonnable</i>	Good <i>Bon</i>	Very Good <i>Très bon</i>	Excellent <i>Excellent</i>
1	2	3	4	5	6	7
How? Comment ?						

----- End of Assessment -----

ANNEX B: KEY INFORMANT INTERVIEW QUESTIONS

Key Informant Interview Questions

Organizational Background	1. Can you briefly describe your organization's focus and key activities? 2. Can you briefly describe the current landscape of the country where your organization operates?
Developing and sustaining inclusive leadership	3. What motivates you to stay in your organization? 4. How does your organization ensure that leadership is inclusive and representative of diverse identities? 5. Are there leadership development programs available or initiatives available within your organization? a. If yes, how would you rate its success? b. If not, are there informal methods used to mentor or hone leadership? 6. Are there available social accountability mechanisms (e.g., feedback, reporting desks) available for all staff to access? a. If yes, how would you rate its success? b. If not, why do you think there is no implemented mechanism? 7. In terms of transitioning leadership roles, what are your experiences? What difficulties have you encountered during the process? 8. What practices should be done to strengthen leadership sustainability within your organization?
Working sustainablyW	9. How do you maintain the organization afloat? What difficulties do you encounter whenever your organization tries to seek for resources? 10. How would you describe working in the organization? a. Were there experiences when people in the organization had difficulty in coping with the workload and managing relations with other peers? Expound. 11. What challenges do you confront in terms of providing accessibility needs and other resources to the people in your organization? 12. What practices should be done to ensure that people in the organization are maintained?
Sociopolitical preparedness	13. How does your organization confront sociopolitical issues that may affect organizational implementation? 14. What role do other CSOs and communities play in terms of sociopolitical preparedness? 15. Does your organization maintain relations with state actors? How is it done and how is the relationship so far? 16. What practices should be done to enhance the organization's preparation for sociopolitical risks?

Questions d'entretien avec des informateurs clés

Contexte organisationnel	1. Pouvez-vous décrire brièvement les domaines d'intervention et les principales activités de votre organisation ? 2. Pouvez-vous décrire brièvement le contexte actuel du pays dans lequel votre organisation opère ?
--------------------------	---

Développer et maintenir un leadership inclusif	• Qu'est-ce qui vous motive à rester dans votre organisation ? • Comment votre organisation veille-t-elle à ce que le leadership soit inclusif et représentatif des identités diverses ? • Existe-t-il des programmes ou initiatives de développement du leadership au sein de votre organisation ? Si oui, comment évalueriez-vous leur réussite ? Si non, existe-t-il des méthodes informelles pour encadrer ou développer le leadership ? • Des mécanismes de redevabilité sociale (par exemple : retour d'information, guichets de signalement) sont-ils accessibles à tout le personnel ? Si oui, comment évalueriez-vous leur efficacité ? Si non, pourquoi pensez-vous qu'aucun mécanisme n'a été mis en place ? • En ce qui concerne la transition des rôles de leadership, quelles sont vos expériences ? Quelles difficultés avez-vous rencontrées au cours du processus ? • Quelles pratiques devraient être mises en place pour renforcer la pérennité du leadership au sein de votre organisation ?
Travailler de manière durable	• Comment maintenez-vous l'organisation à flot ? Quelles difficultés rencontrez-vous lorsque votre organisation cherche à mobiliser des ressources ? • Comment décririez-vous le fait de travailler dans l'organisation ? • Y a-t-il eu des situations où des membres de l'organisation ont eu du mal à faire face à la charge de travail ou à gérer leurs relations avec leurs collègues ? Veuillez développer. • Quels défis rencontrez-vous pour répondre aux besoins en matière d'accessibilité et fournir d'autres ressources aux personnes de votre organisation ? • Quelles pratiques devraient être mises en place pour assurer la stabilité et le maintien des personnes au sein de l'organisation ?
Préparation sociopolitique	• Comment votre organisation fait-elle face aux enjeux sociopolitiques pouvant affecter la mise en œuvre de ses activités ? • Quel rôle jouent les autres OSC et les communautés en matière de préparation sociopolitique ? • Votre organisation entretient-elle des relations avec les acteurs étatiques ? Comment cela se passe-t-il et comment qualifieriez-vous cette relation jusqu'à présent ? • Quelles pratiques devraient être mises en place pour améliorer la préparation de l'organisation aux risques sociopolitiques ?