

INTERNATIONAL LGBT ADVOCACY ORGANIZATIONS AND PROGRAMS

An Overview



movement advancement project ▶

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Movement Advancement Project

Launched in 2006, the LGBT Movement Advancement Project (MAP) is an independent, intellectual resource for LGBT organization executives and donors, funded by a small number of committed, long-term donors to the movement. MAP's mission is to speed achievement of full social and political equality for LGBT people by providing donors and organizations with strategic information, insights, and analyses that help them increase and align resources for highest impact.

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Disclaimer: *The opinions expressed in this report reflect the best judgment of MAP based on analyzed quantitative and qualitative data collected from participating organizations. These opinions do not necessarily reflect the views of our funders, the individuals and organizations that assisted us with this project, or any of the individuals or organizations mentioned in the report.*

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EXECUTIVE SUMMARY

Efforts to advance lesbian, gay, bisexual, and transgender (LGBT)¹ equality around the globe have expanded rapidly in the past five years. Several major human rights organizations have established LGBT programs or incorporated LGBT concerns into their existing agendas, while other advocates have created stand-alone LGBT-specific organizations. These new organizations and programs join the already-existing groups and programs that have fought for LGBT rights internationally since the late 1970s. This report presents an analysis of survey and/or interview data from 25 of these organizations and programs. The report's aim is to provide global LGBT rights advocates and their funders – current and prospective – with baseline information about leading players in the global LGBT rights movement.

The organizations and programs in the global LGBT rights movement that we analyzed use a wide range of strategies and tactics to advance their goals and objectives. For example, some are engaged in litigation strategies, as they try to repeal sodomy laws in specific countries. Others are building better relationships with former opponent governments, which they are meeting and getting to know at regional conferences or convenings. Many try to pressure the United Nations and its member states to consider LGBT rights as a fundamental component of broader human rights – and to extend human rights laws and protections that are already in place to include sexual orientation and gender identity and expression. Others are trying to educate the general public about LGBT needs and experiences, sometimes grounding this work within a particular country's or region's traditions and culture. In short, these groups are all committed to advancing or protecting LGBT rights, but they approach their work in diverse ways.

Although this field has grown in recent years, it is still very small. Most major organizations and programs have annual budgets well under \$1 million, although they have grown somewhat in the past two years. Like most small or new nonprofit organizations, these groups and programs face considerable operational and programmatic challenges. The fact that they are attempting to influence decisions at the international, regional, national, and local levels of government – and in countries where strong political, cultural, legal, and social forces oppose LGBT rights – makes their limited budgets seem even smaller and their needs even greater. To paraphrase one of the individuals we interviewed, even if the field's resources increased by 5,000 percent, budgets might still be tight.

Despite an almost endless list of needs and pressures facing the global LGBT movement, organizations and programs highlighted a few priorities in the short term:

- **First, LGBT advocacy organizations and programs need resources to meet, collaborate, and plan.** With many new players involved in this work and the complex systems

that advocates are targeting, the movement needs opportunities to convene on a regular and well-planned basis. Quick, spontaneous gatherings at other meetings or conferences are not adequate, as these side meetings often exclude at least some key players and don't allow for adequate planning or follow-up. Several of the people we surveyed or interviewed thought that in-person meetings would not only help organizations to collectively plan their work better, but also would strengthen personal relationships, in turn helping groups view each other as partners, rather than competitors for funding and other resources.

- **Second, organizations and programs need funding to support better data and research on their issues and their current and potential allies.** Individuals mentioned needing better information on vulnerable populations, such as transgender people and communities. Documenting the needs of all LGBT people – and the violence that many face – was also frequently mentioned. The advocates believe that passage of new laws would happen more quickly if they were able to demonstrate specific needs and experiences among LGBT populations. Others mentioned needing a database of all known LGBT organizations and programs at work around the globe, believing that this information would lead to more alliance-building and collaboration, and help avoid duplicating efforts and wasting resources as the field grows.
- **Third, organizations and programs need current funders to catalyze new relationships.** People we interviewed recognized that the current set of funders supporting international LGBT work can't finance the entire field on their own. They would like funders' help finding new financial resources (e.g., direct introductions with potential new funders) or technical assistance services (e.g., helping them find the best, most cost-effective training programs).

International LGBT advocacy organizations and programs are increasing in number and influence. Though financially small (but slowly growing), the global LGBT rights movement has the potential to increase its impact in the coming years. This impact could be even greater – and positive changes could happen faster – if funders would make key investments in supporting collaborative work among organizations and programs; building research, data, and information for the field; and helping organizations and programs connect with other funders and capacity-building resources. This groundwork is seen as a critical step in the fight to secure LGBT rights and equality around the world.

¹While we use the abbreviation "LGBT," which is standard throughout MAP's reports, we do not intend to exclude any particular group or interest from the larger, collective community – we use it simply for the sake of consistency. We acknowledge a trend within the international arena to avoid using "LGBT" as an identity-based term since it does not always translate across diverse regions, cultures, and languages.

INTRODUCTION

This report represents the first known attempt to catalog the major international advocacy organizations and programs that work to secure the rights and welfare of lesbian, gay, bisexual, and transgender (LGBT) people around the globe.² In undertaking this research, the LGBT Movement Advancement Project (MAP) has two key objectives:

- Inform individual, institutional, and corporate donors about LGBT advocacy needs outside the United States, and the relatively few resources currently supporting the organizations and programs working to meet them.
- Provide the organizations and programs in the field a “big-picture” snapshot of their collective efforts, to enable them to better evaluate progress to date, and plan and coordinate future work.

We based the report on a survey of the current capacity, strategies, and needs of 22 organizations and programs working on international LGBT advocacy issues, augmented by broad-ranging, qualitative interviews with 10 groups (seven of which also completed the survey).

Note that we did not interview or survey organizations whose missions are mostly local in scope, nor did we collect data from funders. Their – and other stakeholders’ – perspectives of the current global LGBT field and its needs may differ from those of the groups with which we engaged. In other words, the report presents the views of just one part of the international LGBT rights movement.

The report has two main sections:

- The **Field Overview** briefly describes how and where global LGBT work takes place; describes the basic staff, budget, and board capacity of the organizations and programs studied; looks at their missions and general program goals and strategies; reviews the obstacles and challenges organizations face in executing their LGBT programs; considers the capacity and technical assistance needs of the global LGBT community; and concludes with suggestions for approaching this type of research in the future.
- The **Organization Profiles** section provides a standard 2-3 page depiction of 21 of the groups that responded to the survey.³ Each profile includes a section on basic organizational data; an overview of LGBT programs/work (based on “pick lists” of standardized categories); LGBT program goals and strategies; and LGBT operating/technical assistance needs.⁴ At the end of the Organization Profiles section we also include contact information for the three organizations we interviewed that did not complete the survey.

We note that global LGBT work is remarkably complex and involves thousands of public, private, and nonprofit actors at local, national, regional, and international levels. Many organizations surveyed and interviewed spoke of the need for better research on the global LGBT community. We echo this observation, and hope that this initial, exploratory report might catalyze a much larger and more ambitious research agenda.

² While we use the abbreviation “LGBT,” which is standard throughout MAP’s reports, we do not intend to exclude any particular group or interest from the larger, collective community – we use it simply for the sake of consistency. We acknowledge a trend within the international arena to avoid using “LGBT” as an identity-based term since it does not always translate across diverse regions, cultures, and languages.

³ One organization asked to participate anonymously, so we do not include its profile.

⁴ We asked each organization to edit and then approve its draft profile, since the information was drawn directly from raw survey responses. Eighteen of the 20 organizations made minor edits to their profiles, or simply approved them as-is. We footnote the profiles of the two organizations that did not respond to our request for edits and approval.

METHODOLOGY & SAMPLE

With substantial help from current or former program staff of ARC International, Global Rights, the Council for Global Equality, Open Society Institute, and the Arcus Foundation, MAP developed a list of 28 organizations to survey. This sample included organizations that focus exclusively on LGBT issues (referred to in the report as “LGBT-specific” groups) and general human rights groups that incorporate LGBT concerns into their overall program agenda and/or have stand-alone LGBT programs (referred to as “general human rights” groups). Most of the groups in the sample focus on international and regional venues and institutions; a few, however, are primarily active at the national level.

Twenty groups responded to the online survey between May 11 and June 20, in addition to two other organizations that were not originally in the sample, for a total of 22 respondents. Most respondents fully completed the survey, though a few left some questions unanswered. Given capacity to conduct just 10 qualitative interviews from June 2 through June 20, MAP chose interviewees based on advice from the partners mentioned above.

As shown in Figure 1 below, the report includes survey and/or interview data from 25 organizations, including nearly every major organization or program involved in international/UN-level advocacy. Regional, national, and local groups are far less represented in our sample, so readers should interpret findings with that caveat in mind. Finally, because three of the interviewees requested anonymity in their responses, we do not attribute direct quotations to specific people, organizations, or programs.

Figure 1: Participating organizations

Organization	Type	Survey	Interview
Amnesty International (International Secretariat)	General human rights		√
Anonymous	General human rights	√	
ARC International	LGBT-specific	√	√
Caribbean Vulnerable Communities Coalition/C-FLAG	General human rights/LGBT-specific	√	
Center for Women's Global Leadership	General human rights		√
Equal Rights Trust	General human rights	√	
Front Line	General human rights	√	
Gender Dynamix	LGBT-specific	√	
Global Rights	General human rights	√	√
Heartland Alliance	General human rights	√	
Human Rights Watch	General human rights	√	√
The Inner Circle	LGBT-specific	√	
INTERIGHTS	General human rights	√	
International Commission of Jurists (ICJ)	General human rights	√	√
International Federation for Human Rights (FIDH) ⁵	General human rights	√	
International Gay and Lesbian Human Rights Commission (IGLHRC)	LGBT-specific	√	√
International Lesbian and Gay Association (ILGA)	LGBT-specific	√	√
ILGA-Europe	LGBT-specific	√	
International Service for Human Rights (ISHR)	General human rights	√	√
Press for Change	LGBT-specific	√	
Sexual Rights Initiative	General human rights		√
Sexuality Policy Watch	General human rights	√	
United and Strong	LGBT-specific	√	
United Belize Advocacy Movement	LGBT-specific	√	
World Organization Against Torture (OMCT) ⁶	General human rights	√	

⁵The abbreviation “FIDH” comes from the group’s official name: Fédération Internationale des Droits de l’Homme.

⁶The abbreviation “OMCT” comes from the group’s official name: Organisation Mondiale Contre la Torture.

BACKGROUND ON GLOBAL LGBT RIGHTS WORK

Developments before international and regional governing bodies in the past five years have spurred rapid growth in the number of organizations active in the global LGBT movement,⁷ as new opportunities to advance LGBT rights have emerged. LGBT and other human rights groups have organized to take advantage of these opportunities, which in turn has prompted the movement's social and political opponents to mobilize as well. As the global LGBT movement increases its size and scope and new battlegrounds over equality emerge, the funding community faces a wide array of potential organizations and strategies needing support, many of which target human rights institutions and actors at international, regional, national, and local levels.

Many of these organizations are also adopting very different philosophical approaches. Some emphasize identity-based strategies and even adopt a minority rights perspective in their advocacy, while others place their work within a broader gender or sexual rights context. Still others emphasize a violation-based approach that responds to common categories of human rights violations without attempting to attach identity-based labels to the persecuted.

Some background on the organizations and different institutional venues and structures involved in LGBT work at each of these levels is necessary to understand the context of comments and ideas raised in the surveys and interviews. Readers should note, however, that the background information provided here is far from an exhaustive picture of the history of international LGBT work, or of the systems involved. This narrative should serve as a starting point for people interested in learning more about this work.

International-level work often involves advocating before and educating the United Nations (UN) and its member states about LGBT issues and concerns happening on the ground in specific countries. This work targets the UN's Human Rights Council, including Special Rapporteurs who report to it, as well as various specialized UN institutions (e.g., the UN Commission on the Status of Women, the Offices of the UN High Commissioners for Human Rights and for Refugees), and treaty bodies (e.g., the Human Rights Committee, the Committee Against Torture, the Committee on the Elimination of Discrimination Against Women, or the Committee on the Rights of the Child).

The general goal is to encourage UN officials and representatives from specific countries to include LGBT concerns in their programs and policies (e.g., specific treaties or proclamations) and to consider LGBT rights (and sexual rights more broadly) as a core component of basic human rights. Regional, national, and local activists can use such advances to pressure other institutions, governing bodies, or specific governments to adopt similar language or perspectives in their own work or their own laws. Geneva serves as a focal location for much of this work, since many of the key international human rights bodies – including the UN Human Rights Council and the Office of the UN High Commissioner for Human Rights – are situated there. UN offices in New York are also important in this work.

While advocates have been using the UN to advance LGBT rights for at least two decades, this strategy received a significant boost in April 2003, when Brazil submitted to the UN Commission on Human Rights (which has now been replaced in the UN structure by the new Human Rights Council) a draft resolution that called on all nations to promote and protect the human rights of all people, regardless of their sexual orientation. This resolution sparked strong opposition from states within the Organisation of the Islamic Conference (OIC) and the Holy See. The OIC, a powerful and often very conservative voting block within the United Nations, worked to block the resolution's passage in 2003. The resolution was deferred for consideration until 2004 and then again until 2005, and while it never passed, it energized key supporters and opponents. The governments that participated in the UN Commission – which includes nearly every country either as a member or as an observer – were forced to consider whether the human rights framework that emerged through the UN system could be stretched to protect all persons regardless of their sexual orientation, gender identity, or gender expression.

Although the Commission did not pass the resolution, the process showed LGBT advocates that they could, in fact, use the UN to advance rights and thus helped to galvanize and expand their collective efforts. For example, among the groups in our study, just 11 were founded or began their LGBT work before 2003, and 14 were established after this date. Further, several people we interviewed said that prior to the Brazil Resolution, international-level LGBT work was “spontaneous and ad hoc,” largely driven by occasional opportunities that advocates could not control. In the five years since Brazil introduced its resolution, according to the people we interviewed, organizations working at this level have gradually become more strategic and collaborative.

The resolution and new laws that were passed in a few countries around that time also forced organizations to think more practically. As one interviewee noted, “After Brazil, everyone realized that it's not enough to just try to get the rights on paper. We needed to engage in social issues, too, and change the minds and opinions of the public.” Without this groundwork, activists will continue to have a hard time translating international human rights norms into meaningful local laws. And even if activists succeed in establishing new declarations or laws, these protections will not mean as much to LGBT people if most of society remains opposed to LGBT equality. As another interviewee said, “We have many rights in South Africa, but lesbians are still getting raped and killed. We need broader cultural changes, too.”

A primary example of this new approach to international advocacy is the *Yogyakarta Principles on the Application of International Human Rights Law in Relation to Sexual Orientation and Gender Identi-*

⁷ A few interviewees disputed the notion that a global LGBT “movement” exists. We simply use the term for clarity and convenience.

ity (“the *Principles*”), developed by a group of international human rights experts with support from many of the organizations in this report.⁸ Launched in 2007, the *Principles* outline a set of international human rights principles relating to sexual orientation and gender identity that are framed within a very practical context that demonstrates how current human rights standards can be used to achieve meaningful local protections.

Written in response to well-documented patterns of abuse and human rights violations based on real or perceived sexual orientation and gender identity, the *Principles* “address the broad range of human rights standards and their application to issues of sexual orientation and gender identity. [They cover] extrajudicial executions, violence and torture, access to justice, privacy, non-discrimination, rights to freedom of expression and assembly, employment, health, education, immigration and refugee issues, public participation, and a variety of other rights.” The *Principles* have served as a rallying point for groups working to further LGBT rights around the world, organizing advocates around a particular set of outcomes and social changes needed to secure LGBT rights and equality. Several follow-up meetings and projects related to the *Principles* are currently underway or being planned.

A relatively new tool for ensuring scrutiny of the human rights records of all UN member states is the Universal Periodic Review (UPR). Organizations from around the world have the opportunity to submit information on the human rights situation in their country, for consideration by the UN Human Rights Council when their state comes up for review. The UPR affords a unique opportunity to raise awareness of the many human rights violations experienced on the grounds of sexual orientation and gender identity, and is already proving to be a valuable tool for enhancing international attention to violations based on these grounds. It also provides a significant opportunity to more closely link international advocacy efforts with work at the national and local levels and to strengthen national organizations’ participation in international processes.

Regional LGBT rights work generally involves advocating before smaller governing bodies and mechanisms that usually represent a collection of countries in a specific geographic area. Examples include the African Union, the Association of Southeast Asian Nations, the European Union, and the Organization of American States. Activists can undertake interventions at this level to pressure individual countries to adopt LGBT-friendly policies, and to build support for similar measures at the UN or other international bodies. Indeed, once broad human rights standards incorporating protections on the basis of sexual orientation and gender identity are adopted at the regional level, it becomes difficult for states from that region to oppose similar proposed protections at the United Nations or in other international bodies. Organizations we interviewed told us that, in comparison to international systems, regional venues recently have become more open to discussing LGBT issues in a way that is more grounded in local realities (as opposed to abstract international jargon). Interviewees also noted

that it can be easier to translate regional LGBT-friendly proclamations and policies into practical laws in specific countries.

While work at the regional and international levels most often occurs as part of broader human rights work, **national and local LGBT rights work** is more likely to be specific to sexual orientation or gender identity. In many countries and regions (especially those outside of Europe, where organizations have been playing a strong advocacy role for many years), national and local LGBT-serving organizations have traditionally concentrated on providing direct services (e.g., mental or physical health services, legal advice in response to hate crimes or discrimination) to LGBT people in need, but have recently increased their activity around advocacy and general human rights work. (Organizations that work primarily at the international or regional level might also occasionally engage in work at the national and local level.)

This dual role, i.e., delivering services while simultaneously fighting for legal recognition and full equality, helps advance LGBT rights, but is also a source of potential concern. Some interviewees noted that it can lead to organizational fatigue, or that it can limit advocacy or risk-taking by organizations that tend to worry, first and foremost, about the delivery of much-needed services. Such groups might avoid confronting a government that could respond by shutting down or otherwise interrupting those services. This is often true for local organizations that provide HIV/AIDS-related services but also speak up for the rights of men who have sex with men or women who have sex with women.

Many national and local groups operate underground on nearly non-existent budgets – a necessity to protect the identities and (in some countries) the lives of their staffs and the people they serve. Despite their relatively small size and low visibility, these organizations have on-the-ground knowledge that can be of great help to activists working to establish broad human rights protections for LGBT people at the regional or international levels. (Indeed, international norms that are not grounded in these every-day realities will not likely translate into meaningful human rights protections.) Policy successes before regional and international bodies then filter back down to national and local work, giving organizations there additional ammunition to protect, represent, and serve their constituents.

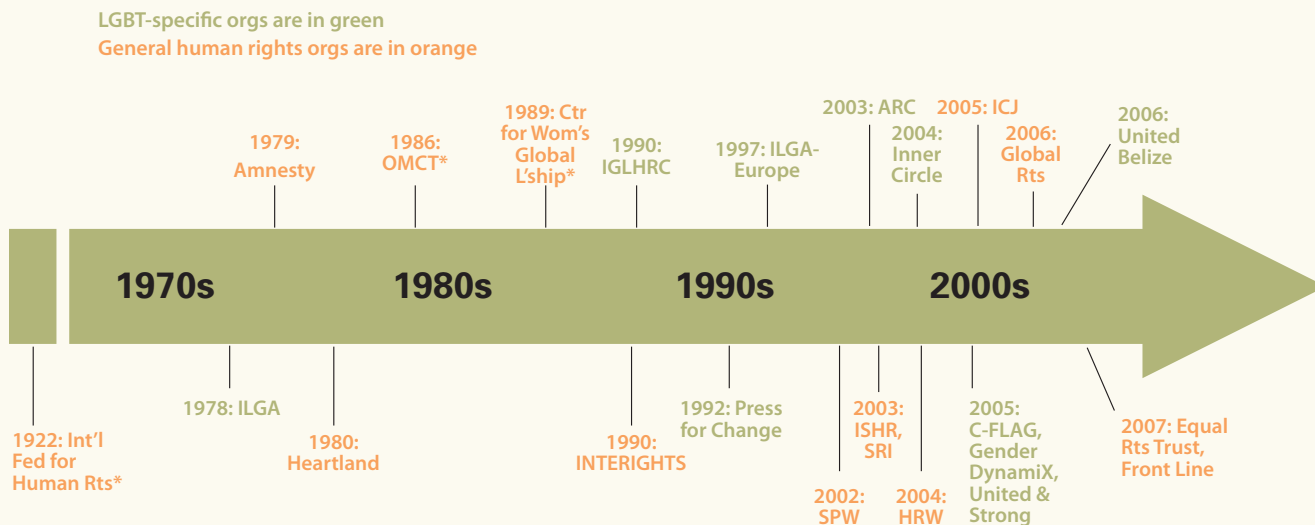
Overall, global LGBT work is complex and evolving. The organizations described in this report will undoubtedly continue to play a central role in both catalyzing and seizing opportunities to advance LGBT rights and thwart opponents of equality. Funders are critical stakeholders in this work and their investments will largely impact the speed and geographic scope of progress. The remaining sections of this report will help both funders and those working in the field to understand the capacity, program priorities, and technical assistance needs of key organizations.

⁸ See www.yogyakartaprinciples.org.

ORGANIZATION CAPACITY

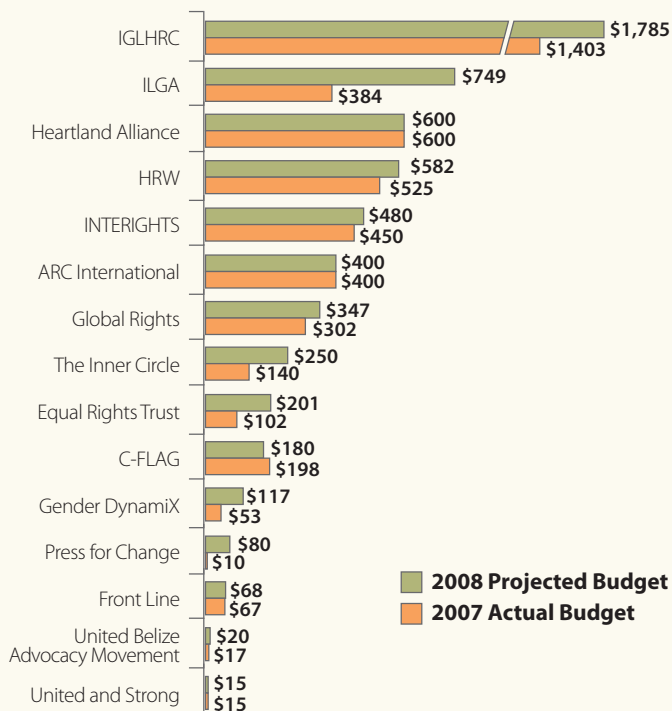
Most international LGBT organizations and programs are relatively new. Nearly 90 percent of specialist organizations and mainstream human rights programs have been established since 1990 (see Figure 2). The oldest LGBT program/organization among the groups surveyed is 30 years old, while the youngest is just one year old. The average program's/organization's age is nine years. Global LGBT programs/organizations likely face many of the same challenges that confront new nonprofits as they slowly mature and stabilize.

Figure 2: Commencement of LGBT work



*These organizations did not provide a start date for LGBT work; date reflects organization founding date. (Note that some groups engaged in limited LGBT work prior to the year listed.)

Figure 3: LGBT organization/program spending
(\$000 US)



Fifteen organizations provided us with their 2007 expenses, 2008 budgets and the approximate percentage of those budgets they spent on LGBT programs. These 15 organizations collectively spent \$4.7 million on LGBT programs in 2007 and anticipate spending \$5.9 million in 2008 – a 26 percent increase. The average LGBT organization/program budget was \$311,000 in 2007 and is projected to reach just under \$400,000 in 2008. Median budgets were even smaller, at \$198,000 in 2007 and \$250,000 in 2008.⁹ Figure 3 shows 2007 actual and 2008 projected budgets for the 15 organizations/programs.

The organizations/programs spend more than one-third (35 percent) of their LGBT budgets at the international level, and spend nearly equal amounts on regional and national work (24 percent and 29 percent, respectively), as Figure 4 shows. Finally, as expected, these groups spend a very small amount on local work (12 percent). Figure 5 shows the “levels” at which each organization is active, based on their reported budget allocations.

Looking at spending allocated to specific countries/continents, participating organizations and programs spend more than half of their LGBT program budgets targeting Africa (33 percent) and Europe (26 percent) (see Figure 6). Generally, respondents spend few resources targeting Australia/New Zealand and the

⁹ Note that a median is the value that is exactly in the middle of a range of data that is ordered from highest to lowest. Compared to averages, medians usually provide a more realistic snapshot of the data, minimizing the impact of exceptionally high or low values.

Figure 4: LGBT organization/program combined budgets by level of intervention
% of budgets spent at each level in a typical year

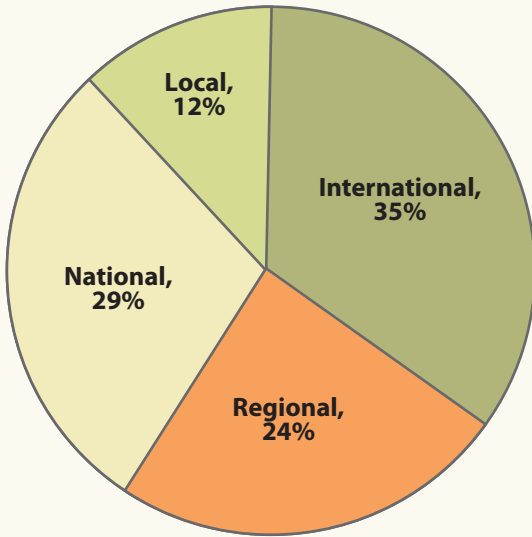


Figure 5: General intervention levels

Organization/Program	International	Regional	National	Local
ARC International	√	√	√	
C-FLAG		√	√	
Equal Rights Trust	√	√	√	
Front Line	√			
Gender Dynamix	√	√	√	√
Global Rights	√	√		
Heartland Alliance	√		√	
Human Rights Watch	√	√	√	√
Int'l Commission of Jurists	√	√	√	
IGLHRC	√	√	√	√
ILGA	√	√		
ILGA-Europe		√		
Inner Circle	√		√	√
INTERIGHTS	√	√	√	
Int'l Service for Human Rights	√			
Press for Change	√		√	
United and Strong			√	√
United Belize Advocacy Movement		√	√	√

Note: √ indicates that an organization/program reported allocating LGBT program dollars to the level selected.

Pacific Islands (3 percent) or North America (3 percent). Figure 7 shows the specific regions where each organization is active.

Figure 6: LGBT organization/program combined budgets by geographic region
% of budgets spent in each region in a typical year

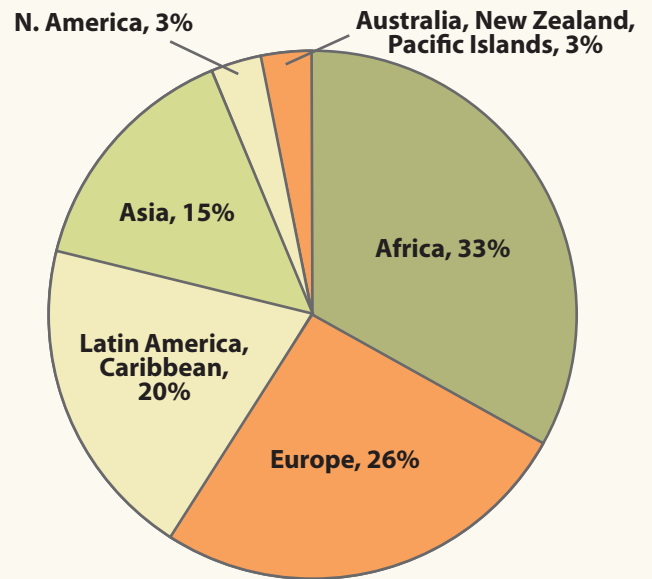


Figure 7: Interventions by region

Organization /Program	Africa	Asia	Europe	Latin Amer/ Caribbean	North America	Australia/New Zel/ Pacific Isl
C-FLAG				√		
Equal Rights Trust	√	√	√	√	√	√
Front Line	√	√	√	√	√	√
Gender Dynamix	√					
Global Rights	√	√	√	√		
Heartland Alliance	√	√		√		
Int'l Commission of Jurists	√	√	√	√	√	√
IGLHRC	√	√	√	√	√	√
ILGA	√	√		√		√
ILGA-Europe			√			
Inner Circle	√		√		√	
INTERIGHTS	√	√	√			√
Press for Change			√			

Note: √ indicates that an organization/program reported allocating LGBT program dollars to the region selected.

About 630 people work at the organizations in our survey, but only 56 people work full-time on LGBT issues (see Figure 8). For the average LGBT organization/program, only three people work full-time on LGBT issues, with about half of the LGBT organizations/programs reporting that no one works full-time on these issues.

Figure 8: Number of paid employees, 2008

	All organizations (total employees)	LGBT-specific organizations and programs (FT employees)
High	250	16
Median	12	1
Average	33	3
Low (non-zero)	2	1
Total	631	56

About half of the respondents rely on consultants to supplement their staff capacity. They use this outside help for a wide range of purposes, including research and report writing, translating materials for different audiences, planning meetings and general logistics, and providing direct legal and counseling services.

LGBT PROGRAM CONTENT, STRATEGY AND TACTICS

A large majority of the organizations and programs serve lesbian, gay, bisexual, transgender, transsexual, and intersex people. Two organizations – Gender Dynamics and Press for Change – serve only transgender and transsexual people. United and Strong serves only lesbian, gay and bisexual people. Heartland Alliance lists all but intersex people among its constituents.

About half of the surveyed organizations'/programs' mission statements were sufficiently detailed for MAP to analyze. Of those 10 mission statements, most describe LGBT work within a broader human rights framework. Seven specifically mention sexual orientation or gender identity/expression, and three explicitly mention transgender issues, people, or programs. Six of the missions state that providing technical assistance and other capacity building services is a core part of their work. One organization's mission focuses on how religiosity impacts the global LGBT movement. Of the mainstream human rights groups, most did not have a mission or vision statement for their LGBT program or work.

Some organizations/programs describe their LGBT program goals in very general terms, while others are extremely specific. For example, one organization mentioned simply "research" as one of its priority goals. At the other extreme, another said that its primary goal is "To more fully understand the placement of LGBT issues in the current sexual politics scenario, analyzing how they interplay with macro political, economic, and social trends, underway glob-

ally and in the diverse regions of the world (considering context-specific features)."

In response to the survey question on strategies for achieving goals, 10 organizations/programs (of the 16 that answered this question) said they planned to engage in research or data collection efforts to educate governments, institutional bodies, or specific segments of the public. Five discussed general advocacy activities they would use, again targeting a range of stakeholders. Finally, four mentioned using media strategies and tactics, while another four described using outreach and organizing efforts to influence general cultural or social norms.

Choosing from a pick-list of standardized tactics and strategies, 18 organizations/programs said they engage in UN/international ad-

Figure 9: Priority strategies and tactics used

Organization/Program	International/UN advocacy	Regional advocacy	National advocacy	Local advocacy	Documenting human rights abuses	Responding to human rights abuses	Legal representation/referrals	Health/service provision/referrals	Media work	General public education
ARC International	√				√	√				√
Anonymous	√		√		√				√	
C-FLAG	√	√	√	√	√	√		√	√	√
Equal Rights Trust	√	√	√		√	√	√		√	√
Front Line	√	√	√		√	√			√	√
Gender DynamiX			√	√	√	√	√	√	√	
Global Rights	√	√	√	√	√	√	√		√	
Heartland Alliance	√	√	√	√	√	√	√	√	√	√
Human Rights Watch	√	√	√	√	√	√			√	√
IGLHRC	√	√	√	√	√	√	√			
ILGA	√	√				√			√	√
ILGA-Europe	√	√	√		√		√		√	√
Inner Circle				√				√	√	√
INTERIGHTS	√	√					√			√
Int'l Commission of Jurists	√	√	√			√	√			√
Int'l Service for Human Rts	√	√								
OMCT	√	√	√	√	√	√	√		√	
Press for Change	√	√	√	√	√	√	√		√	√
Sexuality Policy Watch	√								√	√
United and Strong		√	√	√	√			√		√
United Belize Advocacy Mvt	√	√			√		√			

vocacy, the most frequently cited item (see Figure 9). Sixteen indicated they engage in regional advocacy, while 15 said they document human rights abuses or violations. Local or grassroots advocacy was cited least, along with providing direct human services or referrals (again not surprisingly, given the sample of organizations/programs surveyed). Note that some organizations/programs weren't always consistent in the selections they made to this part of the survey. For example, one might select regional advocacy as a strategy, but then not list any regional advocacy targets (or vice versa).

Figure 10: International/UN priorities

Organization/Program	UN General Assembly	UN Human Rts Council	UN Comm on the Status of Women	UN Economic & Social Council	UN Special Procedures/ Rapporteurs	UN Treaty Bodies	UN High Commissioner for Human Rts	UN High Commissioner for Refugees	UNAIDS	International Labour Org	World Health Organization
ARC International		√	√	√	√		√				
Anonymous		√			√						
C-FLAG		√							√		
Equal Rights Trust					√	√	√	√		√	
Front Line	√	√		√			√				
Global Rights		√			√	√					√
Heartland Alliance					√	√		√	√		
Human Rights Watch	√	√			√	√					
IGLHRC		√		√	√	√				√	
ILGA	√	√	√	√	√	√					
ILGA-Europe		√		√			√			√	
INTERIGHTS					√	√					
Int'l Commission of Jurists		√			√	√	√	√			
Int'l Service for Human Rts	√	√		√	√	√	√				
OMCT		√	√		√	√	√				
Press for Change		√				√				√	
Sexuality Policy Watch		√	√	√	√		√		√		√
United and Strong									√		
United Belize Advocacy Mvt		√				√					

The UN Human Rights Council is the most frequent target of the organizations/programs that engage in international/UN advocacy, with 15 listing the Council as one of its targets for this level

of engagement. Thirteen prioritize UN Special Procedures/Rapporteurs, while 12 engage with various UN treaty bodies. The UN High Commissioner for Refugees and the World Health Organization are the international/UN groups least likely to be targeted through advocacy efforts (see Figure 10).

Figure 11 shows that all 14 organizations/programs that advocate before UN treaty bodies consider the Human Rights Committee one of their most important targets. Seven listed the Committee on the Elimination of Discrimination against Women as a priority and six listed the Committee against Torture.

Figure 11: UN Treaty Body priorities

Organization/Program	Comm Against Torture	Comm on Econ, Social, & Cultural Rts	Comm on the Elimination of Discrim/Women	Human Rights Comm
ARC International			√	√
Equal Rights Trust	√	√		√
Global Rights				√
Heartland Alliance	√			√
Human Rights Watch	√		√	√
IGLHRC			√	√
ILGA		√	√	√
ILGA-Europe		√		√
INTERIGHTS	√			√
Int'l Commission of Jurists	√		√	√
OMCT	√	√		√
Press for Change			√	√
Sexuality Policy Watch			√	√
United Belize Advocacy Mvt				√

Among the organizations/programs that engage in regional advocacy, 11 listed the African Court/Commission on Human and Peoples' Rights as one of their highest priorities (see Figure 12). Another 11 listed the Inter-American Court/Commission on Human Rights, while 10 organizations/programs said they prioritize the Council of Europe/European Union. The groups/programs reported that the Economic Community of West African States, the Association of Southeast Asian Nations, and the Asia Pacific Forum of National Human Rights Institutions were their lowest priorities. Overall, few organizations/programs surveyed spend time working in Asia and the Pacific Islands (although the survey sample was admittedly weak in terms of regional Asia representation).

Figure 12: Regional priorities

Organization/Program	African Union	African Court/Comm on Human & Peoples' Rts	Asia Pacific Forum	Assoc of Southeast Asian Nations	Commonwealth	Council of Europe/EU	Econ Community of W African States	European Court of Human Rts	Inter-American Court/Comm of Human Rts	Mercosur	Org of American States	Org for Security & Cooperation in Europe	Regional field presences of High Comm. For Human Rts
Anonymous	√	√		√		√		√	√		√	√	
ARC International													√
C-FLAG									√		√		
Equal Rights Trust	√					√		√	√		√		
Front Line		√				√							
Global Rights		√			√	√			√		√		
Heartland Alliance		√							√				√
Human Rights Watch		√				√			√	√		√	
IGLHRC		√			√					√	√	√	
ILGA		√			√				√	√	√		
ILGA-Europe						√		√				√	
INTERIGHTS		√			√	√	√	√	√				
Int'l Commission of Jurists		√				√		√	√		√		
Int'l Service for Human Rts		√	√										
OMCT		√				√			√			√	√
Press for Change						√		√					
Sexuality Policy Watch									√	√	√		
United Belize Advocacy Mvt											√		

According to interviewees, new advocacy opportunities are emerging at the regional level. As one person said, this level “is about making connections rather than making demands. It’s a smaller environment than the UN, so people are more open and less guarded, and it’s easier to talk about the specifics of what’s going on human rights-wise in specific countries.” Several people noted that progress in conservative geographic areas – such as Africa or some parts of Asia – is often easier at the regional level than within the UN. Another person said, “Translating regional principles into ‘soft’ laws in countries is really the most important thing.” Some, however, noted the absence of a dedicated human rights system for the Asia region as a significant challenge to activism there.

Figure 13 shows that 12 of the 14 organizations/programs that monitor or report human rights violations cite police violence or harassment as the type of violation they are most likely to monitor or report. Health services discrimination was also deemed important, with nine organizations/programs considering it a priority. Only three mentioned education discrimination as a priority violation for monitoring or reporting.

Figure 14 lists the various tools and services that the organizations/programs provide to other groups. Organizations/programs are most likely to offer general capacity building or training services (17 respondents). Email updates on news and program developments and original research/data collection are each available from 16 and 15 organizations/programs, respectively. Only a handful provided grants to other organizations or directories of LGBT and ally funders.

One organization that provides training services noted the overall high demand for these programs. A program in Latin America, for example, provides local activists with an overview of human rights issues and laws, with a focus on how transgender rights fit into the LGB and women’s rights movements. Nearly 100 people applied for the 20 available training slots.

In terms of partnerships, respondents work with many different types of organizations, including LGBT-specific groups; allied groups grounded in a general human rights framework; and those engaged in other social justice movements. The surveyed organizations/programs mentioned 30 different LGBT groups and 32 dif-

Figure 13: Monitoring human rights violations

Organization/Program	Domestic abuse	Education discrimination	Employment discrimination	Health services discrimination	Police violence/harassment
ARC International	√			√	√
C-FLAG	√			√	√
Equal Rights Trust			√	√	√
Front Line		√	√	√	√
Gender Dynamix			√	√	
Global Rights					√
Heartland Alliance					√
Human Rights Watch	√			√	√
IGLHRC	√		√		√
Int'l Commission of Jurists					√
OMCT	√				√
Press for Change		√	√	√	√
United and Strong	√	√	√	√	√
United Belize Advocacy Mvt				√	

ferent non-LGBT/ally groups as important partners in advancing LGBT goals. Figure 15 shows the groups cited as partners by more than one organization/program in the survey (number of cites are in parentheses).

The frequent mentions of the groups listed in Figure 15 suggest a stable network of regular partners is developing. Given the small budgets of most of these organizations/programs – combined with their ambitious agendas – sustaining and growing this network appears key to the success of the international LGBT movement. As will be discussed, organizations/programs would highly value any assistance from funders in facilitating and strengthening the relationships needed for collaborative work.

Figure 14: Tools, services, and resources provided

Organization/Program	Capacity building/training	Directory of LGBT & ally funders	Directory of LGBT and ally orgs	Email action alerts	Email updates on programs, news	Grants to other orgs	Listserve for activists	Other technical assistance	Original research/data collection
ARC International	√				√		√		√
C-FLAG	√					√	√	√	√
Equal Rights Trust					√				√
Front Line	√	√	√		√				
Gender Dynamix	√		√	√	√		√	√	√
Global Rights	√					√		√	√
Heartland Alliance	√			√	√	√	√	√	√
Human Rights Watch	√		√	√	√			√	√
IGLHRC	√	√		√	√	√		√	√
ILGA	√		√	√	√		√		√
ILGA-Europe	√	√	√	√	√	√		√	√
Inner Circle	√		√		√		√		√
INTERIGHTS	√				√			√	
Int'l Commission of Jurists	√							√	√
Int'l Service for Human Rts	√				√				
OMCT				√		√		√	
Press for Change	√		√	√	√				√
Sexuality Policy Watch			√	√	√				√
United and Strong	√		√	√	√				
United Belize Advocacy Mvt	√			√	√		√		√

Figure 15: Primary partner organizations

LGBT Partners	Non-LGBT/Ally Partners ¹⁰
<ul style="list-style-type: none"> • IGLHRC (12) • ILGA (7) • ARC International (5) • ILGA-Europe (5) • C-FLAG (3) • Society Against Sexual Orientation Discrimination (3) • Independent Project (2) • Mulabi (2) 	<ul style="list-style-type: none"> • Human Rights Watch (9) • International Federation for Human Rights (6) • Amnesty International (4) • International Commission of Jurists (4) • Global Rights (3) • Caribbean Coalition of National AIDS Programme Coordinators (2) • Urgent Action Fund (2)

¹⁰ Most survey respondents were not clear if they were citing the LGBT-specific programs of the general human rights groups mentioned in this list (e.g., Human Rights Watch), some other program of these groups, or both.

OBSTACLES & OPPONENTS

As outlined in Figure 16 below, respondents identified four major categories of obstacles to effective international LGBT work. These are:

- Political resistance, primarily from specific national governments, but also from the UN.
- Cultural challenges pertaining to local customs and laws, and also from religious institutions.
- Issues pertaining to the nonprofit organizations doing this work, including sometimes competitive relations between the general human rights organizations and the LGBT-specific organizations, and administrative obstacles within the larger general organizations themselves.
- The challenges of international work in general, including cross-cultural challenges and the vast demand for services in developing regions that makes it difficult to work more strategically.

Figure 16: Key obstacles and opponents



Governmental/Political Resistance

The majority of respondents said that specific national governments are their biggest opponents, with frequent mentions of countries in Africa, Asia, and Eastern Europe, as well as those dominated by conservative Muslim and “religious right-wing Christian” cultural norms and beliefs. To a lesser but also significant degree, respondents saw international and regional governmental bodies

as opponents, primarily those in conservative regions in Africa or the Middle East.

Many groups also expressed frustration with the resistance spurred by the “geo-political forces within the UN (fueled by other factors, such as trade and economic ties).” One respondent stated that the UN Human Rights Council still views LGBT issues as highly controversial; if LGBT organizations are not careful and strategic in their approach, conservative countries often launch damaging counter campaigns. This person also said that many of these conservative UN nations are not even willing to acknowledge the “gravest of human rights violations” against LGBT people and, in the countries of these opponents, conditions for LGBT people will likely get worse before they get better.

Cultural Challenges

Respondents saw general social forces and cultural norms as another big obstacle to their work. The social, legal, and economic frameworks in many countries are narrow and conservative and, compounding this issue, local nonprofit organizations often embrace their nation’s social and cultural norms. This tends to include the general human rights organizations working within culturally conservative countries, many of which avoid any hint of sexual rights work in their otherwise effective human rights defender programs. According to one interviewee, “The expression of sexuality is not considered [by many civil society groups] as a key issue for freedom of expression.” Consequently, local advocacy groups do not challenge the media to cover sexuality issues, and the public is not educated about sexual rights or even willing to discuss the issue.

Conservative cultural and societal norms are reinforced by anti-LGBT religious forces – another major opponent in international work. One respondent stated, “Very clearly the main opponents of LGBTI rights are dogmatic religious forces (from all religious traditions and in all quarters of the world), either operating on their own, or through state actors.” Similarly another respondent said, “The root causes of [homophobia, lesbophobia, and transphobia] stem mostly from tradition and traditional interpretations of religion, which promote rigid models of social existence based on a reproductive foundation of humanity and sexuality.” Other respondents pointed to specific religious leaders as major opponents.

Organizational Issues

Respondents identified two major types of organizational obstacles to effective international LGBT work: a lack of coordination between certain types of organizations and internal barriers within larger organizations.

First, many interviewees cited a lack of networking, coordination, and collaboration between the general human rights organizations and the LGBT-specific organizations, which leads to competition for scarce financial resources and general feelings

of distrust and resentment. While this challenge was reported at the international, regional, and local levels, the phenomenon was most often cited as an obstacle to national-level LGBT rights work. In particular, LGBT-specific groups felt their work and contributions are often discounted by the larger groups, many of whom do not view the role of smaller, more specific groups as key to the human rights movement's overall success. One general human rights organization echoed these sentiments, stating, "The human rights sector likes to ignore and exclude human rights issues related to the body." There is also the perception that large, international organizations "gobble up funds for work with GLBTI communities and are not accountable to the communities themselves," which leads to "very scarce resources for indigenous organising."

In addition to these inter-organizational tensions, general human rights groups discussed logistical and administrative challenges to working on LGBT issues within their organizations. For example, one larger organization is trying to "mainstream" its LGBT work, rather than have it as a stand-alone program. This requires the organization to educate a large number of staff about the importance of LGBT issues and how they connect to a broader human rights framework. While this can be difficult even in seemingly progressive nations, local chapters and offices of some general human rights organizations are based in countries that are highly resistant or opposed to LGBT rights. Trying to train staff in these countries requires a large amount of time, patience, and resources. But such efforts represent progress toward a goal, often cited in the interviews, of trying to move the general human rights movement forward on LGBT issues, particularly in countries where sexual rights battles have been the most contentious in recent years.

International Challenges

"Outside" groups attempting to collaborate with local groups or to deliver human rights support programs within individual countries face many practical challenges. The most basic challenge is language differences. Most materials in the LGBT field are presented in English and a few are translated into Spanish and French, which have limited use in many developing nations. According to several interviewees, having reports and presentations in only these three languages exacerbates existing tensions between the North and the South, and also perpetuates the idea that sexual rights and freedoms are Western concepts.

Translation challenges, however, can be less difficult than cultural challenges. Local groups can benefit tremendously from the help, funding, and expertise of international groups (and, in turn, can inform and strengthen the work of a larger international partner). However, outside help may be perceived as "interference" and is not always welcome, according to respondents. One interviewee, for example, said, "We need . . . buy-in and support" at local levels and cannot simply "drop in without invitation. If we did so, we could do more harm than good. We have to be very careful." These concerns are especially strong when Northern organizations

try to engage with groups in the South, given the many cultural, economic, and social divides between the regions. Several respondents mentioned that overcoming these divides – and the resulting obstacles to progress they create – should be a priority over the next five years.

It's uncertain whether the local organizations in the Global South feel the same way as the groups we analyzed, since local organizations were not part of our sample or analysis. However, many of the people we interviewed suggested holding future meetings about LGBT rights in the South, as well as finding resources to help organizations from the Global South participate in future convenings, regardless of location. Others suggested increasing training and outreach efforts to help local groups – especially those in the South – better incorporate advocacy strategies and tactics in their work.

As an example of possible collaboration, one general human rights organization mentioned that national and local service providers often send them reports of human rights violations and crimes against LGBT people in their local countries, in the hopes that the human rights group will intervene. But the information is often difficult to use because it is not collected or presented in a way that is conducive to how human rights organizations approach their work.

Increased communication, consistency of reporting, and monitoring and documentation trainings and workshops could produce extremely helpful information for work at the international level (which, again, could filter back down to help conditions on the ground). One interviewee said, "If the local groups are trained, they get it. We can build these connections with the right programs and enough resources." This person cautioned, however, that doing this work is a time-intensive and difficult endeavor.

Finally, even where international advocacy organizations are successful in establishing national or cross-regional partnerships and programs, they often find that local partner organizations face so many demands for immediate service delivery that they have little, if any, time available for broader advocacy work.

BIGGEST NEEDS AND WHERE FUNDERS CAN HELP

Overall, the people we interviewed said that the international LGBT advocacy field has vast needs and faces huge demands. As one interviewee stated, "We can increase the field's resources by 50 times and it still wouldn't be enough." Another said that one or two new funders "can't even begin to fill the needs and expectations that exist." No one we interviewed said that any current services or programs are being provided in duplicate, or that funders provide too much support to a specific organization, strategy, population, etc. However, the interviewees easily came up with many gaps in both the field and their organizations.

As outlined in Figure 17 below, organizations identified four major categories of needs. Not surprisingly, increased resources (funds and staff) topped the list. However, organizations also talked about the need for tools and other types of assistance; help connecting with other LGBT organizations working in the international arena; and the need to be able to deliver local support in the form of pass-through grants.

Figure 17: Capacity, program, and development needs



Increased Resources

Nearly every organization said that fundraising was a huge challenge and that additional resources were necessary for the global LGBT rights movement to succeed. However, many had little hope that institutional donors would provide the needed additional funds (especially general operating support dollars). Instead, they discussed growing their individual donor bases, especially those they could turn to in times of emergencies, when they need a fast response to requests: “We often need money in days, not weeks, months, or years,” said one interviewee. However, most groups said they currently lack the necessary staff or skills to raise money from individuals, though they would like to expand in that direction.

In addition to increased fundraising capacity, about half of the organizations said they need help hiring more staff to improve or expand their programs.

Tools and Other Assistance

Fundraising Assistance. Most groups saw fundraising assistance as a major need, and suggested that LGBT funders do more to leverage additional resources from foundations not currently supporting LGBT issues. For example, one organization suggested that if a funder were unable to support a specific project, it would

be helpful if they could point organizations to other potential donors, and ideally make a direct introduction. Not knowing which funders to contact, and who, specifically, to speak with within a foundation, are hurdles for some of the groups surveyed and interviewed.

Data and Research. Respondents expressed substantial need for data and research, though specifics varied. Several groups cited needs for more and better research on transgender people and issues (and to a lesser degree, lesbians). In particular, organizations would like information and data on transgender health and medical issues, as well as the general life experiences of transgender persons.

Another organization cited a need for research that documents country-by-country laws and cultural/social norms related to gender identity or expression and the overall treatment of women. Another suggested that “Comparative research on the impact of sodomy legislation in specific countries . . . using different indicators (social, legal/law enforcement, cultural)” would be helpful for creating specific country-by-country advocacy strategies. A few groups suggested documenting hate crimes in specific countries in order to dispel the popular myth that these crimes are rare and not worthy of legal redress.

Finally, some respondents suggested research on how religious texts and practices have historically been used to oppress (and, occasionally, support) LGBT individuals, with an ultimate goal of developing strategies to counter current anti-LGBT religious opposition.

Best Practices. Respondents indicated that the global LGBT field needs information on a range of best practices, including litigation strategies; LGBT organizing; building stronger LGBT groups, outreach, and service programs (especially for under-served populations, such as transgender or intersex people, or women in conservative societies); and documentation of successful non-LGBT human rights work at national and regional levels. A few groups think these resources may already exist, but don’t have the time or resources to find them.

Technical Assistance. Again, respondents believe that much of the technical assistance they need already exists in some form, but many do not know how to access it. Foundations could provide a critical service simply by helping global LGBT organizations (even those they do not fund) find already existing free or low-cost technical assistance. Unfortunately, our research scope did not include evaluating whether these services do in fact exist, or – if they do – whether they could be easily adapted for use by the international LGBT community.

In terms of specific needs, several groups mentioned they were interested in using litigation strategies to advance their goals, but did not have the capacity to identify the right cases or to prosecute them once identified. Others said their communications

capacity was lacking, and they recognized the importance of improved connections with general audiences and allies in the field. Similarly, a few organizations mentioned needing to grow and strengthen their membership ranks as a way to boost their own revenues and increase the reach and impact of their programs.

Peer Connections

Convenings. Respondents felt that funders could greatly advance LGBT work by helping groups in the field network and communicate with one another. Groups want funding to meet with one another on a regular basis so they can better collaborate and build coalitions to tackle especially complex problems and entrenched obstacles. One person said, “The global LGBT field currently lacks a common vision or agreement of what the next step is,” and that there are “wide differences amongst the organizations working on issues, which makes it difficult to really talk of a coherent global LGBT movement.” More frequent meetings would help the groups to get to know and trust each other and get past the “turf wars” (e.g., competition for resources for local organizing, mentioned earlier) perceived as holding the field back.

Database of LGBT Groups. Many groups mentioned the need for a directory of LGBT organizations working around the globe, at all levels of engagement (international, regional, national, and local). This resource would help international groups better and more frequently respond when urgent needs or emergencies arose in specific countries, as well as connect people who suffered human rights violations with organizations offering legal services. This resource would also help build and strengthen the global LGBT movement simply by making it easier to know how to reach the various players. Generally, as one person noted, “Mapping the work of LGBTI organizations and other stakeholders” is important and “linking potential partners is always useful.”

Local Support

Several respondents said that the global LGBT field needs larger and additional pass-through funding systems to get more resources to local groups. Making grants to pass-through or intermediary re-granting institutions based in specific regions can help funders overcome obstacles to local funding. For example, no sustainable local groups currently exist in many of the countries and regions most in need. These countries may only have nascent or start-up projects that funders are unfamiliar with or to which they may feel uncomfortable channeling direct support. Many local organizations are unable to get the official legal status or recognition (because of restrictions, safety issues, or their minimal organizational capacity) that is often a prerequisite for funder support. Finally, some funders lack the capacity to make small grants. Having an institution on the ground that can make informed funding decisions and provide needed support could help funders overcome their own capacity limitations.

That said, respondents stressed that funders should consider building this new funding infrastructure as an outcome in and of itself, rather than expecting laws and policies to start changing soon after the first investments are made. “This initial money for setting up these mechanisms is just to get things started. We need time to work within these structures and really streamline our funding and develop the work at the regional, national, and local levels.”

THE IMPORTANCE OF A STRATEGIC AND INFORMED FUNDER APPROACH

Several people we spoke with urged foundations to proceed strategically as they begin or increase their global LGBT work. For example, they need to do the research “groundwork” in order to responsibly fund large-scale advocacy initiatives. “Major donors need to invest proper time and funds from the onset – it’s a very nuanced field, and this [research] will allow their future funding to have the most impact.” Further, maintaining strong communications with existing stakeholders in each region is important: “You really need to understand the politics of each country, and go into it realizing that things aren’t always what they seem. You can’t tell from the outside who your allies and opponents are.” Building local legitimacy and contacts is key.

Funders also need to make sure they know the resources that already exist in the field, and be able to assess the resources’ strengths and weaknesses: “Just because something isn’t visible at first glance doesn’t mean it doesn’t exist. You have to look hard and dig.”

Nonetheless, many respondents emphasized the urgent need for increased resources in this field, and the valuable opportunities afforded by informed, strategic funding programs.

CONCLUSION

In the five years following the Brazil Resolution, the global LGBT field has grown in size and become more strategic. This sector is slowly beginning to professionalize, creating new opportunities and challenges for the people and organizations working within it. The global LGBT movement's successes in the next several years will largely depend on its members' abilities to grow their own organizations, collaborate with partners, and develop strategies to overcome the formidable obstacles and opponents in their paths.

Funders can play a key role in fostering successes and achievements, but doing so requires better information and data on the organizations within the global LGBT rights community. This report is one small step in that direction, and we hope that funders will continue to support similar research going forward. To that end, MAP offers the following suggestions to improve future research efforts:

- **Time (and Timing)** – Given the complexities of working with organizations around the globe, future research projects should allow ample time to design and collect survey responses, schedule and conduct interviews, and gather other data. For example, time-zone differences and the heavy travel schedules of people at the organizations in our sample greatly complicated our efforts to secure interviews and responses to the survey.

Perhaps future research can be conducted around an annual conference or meeting that most of the organizations will be attending. Interviews could be scheduled on-site, and time to complete the surveys could be built into the conference or meeting schedule.

- **Involving the Global South** – Given the tensions that exist between Northern and Southern organizations, future research teams should ideally include representation from the Global South. This addition would help researchers craft questions that are relevant to organizations working in the Global South, as well as interpret responses from a Southern perspective.

Similarly, more needs to be done to ensure that survey instruments and interviews are available in languages other than English. At least one group could not participate in this project because of language constraints. If the sample of organizations studied expands in future projects, researchers will need to be very much aware of this challenge, and allow adequate time for translation of both questions and responses.

- **Coordinating with Other Projects** – A few of the interviewees mentioned they were suffering from “survey fatigue,” and cited several research projects that they have been asked to participate in over the past few months. At least one of these projects was similar to ours, and a few organizations did not respond to our survey because they thought they had already

participated. Given the busy schedules (especially travel demands) of people involved with global LGBT work, it is especially critical that funders and research organizations understand the full range of current and recent projects in the field, and do their best to coordinate efforts and share responses when practical.

Working to secure, advance, and protect LGBT rights around the world is complex and challenging work, and many new opportunities are beginning to open for the field. Those reasons alone demand better information on the capacity, programs, obstacles, and needs of the organizations doing the work. But the most compelling reason to increase knowledge of this work is to provide more and better services and representation for the millions of LGBT people whose basic human rights are violated on a regular, ongoing basis. Better data and information will not only help organizations work together more effectively, but will hopefully encourage additional funders to support the field as their familiarity with the work – and their confidence in it – grows. Properly designed, this research can help speed political and social equality and protections for all people, regardless of their sexual orientation or gender identity.

PART 2: ORGANIZATION/PROGRAM PROFILES

Eighteen of the 20 organizations/programs featured in this section edited and/or approved their profiles. Two did not respond to our request for edits and approval, even after multiple attempts to reach them. We have footnoted these profiles. The information we present for these two organizations/programs is drawn directly from their raw survey responses, with minimal editing from the research team.

Finally, the research team did only minimal editing to profiles once they were approved (we also did not standardize the “LGBT” abbreviation in this section, and present the term each organization/program used in its survey response). Readers might find some grammatical usages and word spellings that are not standard in American English.

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Contact information for Amnesty International, Center for Women’s Global Leadership, and Sexual Rights Initiative/CREA	59

ARC International



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Headquarters address	132 Prince Albert Rd Dartmouth, NS B2Y 1M6 Canada (902) 442-3630
Website	www.arc-international.net
Additional locations	Geneva, Switzerland
Registered NGO in:	Canada
Organization founded	2003
Mission	1) Develop and assist in the implementation of an international strategic vision regarding LGBT human rights 2) Foster international linkages and communications between stakeholder organizations 3) Advance equality and justice for LGBT persons and their families at the international level
2007 spending	\$ 400,000 (US)
2008 spending (projected)	\$ 400,000 (US)
Paid staff –total	2
Membership/affiliate program	None
LGBT work started	2003
LGBT work as % all spending (estimate)	100% (\$ 400,000 in 2008)
LGBT program name/mission	N/A – Organization works solely on LGBT issues
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual, intersex
Paid staff on LGBT work	2 full-time
Use of consultants (typical year)	3 to 5 for report writing, logistics, and translation/interpretation
Governing and advisory boards	Governing board, 5 members
Narrative description of LGBT work overall	Direct advocacy at the UN level, documentation, training and capacity-building with groups wishing to engage at this level, and strategy-building and linking initiatives with international and regional stakeholders
Staff time by intervention level	70% international, 20% regional, 10% national, 0% local
Budget by intervention level	70% international, 20% regional, 10% national, 0% local
Budget by geographic region	Not provided
Primary activities	Advocacy before international/UN institutions or mechanisms Documenting or monitoring human rights violations Directly responding to human rights violations/emergency interventions General public education
High-priority UN/international institutions & mechanisms	UN Human Rights Council UN Commission on the Status of Women UN Economic and Social Council (ECOSOC) UN Special Procedures/Rapporteurs Office of the UN High Commissioner for Human Rights
High-priority UN treaty bodies	Human Rights Committee Committee on the Elimination of Discrimination Against Women
High-priority regional institutions & mechanisms	Regional Field Presences of the Office of the High Commissioner for Human Rights
High-priority human rights violations	Police violence/harassment Domestic abuse Health services discrimination
Services, tools & resources provided	Capacity building/training Original research/data collection Listserv for activists Regular email updates on programs, news, other developments, etc.

Top goals	<ol style="list-style-type: none"> 1) Formalize strategic planning among stakeholders 2) Build the level of UN engagement in new fora (General Assembly, Treaty Bodies, etc.) 3) Share and document best practice models among NGOs
Top strategies to reach top goals	<ol style="list-style-type: none"> 1) Specific goal-setting meetings, regularized contact, and mapping of workload and responsibility areas 2) Training on mechanisms, development of tool kits 3) International Dialogue, production of resource materials on best practices
Top partners–LGBT organizations	<ul style="list-style-type: none"> Coalition of African Lesbians International Gay and Lesbian Human Rights Commission International Lesbian and Gay Association (ILGA) ILGA-Europe MULABI
Top partners–non-LGBT organizations	<ul style="list-style-type: none"> Amnesty International Center for Women's Global Leadership Human Rights Watch International Service for Human Rights
Strategic planning process	Organizational priorities are identified through annual International Dialogues and conference calls with key stakeholders; Co-Directors have a yearly in-person meeting to design, enhance, modify strategic plan, which is presented to the Board for approval
Priority development and operating issues	<ol style="list-style-type: none"> 1) Communications (website, updates, etc.) 2) Administration (new consultants and admin support) 3) Fundraising
Priority technical assistance or capacity building needs	<ol style="list-style-type: none"> 1) Capacity on different UN mechanisms, such as the General Assembly 2) Communications assistance 3) Funding support for expanding workload
Research or data most needed	Documenting best practices in LGBT organizing and building institutional strength. It would cover an International Dialogue in Argentina with this thematic focus, research support to document stories and publication of a resource tool.
How foundations could most help (aside from \$)	<ol style="list-style-type: none"> 1) Have representatives attend events and speak to organizations that we work with to build capacity and foster dialogue between different stakeholders 2) Set up clear funding goals and strategies for this kind of work 3) Use funding power to assist in the development of leadership and capacity in diverse regions



Caribbean Vulnerable Communities Coalition (C-FLAG)¹

Contact person	Mario Kleinmoedig curamario@yahoo.com
Headquarters address	4 Upper Musgrave Ave Kingston JAMAICA (876) 978-2345
Website	None
Additional locations	We are a regional organisation that is in the process of establishing hubs in other parts of the Caribbean. None of these is formalised yet.
Registered NGO in:	Jamaica
Organization founded	2004
Mission	To engage members of vulnerable communities by being a voice, mentoring, and creating opportunities in order to empower members of vulnerable groups as agents of change to improve the quality of their lives
2007 spending	\$ 330,000 (US)
2008 spending (projected)	\$ 300,000 (US)
Paid staff –total	2
Membership/affiliate program	None
LGBT work started	2005

¹ C-FLAG did not respond to our requests asking them to review and approve their profile.

LGBT work as % all spending (estimate)	60% (about \$180,000 in 2008)
LGBT program name/mission	Caribbean Forum for Lesbians, All-Sexuals and Gays (C-FLAG).
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual, intersex
Paid staff on LGBT work	2 part-time
Use of consultants (typical year)	Perhaps five individuals for different reasons. These include facilitation, research, report writing, network administration, etc.
Governing and advisory boards	Governing board, 11 members; Advisory board, 7 members
Narrative description of LGBT work overall	1) Building a base of knowledge, coordinated action, sharing information, engaging regional and international actors and initiatives in support of work at the national level 2) Bringing together in one forum leaders and advocates from around the region, across language divides, and across traditional boundaries, for example, ensuring trans and lesbian representation and inclusion
Staff time by intervention level	10% international, 40% regional, 40% national, 10% local
Budget by intervention level	0% international, 70% regional, 30% national, 0% local
Budget by geographic region	100% Latin America and the Caribbean
Primary activities	Advocacy before international/UN institutions or mechanisms Documenting or monitoring human rights violations Directly responding to human rights violations/emergency interventions General public education Advocacy before regional institutions or mechanisms Advocacy at the national/domestic level Local/grassroots advocacy Health/counseling/service provision or referrals Media work
High-priority UN/international institutions & mechanisms	UN Human Rights Council UNAIDS
High-priority UN treaty bodies	N/A
High-priority regional institutions & mechanisms	Organization of American States Inter-American Court and/or Commission of Human Rights Other: Pan Caribbean Partnership Against HIV/AIDS; Caribbean Coalition of National AIDS Programme Coordinators
High-priority human rights violations	Police violence/harassment Domestic abuse Health services discrimination
Services, tools & resources provided	Capacity building/training Conducting original research/data collection Grants to other organizations Technical assistance to other organizations Listserv for activists
Top goals	1) Improving GLBTI human rights and health 2) Improving opportunities to celebrate GLBTI Caribbean culture 3) Developing opportunities to celebrate GLBTI Caribbean spirituality
Top strategies to reach top goals	1) Regional networking and targeted advocacy 2) Creating cultural opportunities to celebrate Caribbean GLBTI contributions to Caribbean culture, and to provide safe fora for Caribbean GLBTI cultural expression 3) Providing safe harbour and opportunities for expressions and celebration of Caribbean GLBTI spirituality
Top partners—LGBT organizations	Caribbean HIV/AIDS Partnership International Gay and Lesbian Human Rights Commission Jamaica Forum for Lesbians, All-Sexuals and Gays Outrage (and other Stop Murder Music partners) Society Against Sexual Orientation Discrimination (Guyana)
Top partners—non-LGBT organizations	Caribbean Coalition of National AIDS Programme Coordinators Pan Caribbean Partnership Against HIV/AIDS
Strategic planning process	CVC has a strategic plan that was developed in early 2005 as it sought to chart its path. It is available online. C-FLAG developed it recently. It is in its nascent stages, with priorities for action and research established. It was developed at a regional meeting by a collective process. That meeting included gay, bisexual and other men who have sex with men, lesbians and bisexual women, and transgendered people (M to F).

Priority development and operating issues	<ol style="list-style-type: none"> 1) Fundraising for programmes rather than activities 2) Strengthening administration 3) Completing strategic development process
Priority technical assistance or capacity building needs	<ol style="list-style-type: none"> 1) Fundraising for programmes rather than activities 2) Strengthening pan-Caribbean understanding of GLBTI communities
Research or data most needed	<ol style="list-style-type: none"> 1) Promote a community-based research agenda on the cultures of gender and sexualities in the Caribbean 2) Documentation of successes in strategic areas (political, economic, legal/policy, social) 3) Exploration of entry points to allies in key political positions 4) Understanding the spectrum of gender identities and sexual choices within our communities that contribute to risk-taking and increased vulnerability 5) Archive of discrimination and hate crimes/acts of violence against the lesbian and gay community 6) Document ways in which the lesbian and gay community contributed/contributes to Caribbean society 7) Identify and analyse policies of religious groups towards tolerance for LAG community 8) Analysis of religious texts and Caribbean history of spirituality for advocacy entry points with religious leaders and communities 9) Documentation of successes in strategic areas (political, economic, legal/policy, social) for use in human rights advocacy at the national and regional levels
How foundations could most help (aside from \$)	<ol style="list-style-type: none"> 1) Political support for indigenous capacity building of NGOs 2) Training in opportunities for advocacy and for engaging regional and international bodies to advance freedoms for Caribbean GLBTI people



The Equal Rights Trust

Contact person	Dimitrina Petrova dimitrina.petrova@equalrightstrust.org
Headquarters address	1 Hammersmith Grove, 5th Flr London W6 0NB UK +44 20 3178 4117
Website	www.equalrightstrust.org
Additional locations	None
Registered NGO in:	UK
Organization founded	2005
Mission	To combat discrimination and promote equality as a fundamental human right and a basic principle of social justice
2007 spending	\$ 508,608 (US)
2008 spending (projected)	\$ 1,004,442 (US)
Paid staff –total	6
Membership/affiliate program	None
LGBT work started	2007
LGBT work as % all spending (estimate)	20% (about \$ 200,900 in 2008)
LGBT program name/mission	N/A. GLBTI work is covered as an essential element of all projects
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual, intersex
Paid staff on LGBT work	5 part-time
Use of consultants (typical year)	10 for legal research
Governing and advisory boards	Governing board, 12 members

Narrative description of LGBT work overall	<p>1) The Equal Rights Trust (ERT) ensures that non-discrimination and equality related to GLBTI persons is integrated in its overarching equality projects: “Legal Standards on Equality and Non-discrimination”, “Virtual Library on Equality”, “Email News Service on Equality”, “Law Enforcement Discrimination and Death in Custody”, and others.</p> <p>2) The unique role of ERT is to defend and develop the right to equality from a unified perspective, counteracting fragmentation and enhancing solidarity. Its approach is to uphold GLBTI rights as central to equality and in need to be covered by appropriate legislation and policies in all states around the world, as well as in international and regional jurisdictions.</p>
Staff time by intervention level	20% international, 20% regional, 20% national, 0% local
Budget by intervention level	20% international, 20% regional, 20% national, 0% local
Budget by geographic region	15% Africa, 25% Asia, 20% Europe, 15% Latin America and the Caribbean, 15% North America, 10% Australia/ New Zealand/Pacific Islands
Primary activities	<p>Advocacy before international/UN institutions or mechanisms</p> <p>Documenting or monitoring human rights violations</p> <p>Directly responding to human rights violations/emergency interventions</p> <p>General public education</p> <p>Advocacy before regional institutions or mechanisms</p> <p>Advocacy at the national/domestic level</p> <p>Legal representation or referrals</p> <p>Media work</p>
High-priority UN/international institutions & mechanisms	<p>UN Special Procedures/Rapporteurs</p> <p>Office of the UN High Commissioner for Human Rights</p> <p>UN treaty bodies</p> <p>Office of the UN High Commissioner for Refugees</p> <p>International Labour Organization (ILO)</p>
High-priority UN treaty bodies	<p>Human Rights Committee</p> <p>Committee Against Torture</p> <p>Committee on Economic, Social, and Cultural Rights</p>
High-priority regional institutions & mechanisms	<p>African Union</p> <p>Council of Europe and/or European Union</p> <p>European Court of Human Rights</p> <p>Organization of American States</p> <p>Inter-American Court and/or Commission of Human Rights</p>
High-priority human rights violations	<p>Police violence/harassment</p> <p>Employment discrimination</p> <p>Health services discrimination</p>
Services, tools & resources provided	<p>Conducting original research/data collection</p> <p>Regular email updates on programs, news, other developments, etc.</p>
Top goals	<p>1) To have GLBTI persons covered in national and regional equality legislation</p> <p>2) To explore and recommend policy related to the complex and complementary relationships between the different strands of equality</p>
Top strategies to reach top goals	<p>1) Legislative advocacy and technical assistance</p> <p>2) Legal and policy advocacy and research</p>
Top partners—LGBT organizations	International Lesbian and Gay Association
Top partners—non-LGBT organizations	Not provided
Strategic planning process	Not provided
Priority development and operating issues	Fundraising
Priority technical assistance or capacity building needs	Database of GLBTI experts to enlist in legislative advocacy projects
Research or data most needed	Not provided
How foundations could most help (aside from \$)	By networking assistance, e.g., putting ERT in touch with GLBTI projects, especially where coherence needs to be ensured with other equality streams

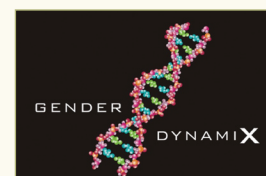
Front Line



Contact person	Tara Madden grants@frontlinedefenders.org
Headquarters address	81 Main St Blackrock Co Dublin IRELAND +353 (0)1 212 3750
Website	www.frontlinedefenders.org
Additional locations	Brussels
Registered NGO in:	Not provided
Organization founded	2001
Mission	Security and Protection of Human Rights Defenders. Front Line was founded in Dublin in 2001 with the specific aim of protecting human rights defenders at risk, people who work, non-violently, for any or all of the rights enshrined in the Universal Declaration of Human Rights (UDHR).
2007 spending	\$ 3,334,024 (US)
2008 spending (projected)	\$ 3,422,712 (US)
Paid staff –total	12
Membership/affiliate program	None
LGBT work started	2007 (not a “program” as such, we represent all Human Rights Defenders but understand the particular challenges GLBTI defenders face)
LGBT work as % all spending (estimate)	2% (about \$ 68,500 in 2008)
LGBT program name/mission	None
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual, intersex (human rights defenders)
Paid staff on LGBT work	Not provided
Use of consultants (typical year)	None
Governing and advisory boards	Governing board, 10 members
Narrative description of LGBT work overall	<p>1) As part of our broader role in providing grants to Human Rights Defenders (HRDs) at-risk we provide grants to HRDs working on GLBTI issues too. In addition, our Program Coordinator for the Provision of Security Training also provides specific training courses for GLBTI HRDs; e.g., in November 07 (15 attendees, 5 regions represented) and November 08. It is part of our ‘Training of Trainers’ program. The trained can then train others in their region.</p> <p>2) Front Line seeks to provide rapid and practical support to at-risk human rights defenders, including through a 24-hour emergency response phone line, and to promote the visibility and recognition of human rights defenders as a vulnerable group. GLBTI defenders come under this umbrella of defenders.</p> <p>3) Front Line runs a small grants program to provide for the security needs of defenders. Front Line mobilizes campaigning and lobbying on behalf of defenders at immediate risk. In emergency situations Front Line can facilitate temporary relocation.</p> <p>4) Front Line conducts research and publishes reports on the situation of human rights defenders in specific countries. The organization also develops resource materials and training packages on behalf of human rights defenders as well as facilitating networking and exchange between defenders in different parts of the world. Front Line promotes strengthened international and regional measures to protect human rights defenders including through support for the work of the UN Special Representative on Human Rights Defenders. Front Line seeks to promote respect for the UN Declaration on Human Rights Defenders.</p>
Staff time by intervention level	100% international, 0% regional, 0% national, 0% local
Budget by intervention level	100% international, 0% regional, 0% national, 0% local
Budget by geographic region	16% Africa, 16% Asia, 16% Europe, 16% Latin America and the Caribbean, 16% North America, 16% Australia/ New Zealand/Pacific Islands

Primary activities	Advocacy before international/UN institutions or mechanisms Advocacy before regional institutions or mechanisms Advocacy at the national/domestic level Documenting or monitoring human rights violations Directly responding to human rights violations (against human rights defenders)/emergency interventions Media work General public education
High-priority UN/international institutions & mechanisms	UN Human Rights Council UN Economic and Social Council (ECOSOC) Office of the UN High Commissioner for Human Rights UN General Assembly
High-priority UN treaty bodies	N/A
High-priority regional institutions & mechanisms	African Court and/or Commission on Human and Peoples' Rights Council of Europe and/or European Union
High-priority human rights violations	Police violence/harassment Education discrimination Employment discrimination Health services discrimination
Services, tools & resources provided	Capacity building/training Directory of LGBT and ally funders Directory of LGBT and ally organizations Regular email updates on programs, news, other developments, etc.
Top goals	1) Train HRDs trainers working on GLBTI issues 2) Provide security and protection 3) Provide grants in security and protection for GLBTI HRDs
Top strategies to reach top goals	1) Awareness of GLBTI HRDs at our biennial platform in 2009 2) Training of trainers. We train a few from each region, and then they train others. 3) Funding
Top partners—LGBT organizations	International Gay and Lesbian Human Rights Commission International Lesbian and Gay Association
Top partners—non-LGBT organizations	Amnesty International Human Rights Watch Urgent Action Fund
Strategic planning process	Board members meet 4 times a year and consult on issues that culminates in ideas/self evaluation for the collation of a strategic plan. Current Plan: 2007-2010. No specific GLBTI strategy.
Priority development and operating issues	1) Fundraising 2) Security and protection 3) Advocacy
Priority technical assistance or capacity building needs	Funding for grants and also for the training of trainers in the area of security
Research or data most needed	More data on the situation of HRDs working on GLBTI issues in each country
How foundations could most help (aside from \$)	Providing information on GLBTI organisations: this would improve our database of such organisations. The more we disseminate information on our role, i.e. the provision of security and protection, the more GLBTI organisations can contact us for grant applications ensuring their protection.

Gender Dynamix



Contact person	Liesl Theron liesl@genderdynamix.org.za
Headquarters address	Saartjie Baartman Centre Klipfontein Road, Athlone Cape Town, Western Province 7760 SOUTH AFRICA +27 21 633 5287

Website	www.genderdynamix.org.za
Additional locations	None
Registered NGO in:	South Africa
Organization founded	2005
Mission	Gender DynamiX is a Human Rights organisation promoting freedom of expression of gender identity, focusing on transgender and transsexuality
2007 spending	\$ 56,123 (US)
2008 spending (projected)	\$ 122,822 (US)
Paid staff –total	3
Membership/affiliate program	None
LGBT work started	2005
LGBT work as % all spending (estimate)	95% (about \$116,700 in 2008)
LGBT program name/mission	N/A
LGBT program serves:	Transgender, transsexual Other: Gender Non Conforming, Gender Identity, liaising closely with the LGB sector
Paid staff on LGBT work	3 full-time
Use of consultants (typical year)	Sometimes for fundraising and development
Governing and advisory boards	Governing board, 10 members
Narrative description of LGBT work overall	1) Gender DynamiX provides referrals for trans people regarding medical, mental health, legal and peer support. We are also doing advocacy, education, creating awareness and undertake and support research. 2) Gender DynamiX is the only registered transgender/ transsexual organisation in Africa
Staff time by intervention level	5% international, 15% regional, 50% national, 30% local
Budget by intervention level	5% international, 5% regional, 70% national, 20% local
Budget by geographic region	100% Africa
Primary activities	Documenting or monitoring human rights violations Directly responding to human rights violations/emergency interventions Advocacy at the national/domestic level Local/grassroots advocacy Legal representation or referrals Health/counseling/service provision or referrals Media work
High-priority UN/international institutions & mechanisms	N/A
High-priority UN treaty bodies	N/A
High-priority regional institutions & mechanisms	N/A
High-priority human rights violations	Employment discrimination Health services discrimination Other Media discrimination
Services, tools & resources provided	Capacity building/training Conducting original research/data collection Directory of LGBT and ally organizations Technical assistance to other organizations Listserv for activists Regular email updates on programs, news, other developments, etc. Email action alerts Other: Website with Forum
Top goals	Only received first core funding Oct 2007: 1) Setting up - office and staff 2) Digital story telling workshop 3) Preparations for conference in 2009
Top strategies to reach top goals	1) Staff and board development, staff training 2) Partner with 2 other organisations 3) Sub-contracted consultant and director focusing mainly on conferences and surveys to constituency

Top partners–LGBT organizations	Gay and Lesbian Archives - Memory in Action Good Hope Metropolitan Community Church Out In Africa National Gay and Lesbian Film Festival International Gay and Lesbian Human Rights Commission OUT LGBT Well Being
Top partners–non-LGBT organizations	African Regional Sexuality Resource Centre Saartjie Baartman Centre for Women and Children Sex Worker Education Advocacy Taskforce Women's Net
Strategic planning process	The board & Director monitor it. The board of 10 and another 16 trans people from all socio-economic, racial, class, age and demographic areas in South Africa were invited to attend a 4-day training combined with strategic planning
Priority development and operating issues	1) Fundraising - both core and for our conference in March 2009 2) Staff capacity/skills; especially need experience in activism 3) Need more trans people who are "free from fear of prejudice and stigmatisation" to be willing to volunteer in public
Priority technical assistance or capacity building needs	1) Need skill, capacity, time and funding to develop podcast/mp3 versions of key information, FAQ's to be sent to trans people 2) Need a few PC's to create a drop-in centre for trans people. We have a very good, resourceful website, loads of info - but most people in SA and Africa are challenged by lack of PC and Internet access 3) Capacity building among staff, board members and regular volunteers needed
Research or data most needed	Research into the medical field – especially reasons for lack of access in government hospitals and medical schemes to assist trans people with access to hormones, mental care and surgery. The information can be used to lobby government to roll out assistance for trans people. It also needs to get into curriculums of medical and mental health students
How foundations could most help (aside from \$)	1) Mostly in means of networking, providing back up and liaise with other institutions. For example, if they have contacts to exchange programmes at Universities where an intern student or person can make their services/ volunteer available (with no added costs to Gender Dynamix) to conduct research, or be an administration person for a period like a year. 2) If foundations have different types of contacts, which translates not directly money to GDX, but for example they have contacts with, e.g. a certain airline to provide x amount of flights a year. This can be used during our conference to provide scholarships for people who would not otherwise be able to attend the conference 3) We can also make use of lots of domestic flights. 4) Translating services during our conference, we are interested in French and African sign language

Global Rights



Contact person	Stefano Fabeni stefanof@globalrights.org
Headquarters address	1200 18th St, NW, Ste 602 Washington, DC 20036 USA (202) 822-4600
Website	www.globalrights.org
Additional locations	Sarajevo (Bosnia Herzegovina), Abuja (Nigeria), Kinshasa and Bukavu (Democratic Republic of Congo), Bujumbura (Burundi), Rabat (Morocco), Kabul (Afghanistan), Kathmandu (Nepal)
Registered NGO in:	Morocco, Nigeria, Nepal, India, Bosnia and Herzegovina, Democratic Republic of Congo, Burundi, Afghanistan
Organization founded	1978

Mission	Global Rights is a human rights advocacy group that partners with local activists to challenge injustice and amplify new voices within the global discourse. With offices in countries around the world, we help local activists create just societies through proven strategies for effecting change. We seek justice for victims of human rights abuses. We work to promote racial and gender equality and help people and communities feel empowered to change their societies. We work through field offices in Asia, Africa, Latin America, Europe and in the United States, partnering with local human rights advocates to strengthen their effectiveness in combating abuses in their countries. We focus on developing the skills of local activists that are essential to addressing human rights concerns and promoting justice such as: documenting and exposing abuses, conducting community education and mobilization, advocating legal and policy reform in countries and internationally, and using the courts to increase access to justice for disadvantaged populations. We help local activists to engage with the international community, including the United Nations, to further their human rights objectives at home.
2007 spending	\$ 6,296,328 (US)
2008 spending (projected)	\$ 7,229,000 (US)
Paid staff –total	82
Membership/affiliate program	None
LGBT work started	2006
LGBT work as % all spending (estimate)	4.8% (about \$ 347,000 in 2008)
LGBT program name/mission	Lesbian, Gay, Bisexual, Transgender, Intersex Initiative
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual, intersex (We also focus on non-normative forms of sexuality and identities that may or may not fall under the above categories, as well as on some work on sexual rights more in general)
Paid staff on LGBT work	2 full-time; occasionally staff in several countries work on LGBTI issues (e.g. our Bosnia office worked on LGBTI issues for specific initiatives; the same for other offices)
Use of consultants (typical year)	Until early 2008 we had a consultant on programmatic issues; we used consultants for drafting our Guide to sexuality-based advocacy, as well as technical consultancies (translations, editing, proof-reading); occasionally for specific activities
Governing and advisory boards	Governing board, 20 members
Narrative description of LGBT work overall	<p>1. The general purpose of our LGBTI initiative is to support LGBTI activists and organizations in their work through the core strategies we have been using in developing our work. More specifically:</p> <p>1) Capacity building: a) the initiative has been focusing on educating our staff and partner organizations on LGBTI rights in the different countries where we operate (this work should be completed in 2009); b) we are finalizing a guide to sexuality-based advocacy that should serve as a tool for human rights activists who want to approach LGBTI and sexual rights issues;</p> <p>2) Organization of American States: we partner with organizations of Latin America and the Caribbean to strengthen visibility and advocacy of the LGBTI movement within the OAS and the inter-American system of protection of human rights;</p> <p>3) Nigeria: we established a specific program through our office in Abuja that partners with LGBT groups in the country, conducts capacity building workshops for targeted audiences (human rights advocates, journalists), conducts media tracking, offers support (in cooperation with local and international organizations) to victims of abuses. We also started participating in the session of the African Commission;</p> <p>4) Bosnia: we have been working with the local civil society to increase awareness of LGBTI rights and to include prohibition of discrimination on grounds of sexual orientation and gender identity into the antidiscrimination law;</p> <p>5) Nepal: we organized activities with Blue Diamond Society to support the inclusion of an antidiscrimination clause into the constitution, as well as to build the capacity of “metis” (who are more exposed to human rights violations);</p> <p>6) U.N. Human Rights Committee: we have been partnering with local and international organizations to systematically submit shadow reports on human rights violations of LGBTI rights under the ICCPR;</p> <p>7) Speakers series: we organized a speakers series in Washington DC to invite and feature international activists as well as for advocacy purposes.</p> <p>2. The unique role of Global Rights’ LGBTI initiative is represented by the fact that Global Rights is generally very well integrated in the human rights communities where it operates with staff, consultants, or partner organizations. This helped to create a safe space for local human rights communities to start talking about LGBTI rights and for LGBTI activists to start linking or strengthening their links with their human rights communities.</p>
Staff time by intervention level	75% international, 25% regional, 0% national, 0% local
Budget by intervention level	80% international, 20% regional, 0% national, 0% local
Budget by geographic region	40% Africa, 10% Asia, 20% Europe, 30% Latin America and the Caribbean

Primary activities	<p>Advocacy before international/UN institutions or mechanisms</p> <p>Advocacy before regional institutions or mechanisms</p> <p>Advocacy at the national/domestic level</p> <p>Local/grassroots advocacy</p> <p>Documenting or monitoring human rights violations</p> <p>Directly responding to human rights violations/emergency interventions</p> <p>Legal representation or referrals</p> <p>Media work</p>
High-priority UN/international institutions & mechanisms	<p>UN Human Rights Council</p> <p>UN Special Procedures/Rapporteurs</p> <p>UN treaty bodies</p> <p>World Health Organization (WHO)</p>
High-priority UN treaty bodies	Human Rights Committee
High-priority regional institutions & mechanisms	<p>African Court and/or Commission on Human and Peoples' Rights</p> <p>Commonwealth</p> <p>Council of Europe and/or European Union</p> <p>Organization of American States</p> <p>Inter-American Court and/or Commission of Human Rights</p>
High-priority human rights violations	Police violence/harassment
Services, tools & resources provided	<p>Capacity building/training</p> <p>Conducting original research/data collection</p> <p>Grants to other organizations</p> <p>Technical assistance to other organizations</p>
Top goals	<p>1) Strengthening and expanding the work in Africa</p> <p>2) Strengthening the work in the Inter American system</p> <p>3) Start working at the Commonwealth level as cross regional work</p>
Top strategies to reach top goals	<p>1) Not only are we thinking of expanding our work in Nigeria by targeting groups of potential allies and by strengthening the situation of LGBT human rights defenders, but we are working to use our Abuja office as a hub for activities in other countries in the region; the entry point would be the identification of partner organizations and activists in the civil society with whom to start the conversation on sexual and LGBTI rights, through our Guide.</p> <p>2) The coalition we are coordinating together with Mulabi and IGLHRC has made significant steps in the past 2 years to increase the political visibility of the LGBTI movement. We are moving to use the political capital developed to engage the OAS in a conversation on LGBTI rights at any level. The recently approved resolution on Human Rights, sexual orientation and gender identity will serve as an entry tool.</p> <p>3) The idea of working at the Commonwealth level starts from the interest to bring together different "pieces" of our work and use our cross-regional experience and structures. The Commonwealth would serve as a political space for advocacy, but the tactics consist of working with specifically identified groups from several countries and different regions that have been colonized by the British to compare experiences, compare and analyze the (social, political, cultural, legal) effects of legislation imported by the colonizers and selecting specific test actions.</p>
Top partners—LGBT organizations	<p>The Independent Project (Nigeria)</p> <p>International Gay and Lesbian Human Rights Commission</p> <p>Logos (Bosnia)</p> <p>Mulabi</p> <p>Society Against Sexual Orientation Discrimination (Guyana)</p> <p><i>(Please note that this list is not exhaustive and is not meant to create a scale of priority among partners)</i></p>
Top partners—non-LGBT organizations	<p>AfroAmerica XXI (Colombia)</p> <p>Bosnia Helsinki Committee</p> <p>Centre for Youth Policy Research and Advocacy (Nigeria)</p> <p>Human Rights Watch</p> <p>Lawyers Alert (Nigeria)</p> <p><i>(Please note that this list is not exhaustive and is not meant to create a scale of priority among partners)</i></p>
Strategic planning process	The strategic planning process involved a restricted mixed group (management, staff, board), meetings within all offices involving all staff, coordinated by a consultancy firm. The process is still ongoing. No specific LGBTI plan, yet.

Priority development and operating issues	1) Fundraising: in order to sustain the activities and respond to partners' requests, we need to increase the annual budget by at least 35% 2) Communication: as the Global Rights communication department has been put on hold for a significant period of time, there is a need for better communicating the work we are doing. This is particularly challenging also because of the nature of the work that we do, when it does not have to do with reporting. 3) Human resources: the possibility of hiring more staff and/or consultants would be very important
Priority technical assistance or capacity building needs	1) Translation skills: working in different contexts and with communities that may not have knowledge of mainstream languages, the communication in local languages, and the possibility of translating material in local languages would be priorities
Research or data most needed	Comparative research on the impact of sodomy legislation in specific countries across the regions, using different indicators (social, legal, law enforcement, cultural) to support the development of in-country advocacy strategies
How foundations could most help (aside from \$)	Helping to identify more targeted sources of funding for specific projects (when they cannot meet the requests) as well as services (such as communication services, other technical assistance that they may be aware of). Funders can also stimulate a critical analysis of methodologies, strategies, and outcomes, while respecting the autonomy of the agenda of the grantee.

Heartland Alliance for Human Needs & Human Rights



Contact person	Sid Mohn smohn@heartlandalliance.org
Headquarters address	208 S LaSalle St, Ste 1818 Chicago, IL 60604 USA (312) 660-1300
Website	www.heartlandalliance.org
Additional locations	Iraq, Burundi, Rwanda, Kenya, with collaborative sites in Lebanon, Sri Lanka, Nigeria, and Guatemala
Registered NGO in:	Iraq, Kenya, Nigeria (pending)
Organization founded	1888
Mission	Advance the human rights of people living in danger or poverty
2007 spending	\$ 4,000,000 (US)
2008 spending (projected)	\$ 4,000,000 (US)
Paid staff –total	100
Membership/affiliate program	1 affiliate; cost: pay a fiscal services fee
LGBT work started	1980
LGBT work as % all spending (estimate)	15% (about \$ 600,000 in 2008)
LGBT program name/mission	National Asylum Partnership on Sexual Minorities; Global Equality Network
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual
Paid staff on LGBT work	10 full-time, 3 part-time
Use of consultants (typical year)	None
Governing and advisory boards	Governing board, 40 members; Advisory board: We have a human rights council and a LGBTI partners steering committee with 10 and 5 members, respectively
Narrative description of LGBT work overall	1) Advance and provide protection for LGBTI populations in danger 2) Build human rights capacity of local LGBTI organizations 3) Asylum protections 4) Capacity building and movement development for local LGBT NGOs, equipping them for grassroots-based human rights leadership
Staff time by intervention level	50% international, 0% regional, 50% national, 0% local
Budget by intervention level	50% international, 0% regional, 50% national, 0% local
Budget by geographic region	25% Africa, 50% Asia (includes Middle East and South Asia), 25% Latin America and the Caribbean

Primary activities	<p>Advocacy before international/UN institutions or mechanisms</p> <p>Documenting or monitoring human rights violations</p> <p>Directly responding to human rights violations/emergency interventions</p> <p>General public education</p> <p>Advocacy before regional institutions or mechanisms</p> <p>Advocacy at the national/domestic level</p> <p>Local/grassroots advocacy</p> <p>Legal representation or referrals</p> <p>Health/counseling/service provision or referrals</p> <p>Media work</p>
High-priority UN/international institutions & mechanisms	<p>UN Special Procedures/Rapporteurs</p> <p>UN treaty bodies</p> <p>Office of the UN High Commissioner for Refugees</p> <p>UNAIDS</p>
High-priority UN treaty bodies	<p>Human Rights Committee</p> <p>Committee Against Torture</p>
High-priority regional institutions & mechanisms	<p>African Court and/or Commission on Human and Peoples' Rights</p> <p>Inter-American Court and/or Commission of Human Rights</p> <p>Regional Field Presences of the Office of the High Commissioner for Human Rights</p>
High-priority human rights violations	<p>Police violence/harassment</p> <p>Other: Government and paramilitary violence against LGBT individuals</p>
Services, tools & resources provided	<p>Capacity building/training</p> <p>Conducting original research/data collection</p> <p>Grants to other organizations</p> <p>Technical assistance to other organizations</p> <p>Listserv for activists</p> <p>Regular email updates on programs, news, other developments, etc.</p> <p>Email action alerts</p> <p>Other: Counseling & workshops on reconciling religion with faith</p>
Top goals	<p>1) Develop a global collaborative of local LGBT human rights organizations</p> <p>2) Develop local capacity of 4 partner LGBT organizations and build them to become regional LGBT human rights resource centers</p> <p>3) Develop HIV prevention strategies for men who have sex with men (MSM)</p>
Top strategies to reach top goals	<p>1) Implement a Global Equality Network</p> <p>2) Define local capacity-building strategies</p> <p>3) Raise funds to implement and test MSM strategies in global areas of need</p>
Top partners—LGBT organizations	<p>Equal Ground</p> <p>Helem</p> <p>The Independent Project</p> <p>International Gay and Lesbian Human Rights Commission</p> <p>Oasis</p>
Top partners—non-LGBT organizations	<p>Global Rights</p> <p>Human Rights Watch</p>
Strategic planning process	<p>Sid Mohn developed it through a 9-month process, implemented on an annual basis, including consumers/staff/managers, with board oversight</p>
Priority development and operating issues	<p>1) Fundraising</p> <p>2) Develop a collaboration of global LGBT activist groups</p>
Priority technical assistance or capacity building needs	<p>Not provided</p>
Research or data most needed	<p>Best practice research on program models that assist transgender commercial sex workers desiring to transition to new social and job opportunities</p>
How foundations could most help (aside from \$)	<p>Advocate to mainstream foundations that they establish global LGBT giving priorities</p>

Human Rights Watch

Contact person	Scott Long longs@hrw.org
Headquarters address	350 Fifth Avenue, 34th Floor New York, NY 10118 USA (212) 216-1297
Website	www.hrw.org
Additional locations	Switzerland; United Kingdom; Russia; Uzbekistan; South Africa; India; China (Hong Kong); Egypt; other field offices
Registered NGO in:	US; UK; Switzerland; France; Canada; Germany; Russia; Uzbekistan; Egypt; India; South Africa (partial)
Organization founded	1978
Mission	Human Rights Watch is dedicated to protecting the human rights of people around the world. We stand with victims and activists to prevent discrimination, to uphold political freedom, to protect people from inhumane conduct in wartime, and to bring offenders to justice. We investigate and expose human rights violations and hold abusers accountable. We challenge governments and those who hold power to end abusive practices and respect international human rights law. We enlist the public and the international community to support the cause of human rights for all. Human Rights Watch is an independent, nongovernmental organization, supported by contributions from private individuals and foundations worldwide. It accepts no government funds, directly or indirectly.
2007 spending	\$ 35,000,000 (US)
2008 spending (projected)	\$ 38,785,000 (US)
Paid staff –total	250
Membership/affiliate program	As with many organizations which don't have a membership-based decision-making structure, we offer forms of "membership" to donors, including intensified receipt of information. We are expanding the number of offices in countries where we do considerable regular work, but in some cases our legal status is problematic or endangered, or is taking time to finalize (hence the list above is approximate). We have numerous additional "field" offices consisting of one or two staff based in-country.
LGBT work started	2004 (institutionalization of a formal program; other work had been undertaken earlier)
LGBT work as % all spending (estimate)	1.5% (about \$ 581,775 in 2008)
LGBT program name/mission	Lesbian, Gay, Bisexual, and Transgender Rights Program
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual, intersex, gender expression
Paid staff on LGBT work	6 (4 full-time and 2 part-time)
Use of consultants (typical year)	We use 1 or 2, primarily for research
Governing and advisory boards	Governing board, 26 members; Advisory board, 23 members
Narrative description of LGBT work overall	<p>The program seeks to document and advocate against patterns of violations based on sexual orientation and gender identity/expression, as well as respond to emergencies (usually with letters, press releases, direct government advocacy, or other rapid interventions). The focus is therefore on research and advocacy with a tilt toward policy advocacy: legal and policy change that will end or remedy systematic abuses. We also engage in strategic capacity building and try to link LGBT and sexual rights activists with "mainstream" movements; and participate in standard-setting at the international level.</p> <p>Unique contributions:</p> <ul style="list-style-type: none"> a) Detailed documentation helps to refute the claim that violations based on sexual orientation or gender identity are sporadic, isolated, or nonexistent b) Leveraging HRW's access to raise issues of sexual orientation at high (government or intergovernmental) levels c) Using HRW's contacts with "mainstream" human rights groups to build bridges to often marginalized, under-resourced groups working on sexual rights d) Countering the allegation of "special" rights with clear affirmation that sexual orientation and gender identity are issues inseparable from a universal human rights framework

Staff time by intervention level	15% international, 10% regional, 50% national, 25% local
Budget by intervention level	25% international, 10% regional, 50% national, 15% local
Budget by geographic region	Not provided
Primary activities	Advocacy before international/UN institutions or mechanisms Advocacy before regional institutions or mechanisms Advocacy at the national/domestic level Local/grassroots advocacy Documenting or monitoring human rights violations Directly responding to human rights violations/emergency interventions Media work General public education
High-priority UN/international institutions & mechanisms	UN Human Rights Council UN Special Procedures/Rapporteurs UN General Assembly UN treaty bodies
High-priority UN treaty bodies	Human Rights Committee Committee on the Elimination of Discrimination Against Women Committee Against Torture Note: These are historic priorities; will probably change in future
High-priority regional institutions & mechanisms	African Court and/or Commission on Human and Peoples' Rights Council of Europe and/or European Union Organization for Security and Cooperation in Europe Mercosur Inter-American Court and/or Commission of Human Rights
High-priority human rights violations	Police violence/harassment Domestic abuse Health services discrimination
Services, tools & resources provided	Capacity building/training Conducting original research/data collection Directory of LGBT and ally organizations Technical assistance to other organizations Regular email updates on programs, news, other developments, etc. Email action alerts
Top goals	1) Further international/national acceptance of the Yogyakarta Principles 2) Link sexual rights movements in the Middle East and North Africa (MENA) region to concrete opportunities for legal/policy change 3) Expanded response/research in Asia/Africa
Top strategies to reach top goals	1) Advocacy with UN, regional bodies, targeted countries including EU states, Mercosur and other Latin American states, directly challenging the Holy See 2) Dedicated MENA staff person to work with local/regional groups; expanded reporting on Iran; possible additional research/advocacy on countries including Kuwait, Morocco 3) Hiring dedicated focal point staff for those regions; reporting on South Africa (to challenge an in-principle-friendly but practically inactive government), Nepal, possibly Bangladesh or Philippines
Top partners—LGBT organizations	ARC International Caribbean Forum for Lesbians, All-sexuals and Gays (and related groups) International Gay and Lesbian Human Rights Commission International Lesbian and Gay Association (ILGA) ILGA-Europe Mulabi
Top partners—non-LGBT organizations	Amnesty International Global Rights International Service for Human Rights
Strategic planning process	The organization is in the midst of a strategic planning process focusing on the questions of defining and measuring impact, and integrating communications and advocacy with programs/research. This process is largely staff-driven with limited use of outside consultants. This program together with all other programs develops an annual plan at the beginning of each calendar year, through a planning process that collectively generates the organization's annual plan. Because the program has been both small and steadily growing we have not yet paused for a formal strategic planning process. We plan an LGBT retreat for October/November that would aim to produce our first program-specific 5-year strategic plan.

Priority development and operating issues	1) Expanding staff for full regional and thematic coverage (e.g., having a focal point for each major region who can liaise with the relevant HRW division; having a full focal point on gender identity/expression) 2) Decentralizing staff location and moving staff into regional offices/field offices 3) Full administrative support (we presently have a half-time administrative associate)
Priority technical assistance or capacity building needs	1) More opportunities for genuine cross-training with domestic and regional groups in the South
Research or data most needed	One issue left off our list of proposed priorities is refugee/asylum issues. We've done an increasing amount of individual response on such cases (actually, it's the one area where we regularly provide individual case assistance); we have also done some policy work (Netherlands/Sweden). This becomes an increasingly pressing issue in the context of anti-immigrant pressure in Europe (particularly) and the US (where that sentiment has been less targeted at asylum-seekers) – plus the breakdown of the UNHCR system and the increasing visibility of LGBT groups in countries where the consequent violence leads to flight (e.g. Iran). We need better data on the numbers of LGBT refugees/asylum seekers in, e.g. Europe; better analysis of the legal strategies/evidence used by governments to deny asylum; better responses by UNHCR (and obviously documentation of their present failures); better understanding of the specific social forces (aside from fear) that facilitate movement – i.e. LGBT people's access to existing transit networks; analysis of LGBT movement within countries in terms of internal displacement rather than just "migration"; and better analysis of gender identity as a separate category from sexual orientation for refugee protection purposes.
How foundations could most help (aside from \$)	I return again and again to the idea that funding of local LGBT groups should be accompanied by funding of mainstream HR groups in-country to set up LGBT dedicated staff/programs. The idea is not to take funding away from LGBT groups – far from it – but rather to ensure that bridges between them and HR movements is institutionalized and supported, so that LGBT rights advocacy doesn't continue to be marginalized, dissed, and segregated.

The Inner Circle



Contact person	Muhsin Hendricks muhsin@theinnercircle.org.za
Headquarters address	1 Witkins Building, York Road Wynberg, Western Province 7800 SOUTH AFRICA +2721 761 0037 / +2721 761 4434
Website	www.theinnercircle.org.za
Additional locations	None
Registered NGO in:	South Africa – 045-857 NPO
Organization founded	1998 – Registered 2004
Mission	Educating and creating awareness around gender and sexual diversity within faith-based communities, specifically the Muslim community; motivating and inspiring through independent reasoning; nurturing safe spaces by providing psychological, spiritual and social support to queer individuals and their families; working towards integration and empowerment by collaborating with other structures.
2007 spending	\$ 140,000 (US)
2008 spending (projected)	\$ 250,000 (US)
Paid staff –total	4
Membership/affiliate program	None
LGBT work started	2004
LGBT work as % all spending (estimate)	100% (\$ 250,000 in 2008)
LGBT program name/mission	N/A – Organization works solely on LGBT religious issues
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual, intersex. Other: queer (to TIC this includes those who supports the cause and are accepting of sexual diversity)
Paid staff on LGBT work	4 full-time
Use of consultants (typical year)	Approximately 3, mainly for program development and counseling

Governing and advisory boards	Governing board, 5 members; Advisory board, 3 members
Narrative description of LGBT work overall	<p>1) TIC's vision for social transformation is to create a society free of prejudice based on gender & sexuality, to promote connectedness amongst religions. The mission of the organization is to re-educate and create awareness around homophobia, religion and sexuality within faith-based communities, specifically the Muslim community, to remove myths and harmful stereotypes from our society and to provide social, spiritual and psychological support to queer individuals. TIC runs workshops, weekly study circles, and international retreats as part of our activities.</p> <p>2) GLBTI rights are enshrined in the constitution of South Africa. However, we still find homophobia breeding at the grassroots level. TIC has identified that this is due to religious and conservative community influence. It is in this area where TIC creates awareness and education amongst LGBTI Muslims and their communities to eradicate homophobia and to protect their rights such as the right to worship, being buried in Muslim cemeteries and justice within the workplace.</p>
Staff time by intervention level	20% international, 0% regional, 20% national, 60% local
Budget by intervention level	10% international, 0% regional, 10% national, 80% local
Budget by geographic region	80% Africa, 5% Europe, 5% North America
Primary activities	<p>General public education</p> <p>Local/grassroots advocacy</p> <p>Health/counseling/service provision or referrals</p> <p>Media work</p>
High-priority UN/international institutions & mechanisms	N/A
High-priority UN treaty bodies	N/A
High-priority regional institutions & mechanisms	N/A
High-priority human rights violations	N/A
Services, tools & resources provided	<p>Capacity building/training</p> <p>Conducting original research/data collection</p> <p>Directory of LGBT and ally organizations</p> <p>Listserv for activists</p> <p>Regular email updates on programs, news, other developments, etc.</p> <p>Other: Counseling & workshops on reconciling religion with faith</p>
Top goals	<p>1) Leadership development & capacity building</p> <p>2) Publications</p> <p>3) Research</p>
Top strategies to reach top goals	<p>1) TIC is in the process of developing its own training modules, training staff & volunteers to become future leaders</p> <p>2) TIC is collecting 25 coming-out stories of queer Muslims and putting together our workshop material on Islam & sexual diversity in the form of a book. These publications will be published between 2008-2009</p> <p>3) TIC is undertaking a needs analysis in the Western Cape that will inform our programs and give valuable statistics around our constituency</p>
Top partners—LGBT organizations	<p>Joint Working Group</p> <p>Triangle Project</p>
Top partners—non-LGBT organizations	<p>Halaal Films</p> <p>Islamic Social Welfare Association</p> <p>Positive Muslims</p>
Strategic planning process	Involves the board and executive director
Priority development and operating issues	<p>1) Fundraising</p> <p>2) Capacity building</p> <p>3) Networking</p>
Priority technical assistance or capacity building needs	Not provided
Research or data most needed	Research and data on the Muslim community in South Africa and how they relate to sexuality and sexual diversity issues
How foundations could most help (aside from \$)	<p>1) Research</p> <p>2) Networking</p> <p>3) Organizational templates</p>



INTERIGHTS, the International Centre for the Legal Protection of Human Rights

Contact person	Andrea Coomber acoomber@interights.org
Headquarters address	33 Islington St London N1 9LH UK +44 (0)20 7278 3230
Website	www.interights.org
Additional locations	None
Registered NGO in:	United Kingdom
Organization founded	1982
Mission	To promote and protect human rights through the use of law
2007 spending	\$ 3,000,000 (US)
2008 spending (projected)	\$ 3,200,000 (US)
Paid staff –total	20
Membership/affiliate program	None
LGBT work started	1990
LGBT work as % all spending (estimate)	15% (about \$ 480,000 in 2008)
LGBT program name/mission	The organisation works in Africa, across the Commonwealth, Europe and South Asia and focuses on economic and social rights, equality and liberty, security and the rule of law. GLBTI issues are addressed in all these areas of our work and notably under the heading of equality.
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual
Paid staff on LGBT work	5 part-time
Use of consultants (typical year)	None
Governing and advisory boards	Governing board, 17 members
Narrative description of LGBT work overall	1) Support for strategic litigation promoting and protecting the human rights of GLBTI. This can be through advising on cases before domestic, regional or international tribunals or courts or through third party interventions. The work includes capacity building for lawyers and awareness raising on key legal developments in the area. 2) INTERIGHTS brings expertise on international and comparative human rights law, practice and procedures to those wishing to pursue cases through domestic, regional and international courts.
Staff time by intervention level	30% international, 50% regional, 20% national, 0% local
Budget by intervention level	30% international, 50% regional, 20% national, 0% local
Budget by geographic region	30% Africa, 15% Asia, 50% Europe, 5% Australia/New Zealand/Pacific Islands
Primary activities	Advocacy before international/UN institutions or mechanisms General public education Advocacy before regional institutions or mechanisms Legal representation or referrals Other: We have included litigation as advocacy here although we do not engage in campaigning activities or wider political advocacy
High-priority UN/international institutions & mechanisms	UN Special Procedures/Rapporteurs UN treaty bodies
High-priority UN treaty bodies	Human Rights Committee Committee Against Torture
High-priority regional institutions & mechanisms	Economic Community of West African States African Court and/or Commission on Human and Peoples' Rights Commonwealth Council of Europe and/or European Union European Court of Human Rights Inter-American Court and/or Commission of Human Rights

High-priority human rights violations	N/A
Services, tools & resources provided	Capacity building/training Technical assistance to other organizations Regular email updates on programs, news, other developments, etc.
Top goals	1) Decriminalization of homosexual acts and relationships 2) Promoting respect for equality 3) Combating specific violations of rights
Top strategies to reach top goals	1) Litigation 2) Capacity building 3) Information dissemination on legal strategies and developments
Top partners—LGBT organizations	International Gay and Lesbian Human Rights Commission International Lesbian and Gay Association
Top partners—non-LGBT organizations	Not provided
Strategic planning process	Executive Director together with staff and Board. Extensive development meetings and away days with staff and Board, and outreach to some stakeholders. Development and approval of plan on a step-by-step basis (i.e.: confirmation of overall directions followed by gradual digging down into specific programmes and activities).
Priority development and operating issues	1) Need to expand outreach to partners 2) Identification of key cases for litigation in regions and countries where litigation raises new issues or issues likely to have a considerable impact on the enjoyment of human rights
Priority technical assistance or capacity building needs	Need to translate legal materials for use by partners
Research or data most needed	Further legal research into the opportunities for strategic litigation in key regions and states
How foundations could most help (aside from \$)	Linking potential partners is always useful

International Commission of Jurists



Contact person	Philip Dayle dayle@icj.org
Headquarters address	PO Box 91 33, rue des Bains 1211 Geneva 8 SWITZERLAND +41 22 9793824
Website	www.icj.org
Additional locations	Nepal, Thailand, Guatemala
Registered NGO in:	
Organization founded	1952
Mission	For the primacy, coherence and implementation of international law and principles that advance human rights
2007 spending	Not provided
2008 spending (projected)	Not provided
Paid staff –total	33
Membership/affiliate program	Not provided
LGBT work started	2005
LGBT work as % all spending (estimate)	Not provided
LGBT program name/mission	Not provided
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual, intersex
Paid staff on LGBT work	Not provided

Use of consultants (typical year)	Not provided
Governing and advisory boards	Not provided
Narrative description of LGBT work overall	By virtue of being a network of judges and lawyers, we work on legal LGBT issues and have unique access to the legal community
Staff time by intervention level	Not provided
Budget by intervention level	20% international, 40% regional, 40% national, 0% local
Budget by geographic region	30% Africa, 25% Asia, 10% Europe, 20% Latin America and the Caribbean, 10% North America, 5% Australia/New Zealand/Pacific Islands
Primary activities	Advocacy before international/UN institutions or mechanisms Advocacy before regional institutions or mechanisms Advocacy at the national/domestic level Directly responding to human rights violations/emergency interventions Legal representation or referrals General public education
High-priority UN/international institutions & mechanisms	UN Human Rights Council UN Special Procedures/Rapporteurs Office of the UN High Commissioner for Human Rights UN treaty bodies Office of the UN High Commissioner for Refugees
High-priority UN treaty bodies	Human Rights Committee Committee on the Elimination of Discrimination Against Women Committee Against Torture
High-priority regional institutions & mechanisms	African Court and/or Commission on Human and Peoples' Rights Council of Europe and/or European Union European Court of Human Rights Organization of American States Inter-American Court and/or Commission of Human Rights
High-priority human rights violations	Police violence/harassment
Services, tools & resources provided	Capacity building/training Conducting original research/data collection Technical assistance to other organizations
Top goals	Not provided
Top strategies to reach top goals	Not provided
Top partners—LGBT organizations	Caribbean Forum for Lesbians, All-sexuals and Gays International Gay and Lesbian Human Rights Commission Jamaica Forum for Lesbians, All-Sexuals and Gays
Top partners—non-LGBT organizations	University law centers
Strategic planning process	Involves acting secretary general and Philip Dayle
Priority development and operating issues	Fundraising
Priority technical assistance or capacity building needs	1) Fundraising 2) Additional staff
Research or data most needed	Criminology research on LGBT killings in Caribbean
How foundations could most help (aside from \$)	By being open to a diverse approach to LGBT work

International Federation for Human Rights

Contact person	Antoine Madelin amadelin@fidh.org
Headquarters address	17, passage de la Main d'Or 75011 Paris FRANCE +33 1 43 55 25 18
Website	www.fidh.org
Additional locations	Belgium, Switzerland, United-States, Netherlands, Egypt, Kenya
Registered NGO in:	France
Organization founded	1922
Mission	Defend and promote the universal declaration for human rights
2007 spending	\$ 3,500,000 (US)
2008 spending (projected)	\$ 3,500,000 (US)
Paid staff –total	40
Membership/affiliate program	155 Affiliates
LGBT work started	N/A
LGBT work as % all spending (estimate)	No specific allocation
LGBT program name/mission	N/A
LGBT program serves:	Human Rights
Paid staff on LGBT work	None
Use of consultants (typical year)	None
Governing and advisory boards	Governing board, 22 members

Note: The survey was only completed through the above sections. FIDH mainstreams its LGBT work throughout the organization's programs, which prevented staff from answering most of the survey's questions.

The International Gay & Lesbian Human Rights Commission (IGLHRC)



Contact person	Adrian Coman acoman@iglhrc.org
Headquarters address	80 Maiden Lane, Ste 1505 New York, NY 10038 USA (212) 268-8040
Website	www.iglhrc.org
Additional locations	Argentina, South Africa, & the Philippines
Registered NGO in:	US and South Africa, in process of registration in Argentina
Organization founded	1990
Mission	The mission of the International Gay and Lesbian Human Rights Commission (IGLHRC) is to secure the full enjoyment of the human rights of all people and communities subject to discrimination or abuse on the basis of sexual orientation or expression, gender identity or expression, and/or HIV status. A US-based non-profit, non-governmental organization (NGO), IGLHRC affects this mission through advocacy, documentation, coalition building, public education, and technical assistance.
2007 spending	\$ 1,402,525 (US)
2008 spending (projected)	\$ 1,785,360 (US)

Paid staff –total	19
Membership/affiliate program	None
LGBT work started	1990
LGBT work as % all spending (estimate)	100% (\$ 1,785,360 in 2008)
LGBT program name/mission	N/A – Organization works solely on LGBT issues
LGBT program serves:	Lesbian, gay, bisexual, transgender, transsexual, intersex; general sexual rights, human rights
Paid staff on LGBT work	16 full-time, 3 part-time
Use of consultants (typical year)	1 or 2 for strategic planning and media outreach
Governing and advisory boards	Governing board, 15 members; Advisory board, 18 members
Narrative description of LGBT work overall	<p>1. IGLHRC works to secure the full enjoyment of the human rights of all people and communities subject to discrimination or abuse on the basis of sexual orientation or expression, gender identity or expression, and/or HIV status. A US-based non-profit, non-governmental organization (NGO), IGLHRC affects this mission through advocacy, documentation, coalition building, public education, and technical assistance.</p> <p>2. IGLHRC's uniqueness lies in its multi-faceted strategic approach to pursuing and achieving rights, respect and dignity for LGBTI people everywhere and to supporting local activists when faced with human rights emergencies. IGLHRC works with professional staff based in four geographical regions (Africa, Asia, Latin America, and North America).</p>
Staff time by intervention level	15% international, 40% regional, 30% national, 15% local
Budget by intervention level	10% international, 40% regional, 40% national, 10% local
Budget by geographic region	52% Africa, 18% Asia, 8% Europe, 18% Latin America and the Caribbean, 2% North America, 2% Australia/New Zealand/Pacific Islands
Primary activities	<p>Advocacy before international/UN institutions or mechanisms</p> <p>Documenting or monitoring human rights violations</p> <p>Directly responding to human rights violations/emergency interventions</p> <p>Advocacy before regional institutions or mechanisms</p> <p>Advocacy at the national/domestic level</p> <p>Local/grassroots advocacy</p> <p>Legal representation or referrals</p>
High-priority UN/international institutions & mechanisms	<p>UN Human Rights Council</p> <p>UN Economic and Social Council (ECOSOC)</p> <p>UN Special Procedures/Rapporteurs</p> <p>UN treaty bodies</p> <p>International Labour Organization (ILO)</p>
High-priority UN treaty bodies	<p>Human Rights Committee</p> <p>Committee on the Elimination of Discrimination Against Women</p>
High-priority regional institutions & mechanisms	<p>African Court and/or Commission on Human and Peoples' Rights</p> <p>Commonwealth</p> <p>Organization for Security and Cooperation in Europe</p> <p>Organization of American States</p> <p>Mercosur</p>
High-priority human rights violations	<p>Police violence/harassment</p> <p>Domestic abuse</p> <p>Employment discrimination</p>
Services, tools & resources provided	<p>Capacity building/training</p> <p>Conducting original research/data collection</p> <p>Directory of LGBT and ally funders</p> <p>Grants to other organizations</p> <p>Technical assistance to other organizations</p> <p>Regular email updates on programs, news, other developments, etc.</p> <p>Email action alerts</p>
Top goals	<p>1) Eliminate criminal laws and policies that target LGBTI people</p> <p>2) Ensure free speech, expression, association and assembly for LGBT people and groups</p> <p>3) Address violations related to gender, gender identity, and gender expression</p>

Top strategies to reach top goals	<p>1) Develop strategic approach at global level with partner organizations to develop pressure at national and international level for repealing criminal laws. For example, in Uganda, IGLHRC has worked with groups at the local level and at the African Commission to expose abuses by government officials, which are possible in part because of criminal provisions on same-sex relations</p> <p>2) IGLHRC monitors LGBT marches (primarily in Eastern Europe) and addresses the national authorities directly, documenting and framing the respective human rights issues and the applicable human rights law. For Example, IGLHRC wrote to governments on the authorization of the march as a human rights issue (e.g. in Moldova and Russia) and the protection of participants (e.g. Croatia). IGLHRC also wrote to government officials in Turkey in relation to the right to association when the government attempted to close the local LGBT group in Istanbul. At global level, IGLHRC increases the understanding of these human rights issues and presents the facts in appropriate venues/media (for example, in an annual report to the UN Rapporteurs on Human Rights Defenders, and on Free Opinion and Expression).</p> <p>3) IGLHRC contributes to the understanding of gender identity and expression issues within the human rights frame through concept papers, and illustrates human rights abuses of gender variant people in reports (such as UN human rights treaty bodies, and the MERCOSUR High Authorities for Human Rights).</p>
Top partners—LGBT organizations	ARC-International International Lesbian and Gay Association (ILGA) ILGA-Europe
Top partners—non-LGBT organizations	Amnesty International Global Rights Human Rights Watch International Commission of Jurists International Service for Human Rights
Strategic planning process	The Executive Director leads a strategic planning group charged with this task by the board; the group consists of board and staff members assisted by a consultant
Priority development and operating issues	<p>1) Develop a cohesive communication plan</p> <p>2) Enhance fundraising opportunities among individual donors</p>
Priority technical assistance or capacity building needs	<p>1) Improve multi-regional coordination and strategy related to decriminalization</p> <p>2) Start the next three year strategic planning process</p> <p>3) Devote greater resources to translating key reports and materials into multiple languages</p>
Research or data most needed	Research on existing advocacy and documentation efforts so far, together with their impact, towards the goal of decriminalization. The research would be used in the global decriminalization campaign in order to learn from the efforts in the past and better channel existing resources towards this goal.
How foundations could most help (aside from \$)	Donors can continue to assist in getting groups to strategize together (sometimes a challenging goal due to competition and other issues) and providing the funds for such meetings. Donors could also continue working towards increasing the amount and the number of funding sources available for LGBTI issues.

International Lesbian and Gay Association (ILGA)



Contact person	Trevor Cook trevorcook@ilga.org
Headquarters address	17 Rue de la Charité 1210 Brussels BELGIUM +32 2 502 24 71
Website	www.ilga.org
Additional locations	ILGA currently does not have offices apart from the ones the world secretariat shares with its European region (ILGA-Europe) in Brussels. The Asian and African federations are in the process of being registered as NGOs and offices should therefore open in Bangkok and Johannesburg or Cape Town.
Registered NGO in:	Belgium
Organization founded	1978

Mission	ILGA's vision is a world in which lesbian, gay, bisexual, trans and intersex (LGBTI) people can live in equality, free from discrimination on the grounds of sexual orientation and gender identity or expression, and where the human rights of all are respected and protected. (From ILGA's Strategic Plan 2008-2010). Institutional objectives: The Aims and Objectives of ILGA as stated in its constitution are: C3.1.1 To work for the equality of lesbians, gay men, bisexuals, trans people and intersex people and liberation from all forms of discrimination; C3.1.2 To promote the universal respect for and observance of human rights and fundamental freedoms, including the elimination of all forms of discrimination and also including the realization of the specific provisions of international human rights instruments.
2007 spending	\$ 383,591 (US)
2008 spending (projected)	\$ 748,738 (US)
Paid staff –total	4
Membership/affiliate program	Not provided
LGBT work started	1978
LGBT work as % all spending (estimate)	100% (about \$748,700 in 2008)
LGBT program name/mission	N/A – Organizations works solely on LGBT issues
LGBT program serves:	Lesbian, gay, bisexual, trans and intersex people (terminology of world constitution). Regions can use terminology specific to their situation (i.e. travesti in Latin America and transgender in Europe) in their name and mandate.
Paid staff on LGBT work	4 full-time
Use of consultants (typical year)	Hired a consultant on IT issues in 2008
Governing and advisory boards	Governing board, 16 members (12 regional: 2 each from Asia, Africa, ANZAPI (South Pacific), Europe, Latin America/Caribbean and North America; 2 Co-Secretaries General, Women's Secretariat and Trans Secretariat).
Narrative description of LGBT work overall	1. Strategic objectives to promote LGBTI rights A. Progress towards full recognition of and respect for fundamental human rights B. Empowerment of women, trans and intersex persons in the LGBTI movement C. Stronger self-organized and self-directed LGBTI movements in general with a special focus on Africa, Asia and Latin America/Caribbean D. Increased global awareness and education on LGBTI issues E. Strengthened capacity of ILGA to achieve its mission F. Fairer and more inclusive gender balance and participation in ILGA's activities on the global and regional level G. Recognition of ILGA as a credible informational resource and representative social movement 2. ILGA is to this day the only international non-profit and non-governmental community-based federation focused on presenting discrimination on grounds of sexual orientation as a global issue. It occupies a unique place as it has for the last 30 years, acting as a participatory platform and facilitating processes for the LGBT movement to self organise both on a continental and world levels. Its legitimacy based on a representative model (representatives are elected by peer-activists) is unique as it strives to embody and give voice to the movement on an international level.
Staff time by intervention level	60% international, 40% regional, 0% national, 0% local
Budget by intervention level	60% international, 40% regional, 0% national, 0% local
Budget by geographic region	30% Africa, 30% Asia, 30% Latin America, 10% Australia/New Zealand/Pacific Islands
Primary activities	Advocacy before international/UN institutions or mechanisms Directly responding to human rights violations/emergency interventions General public education Advocacy before regional institutions or mechanisms Media work
High-priority UN/international institutions & mechanisms	UN Human Rights Council UN Commission on the Status of Women UN Economic and Social Council (ECOSOC) UN Special Procedures/Rapporteurs UN General Assembly UN treaty bodies
High-priority UN treaty bodies	Human Rights Committee Committee on the Elimination of Discrimination Against Women Committee on Economic, Social, and Cultural Rights

High-priority regional institutions & mechanisms	African Court and/or Commission on Human and Peoples' Rights Commonwealth Organization of American States Mercosur Inter-American Court and/or Commission of Human Rights
High-priority human rights violations	Not provided
Services, tools & resources provided	Capacity building/training Conducting original research/data collection Directory of LGBT and ally organizations Listserv for activists Regular email updates on programs, news, other developments, etc. Email action alerts
Top goals	1) Progress towards recognition of LGBTI rights with a focus on gender representation (women and trans) 2) Stronger self-organized and self-directed LGBTI movements in Africa, Asia and Latin America/The Caribbean (ANZAPI (South Pacific) to follow) 3) ILGA's recognised as a credible info and educational resource on LGBTI rights
Top strategies to reach top goals	1) Continue work around UN issues both at the Human Rights Council and at ECOSOC 2) Continue investing in the women's and trans' world secretariats; accompany regions in developing and structuring their work as regional federations; foster South-South relationships amongst regional board members 3) Implement new Website to serve as educational and "one stop information" point on LGBTI issues including directory of LGBT groups
Top partners—LGBT organizations	ARC International Council for Global Equality International Gay, Lesbian, Bisexual, Transgender and Queer Youth and Student Organization International Lesbian and Gay Association-Europe International Gay and Lesbian Human Rights Commission Interpride
Top partners—non-LGBT organizations	Amnesty International Education International/Public Services International Global Rights Human Rights Watch International Commission of Jurists International Federation of Human Rights (FIDH) International Service for Human Rights
Strategic planning process	The board of ILGA is responsible for the development of the strategic plan (through "strategic planning sessions") but it is a collaborative process that also includes the staff
Priority development and operating issues	1) Administration 2) Communication 3) Membership
Priority technical assistance or capacity building needs	1) Web consultancy and implementation 2) Best practices in the field of participatory processes on a global level (so as to increase interaction with members) 3) Best practices in communication systems on a global level to movement but also to engage with individual donors and main audience
Research or data most needed	World overview of legislation affecting trans and intersex people
How foundations could most help (aside from \$)	1) Mapping the work of LGBTI organisations 2) Giving expertise on communication and fundraising, and engaging directly with newly born federations of ILGA

ILGA-Europe



Contact person	Patricia Prendiville patricia@ilga-eruoep.org
Headquarters address	rue de la Charité 17 Saint Jose ten Node Brussels B-1210 BELGIUM +32 2 609 54 11
Website	www.ilga-europe.org
Additional locations	None
Registered NGO in:	Belgium
Organization founded	1997
Mission	To act as a European voice for the rights of those who face discrimination on the grounds of sexual orientation, gender identity or gender expression; to promote the right to equality and freedom from discrimination by lobbying and advocacy, and by educating and informing the European and International institutions, media and civil society; to strengthen the capacity of European human rights organisations fighting against sexual orientation, gender identity and gender expression discrimination to work for equality through their involvement in advocacy campaign and networking, the exchange of best practice, the dissemination of information and capacity building programmes.
2007 spending	\$ 1,296,722 (US; based on an 8-month budget)
2008 spending (projected)	\$ 2,193,210 (US)
Paid staff –total	10, w/ 1 additional full-time non-paid staff member
Membership/affiliate program	None
LGBT work started	1978 (ILGA founded)/1997 (ILGA-Europe founded)
LGBT work as % all spending (estimate)	100%
LGBT program name/mission	N/A – organization works solely on LGBT issues
LGBT program serves:	Gay, bisexual, transgender, transsexual, intersex
Paid staff on LGBT work	All
Use of consultants (typical year)	Occasionally to research and write reports on specific issues – e.g., employment, families issues, transgender survey
Governing and advisory boards	Governing board, 10 members
Narrative description of LGBT work overall	Not provided
Staff time by intervention level	5% international, 85% regional, 10% national, 0% local
Budget by intervention level	0% international, 100% regional, 0% national, 0% local
Budget by geographic region	100% Europe
Primary activities	Advocacy before international/UN institutions or mechanisms Documenting or monitoring human rights violations General public education Advocacy before regional institutions or mechanisms Advocacy at the national/domestic level Legal representation or referrals Media work
High-priority UN/international institutions & mechanisms	UN Human Rights Council UN Economic and Social Council (ECOSOC) Office of the UN High Commissioner for Human Rights International Labour Organization (ILO)
High-priority UN treaty bodies	Human Rights Committee Committee on Economic, Social, and Cultural Rights

High-priority regional institutions & mechanisms	Council of Europe and/or European Union Organization for Security and Cooperation in Europe European Court of Human Rights
High-priority human rights violations	N/A
Services, tools & resources provided	Capacity building/training Conducting original research/data collection Directory of LGBT and ally funders Directory of LGBT and ally organizations Grants to other organizations Technical assistance to other organizations Regular email updates on programs, news, other developments, etc. Email action alerts
Top goals	Not provided
Top strategies to reach top goals	Not provided
Top partners—LGBT organizations	ARC International Human Rights Watch LGBT Section International Gay and Lesbian Human Rights Commission Our members
Top partners—non-LGBT organizations	Amnesty International International Federation for Human Rights Front Line Defenders Social Platform in Brussels
Strategic planning process	Executive director leads the process. Involves review of previous plans, consultation with members, mapping of environment and adoption of draft plan at conference.
Priority development and operating issues	1) Deepening and strengthening our programme of work 2) Litigation - especially capacity development on this 3) Strengthening our re-granting
Priority technical assistance or capacity building needs	None
Research or data most needed	Data collection on quality of life of LGBT people in all European countries
How foundations could most help (aside from \$)	1) Make the case to non-LGBT organisations about the need for them to know the work of LGBT organisations 2) Make public the commitment making links between the recipients, trying not to generate competition between recipients, planning together, working with the recipients to plan together

International Service for Human Rights (ISHR)

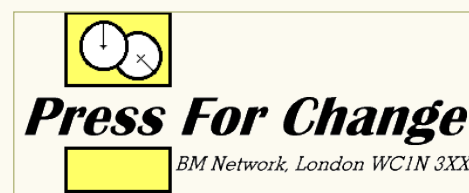


Contact person	Katrine Thomasen k.thomasen@ishr.ch
Headquarters address	Rue de Varembe 1 PO Box 16 CH-1211, Geneva 20 SWITZERLAND +41 22 9197100
Website	www.ishr.ch
Additional locations	New York, USA
Registered NGO in:	Switzerland, USA
Organization founded	1984

Mission	Our distinctive mission has four fundamental elements: 1) Empowering individuals, non-government organisations, national human rights institutions and international and regional human rights systems for an effective realisation of human rights, in particular through the provision of information, strategic advice and training; 2) Monitoring, reporting on and promoting human rights discussions and debates and the development of international and regional law and mechanisms for the protection and promotion of human rights; 3) Promoting the effective protection of human rights defenders; and, 4) Doing anything incidental to the attainment of these purposes for the promotion and protection of human rights.
2007 spending	Not provided
2008 spending (projected)	\$ 2,806,360 (US)
Paid staff –total	19
Membership/affiliate program	None
LGBT work started	2003
LGBT work as % all spending (estimate)	5% (about \$ 140,300 in 2008)
LGBT program name/mission	None
LGBT program serves:	Human rights
Paid staff on LGBT work	1 part-time
Use of consultants (typical year)	None
Governing and advisory boards	Governing board, 10 members
Narrative description of LGBT work overall	1) ISHR raises awareness and advocates for adequate responses at the UN and regional levels to human rights issues related to sexual orientation and gender identity; promotes access for LGBT defenders and organizations to the UN human rights system; and supports coordination and creates opportunities for awareness-raising and publicity. ISHR focuses on promoting implementation and application of the Yogyakarta Principles on the application of human rights law in relation to sexual orientation and gender identity by the Special Procedures and the treaty monitoring bodies. ISHR will also continue to give focus to discussions on sexual orientation and gender identity by relevant UN bodies in our monitoring and reporting. 2) ISHR plays a particular role through offering capacity building and information on how to use the UN human rights system to assist human rights defenders, including LGBT defenders.
Staff time by intervention level	90% international, 10% regional, 0% national, 0% local
Budget by intervention level	100% international, 0% regional, 0% national, 0% local
Budget by geographic region	Not provided
Primary activities	Advocacy before international/UN institutions or mechanisms Advocacy before regional institutions or mechanisms
High-priority UN/international institutions & mechanisms	UN Human Rights Council UN Economic and Social Council (ECOSOC) UN Special Procedures/Rapporteurs Office of the UN High Commissioner for Human Rights UN General Assembly UN treaty bodies
High-priority UN treaty bodies	Not provided
High-priority regional institutions & mechanisms	African Court and/or Commission on Human and Peoples' Rights Asia Pacific Forum of National Human Rights Institutions
High-priority human rights violations	N/A
Services, tools & resources provided	Capacity building/training Regular email updates on programs, news, other developments, etc.
Top goals	1) Mainstream attention to sexual orientation in all aspects of our work 2) Provide capacity building, including through information sharing to LGBT defenders 3) Promote the Yogyakarta Principles
Top strategies to reach top goals	1) We give attention to sexual orientation and gender identity in the reports on meetings of relevant UN bodies; we include a component on these issues in all of our trainings 2) We systematically seek out participation of LGBT defenders in our training courses 3) We raise awareness of the Principles in relevant meetings with treaty bodies and special procedures

Top partners–LGBT organizations	ARC International International Gay and Lesbian Human Rights Commission International Lesbian and Gay Association-Europe
Top partners–non-LGBT organizations	Human Rights Watch
Strategic planning process	Our current strategic and action plan covers the period 2006-2009. It was developed by the secretariat in close consultation with the board. It is not specific to the LGBT program.
Priority development and operating issues	Not provided
Priority technical assistance or capacity building needs	Not provided
Research or data most needed	Not provided
How foundations could most help (aside from \$)	Not provided

Press for Change



Contact person	Stephen Whittle stwhittle@btinternet.com
Headquarters address	24 Mauldeth Rd Stockport East Sussex SK4 3NE GB +44 (0) 161 442 4772
Website	www.pfc.org.uk
Additional locations	None
Registered NGO in:	UK
Organization founded	1992
Mission	Seeking respect and equality for all trans people
2007 spending	\$ 10,000 (US)
2008 spending (projected)	\$ 80,000 (US)
Paid staff –total	0
Membership/affiliate program	None - new scheme starting in September 2008
LGBT work started	1992
LGBT work as % all spending (estimate)	100% (\$ 80,000 in 2008)
LGBT program name/mission	N/A; organization works solely on trans issues
LGBT program serves:	Transgender, transsexual
Paid staff on LGBT work	0
Use of consultants (typical year)	Four current consultants will become employees in 2009
Governing and advisory boards	Governing board, 7 members
Narrative description of LGBT work overall	We are the only such organization in the UK doing political work and lobbying for legal change for trans people, as well as providing legal advice and support
Staff time by intervention level	20% international, 0% regional, 80% national, 0% local
Budget by intervention level	40% international, 0% regional, 60% national, 0% local
Budget by geographic region	100% Europe

Primary activities	<p>Advocacy before international/UN institutions or mechanisms</p> <p>Documenting or monitoring human rights violations</p> <p>Directly responding to human rights violations/emergency interventions</p> <p>General public education</p> <p>Advocacy before regional institutions or mechanisms</p> <p>Advocacy at the national/domestic level</p> <p>Local/grassroots advocacy</p> <p>Legal representation or referrals</p> <p>Media work</p>
High-priority UN/international institutions & mechanisms	<p>UN Human Rights Council</p> <p>UN treaty bodies</p> <p>International Labour Organization (ILO)</p>
High-priority UN treaty bodies	<p>Human Rights Committee</p> <p>Committee on the Elimination of Discrimination Against Women</p>
High-priority regional institutions & mechanisms	<p>Council of Europe and/or European Union</p> <p>European Court of Human Rights</p>
High-priority human rights violations	<p>Police violence/harassment</p> <p>Education discrimination</p> <p>Employment discrimination</p> <p>Health services discrimination</p>
Services, tools & resources provided	<p>Capacity building/training</p> <p>Conducting original research/data collection</p> <p>Directory of LGBT and ally organizations</p> <p>Regular email updates on programs, news, other developments, etc.</p> <p>Email action alerts</p>
Top goals	<p>1) To become a registered charity</p> <p>2) To develop our business plan</p> <p>3) To continue our advice work and extend it</p>
Top strategies to reach top goals	<p>1) We have one worker preparing this</p> <p>2) We all do this</p> <p>3) We all do this</p>
Top partners–LGBT organizations	<p>International Lesbian and Gay Association (ILGA)</p> <p>ILGA-Europe</p> <p>Transgender Europe</p>
Top partners–non-LGBT organizations	<p>Women and Equality Unit, UK Government</p> <p>Crown Prosecution Service</p> <p>ACPO Transgender Group</p>
Strategic planning process	<p>Strategic plan currently under development</p>
Priority development and operating issues	<p>1) Fundraising</p> <p>2) Grant applications</p> <p>3) Website development</p>
Priority technical assistance or capacity building needs	<p>1) Website development</p> <p>2) Administrative assistance</p> <p>3) Financial management</p>
Research or data most needed	<p>We have a massive database of 2,700 transgender people's lives in Europe; we need further funding for further analysis. See www.pfc.org.uk for the first part of this study on health care only. We need funding for the remainder of the analysis.</p>
How foundations could most help (aside from \$)	<p>Providing administrative support and capacity building support</p>

Sexuality Policy Watch



Contact person	Sonia Corrêa
Headquarters address	SPW operates from two distinct secretariats. One of them is based at ABIA in Rio de Janeiro: Av. Presidente Vargas, 446/ 13o. andar Rio de Janeiro RJ Brazil CEP: 20071-907
Website	www.sxpolitics.org
Additional locations	The other secretariat is based at the Center for Gender, Sexuality and Health Department of Sociomedical Sciences Mailman School of Public Health Columbia University 722 West 168th Street, 9th Floor New York, NY 10032 USA
Registered NGO in:	See below
Organization founded	Observation: SPW is not an NGO. It is a forum or collective. It was established in 2002.
Mission	Sexuality Policy Watch (SPW) is a global forum composed of researchers and activists from a wide range of countries and regions of the world. Inspired by local and international initiatives, the SPW's mandate is twofold: to contribute to sexuality related global policy debates through strategic policy-oriented research and analysis projects, and to promote more effective linkages between local, regional and global initiatives. The Sexuality Policy Watch was constituted in 2002 as the International Working Group on Sexuality and Social Policy (IWGSSP). In the last four years SPW has been engaged in research and political activism and has been able to produce a series of policy analyses as well as other materials.
2007 spending	\$ 300,000 (US)
2008 spending (projected)	\$ 500,000 (US)
Paid staff –total	7
Membership/affiliate program	SPW is not a membership organization. SPW works with a number of collaborators, in particular those who have been involved in the <i>SexPolitics: Reports from the Frontlines</i> global research project. See the webpage: www.sxpolitics.org/frontlines/index.php
LGBT work started	2002
LGBT work as % all spending (estimate)	It is difficult to estimate, given the nature of our work. SPW does not have a specific LGBT program but addresses related issues both in relation to research and advocacy of connected activities.
LGBT program name/mission	See above.
LGBT program serves:	See above.
Paid staff on LGBT work	See above.
Use of consultants (typical year)	Research and communications
Governing and advisory boards	Steering committee, 5 members; Advisory committee, 11 members
Narrative description of LGBT work overall	1) LGBTI issues have been addressed in most cases under the <i>SexPolitics: Reports from Frontlines</i> global research 2) LGBTI issues are also addressed in our related advocacy work, such as in the case of efforts developed jointly with other organizations and networks in relation to the resolution on sexual orientation and human rights presented by Brazil at the UN Human Rights Commission in 2003 and more recently in activities related to the Yogyakarta Principles 3) LGBTI rights constitute a core content of the book <i>Sexuality, Health and Human Rights</i> , written by Richard Parkers, Sonia Corrêa and Rosalind Petchesky (Routledge, forthcoming) as part of our past program of work. The three authors are members of the SPW Steering Committee.
Staff time by intervention level	60% international, 5% regional, 10% national, 5% local
Budget by intervention level	60% of the budget for the 2008-2009 cycle will be devoted to the promotion of regional dialogues on Sexuality and Politics (State, Human Rights, Economics, Science and Religion) in Africa, Latin America and Asia. The remaining resources are devoted to advocacy related work, publications and communications.
Budget by geographic region	Roughly 1/3 of the 60% referred above for each region

Primary activities	Policy research and analysis Development of conceptual frameworks in relation to sexuality and politics Follow-up and analysis of global advocacy arenas and trends Dissemination of information
High-priority UN/international institutions & mechanisms	UN Human Rights Council UN Commission on the Status of Women UN Economic and Social Council (ECOSOC) UN Special Procedures/Rapporteurs Office of the UN High Commissioner for Human Rights UNAIDS World Health Organization (WHO)
High-priority UN treaty bodies	Human Rights Council To a less extent Committee on the Elimination of Discrimination Against Women
High-priority regional institutions & mechanisms	SPW does not work directly at the level of these institutions but pays close attention to process as underway at: Organization of American States Mercosur Inter-American Court and/or Commission of Human Rights
High-priority human rights violations	LGBT issues, female sexuality, sex work, abortion and HIV/AIDS
Services, tools & resources provided	Conducting original research/data collection Follow-up and analysis of sexuality related advocacy at various levels, in particular the UN HRC Conceptual work of sexuality and politics (State and rights, economics, Science, religion) Directory of LGBT organisations and allies Regular email updates on programs, news, other developments, etc. Email action alerts
Top goals	1) To more fully understand the placement of LGBTI issues in the current sexual politics scenario, analyzing how they interplay with macro political, economic and political trends, underway globally and in the diverse regions of the world (considering context-specific features) 2) To share these analyses with LGBTI activists and researchers 3) To continue efforts of local dissemination of the <i>Yogyakarta Principles</i> started in the last program cycle
Top strategies to reach top goals	1) The regional dialogues mentioned above and a more substantive analysis of the interplay between sexuality and religion at the level of the UN Human Rights Council 2) Dissemination of these analyses through our web page and other means 3) Continuing dissemination of <i>SexPolitics: Reports from the Frontlines</i> (in Spanish and eventually in French, as well as a series of projects for local dissemination of the research outcomes) 4) Dissemination of the Portuguese version of the <i>Yogyakarta Principles</i> as well as of the video produced on the Brazilian launching 5) Dissemination of analysis in regard to sexuality and development, elaborated in partnership with the IDS program on Sexuality and Development
Top partners—LGBT organizations	ABGLT Brazil ARC International Ciudadania Sexual (Peru) Grupos Somos and Grupo d'Ellas (Brazil) Human Rights Watch LGBT program Instituto Edson Neris (Brazil) International Lesbian and Gay Association (International and Latin America) MULABI
Top partners—non-LGBT organizations	Action Health Nigeria African Sexuality Resource Center Associação Brasileira interdisciplinar de AIDS CLAM Coalition for Bodily Rights in Muslim Societies Colegio de Mexico Commission on Citizenship and Reproduction (Brazil) Development Alternatives with Women for a New Era EIPR (Egypt) Grupo de Investigación Sexualidad y Sociedad (Mexico) Institute of Development Studies Sexuality and Development Program National Sexuality Resource Center Polish Federation for Family Planning and Astra Network South Asia and South East Asia Sexuality Resource Center Women's for Women's Right- New Ways –Turkey

Strategic planning process	No formal process, although members are systematically consulted on future programs
Priority development and operating issues	1) Improve communication among members and partners 2) Clarify further SPW mode of operation as a Forum, which is both structured and open 3) Fundraising for activities programmed for the next cycle that are not yet supported
Priority technical assistance or capacity building needs	Improvement of the website and other communication needs
Research or data most needed	1) Collaboration in terms of identifying the participants for regional dialogues that are planned during the next few years 2) Updated information on national and regional political dynamics related to sexuality issues at large (LGBT, abortion, sex work, HIV/AIDS) 3) Expand existing research and data on sexuality and economics and sexuality and religion
How foundations could most help (aside from \$)	Providing more systematic information on activities being supported, in particular cross-sector initiatives

United and Strong¹

Contact person	Kenita Placide Kenita74@yahoo.com
Headquarters address	PO Box 772 Castries SAINT LUCIA (758) 284-5899
Website	None
Additional locations	None
Registered NGO in:	Saint Lucia
Organization founded	2004
Mission	Not provided
2007 spending	\$ 15,000 (US)
2008 spending (projected)	\$ 15,000 (US)
Paid staff –total	None
Membership/affiliate program	None
LGBT work started	2005
LGBT work as % all spending (estimate)	100% (\$ 15,000 in 2008)
LGBT program name/mission	N/A – Organization works solely on LGB issues
LGBT program serves:	Lesbian, gay, bisexual
Paid staff on LGBT work	None
Use of consultants (typical year)	4, primarily for legal work
Governing and advisory boards	Governing board, 7 members; Advisory board, 3 members
Narrative description of LGBT work overall	Outreach and education programs, social gatherings. Our first official project is to do a submission to the Law Reform Board.
Staff time by intervention level	0% international, 15% regional, 10% national, 45% local
Budget by intervention level	0% international, 0% regional, 20% national, 80% local
Budget by geographic region	Not provided
Primary activities	Advocacy before regional institutions or mechanisms Advocacy at the national/domestic level Local/grassroots advocacy Documenting or monitoring human rights violations Health/counseling/service provision or referrals General public education

High-priority UN/international institutions & mechanisms	UNAIDS
High-priority UN treaty bodies	N/A
High-priority regional institutions & mechanisms	Not provided
High-priority human rights violations	Police violence/harassment Domestic abuse Education discrimination Employment discrimination Health services discrimination
Services, tools & resources provided	Capacity building/training Directory of LGBT and ally organizations Regular email updates on programs, news, other developments, etc. Email action alerts
Top goals	1) More outreach and education to men who have sex with men (MSM) 2) Work more with minority groups 3) Women's social group meetings
Top strategies to reach top goals	1) Getting men more educated on issues, through chat room sessions, social group meetings, and workshops 2) Identifying additional people to work with, and getting to know the smaller groups 3) Holding more meetings and education sessions
Top partners—LGBT organizations	Caribbean Forum for Lesbians, All-sexuals and Gays Friend for Life Jamaica Forum for Lesbians, All-Sexuals and Gays Society Against Sexual Orientation Discrimination
Top partners—non-LGBT organizations	AIDS Action Foundation Caribbean Coalition of National AIDS Programme Coordinators
Strategic planning process	Not provided
Priority development and operating issues	1) Membership 2) Administration
Priority technical assistance or capacity building needs	1) MSM outreach 2) Women who have sex with women (WSW) research and data building 3) WSW outreach and education
Research or data most needed	1) WSW statistics 2) Best practices of successful outreach programs
How foundations could most help (aside from \$)	Supporting data development around WSW issues

¹ United and Strong did not respond to our requests asking them to review and approve their profile.

United Belize Advocacy Movement



Contact person	Caleb Orozco corozco@unibam.org
Headquarters address	5 Zericote St Belize City, Belize (501) 663-5641
Website	www.unibam.org
Additional locations	None
Registered NGO in:	None
Organization founded	2006
Mission	To be an advocacy organization that uses rights-based approaches to reduce stigma and discrimination
2007 spending	\$ 34,000 (US)

2008 spending (projected)	\$ 40,000 (US)
Paid staff –total	2
Membership/affiliate program	None
LGBT work started	2005
LGBT work as % all spending (estimate)	50% (about \$ 20,000 in 2008)
LGBT program name/mission	Non-GLBT work is related to HIV policy and education work and human rights and gender-based violence collaboration
LGBT program serves:	Men who have sex with men (MSM) and GLBT issues
Paid staff on LGBT work	1 full-time, 2 part-time
Use of consultants (typical year)	None
Governing and advisory boards	Governing board, 11 members
Narrative description of LGBT work overall	1) Policy analysis, MSM sexual health, media advocacy, HIV education, research 2) We are the only program in the country of Belize. We are the only one highlighting the needs of the community.
Staff time by intervention level	20% international, 20% regional, 20% national, 40% local
Budget by intervention level	0% international, 1% regional, 94% national, 5% local
Budget by geographic region	Not provided
Primary activities	Advocacy before international/UN institutions or mechanisms Advocacy before regional institutions or mechanisms Documenting or monitoring human rights violations Directly responding to human rights violations/emergency interventions Legal representation or referrals
High-priority UN/international institutions & mechanisms	UN Human Rights Council UN treaty bodies
High-priority UN treaty bodies	Human Rights Committee
High-priority regional institutions & mechanisms	Organization of American States
High-priority human rights violations	Health services discrimination
Services, tools & resources provided	Capacity building/training Conducting original research/data collection Listserv for activists Regular email updates on programs, news, other developments, etc. Email action alerts
Top goals	1) Legislative change 2) Sexual health education 3) Media advocacy
Top strategies to reach top goals	1) Joining the policy and legislative committee of the NAC 2) Providing group support and testing across the country 3) Health promotion, and talk shows and writing articles
Top partners–LGBT organizations	Caribbean Forum for Lesbians, All-sexuals and Gays
Top partners–non-LGBT organizations	Alliance Against AIDS Belize Family Life Association Pan-American Social American Organization
Strategic planning process	Only have a draft strategic plan
Priority development and operating issues	1) Funding 2) Building capacity with partners 3) Overcoming institutional discrimination 4) Building strategic framework on LGBT issues
Priority technical assistance or capacity building needs	1) Improving sexual health in the health services for GLBT populations 2) Setting up BCC innovations
Research or data most needed	New BCC innovations in reaching out to GLBTI population
How foundations could most help (aside from \$)	1) Consult locally rather than just assuming they know what's going on on-the-ground 2) Don't assume that all regions are the same 3) Don't assume that strategies in one area will work in another

World Organisation Against Torture (OMCT)



Contact person	Anne-Laurence Lacroix all@omct.org
Headquarters address	RPO Box 21 8, rue du Vieux-Billard CH-1211 Geneva 8 SWITZERLAND +41 22 809 49 39
Website	www.omct.org
Additional locations	Members of the OMCT network are present in the following countries: Afghanistan, Albania, Angola, Argentina, Australia, Austria, Azerbaïdjan, Bahrain, Bangladesh, Barbados, Belgium, Benin, Bolivia, Brazil, Bulgaria, Burkina Faso, Cameroon, Canada, Central African Republic, Chad, Chile, China, Colombia, Congo (Brazzaville), Congo (Democratic Republic of), Costa Rica, Denmark, Egypt, Ecuador, Ethiopia, France, Gambia, Georgia, Germany, Greece, Guatemala, Guinea-Bissau, Haiti, Honduras, India, Indonesia, Ireland, Israel, Ivory Coast, Japan, Jordan, Kenya, Korea (Republic of), Kyrgyzstan, Lebanon, Luxemburg, Madagascar, Malaysia, Mali, Mauritania, Mexico, Morocco, Nepal, The Netherlands, Nicaragua, Niger, Nigeria, Spain, Pakistan, Palestine, Peru, The Philippines, Poland, Puerto Rico, Portugal, Russia, Rwanda, Senegal, Serbia, Sierra Leone, Sudan Sri Lanka, Switzerland, Syrie, Tanzania, Togo, Tunisia, Turkey, Uganda, United Kingdom, United States of America, Uruguay, Venezuela and Zimbabwe
Registered NGO in:	Switzerland
Organization founded	1986
Mission	The aim of OMCT is to contribute to the struggle against torture, summary executions, disappearances, arbitrary detention, psychiatric internment for political reasons, and other cruel, inhuman or degrading treatment or punishment. (Article 2 of OMCT's Statutes)
2007 spending	\$ 3,270,270 (US)
2008 spending (projected)	\$ 4,023,050 (US)
Paid staff –total	23
Membership/affiliate program	None
LGBT work started	Not provided
LGBT work as % all spending (estimate)	N/A – GLBTI rights work is mainstreamed throughout the organisation
LGBT program name/mission	OMCT is a mainstream human rights organisation coordinating a network of 282 NGOs worldwide (mainstream NGOs, children's and women's human rights NGOs, trade unions, rehabilitation centres for torture victims, etc.). OMCT does not have a GLBTI programme. Considering strong reactions from some of its members, OMCT has decided to mainstream GLBTI rights in all activities/tools developed to fight torture and other cruel, inhuman or degrading treatment: urgent appeals; urgent assistance to victims of torture; alternative reports to United Nations Treaty Monitoring Bodies; and lobbying with United Nations Human Rights Council and regional human rights mechanisms (African Commission on Human and Peoples' Rights, Council of Europe, etc.). This mainstreaming strategy has already been successful with women's and children's human rights issues (e.g. UN Committee Against Torture addressing domestic violence against women; opening up of the OMCT SOS-Torture network to women's and children's rights NGOs, etc.). OMCT's objective is notably to strengthen its cooperation with international and field GLBTI NGOs, together with its field partners. Over the last two years, a dozen GLBTI victims benefited from OMCT's legal, medical and/or assistance within the "Urgent Assistance to Victims of Torture Programme."
LGBT program serves:	Not provided
Paid staff on LGBT work	Not provided
Use of consultants (typical year)	None
Governing and advisory boards	Governing board, 9 members
Narrative description of LGBT work overall	Based on experience with children's and women's human rights, OMCT is convinced that sensitizing mainstream human rights NGOs - at the international, regional and local levels - is of fundamental importance.
Staff time by intervention level	Not provided
Budget by intervention level	Not provided
Budget by geographic region	Not provided

Primary activities	<p>Advocacy before international/UN institutions or mechanisms</p> <p>Advocacy before regional institutions or mechanisms</p> <p>Advocacy at the national/domestic level</p> <p>Local/grassroots advocacy</p> <p>Documenting or monitoring human rights violations</p> <p>Directly responding to human rights violations/emergency interventions</p> <p>Legal representation or referrals</p> <p>Media work</p>
High-priority UN/international institutions & mechanisms	<p>UN Human Rights Council</p> <p>UN Commission on the Status of Women</p> <p>UN Special Procedures/Rapporteurs</p> <p>Office of the UN High Commissioner for Human Rights</p> <p>UN treaty bodies</p>
High-priority UN treaty bodies	<p>Human Rights Committee</p> <p>Committee Against Torture</p> <p>Committee on Economic, Social, and Cultural Rights</p>
High-priority regional institutions & mechanisms	<p>African Court and/or Commission on Human and Peoples' Rights</p> <p>Council of Europe and/or European Union</p> <p>Organization for Security and Cooperation in Europe</p> <p>Inter-American Court and/or Commission of Human Rights</p> <p>Regional Field Presences of the Office of the High Commissioner for Human Rights</p>
High-priority human rights violations	<p>Police violence/harassment</p> <p>Domestic abuse</p>
Services, tools & resources provided	<p>Grants to other organizations</p> <p>Technical assistance to other organizations</p> <p>Email action alerts</p>
Top goals	Not provided
Top strategies to reach top goals	Not provided
Top partners—LGBT organizations	<p>International Gay and Lesbian Human Rights Commission</p> <p>International Lesbian and Gay Association</p> <p>Sexual Minorities Uganda</p>
Top partners—non-LGBT organizations	<p>International Federation for Human Rights</p> <p>Urgent Action Fund</p>
Strategic planning process	<p>OMCT is responsible for the development of its strategic plan, in cooperation with field member NGOs. OMCT's philosophy is one of collaboration, networking, NGO empowerment and solidarity. The SOS-Torture network is formed by independent grass-roots, regional and international organisations, which bring a combination of approaches, specialisations and expertise to OMCT's work. OMCT's activities and services are designed in accordance with the needs of the network or any other NGOs active in the field, with the organisation's structure and programmes being engendered by a "bottom-up" approach. In each of its activities, OMCT fosters South-South networking.</p> <p>OMCT has no specific LGBTI plan.</p>
Priority development and operating issues	<ol style="list-style-type: none"> 1) Denouncing and reporting human rights violations 2) Providing emergency assistance 3) Communicating with members of the SOS-Torture network
Priority technical assistance or capacity building needs	<ol style="list-style-type: none"> 1) Get closer cooperation and coordination with GLBTI organisations 2) Integrate GLBTI NGOs in the SOS-Torture network
Research or data most needed	<p>Contacts with GLBTI NGOs in the world would be very useful when dealing with requests for urgent legal, medical and/or social assistance. Available funding would be dedicated to provide GLBTI victims with urgent assistance.</p>
How foundations could most help (aside from \$)	<p>Help with liaising with GLBTI NGOs and other relevant partners</p>



CONTACT INFORMATION

Contact information for the three organizations that we interviewed, but declined to complete a survey:

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