

# Global Women's Health, Rights and Empowerment Initiative (GWHREI)

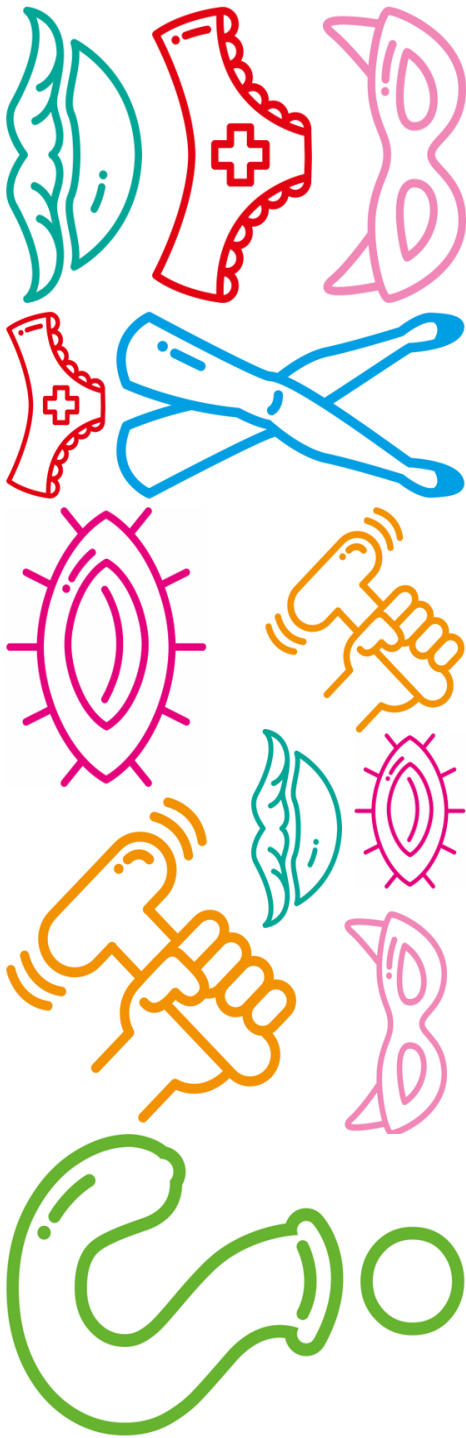


**OUR BODIES**



**OUR RULES**

**STRATEGIC PLAN 2022-2026**



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## OUR HERSTORY

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Global Women's Health, Rights and Empowerment Initiative (GWHREI), is a queer sex-worker-led nonprofit that came into existence in 2014 as a result of the vulnerability, stigma and discrimination experienced by sex workers in Nigeria.

Over the past 7 years, we have made incredible progress. We have provided effective treatments and approaches to HIV prevention in our context of programmatic efforts, which has resulted in fewer new HIV diagnosis and fewer AIDS death.

We have a clear understanding of how the broader social determinants of health -poverty, housing instability, food insecurity, mental health issues, addictions, violence, abuse, stigma, and social and structural inequalities-put sex workers at risks, threaten their health and further exacerbate their lived experiences.

We also have a very clear understanding of how the identities of the community we work with can intersect with their sexual orientation, gender identity and expression, religion, age as well as other forms of identities, and how these intersections can impact and shape their experiences and life outcomes.

Marginalized groups, including LBT+ women, sex workers, people who use drugs, and those experiencing homelessness, were disproportionately impacted by Covid-19 regulations that exposed them to further discrimination and human rights abuses.

This has led to the evolution of our programmatic efforts in the last two years to enable us work at the various intersections of broader Sexual and Reproductive Health and Rights (SRHR) issues, LBT+ women rights, sex workers rights, drug users' rights, and the rights of other marginalized/minority persons. Our work has also gone beyond Benue state. We are also actively working in Gombe state.

Our feminist approach provides guidance for developing and institutionalizing processes and practices to support the implementation of our programmatic efforts in promoting women's rights to bodily autonomy in all their diversity, and to reduce poverty, inequality, and build prosperity.



# ABOUT US

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## Vision

A society where women's rights are respected and protected.

## Mission

To champion the rights of diverse women by advocating for their sexual and reproductive health and rights, and creating an enabling environment for meaningful participation in the decisions made about their lives.

## Organizational Values

Through its daily practices, in the design, implementation, and monitoring of its initiatives and in the relations with other stakeholders, GWHREI is guided by values such as:

**Integrity:** The rational and transparent use of resources, prioritizing the well-being of represented persons, and a sense of responsibility and respect for everyone who interacts with us as an organization.

**Consistency/coherence:** Adherence to the mission, vision, and approaches in all its actions; ability to promote and implement the discourse, and ability to identify contradictions to establish solutions and alternatives.

**Transparency:** Trustworthy and honest management of human and financial resources; active accountability before donors, represented persons, beneficiaries, societies, and authorities; and sincerity in the relations among the team.

**Connection:** Empathetic relations with people in and outside of the organization; desire to support and build practices; recognition of the privileges to build honest relations; and sorority.

**Inclusiveness:** Affirmation of diversity and interculturality; recognition of the privileges and weaknesses to work jointly; and active practices to include different opinions and visions.

## Organizational goals

- Increasing economic opportunities for marginalized/minority women.
- Decreasing gender-based violence among marginalized/minority women.
- Decreasing unsafe abortion to the barest minimum
- Increasing access for diverse women to fully and equally exercise their sexuality and reproduction, while knowing their rights and making autonomous decisions and building equality in diversity

## Organizational approaches

GWHREI implements all of its actions based on the following approaches:

- **Human Rights approach:** Through its actions, GWHREI has as a premise the respect and guarantee of the Human Rights of all persons, especially the underprivileged and underserved. This approach refers to ensuring the exercise of human rights, especially of the marginalized, excluded, and discriminated population. This approach often requires an analysis of the gender norms and the imbalance of power in order to ensure that actions reach the groups that most need it in society.<sup>1</sup> The civil, economic, political, and social rights provide a reference framework for all the actions that GWHREI implements.
- **Gender approach:** The actions of GWHREI are based on the recognition of existing gaps in the exercise of rights as a result of norms, stereotypes, and prejudice based on gender. In all of its actions, GWHREI critically analyzes gender norms and dynamics and strengthens or looks for the co-creation of systems that support sex work and gender equality.
- **Feminism:** Related to the gender approach, the feminist approach recognizes the existing power relations, and looks to eliminate the different forms of oppression generated from androcentrism and patriarchy. In its actions, GWHREI recognizes and looks to transform the existing power relations. The organization consists of people from different genders that identify as feminists.
- **Sexual diversity approach:** Proposes interpreting the gender perspective broadly, and overcoming the binarism that currently characterizes the “sex- gender” system, and promoting a comprehensive recognition of LGBTQI+ persons. This implies identifying the intersections between the sexual diversity and gender perspectives to reflect and analyze the challenges that arise from the visibilization and positioning of LGBTQI+ persons in the concepts of gender established thus far. The goal of this is to provide comprehensive responses to the diverse situations that need to be addressed.

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<sup>1</sup> UNFPA. (s.f). A human rights-based approach. Retrieved from: <https://www.unfpa.org/es/el-enfoque-basado-en-los-derechos-humanos>.



- **Intersectional approach:** GWHREI recognizes that there are different forms of oppression (anti-sex work, classism, homophobia, transphobia, misogyny, sexism, etc.) that are interconnected and affect women in different ways. In its work, GWHREI looks to visibilize these interconnections and transform the inequalities in the exercise of SRHR that arise from the converging forms of oppression.
- **Decentralization approach:** In response to the tendencies of transferring roles and the power of decisions at the different administrative levels, and to the organizational commitment to build equality in diversity, GWHREI works with stakeholders locally and sub-nationally, and strengthens their ability and response in terms of SRHR.



# THEMATIC AREAS

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1. **Health:** GWHREI works to provide holistic care for the community they serve through service provision and destigmatization advocacy efforts in mainstream healthcare spaces. Many sex workers and LBT+ women face the possibility of violence, legal involvement, and social stigmatization. As a result, they also experience increased risk for health complications and mental health disorders. Given these risks and vulnerabilities, GWHREI provides:

- Contraception
- Abortion care
- Comprehensive Sexuality Education (CSE)
- Prevention and management of HIV and other Sexually Transmitted Infection
- Referral and linkage to services
- Psychosocial support

We educate clinicians on sex work and sexual and gender diversity, creating platforms to describe the unique struggles faced by the community we work with, and vulnerability factors that clinicians must consider; we address common myths about diverse women that perpetuate stigma, and advance programmatic efforts that can optimize health care engagement and utilization within the diverse women community.

2. **Gender-based Violence (GBV):** Sex workers and other marginalized/minority women are disproportionately affected by gender-based violence especially sexual and physical GBV and other human rights violations. These mostly take place in homes, locations where sex work takes place such as brothels, bars and on the street; public spaces such as parks, streets and public transport, health care centers, police stations and even religious centers. GWHREI pioneers best practices and policies to address the unique health needs of survivors of violence and promote prevention. From provision of a 24-hour hotline violence response to document and address violence, to trainings of the community we work with and technical assistance to improve health care providers' response to domestic violence, to innovative partnerships that make health care more accessible to survivors when they need it most. We provide access to the latest training and resources to improve the health care response to domestic violence.

3. **Gender and Economic Justice:** Several structural, institutional and socio-cultural barriers continue to hinder women's access and entitlement to economic opportunities, benefits and rights. This is especially worse for diverse women who do not fit into the cis-heteronormative



rhetoric and/or society's moral theories. They lack collateral to secure loans and have very limited opportunities to enable them to be financially literate. We work to enhance their participation in businesses, help them sharpen their innovativeness, register their businesses, and provide finances for startup and working capital or even to expand their businesses. This enhances socio-economic empowerment and powerful negotiation skills.

4. **Human Rights:** GWHREI works to empower the community we serve for enjoying their legal and human rights guaranteed through national and international laws to bring them into mainstream development. For this, GWHREI mobilizes its community and works with other social movement actors/organizations in general for holding accountable different government and non-government institutions on marginalized community issues in Nigeria.
5. **Education:** GWHREI carries out iterative awareness and advocacy programs to shift harmful social discourse through different events such as workshops, seminars, walks, knowledge forum, social media campaigns etc., to raise awareness around social issues and sensitize relevant stakeholders and the public. We also develop different type of promotion materials such as pamphlets, brochures, calendars, booklets etc. to disseminate messages both in the textual as well as visual form at grass root level. Awareness raising and advocacy has always been an important component of almost all the projects executed by GWHREI.

# SITUATION ANALYSIS

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## 1. Understanding our context

- **Population profile:**
  - Female sex workers
  - LBT+ women who are sex workers
  - Partners of female sex workers
- **Languages spoken:**
  - English, Pidgin-English, Tiv, Idoma, Igede, Hausa
- **Education profile:**
  - Semi-literates and literates
- **Environmental profile:**
  - Rural and Urban (Makurdi and Gombe)
- **Community size:**
  - Relatively large communities
- **Accessibility:**
  - Riverine areas, bikes, cars, key informants, community gatekeepers help GWHREI access the community. Hospitals and One-stop-shop (OSS) are quite a distance. Partners of HIV positive community members are referred to the hospital, not OSS. For community members who are far away, mobile OSS is organized during outreaches.
- **Political issues:**
  - Crisis temporarily halts work and access to community members.
- **Cultural attitudes to sex work, gender and sexual diversity:**
  - It is still seen as a taboo in our context

## 2. Identifying the Challenges within the community

- Large gap in accessing medical abortions
- Lack of information and materials on menstrual hygiene
- Large knowledge gap on Human Rights
- Community members find it hard accessing abortion because patent medical vendors (PMV) cannot openly operate due to restrictions of the law.
- Community members insist they want skills

### 3. Assessing organization's capacity

- GWHREI has 16 members of staff. However, everybody is a temporal staff member.
- GWHREI has done strictly service delivery over the past 7 years.
- GWHREI has existing relationships with previous projects.
- Insufficient funds remain GWHREI's major obstacle/insufficiencies
- No sustainability plans.

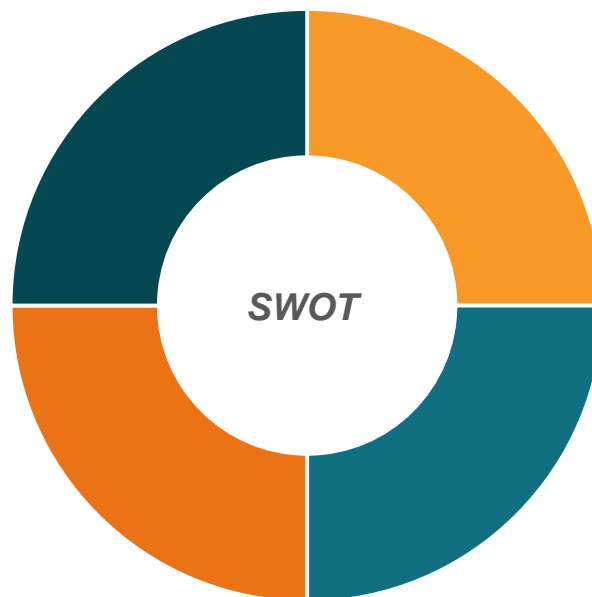
**SWOT analysis:** Through a thorough and participatory self-assessment process, a SWOT analysis was carried out to help us assess our current organizational/environment's strengths and weaknesses (internal) and opportunities and threats (external). After the analysis, we came up with a guide to change and approaches that will enable us maximize our strengths and minimize threats.

#### STRENGTHS

- Effective participation of board members
- Good programming coverage
- Years of experience
- Skilled manpower
- Secured office space
- Location (advocacy context)
- Flexibility and ability to diversify
- Community-led with staff members who are also community members
- Available knowledge

#### OPPORTUNITIES

- Thematic areas
- Agencies and organizations that work with GWHREI
- Access to organizations with shared goals and interests



#### WEAKNESSES

- No sustainability plans
- Irregular in-trainings
- No enough collaborations
- No enough co-participation of staff in decision-making processes
- No enough capacity strengthening on advocacy models

#### THREATS

- Competing NGOs doing HIV programming in our context
- Limited funding opportunities
- Political instability
- Insecurity

# GUIDE TO CHANGE: STRATEGIC AREAS, LINES OF ACTION, AND INDICATORS<sup>2</sup>

## STRATEGIC AREA OF CHANGE 1

<b>Change at the society level:</b> A just society for all, free from gender stereotypes and prejudice		
Line of action	Actions	Indicators
<p><b>1.1. Generate, disseminate, and use evidence to support and expand the approaches on SRHR; strengthen the conceptualization of SRHR as Human Rights.</b></p>	<p>Generate quality evidence regarding SRHR through the use of a quantitative and qualitative methodology.</p> <p>Disseminate evidence (existing and generated) relevant for the defense of SRHR and the strengthening of their conceptualization as Human Rights.</p>	<p><b>Impact indicators:</b></p> <ul style="list-style-type: none"> <li>- Decrease in social tolerance to violence.</li> <li>- Decrease in the percentage of diverse women who have suffered violence in the last years.</li> <li>- Increase in search for help in institutions after abuses.</li> <li>- Increase in the favorable opinion regarding the access to contraceptive methods and abortions for diverse women.</li> <li>- Increase in the favorable opinion regarding access to emergency oral contraceptives.</li> </ul>

<sup>2</sup> The impact indicators will not be measured directly by GWHREI. Secondary sources will be used (for example, NGO violations reports, demographic and health surveys).

The positive results in impact and result indicators are not only a product of the actions of GWHREI. Multiple stakeholders play a key role in positive changes where GWHREI contributes.

<p><b>1.2. Strengthen the skills of trainers and opinion leaders in the promotion of arguments in favor of SRHR.</b></p>	<p>Monitor current indicators/advocacy for the use of new indicators that account for the intersectionality.</p> <p>Strengthen institutional voices and partnerships for the promotion and defense of SRHR.</p> <p>Train actors/voices (including the media) in the population</p>	<ul style="list-style-type: none"> <li>- Increase in the favorable opinion regarding the legality of abortion.</li> <li>- Increase in the favorable opinion regarding same- sex marriage.</li> <li>- Increase in the favorable opinion regarding removal of ambiguous areas of the law that impede safe buying and selling of sex.</li> </ul> <p><b>Results indicators:</b></p> <ul style="list-style-type: none"> <li>- Changes in knowledge, attitudes, and practices of actors involved in the training and awareness processes, as well as campaigns, led by GWHREI</li> </ul> <p><b>Process indicators</b></p>
<p><b>1.3. Inform public opinion (especially the most vulnerable sectors) with the goal of supporting the SRHR and reducing social tolerance to the different types of violence.</b></p>	<p>Awareness campaigns through social media and other media and community action (In Benue and Gombe)</p>	<ul style="list-style-type: none"> <li>- Number of people involved in training and awareness processes, as well as campaigns led by GWHREI</li> <li>- Number of media that have asked GWHREI to give an opinion on some issue of interest in the area of human rights, including SRHR</li> <li>- Number of persons reaches through social networks.</li> <li>- Number of persons reached through the organization's website.</li> <li>- Number of developed digital media and community campaigns in Languages of context.</li> <li>- Number of studies led by GWHREI</li> </ul>

**STRATEGIC AREA OF CHANGE 2**

**Change at community level:** Empowered community for socio-economic justice, powerful negotiation skills and, meaningful participation and access to promote their sexual and reproductive autonomy

Line of action	Actions	Indicators
<p><b>2.1. Equip community members with tools for co-participatory decision-making processes, financial liberation, and healthy autonomous decisions</b></p>	<p>Development of trainings on SRHR, abortion, HIV and STIs, feminist principles, SOGIESC, and relevant laws in relation to sex work and SOGIESC</p> <p>Scale up and sustain leadership and economic empowerment program framework to address lack of skill acquisitions/job acquisitions</p> <p>Sustain and diversify partnerships that support marginalized/minority-led</p>	<p><b>Impact indicator:</b></p> <ul style="list-style-type: none"> <li>- Decrease in poverty and unemployment of community members</li> <li>- Stronger voice and power in individual and collective economic outcomes</li> <li>- Improved negotiation skills and knowledge on mental health, abortion, feminism, gender and sexuality, SSMPA, the penal code, criminal code, Resolution 375, the VAPP Act and other relevant laws required for advocacy and meaningful participation</li> <li>-Decrease in new HIV and sexually transmitted infections in comparison with GWHREI’s previous data</li> </ul>



<p><b>2.2 Prevent new HIV and Sexually transmitted infections and improve HIV-related/STI-related Health Outcomes of community members</b></p>	<p>enterprises and increase access of community members to safe and equitable employment</p> <p>Expand sustainable livelihood and saving club models with Resource private and public institutions to improve community access to technology, credit and banking</p> <p>Scale up access to safe abortions</p> <p>Expand and improve implementation of effective prevention interventions, including treatment as prevention, PrEP, PEP, and develop new options</p> <p>Scale-up PrEP awareness and access efforts for the community and support medication adherence and continued use</p>	<p>-Increase in PReP</p> <p>-Decrease in new HIV diagnosis</p> <p>-Decrease in complications from abortion</p> <p><b>Results indicators:</b></p> <ul style="list-style-type: none"> <li>- Changes in knowledge, attitudes, and practices of all persons involved in the trainings, awareness processes, as well as campaigns, led by GWHREI</li> <li>-Number of beneficiaries from our empowerment program framework</li> <li>-Number of diverse women actively employed</li> <li>-Number of persons that access GWHREI sexual health services.</li> <li>-Number of persons that benefit from linkage to care</li> </ul> <p><b>Process indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of economic empowerment programs coordinated by GWHREI</li> <li>Number of collaborations, trainings, events/conferences/ meetings convened by GWHREI to discuss community Human Rights issues</li> <li>-Number of private sectors providing banking and credit facilities to community members.</li> <li>-Volume of data collated by GWHREI</li> </ul>
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**STRATEGIC AREA OF CHANGE 3**

<b>Change at stakeholder level:</b> Strengthened civil society in its political advocacy strategies to promote regulations in the recognition of sexual and reproductive autonomy		
<b>Line of action</b>	<b>Actions</b>	<b>Indicators</b>
<p><b>3.1. Inform political and civil society organizations to achieve the favorable positioning of issues of health, SRHR, equality, and non-discrimination.</b></p>	<p>Generate legal arguments and from the public health sector.</p>	<p><b>Impact indicator:</b></p> <ul style="list-style-type: none"> <li>- Number of successful legislative initiatives, ordinances, plans, and technical regulations in which a commitment to work on SRHR is established, to which GWHREI has contributed.</li> </ul> <p><b>Results indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of agreements/consensus between civil society organizations or organizations and associations and professional unions, in spaces where GWHREI participates.</li> </ul> <p><b>Process indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of events/conferences/meetings convened by GWHREI to discuss issues of the Human Rights agenda, including SRHR.</li> <li>- Number of national and international coordination spaces, in which GWHREI</li> </ul>
<p><b>3.2. Promote the commitment with the promotion and defense of SRHR and gender equality in professional associations and unions, especially in those that operate in the health, legal, and education areas.</b></p>	<p>International advocacy in strategic spaces.</p>	<p><b>Process indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of events/conferences/meetings convened by GWHREI to discuss issues of the Human Rights agenda, including SRHR.</li> <li>- Number of national and international coordination spaces, in which GWHREI</li> </ul>

<p><b>3.3. Strengthen the participation, intervention and strategies of civil society organizations, especially of women, youth, Sex workers, LGBTQI+, and Human Rights organizations, in demanding SRHR at the local, national, and regional level.</b></p>	<p>Development of policy papers, proposals, technical guidelines, and key messages for advocacy.</p> <p>Strengthen partnerships.</p>	<p>participates (advocacy strategy).</p> <p>- Number of civil society institutions who have partnered with GWHREI disaggregated by type and subject.</p>
<p><b>3.4. Promote the ethical-political dialogue among sectors of society on SRHR, equality, and non-discrimination.</b></p>	<p>Act as the Secretariat of national, regional and international networks/coalitions.</p>	

**STRATEGIC AREA OF CHANGE 4**

<b>Change at the level of authorities and officials of the public system:</b> Authorities and officials of public services guarantee quality SRHR services		
<b>Line of action</b>	<b>Actions</b>	<b>Indicators</b>
<p><b>4.1. Improve the understanding of the Human Rights frameworks and ethical frameworks in authorities and public service officials.</b></p>	<p>Train health providers and other public service officials in the prevention of unwanted pregnancy and provision of safe abortion, and challenging of its legal framework in Nigeria</p> <p>Train health providers and other public service officials in addressing the specific needs of diverse women with quality standards in sexual and reproductive health and a life free from violence.</p>	<p><b>Impact indicator:</b></p> <ul style="list-style-type: none"> <li>- Decrease in the number of people with an unmet need regarding contraceptive methods.</li> <li>- Decrease in unwanted pregnancy among community members</li> <li>- Decrease in unsafe abortions in areas where GWHREI works.</li> <li>- Decrease in the institutional tolerance to violence in the areas where GWHREI works.</li> </ul> <p><b>Results indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of diverse women that access differentiated sexual health services.</li> <li>- Number of persons that benefit from the services</li> </ul> <p><b>Process indicators:</b></p> <ul style="list-style-type: none"> <li>- Number of health establishments strengthened on abortion care.</li> <li>- Number of health establishments that receive training and technical assistance for the implementation of family planning, and diverse-women-oriented SRH care</li> </ul>

# INSTITUTIONAL OBJECTIVES TO GUIDE STRATEGIC AREAS OF CHANGE

GWHREI’s commitment to achieving its strategic areas of change, lines of action, and organizational vision, requires prioritizing safe spaces in its offices and working networks, with zero tolerance towards sexual harassment and violence, considering the following institutional objectives for the 2022-2026 period:

**INSTITUTIONAL OBJECTIVE 1**

***Strengthen human resources and organizational culture***

***Key identified needs: incorporate new profiles, keeping team constantly updated***

Actions	Indicators
<p><b>1.1. Strengthen GWHREI team work in the various areas of the organization with the goal of improving organizational actions guaranteeing safe spaces free of all types of violence.</b></p>	<ul style="list-style-type: none"> <li>- Existence of a plan of action to strengthen human resources that guarantee safe spaces free of all types of violence.</li> <li>- Existence of an assessment of the organizational environment and culture, and prevention and protection measures against all types of harassment and violence in the workplace.</li> <li>- Number of individuals of the GWHREI team that benefit from training processes annually.</li> <li>- Meet the goals established by the organizational plan of action.</li> </ul>
<p><b>1.2. Develop an assessment of the organizational environment and culture with the goal of strengthening the management processes and prevention and protection measures against all types of harassment and violence in the workplace.</b></p>	
<p><b>1.3. Promote leaderships based on quality, commitment, competitiveness, and professionalism while facilitating training strategies and motivation and integration mechanisms.</b></p>	
<p><b>1.4. Generate and validate a plan of action to strengthen management that strengthens the organizational vision</b></p>	

**INSTITUTIONAL OBJECTIVE 2**

***Financial Sustainability***

***Key identified needs: Consolidate solid strategies to obtain external resources; and strengthen the generation of own resources to counter the exit of donors in the region***

Actions	Indicators
<p><b>2.1. Continue strengthening partnerships and consortiums with organizations that have complementary profiles to GWHREI at the sub-national, national and regional level</b></p>	<ul style="list-style-type: none"> <li>- Resources obtained from external donors annually.</li> <li>- % of annual income</li> </ul>
<p><b>2.2. Implement innovative strategies to obtain funds from grant-making organizations, individual donors (e.g. Crowdfunding, through volunteers, through proposal writing)</b></p>	<ul style="list-style-type: none"> <li>- % of new and renewed funds</li> <li>- % of organizational income from initiatives to generate own resources.</li> <li>- Number of awards and recognitions of the work implemented by GWHREI.</li> </ul>
<p><b>2.3. Design initiatives to generate own resources</b></p>	<ul style="list-style-type: none"> <li>- Number of researches carried out by GWHREI or where GWHREI has participated.</li> </ul>



# OUR BODIES



# OUR RULES

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