



**WoMin Extended Three Year Operational Plan**  
**1 March 2017 to 28 February 2020**

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**1. General Information**

Name of organisation	WoMin African gender and extractives alliance
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Which period of time does this plan cover?	WoMin’s financial year runs from 1 March to 28 February. This extended operational plan covers the period 1 March 2017 to 28 February 2020. The 2017 financial year is planned in detail and we offer a lighter plan for 2018 and 2019. This plan must be read against WoMin’s 5 year strategy which has an extended run until end-February 2019.

**Income in 2016-2017 fiscal year (at end-December 2016)**

<b>Ford Foundation</b>	USD 170 000 (annually x two years: 2016/2017 and 2017/2018)
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<b>Open Society Foundation, New York</b>	USD 120 000 (annually x two years: 2016/2017 and 2017/2018)
<b>Bread for the World</b>	USD 100 000 (annually x two years ending Dec 2017)
<b>MamaCash</b>	USD 55 000 (annually since 2014)
<b>Both Ends</b>	USD 53 000 (first grant)
<b>CCFD Terre Solidaire</b>	USD 34 000 (annual support since 2014)
<b>Fastenopfer, Switzerland:</b>	USD 30 000 (annual support since 2014)
<b>Dreikonigsaktion, Austria</b>	USD 33 000 (three year contract to be renewed from 2017)
<b>Heinrich Boll Foundation</b>	USD 22 000 (annual, have supported WoMin since 2012)
<b>Africa Groups of Sweden</b>	USD 45 000 (annual, with a three-year grant planned from 2017)
<b>Norwegian People's Aid</b>	USD 24 000 (annual since 2014)
<b>Urgent Action Fund, Africa</b>	USD 75 000 (first grant in 2016/2017)
<b>Wallace Global Fund</b>	USD 40 000 (first grant, agreed, awaiting contract: 2016/2017)
<b>Novo Foundation</b>	USD 150 000 (annual, USD 450 000 over three years)
<b>Grand total</b>	<b>USD 951 000</b>

Other funding applications pending at the time of writing: Comic Relief. We will also be submitting parts of this proposal to an anonymous donor, the Oak Foundation and the 11<sup>th</sup> hour.

## **2. Background to and rationale for WoMin's existence**

WoMin, launched in October 2013, is an African gender and extractive alliance, which works alongside national and regional movements and popular organisations of women, mining-impacted communities and peasants, and in partnership with other sympathetic organisations to:

- Research and publicise the impacts of extractives on peasant and working class women
- Support women's organising, movement-building and solidarity
- Advocate and campaign for reforms that go beyond short-term reformism to contribute towards the longer-term structural changes that are needed
- Advance, in alliance with numerous others, an African post-extractivist, ecojust, women-centred alternative to this dominant destructive model of development.

WoMin responds to the overwhelming invisibility of a women's rights or gender justice focus to extractives industries and extractivism<sup>1</sup> by natural resource and extractives, environmental justice, and women's rights organisations at all levels – national, regional and international.

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<sup>1</sup> Extractivism refers to a mode of accumulation reaching back many centuries which is centred upon the over-exploitation and exportation (with no or minimal processing) of increasingly scarce and non-renewable natural resources often located in geographies that have usually been considered peripheral or "unproductive" giving rise to a highly unequal and deeply exploitative model of development. The concept includes traditional extractives activities such as mining, oil and gas, but also refers to other industries including forestry, energy (as well as renewable energy projects related to solar and hydro) and industrial agriculture.

WoMin’s political standpoint which guides our analysis and work, is that extractivism has very particular impacts upon the bodies, labour, livelihoods and lives of peasant and working class women in the Global South and increasingly also the Global North. This provides the rationale for our existence and our efforts.

Our emerging vision is of an Africa in which all women exercise control over their lands, livelihoods, natural resources, bodies and cultural heritage. WoMin’s mission is to build women’s movements to challenge destructive extractivism and propose development alternatives that respond to the needs of the majority of African women.

**WoMin’s goal over the period 2014-2018** is that peasant and working class women impacted by extractives industries in at least twelve countries in the Africa region, as well as at the sub-regional and regional levels may benefit from minimum safeguards which they and their allies clearly locate in a transition towards a progressive post-extractivist, women-centred and ecologically responsive African alternative to the current destructive model of extractivism.

**WoMin’s five promised outcomes at the organisational level** over the same period are as follows:

Outcome	Indicators
<b>Outcome 1:</b> Women impacted by the extractives industries are defending their communities and their own gender-specific interests against rapacious extractives industries, including by developing, testing, piloting and replicating food, energy, and other livelihoods alternatives at the local level.	Evidence of women organising for the alternatives at the local, intermediate and national levels in countries supported by WoMin.
<b>Outcome 2:</b> Impacted women and their allies have greater knowledge about the extractives industries, their structural location, their impacts (and in particular the differentiated effects upon women) and the existent or desired alternatives to dominant extractivism.	Grassroots women leaders and NGO support activists have deeper knowledge about the impacts of extractivism in other parts of the world, false solutions that are being pressed upon us, and ideas about the needed alternatives.
<b>Outcome 3:</b> Grassroots women, NGO support staff and women leaders from allied movements are empowered to deepen their struggles against destructive extractivism and for the alternatives.	Formations of women impacted by the extractives industries and allied peasant, environmental, and women’s rights movements and popular organisations are acting in concert to advance alternatives to extractivism.
<b>Outcome 4:</b> The violation of women’s human rights by at least three offending extractives corporations has been exposed, and they have been shamed, penalised and held accountable for their actions and omissions.	At least three corporates have been challenged through the law and other accountability mechanisms to rehabilitate, compensate, conform to law and act with greater accountability.
<b>Outcome 5:</b> Legislative and policy reforms at national, sub-regional and regional levels provide minimum safeguards and rights as part of a planned transition to a different model of development.	Evidence of some reforms or reform efforts at regional, sub-regional and national level (in countries supported by WoMin) providing for some of these minimum safeguards.

**We give life to these five organisational outcomes through three content work areas and one internally focused area of work:**

1. Fossil fuels energy and climate justice (a regional campaign);
2. Extractivism, militarisation and violence against women;
3. Women's consent and democratised socio-economic decision-making; and
4. *Internally focused content supporting work* which includes human resources, finance management, organisational development, communications, fundraising, information management etc.

WoMin started building in 2012 but was only formally launched at an Africa-wide meeting convened by WoMin in October 2013. From beginning 2013 to 28 February 2016 WoMin was fiscally hosted by the International Alliance of Natural Resources in Africa (IANRA). WoMin operated very independently in IANRA from the outset, building its own strategy and plans, and undertaking all of its own fundraising. WoMin's political oversight came from a 12-woman structure nominated by participants to the October 2013 regional meeting. This structure governed WoMin until the birth of the WoMin Trust, comprised of seven Trustees, in July 2015. WoMin has operated as an entirely independent organisation since 1 March 2016 and will undertake its first financial audit at the end of the current financial year ending 28 February 2016.

For more information on WoMin, please visit our exciting website - <http://womin.org.za/>

### **3. Context and background to WoMin's work**

The world's peasants and indigenous people live on land and territories that are rich in natural resources such as gold, diamond, silver, copper, timber, gas and oil. These resources are exploited by multinational corporations in concert with governments and members of the ruling elite largely for profit and typically without the consent of those who have been living on and are sustained by the land, waterways and forests. These violent resource extractions have led to physical, cultural, spiritual and environmental damage to communities, ecosystems and ultimately the planet. The social, economic and environmental externalities related to an extractives-driven model of development have specific impacts on women because of the patriarchal division of labour and women's exclusion from decision-making in their own communities.

Despite the deceleration of investments in extractives and related infrastructure projects due to the ongoing financial crisis and commodity prices' crash has not curbed the super-exploitation of labour, natural resources and capital investment in *existing mines and oil rigs*. This process encourages the deep bleeding of jobs, expanded disincentives to reinvest and support local development, and an erosion of community and group rights to participate in development processes and give consent (or not) to proposed projects.

In addition, infrastructure related to the extraction of natural resources – roads, railways, mega hydro dams and energy plans, ports and so on – has become a major site for profiteering by large construction and energy corporations and their financiers. Private-public partnerships (the much praised PPPs) load governments with massive public debt, with degraded infrastructure returning to governments in 25 to 30 years after profits have been paid, and major cash injections are required to overhaul or decommission the infrastructure. All of this has deep impacts on the public fiscus, resulting in cut backs in critical social and public spending, which effects working class and peasant women profoundly.

## I. Fossil Fuels Energy and Climate Justice

Despite Africa's wealth in oil and mineral deposits, it has the lowest levels of energy consumption globally with the majority of its citizens living in energy poverty. Nearly 1.3 billion people in the world – or one fifth of the world's population – still live without electricity, more than 95% situated in sub-Saharan Africa and developing Asia and 84% of these live in rural areas.

Rural and peasant populations carry the major costs of the extraction of fossil fuels, usually exported in raw form to the global North and emerging parts of the global South, yet enjoy few, if any, of the

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*"In truth, I think that their intention is to kill us. Because no human can live on land that has been dug like that. Land is a great treasure. When it rains the grass turns green and fruits. Nothing will grow there anymore. The land will never be beautiful again. The dust from there [the coal mine] has caused our land to be in this desperate state...."* **Fakazile, Fuleni, KwaZulu-Natal, RSA**

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benefits. The environmental, air and associated health costs of the fossil fuels energy system are significant. Mines produce emissions, dust and pollute local water supplies, air and soil, whilst refineries produce pollution when they process oil or coal into a refined product. Power plants produce pollution when they turn oil or coal into electricity. This makes people sick and harms the environment. The women and girls who manage natural resources and take care of their families and communities are the ones who bear most of these externalised costs. As Fakazile, a community activist from the town of Fuleni in KwaZulu-Natal, South Africa describes, these costs jeopardize not only health but livelihoods and lives:

These same populations who carry the burden of fossil fuels extraction, processing and combustion rely on traditional fuels, like wood and dung, for their energy, which further contributes to environmental pollution and ill-health. In 2012, of 915 million people living in sub-Saharan Africa, nearly 730 million of them heat their homes and cook using traditional fuels like wood and dung. The inhalation of smoke and fumes produced from burning traditional fuels results in over four million deaths per year across the world, mainly among women and children – more deaths than from malaria and HIV/AIDS combined making it the largest environmental contributor to ill health. In Africa, the figure is 600,000 deaths annually.

### Why is there energy inequality?

There are important structural reasons why so many people still do not have basic electricity. The profit-driven socioeconomic development paradigm prevalent across Africa means that the vast majority of electricity generated is used by corporations instead of communities. In South Africa, which generates about half the electricity in Africa, only about 17% is used domestically – the rest is used by businesses. The privatization of energy sectors as well as state collusion with multinational and national energy corporations has tipped the balance of power and wealth in favour of corporations instead of the government and the provision of energy for people. Out of the 100 biggest economic entities in the world, 37 are corporations, many of whom are involved in the oil and energy sectors including Royal Dutch Shell, Exxon Mobil, BP, Chevron, Total, Petrobras, Gazprom, PetroChina

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*"Why is the population so poor when the country is so rich? [For one] the Congolese state has no shares in these companies. State-owned enterprises gave all their shares to private companies. So when there are populations that are displaced or dispossessed the state does not intervene on their behalf, which means private companies can do whatever they want.... And that is why there is so much struggle between people and private companies."* **Activist Leonie Kiangu, Congo**

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and Sinopec-China Petroleum.<sup>2</sup> In many countries of the global South much of the energy that is generated goes to big companies producing products for export around the world, which does little to reduce poverty, meet people's energy needs or reduce the carbon emissions that exacerbate climate change.

Centralised energy infrastructure often forces governments to take on additional debt to build, for example, coal-fired power plants, which diverts funds that should be meeting the energy needs of citizens. Centralised energy generation systems waste more than two thirds of their original energy input.

Globally, there are major inequalities in how energy is used and consumed. In Sub-Saharan Africa, the region's grid has a power generation capacity of just 90 gigawatts (GW) and half of it is located in one country, South Africa. Electricity consumption in Spain exceeds that of the whole of the whole region and it would take the average Tanzanian around eight years to consume as much electricity as an American uses in one month.<sup>3</sup>

### **Dominant energy and climate change**

Fossil fuel extraction and use is the major contributor to the greenhouse gas emissions which cause climate change. The global power sector is responsible for 37% of global emissions, and coal is the fastest growing fossil fuel and the largest single contributor (40%) to carbon emissions. A World Meteorological Organization (WMO) report, published at COP22 (United Nations Conference of the Parties) in Morocco (November 7 – 18, 2016), found the global temperature in 2016 is running 1.2C above pre-industrial levels. This temperature sets a new high for the third year running and is "perilously close to the 1.5C target included as an aim of the Paris Agreement."<sup>4</sup>

While the Paris Agreement (made at COP21) set useful targets in multi-lateral climate negotiations it failed to deliver binding agreements for emissions reduction on countries, and particularly the developed countries that carry historical liability for the looming climate change catastrophe. At COP22, countries pledged to move forward with the Paris Agreement. However, given the dire forecasts for climate change, these Intended Nationally Determined Contributions (INDCs)<sup>5</sup> will not be enough. In fact, according to Guerrero, "several studies, including that of the U.N. itself... which UNFCCC Executive Secretary Christiana Figueres confirmed in her many pre-COP21 briefings, show that these voluntary contributions will lead to global warming of around 3°C by the end of the century".<sup>6</sup>

It is an untenable outcome for Africa, which will experience average increases of more than 6 degrees Celsius in this scenario. Given the non-binding nature of the deal, violations are likely, so Africa and its peoples will cook, and tens of millions of Africans will die in the next third of a century, before 2050. Christian Aid estimates that 180 million African deaths will be attributable to climate change-related disease by 2100.<sup>7</sup> And, it is Africa's more than 500-million peasant and working class women who will, because of their poor social and economic status, and highly unequal division of labour, carry the burden of climate change.

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<sup>2</sup> <https://makewealthhistory.org/2014/02/03/the-corporations-bigger-than-nations/>

<sup>3</sup> <https://www.theindependent.co.zw/2015/06/12/shocking-africa-global-energy-use-disparities/>

<sup>4</sup> <https://www.theguardian.com/environment/2016/nov/14/2016-will-be-the-hottest-year-on-record-un-says>

<sup>5</sup> INDCs are the plans to be executed, monitored and enforced by countries as their contribution to lower carbon emissions to stabilize the greenhouse gas in the atmosphere and solve global warming

<sup>6</sup> Guerrero, D (2015) Paris COP21: Solving a real and present crisis with false and unjust solutions, <http://focusweb.org/content/paris-cop21-solving-real-and-present-crisis-false-and-unjust-solutions>

<sup>7</sup> WoMin (2015) An African Ecofeminist Structural Perspective on the Paris Climate Negotiations, <http://womin.org.za/womin-at-cop-21.html>

### **Building just energy alternatives from the perspective of African women**

The renewable energy market is growing rapidly with countries like Germany or Denmark transitioning swiftly from fossil fuel energy to renewable energy. Yet, the renewable energy model is predominantly corporate-led and profit-oriented, which cannot address the energy poverty and inequalities described above. The biofuels sector is one piece of the renewable energy spectrum, and its record is one of mass land dispossession and the turning over of vast tracts of land from food to energy production. A 2011 Centre for International Forestry Research (CIFOR) study examined 353 projects in 32 countries in sub-Saharan Africa, addressing an area of about 18.1 million hectares, and concluded that biofuels accounted for 63% of land acquired in Africa since 2005.<sup>8</sup> The Green Economy is also resulting in displacements for solar plants, an early trend documented in the US, India and Italy.

WoMin's analysis of land displacements for extractives industries (mining, oil and gas) in Africa has pointed to their gendered impacts given women's critical role in the production of 60-80% of food crops consumed by rural households.<sup>9</sup> A shift to renewables along a business as usual model, abstracted from the wider system of production and consumption, is likely to lead to increased extraction of metals. The World Wildlife Fund projects that a shift to 100% renewables by 2050 will likely lead to a 5-18% global production increase of metals annually over the next 40 years.

A range of organisations across the region are doing work at the small-scale, generally using solar, to support local development and entrepreneurship, often specifically targeting women. The small-scale technologies include lighting, solar batteries and stoves, biomass digesters etc. This work is critically important to providing short-range solutions to 'energy poverty' but is limited by its focus on the individual and by its failure to grapple with the problems of inequality within and across countries, and the devastating social, environmental and climate impacts of the predominantly fossil-fuels based energy system.

What is needed is an energy transformation approach in which the majority of African women – who are most impacted by energy poverty – take a leading role in energy decision-making, control and governance from the local to the global. Peasant and working class women have a wealth of experiential knowledge about how fossil fuels causes health problems, pollute drinking water, and destroy the land that is needed for food security. Women are the ones that safeguard, steward and use these valuable resources to support the livelihoods and well-being of themselves, their families and their communities. It is this knowledge and perspective on development that makes them and not the current decision-makers the 'experts'. Corporate interests can no longer drive energy planning and must be challenged and curtailed in order to create an open, democratized and transparent process that enables and prioritises meaningful women's participation.

### **WoMin's work to advance energy and climate justice ecofeminist alternatives**

Towards the end of 2014, WoMin entered the terrain of fossil fuels, alternative energy and climate justice. In January 2015, we undertook a Southern Africa women and coal exchange 'Women Stand their Ground against Big Coal' which spanned five countries, and dozens of community networks, movements and support NGOs. In October 2015, we convened a regional meeting of organisations and movements from more than eight countries addressing the theme 'African Women United for Energy, Food and Climate Justice' at which time we resolved to build an African women-led, women's rights campaign addressing the same. In December 2015, WoMin took a large delegation to COP 21 where we collaborated with other regional and global movements and progressive networks to present an African feminist perspective on the climate crisis.

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<sup>8</sup> [http://www.cifor.org/publications/pdf\\_files/WPapers/WP85Schoneveld.pdf](http://www.cifor.org/publications/pdf_files/WPapers/WP85Schoneveld.pdf)

<sup>9</sup> <http://womin.org.za/images/papers/4.%20Paper%20Three.pdf>

Since then WoMin has been deeply immersed, with dozens of allies and friends, in conceptualising the regional campaign – we have convened regional roundtables, developed campaign concept documents and guides for countries, partnered with national allies to convene national campaign consultation and planning meetings, and organised a regional campaigns meeting with allies from the four countries leading the campaign – South Africa, Nigeria, Uganda and the Democratic Republic of the Congo – and other ‘second tier’ countries which will join the campaign in the second half of 2017. We have just launched a series of seven information booklets on women and energy addressing grassroots activists and a feminist political economy of energy in Africa paper, and in collaboration with the International Coal Network (End Coal) are on the edge of concluding two women and coal fact sheets to be launched in early 2017. We are the only women’s rights alliance working on this terrain - connecting the micro and the macro, and critically addressing the energy system from an African feminist perspective in Africa.

## **II.Extractivism, militarisation and VAW**

The externalised costs - physical dislocations, environmental devastation, loss of land, water and other natural resources upon which livelihood depends, air water soil and noise pollution, increased settlement concentrations, the rise of transactional sex and prostitution, and poor health - of an extractives-centred model of development, what WoMin calls extractivism, can be characterised as structural violence against affected communities, and women specifically, who bear the brunt of these negative impacts.

Rising levels of interpersonal violence, and violence against women specifically, is a consistent theme in WoMin’s work and that of our allies. Violence against women is perpetrated by mine owners, pit bosses, supervisors and fellow miners, and the forms of violence are usually sexualised, that is women are subject to sexual harassment, must ‘sell’ sex to get and keep a job, receive support to do the work, and very importantly, gain access to the basics, such as water, for survival.

Rather than seeing these different forms of violence as separate and disconnected, WoMin makes the powerful argument that violence is intrinsic to an extractivist driven and patriarchal model of development, which places profit before people, and which sees nature and human beings as goods to be maximally exploited. What we mean is that this development paradigm violently extracts and takes from the earth and the majority of its peoples, but it also requires violence, and the threat thereof, to perpetuate the system. Women who resist (or contemplate resisting) patriarchy must face its violence, and communities (including the vast majority of the world’s women) who are disenfranchised and locked out of the dominant economic system must also come up against its violence when they resist its prescripts.

Communities who resist extractives pay the price, and it is women leaders and community members who pay the highest price. Communities are barely consulted about extractives and linked mega-infrastructure projects. They rarely enjoy the right to give or withhold consent for such projects, and processes of participation are generally undermined by the corruption of traditional leaders, their councils, elected councillors and other local elite. Segments of the community, often substantial, who say no are often targeted for attack and assassinations are becoming increasingly common place. Women, again, are differently impacted – they have little voice in decision-making in often rural and quite traditional communities primarily impacted by extractives – and they experience the violence of the mines and their private security companies, the state (and the military and police deployed against dissenting communities), and the co-opted local elite in particular ways. Women across the region report instances of sexual harassment, strip and search violations, rapes, and gang rapes by these actors aligned to the mining and oil industries. Few women speak out because of the

risks in and to family and community, with the result that few of these cases are documented and acted upon.

### **WoMin's work to advance justice for women, and their communities, suffering violence**

Other than those with a very explicit women's rights focus, no regional organisations have, at this time, developed a coordinated strategy to monitor, document, publicize and respond to repression associated with resistance against extractives and mega-infrastructure projects. The gendered dimensions of repression have been neglected in the Africa region, in comparison with Latin America and parts of Asia and the Pacific where this 'question' has come onto the agenda of women's rights organisations at the national and regional levels. Since this is such a 'new' agenda for WoMin and its allies, our initial approach is to work at a small-scale testing out new ideas, building analysis, creating new capacity, and figuring out new methodologies for working. At the very centre of our work lies women, support to their organising, solidarity for their voice and a close consideration always of their safety and well-being.

In this work area over the next three years, WoMin will collaborate with allies in four countries and at the sub-regional, regional and international levels to address violence against women by documenting and laying bare the link between a violent extractivist model of development, militarisation and securitisation and violence against women in a maximum of eight sites. The work aims to build and strengthen national networks addressing repression and human rights violations by bringing to bear a gendered analysis and helping organisations consider and build the necessary responses. This initiative aims to inform and lobby national governments, and sub-regional and regional multilateral bodies to monitor gendered repression, undertake the needed actions to reform frameworks and policies, and build the needed investigative and judicial capacity.

The countries we have identified to work with in 2017 and 2018 are Zimbabwe and Sierra Leone. We will bring a further two countries on board the work area in 2018/2019 – Mozambique and most likely Tanzania. Activities will also be implemented at the sub-regional, regional and global levels.

### **III. African Feminist Development Alternatives, including the Right of Consent**

Populations impacted by extractives and mega-infrastructure projects should be able to determine their own priorities and strategies for development, in accordance with their values, aspirations and needs. Consent is a well-established idea, grounded in moral theory and legal statute, which in more recent years, has been expanded from the individual to the collective, to the right of indigenous groups and communities to make decisions about developments affecting their lands and natural resources. This notion of consent is enshrined in various frameworks, laws and protocols, such as the ILO 169 convention which provides for the Free Prior and Informed Consent (FPIC) of indigenous communities, the ECOWAS protocol in West Africa, and national laws in some countries.

Despite the existence of many policies and guidelines, the implementation of consent provisions by many States remains weak and public participation in decision-making remains problematic.

There are different explanations given for the mismatch between the expression of public participation rights in formal instruments and their implementation. The 2011 report of the International Study Group on Africa's Mineral Regime attributes this problem to "challenges such as existing power relations (especially for vulnerable groups) and resource constraints of both public institutions and project-affected communities". Strong public institutions and governance systems are not yet in place in many countries to ensure that extractive and infrastructure projects do not adversely affect local communities.

WoMin also points to underlying structures of power which militate against the implementation of consent commitments. "In the context of an economic system founded on the exploitation of cheap labour and natural resources to generate profits enjoyed by corporates and their beneficiaries, achieving the right of consent in practice is deeply challenged. And this is because consent gives communities a voice to say 'no' or to determine fair and just conditions governing resource exploitation, all of which erode the profit logic, and are therefore resisted, undermined, corrupted and distorted by corporates and their allies in the state" (WoMin, August 2016).

Aside from these challenges, the process of legislating or domesticating consent provisions is often highly problematic in distorting indigenous community practices of decision-making, and placing the power of management, oversight and regulation in the hands of the state and not the people. Carlos Andres Baquero Diaz ([www.dejusticia.org](http://www.dejusticia.org)), writes of the experience of South American governments which have legislated FPIC: "the four countries (Columbia, Ecuador, Peru and Chile) that have decided to regulate the right have done so in ways that violate the right by: creating FPIC legislation without consulting indigenous peoples and other ethnic minorities, and/or developing legislation with fewer protections than what the ILO Convention 169 provides".

From a women's rights perspective, women experience particular constraints to participating in community decision-making and consent processes, flawed as they may be. Systems of land tenure and customary law are typically patriarchal in nature, as are most social and cultural systems, and generally exclude the participation of women and young people. In addition to this, women are positioned differently to men when it comes to development because of inequality and gendered divisions of labour that mean women are largely tasked with social reproduction. Women are most likely to defend local eco-systems and existent livelihoods against the encroachments of development processes that will undermine the very basis for life and the reproduction thereof in their communities. Their knowledge, expertise, values and perspectives are therefore critical to democratic participatory consent processes concerning developments that will have local impact.

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*"Mining and violence against rural and indigenous women in the Philippines, companies' attitudes have not changed, they talk about their promises of benefits... and consent [is] obtained through indigenous leaders they have handpicked. As women are not always recognised as leaders in the communities, it was not deemed necessary that they be informed, nor been given a chance to participate in any form of consultation leading to consent process...".* **LILAK (Purple Action for Indigenous women in the Philippines)**

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Adopting a feminist political economy perspective on consent presents deep constraints to operationalising the right of consent in a patriarchal capitalist system. For this reason, and informed by a wider critique of an extractivist patriarchal and capitalist model of development, WoMin seeks to advance an African Feminist Development alternative.

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*“In the last ten years we have seen initiative after initiative of solutions to ‘solve’ Africa’s agricultural problems. There’s the Alliance for a Green Revolution in Africa (AGRA) from Bill Gates & co., the G8 Alliance on Food Security and Nutrition saying: we’re going to bring you tractors, seeds and fertiliser, all these things.... I can name solution after solution. And I think we need to say NO. These are not the solutions that we need and these are not the solutions that we want. We need alternatives, and we need political alternatives. It’s about constructing alternatives and [to do that] we need to ask deep questions about the moment that we are in. How do we build movements and solidarity in a different way? It’s only when we build movements with each other and we begin to dream about another way that we’ll begin to see alternatives. When we imagine that we don’t have to fight for ‘mining rights’ – [instead] we must just STOP mining.”* **Mercia Andrews, Rural Women’s Assembly, South Africa**

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Peasant and rural women’s movements are using agro-ecology, food sovereignty and, for some, circular living economies as a critical part of the alter-development. Movements and struggles for environmental and climate justice have constructed and claimed the notion of a development transition to a low carbon economy (usually understood as renewable energy), or sometimes the more expansive notion of a *transition to a post-capitalist socialist society* in which the system of production, and humanity’s relationship to nature is totally transformed.

Organisations on the extractives terrain talk about post-extractivism (a Latin American concept that has found traction in some pockets of organising in Africa) and WoMin strongly references ecofeminism as the guiding politics for an alternative post extractivist, post-capitalist development order. Feminism embraces ideas of a society in which women are free of violence, enjoy bodily autonomy and reproductive rights though there are widely divergent ideas about the systemic changes that would be needed for women to enjoy these freedoms. And in the last decade, a focus to unpaid labour or care work (some feminists prefer the political concept of social reproduction) has thankfully been resurgent and offered a tool for analysing divisions of labour, the value/s of labour but also very importantly offering an absolutely essential feminist frame for an alternative development approach – one in which care and not profit is the fulcrum around which societies are organised directing developmental priorities, policy and law, and social and financial investments.

### **WoMin’s work to take forward the needed development alternatives**

WoMin has elected to focus on consent as a critical tool in the defence of land, livelihoods and life, and as an essential part of the process of democratising decision-making about development from the family to the national level. Building on ‘Development Futures: An African Roundtable on Extractives, Mega Infrastructure and Women’s Right of Consent’ in late November 2016, WoMin will work to elaborate a feminist conceptual understanding of consent – ideas, shortcomings and possibilities – through a series of papers published in 2017. Into 2018, WoMin will initiate empirical research on the practice of public consultation around extraction, and related mega infrastructure developments, from a feminist standpoint. A partnership with ORCADE in Burkina Faso has been confirmed, and WoMin will search out a partnership in either Southern or East Africa.

This research will be complemented by exploratory work with specific constituencies of extractives impacted women in at least two countries to explore what consent processes which are women-centred, democratic, transparent and grassroots-controlled might look like in practice and whether/how these may be advanced into law, customary practice and human rights frameworks.

WoMin will also initiate a three-year alternative development visioning project with allies and friends – including Gaia Foundation, the National Association of Professional Environmentalists (NAPE) and the National Association for Women’s Action in Development (NAWAD) – to research, teste and co-imagine development alternatives (mainly related to food, water and energy and the transformation of power relations in favour of women). Launching in 2017 in two countries, this work will culminate in lobbying and advocacy for the adoption of an alternative national development plan or framework which puts the majority of women at the centre and will address key development questions such as unpaid labour, public services, food sovereignty, ecology, energy etc. This project will support at least six communities, specifically women, to develop local alternatives (e.g. agro-ecology and solar energy) and work with regional allies to promote economic development alternatives incorporating eco-feminism, circular local economies and renewable energy. The process would be both an exercise and demonstration of democratic economic decision making. It would also be a vehicle for supporting women’s movement building in Uganda, and galvanizing a broad movement around development alternatives in Uganda. The development alternatives work will be taken up in a second country, most likely Zimbabwe, from 2018.

#### 4. Plan for work area: Fossil Fuels Energy and Climate Justice

##### 4 a. The change we are working towards

**Overall objective** over next three years:

To deepen the women’s movement for energy and climate justice in 8 African countries and at the regional level through a campaign which is embedded in grassroots women’s organising and leadership, is feminist in orientation, and founded upon clear propositions for energy and climate just alternatives that reflect the interests of the majority of African women.

The following are the **outcomes** we aim for over the period 1 March 2017 to 28 February 2020:

Outcomes	Indicators	Means of verification
Women impacted by fossil fuels industries and deep energy poverty are informed, more confident and actively organising for energy justice in and across at least 30 communities in 8 countries	2 000 women taking action in their communities against fossil fuels and for gender just energy alternatives  2000 women empowered through their participation in participatory action research, energy assemblies, exchanges and regional and national feminist schools  2000 women organised in stronger collectives in 30 communities	Annual reports from national campaign leads in each country  Energy information booklets  Reports from participatory action research, exchange visits and energy assemblies
Affected grassroots women are increasingly the visible face and voice of the campaign	Grassroots women make up at least 70% of the campaign leadership at all levels (local, national and regional)	Reports of national and regional steering committee meetings  Analysis of media coverage on who speaks for the campaign
Clear African ecofeminist advocacy positions related to renewable energy alternatives and the just transition are	Research and women’s organising is informing advocacy positions of the campaign  Decentralised women-led RE alternatives are being piloted in two countries	Research reports  Analysis of policy and advocacy documents at regional and national levels

<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>
emerging in the campaign at national and regional levels		<p>Reports of energy assemblies, PAR, exchanges</p> <p>Country and regional campaign reports</p> <p>RE pilot proposal</p> <p>Progress reports on RE pilots</p>

#### **4 b. Our activities to advance the change**

<b>Activities (2017/2018)</b>	<b>Time frame</b>
Design and implementation of national feminist political economy of energy analysis in 3 selected countries	Staggered implementation starting in first quarter of 2017
Finalisation of campaigns communications strategy	First quarter 2017
Conceptualisation, detailed design and implementation of applied 'Women Building Power' PAR ten-day training for 3 countries	From May 2017
Micro-grant applications and support to PAR implementation in 3 countries	June 2017 to February 2018
Brief preliminary write-ups of PAR which are ongoing	By end-February 2018
Women's Energy Assemblies where national political economy analysis will be launched (3 countries) under Women Building Power	From Sept/Oct 2017
Preparation and finalisation of synthesis Women Building Power analysis drawing on PAR, scoping research and energy assemblies to feed into regional Fossil Fuels Energy and Climate Justice Campaigns meeting	First quarter 2018
Implementation of communications and shared learning strategy to ensure analysis, insights and lessons are brought into the African women's rights energy and climate justice campaign and other regional and global campaigns and movements	Ongoing from end-2016
National and regional campaign steering group meetings	Six-monthly
National campaigns training, political education and strategy meetings (combined with energy assemblies where practicable)	Annual
Regional campaigns training, political education and strategy meeting	Annual
Ongoing support and accompaniment to countries implementing national plans based on regional campaign framework	Ongoing
Development of second phase Women Building Power information booklets, FPAR and advocacy tools, and popular papers	Work has already started in 2016, ongoing to launch in March 2018
Onboarding one more country to the campaign and starting campaign consultation process there	Last quarter 2017
Generate 3 op-eds that put forward critical analysis on climate justice from a feminist perspective	First quarter 2017 and ongoing

### Activities (years two and three)

**Note:** the campaign activities in the two years to follow will be deeply informed by work undertaken in 2017/2018 and the lessons deriving from the approach to campaigns development that has been adopted. It is likely that activities in years 2 and 3 will be adjusted.

Year 2 (2018/2019)	Year 3 (2019/2020)
Regional campaigns meeting and campaigns launch, launch of second phase Women Building Power resources and tools	Launch of campaign in four countries, staggered over the year
Finalise regional campaign strategy and rollout support materials	Design and implementation of national feminist political economy of energy analysis in 2 selected countries
Design and implementation of national feminist political economy of energy analysis in 3 selected countries	Implementation of applied 'Women Building Power' PAR ten-day training for 2 countries
Implementation of applied 'Women Building Power' PAR ten-day training for 3 countries	Micro-grant applications and support to implementation of at least 4 PAR projects in 2 countries
Micro-grant applications and support to implementation of at least 6 PAR projects in 3 countries	Brief preliminary write-ups of PAR in 4 sites
Brief preliminary write-ups of PAR in 6 sites	Women's Energy Assemblies where PAR and national political economic analysis will be presented (2 countries) under Women Building Power
Women's Energy Assemblies (combined with national campaigns meetings) where PAR and national political economic analysis will be presented (3 countries) under Women Building Power	Onboard 2-3 new countries to campaign – national consultations
Preparation and finalisation of synthesis Women Building Power analysis drawing on PAR, scoping research and energy assemblies	Launch of African Sisterhood Energy Alternative
Launch of campaign in four countries (combined with national campaign meetings)	National and regional campaigns meetings
Drafting first proposal for an African ecofeminist energy alternative and just transition	Storytelling circle and production of Collection 2: Documenting Women's Struggles for Climate Justice
Onboarding 2 more countries to the campaign - consultations	Evaluation of campaign process and impacts
Storytelling circle and production of Collection 1: Documenting Women's Struggles for Climate Justice	

### 4c. Managing risks

WoMin acknowledges the risks associated with the shrinking civil society political space, and the growing clampdown on organisations and movements challenging the impunity of corporations and the complicity of governments in resource grabs.

We have already begun to consider the question of risk in the building of this campaign in the four leading countries, and will continue to address this important question on an ongoing basis. We consider this absolutely essential to ensure the safety of the organisations and the grassroots women's movements that form part of the campaign.

Risk	Mitigation
Women's organisations, movements and groups are kept under surveillance and their movements are deliberately restricted by government as they expose and challenge vested interests in the current energy system and propose alternatives.	Strengthen organising at the local and national levels through the campaign.  Link local and national organising to regional and international solidarity, again through the wider campaign and other regional movements and networks.  Publicly expose surveillance and monitoring in ways that guarantee greater safety for activists.

Risk	Mitigation
	Facilitate and support legal representation and advice in cases where women's rights are violated or are under threat.
Corporations, corrupt government officials and politicians, and members of the local elite deliberately work to divide communities implementing the WoMin-supported PAR and campaign activities.	Design PAR to address this risk through expanded organising which is democratic, transparent and accountable.  Monitor and expose the divisive actions of corporates and their political allies in communities and local government.
Women's rights activists face social pressure from their own families and partners for their growing activism and voice against the abuse of power at all levels of their lives.	Deepen women's rights analysis and consciousness through the PAR and the national energy forums  Strengthen women's organising and solidarity at the local level through the PAR and follow-on organising actions.

## 5. Plan work area: Extractivism, Militarisation and Violence against Women

### 5a. The change we are working towards

#### Overall objective over next three years:

Strengthen the capacity of African civil society organisations in four countries, and sub-regional and regional governance institutions to undertake an integrated women-centred and women-led response to the systemic problem of repression and violence, and most specifically violence against women, related to extractives industries and mega-development projects.

The following are the outcomes we aim for over the period 1 March 2017 to 28 February 2020:

Outcomes	Indicators	Means of verification
Networks, alliances and organisations working on and with human rights defenders in four countries have strengthened capacity and commitment to monitor, respond to and address the gendered dimensions of repression and violence at national and regional levels	National networks/alliances are meeting and taking action to address gendered violence and repression in four countries	Minutes of meetings  Media coverage of positions and statements of networks  Annual reports of national lead organisations in each of four countries  Integrated PAR, trauma and risk training  Scoping and analytical papers
The violence, and more specifically the violence against women, inherent in the dominant development model has been exposed and challenged	Cases of violence against women, linked to extractives, have been documented  The feminist development alternative is being developed  Women survivors are pursuing justice in their campaigns	Scoping and analytical papers  Eight documented cases of VAW  WoMin film  Campaign reports  Annual reports of national lead organisations
Responsible ministries and other institutions in four countries, and working groups and Special	A strategy to influence responsible national and regional institutions has been agreed	Advocacy strategy document

<b>Outcomes</b>	<b>Indicators</b>	<b>Means of verification</b>
Rapporteurs of the African Commission on Human and People's rights (ACHPR) and the African Union are better informed and beginning to take action to address the violent impacts of extractivism	Responsible national and regional institutions are cooperating with CSO networks  Affected women are visible and leading the engagements with national and regional institutions	Documented meetings with relevant institutions  Annual country reports of national lead organisations

### 5b. Our activities to advance the change

<b>Activities (2017/2018)</b>	<b>Time frame</b>
Participate in African Commission on Human and People's Rights (ACHPR) session	February/March 2017
Reach out to Special Rapporteur on the Rights of Women and African Union relevant structures	February/March 2017 and ongoing
Finalise partner selection in Sierra Leone and enter into contractual agreements following national consultation workshop in January 2017	By early April 2017
Zimbabwe - design and implementation of national scoping, and identification of two local cases to be documented in-depth	Ongoing from 2016, and concluding national scoping by end-April 2017
Participation in ACHPR session 2	April/May 2017
Feminist participatory action research (FPAR) and organising training for partners in Zimbabwe and Sierra Leone (may merge with Climate Justice and Energy PAR training if this makes sense)	Early May 2017
Zimbabwe – implementation of FPAR in two local communities	May to October 2017
ACHPR civil society session	July/August 2017
Sierra Leone - design and implementation of national scoping, and identification of two local cases to be documented in-depth	April to July 2017
Zimbabwe: start building a local/national/international response to at least one of the two cases	November 2017 to end-February 2018
Sierra Leone – implementation of FPAR in two local communities	July to December 2017
Sierra Leone – start building a local/national/international response to at least one of the two cases	Ongoing from January 2018
Writing of synthesis report of the two countries national scoping analysis and first analytical paper on VAW in an extractivist patriarchal system of development	July-September 2017
Zimbabwe – launch of research and second consultation to review research and other related efforts to inform national strategy for the next phase of work – the strategy will need to embrace the development of a monitoring capacity, training, legal response, further research and campaigns development	November 2017
Sierra Leone – launch of research and second roundtable to review research and other related efforts to inform national strategy for the next phase of work (see above for details)	January 2018
Evaluation of pilot phase and planning for next phase of work	November 2017

### Activities (years two and three)

**Note:** we are treating the first year of work on this project as pilot and exploratory and so the envisaged activities in years 2 and 3 may adjust following our evaluation of the pilot phase.

Year 2 (2018/2019)	Year 3 (2019/2020)
Consultation meetings in Mozambique and Tanzania	Strategic and advocacy meeting with policy makers at the level of the legislative and executive in Tanzania and Mozambique
National scoping research in Mozambique and Tanzania and identification of two local cases to be documented in-depth in each country	Consolidate approach and methods for feminist women-centred trauma and healing support
FPAR training and support to implementation in two sites in each of the countries	Intensify sub-regional, regional and international advocacy and campaigns through AU, ACHPR, Special Rapporteurs and UNHCR
Start building a local/national/ international response to at least one of the two cases in each country	Launch synthesis report from work in Zimbabwe, Sierra Leone, Mozambique and Tanzania
Continued support to alliance building and consolidation actions in Zimbabwe and Sierra Leone	Writing and launch of a set of activist tools to support feminist research, and organising in contexts of high risk and repression
Feed research and experience to sub-regional, regional and international networks/alliances and start building an advocacy/campaigning and solidarity response that builds on the pilots and new work started in Mozambique and Tanzania	Support formation of African WHRDs network?
Advocacy actions at the African Commission of Human and Peoples' Rights (ACHPR), African Union, UNHRC, enlisting support of Special Rapporteurs etc.	Three-year impact evaluation of project
Advocacy meetings in Zimbabwe with policy makers at the level of the legislative and executive	
Advocacy meetings in country Sierra Leone with policy makers at the level of the legislative and executive	
Further theorising/analytic writing on the place of violence in a wider system of patriarchal capitalism	
Bring cases to People's Tribunals	

### 5c. Managing high risks to WoMin, its allies and affected women

We note that this work is extremely high risk for affected women in communities and the solidarity/support organisations and activists that work with them. We have outlined here some high level risks we perceive, but as we work with organisations in each of the selected countries we will undertake much more intensive and deep risk analysis work.

Risk	Mitigation strategy
Women survivors and their communities come under increased attack for making visible the repression they have suffered and demanding justice.	A deep and thorough risk analysis is undertaken with survivors and key informants in each community to inform decisions about strategy. We will need to mobilise wide support through the national network and global allies so the violators know they are under close watch.
Support/solidarity organisations and activists come under attack/repression for their work.	The lead organisation and other key actors at national level undertake a thorough risk analysis to inform strategy development. The strategy of mobilising allies globally is an important defensive action for this group as well.
The research activities are undermined by the police, military and/or private security as well as by community members that have a vested interest in maintaining silence.	Many of the strategies mentioned above are relevant.

## 6. Plan work area: African Feminist Development Alternatives

### 6a. The change we are working towards

**Overall objective** over next three years:

To theorise, research, build and deepen, in six countries, an African feminist concept and practice related to the democratic right of consent, and other dimensions of an African Feminist Alternative, which respond to the development needs and lived alternatives of communities, and women specifically.

The following are the **outcomes** we aim for over the period 1 March 2017 to 28 February 2020:

Outcomes	Indicators	Means of verification
A deeper conceptual feminist understanding of consent, its shortcomings and opportunities, exists	Leading civil society organisations and multilateral bodies increasingly adopting an approach that addresses the complexity of consent processes	Papers, research reports and statements of leading CSOs and multilateral bodies
An alternative emerging practice of consent processes has been piloted in two countries and shared across the region	Women in specific sites, and their allies, are organizing and actively proposing a women-centered, highly democratic, transparent and grassroots controlled practice of consent	Pilot reports Media statements Reports of advocacy visits
“Alternatives to extractivism”, with an explicit ecofeminist orientation, have been established in two country contexts	The limitations of the current macro development plan and strategies have been revealed and new macro development opportunities have been identified  Key civil society organisations and parts of the wider public embrace the need for an alternative macro- economic plan  Local alternatives to extractives are emergent	Reports of sub-national and national forums on the development alternatives  Research reports  Reports of lead organisations in two countries

### 6b. Our activities to advance the change

Activities (2017/2018)	Time frame
Consent - work with allies to undertake detailed design of exploratory work with collectives of women to establish an alternative practice for women-centered grassroots led consent, in at least two countries over two to three years	From early 2017
Consent – write and launch two papers elaborating key issues arising from roundtable on consent and women’s rights	Initiate writing in first quarter, launch beginning 3 <sup>rd</sup> quarter
Development alternatives working group (WG) formation and initial meetings with strategic allies in Uganda	First/second quarter 2017
Development alternatives (Uganda) - women’s popular education, organising and action spaces in 6 communities across 4 districts (implemented by NAWAD with NAPE and other allies)	From 3 <sup>rd</sup> quarter 2017 and ongoing
Development alternatives (Uganda) - monthly community dialogues co-facilitated by NAWAD and NAPE in Uganda. The dialogues provide a forum to support community analysis and problem analysis addressing seeds and crops, and renewable energy initiatives.	From 3 <sup>rd</sup> quarter 2017 and ongoing

<b>Activities (2017/2018)</b>	<b>Time frame</b>
Consent - research workshop with partner organisations in two countries (Burkina Faso and one other to be selected) to develop background knowledge, analytical framework and methodology for empirical research on consent processes in practice as they relate to extractives and mega infrastructure projects	Second half 2017
Consent – implementation of empirical research in two countries	Second half 2017-early 2018
Start-up of exploratory consent/participation work in one country	Mid-2017
Support to (training, accompaniment, documentation, legal etc.) exploratory work on consent/participation	Second half 2017
Start-up of exploratory consent/participation work in second country	Second half 2017
Build on work started at Uganda ‘Beyond Extractives: Strengthening African Feminist Development Alternatives’ meeting – resource lists, common information sheets, webinars, Africa feminist working group on care/social reproduction	From first quarter 2017
Smaller tighter convening on African Feminist Development Alternatives – Dialogue 2 (to be fundraised for separately)	November 2017

### **Activities (years two and three)**

<b>Year (2018/2019)</b>	<b>Year (2019/2020)</b>
Consent writing and analysis workshop with staff from two countries to share raw data and increase capacity around analysis and write-up	Consent – advocacy to national, sub-regional, regional and international levels
Launch of single research paper on women’s rights and consent combining data from both studies	Support to exploratory/pilot work on consent in two countries, impact assessment and forward planning on basis of lessons learnt
Development alternatives (Uganda) - production/ commissioning of four relevant specialised research papers/analyses	Development alternatives (Uganda): national alliance formation and support
Development alternatives (Second country) – start up conceptualisation, planning work	Development alternatives (second country) – implementation and support as per activities outlined in 2017/2018 adjusted to accommodate lessons
Support to exploratory/pilot work on consent in two countries	Development alternatives (Uganda) - workshops to develop capacity and mobilize around alternatives with cross-movement collectives of women and their allies
Consent – advocacy at national, sub-regional and regional levels drawing on research in two countries and initial outcomes of pilot/exploratory work in another two countries	Development alternatives (Uganda) - national development assembly of women from extractives affected communities
Development alternatives (Uganda) - training in and support for renewable energy technology as alternative to extractives targeting women’s collectives with NAWAD and NAPE	Development alternatives (Uganda) - drafting of alternative development plan through a highly participatory and involving process
Development alternatives (Uganda) - learning and solidarity exchanges between women within and across the districts with NAWAD and NAPE	Development alternatives (Uganda) - launch and advocacy for alternative national development plan
Development alternatives (Uganda) - lobbying and advocacy actions targeting local and district government for budgets and investments in local food and energy alternatives. This will also include women’s lobbying for land allocations.	Popularising ecofeminist development alternatives (work plan defined through smaller roundtable in 2017 and work in 2018)
Development alternatives (Uganda/second country) - women’s popular education, organising and action spaces in 6 communities across 4 districts (implemented by NAWAD with NAPE and other allies)	

Year (2018/2019)	Year (2019/2020)
Development alternatives (Uganda/second country) - monthly community dialogues co-facilitated by NAWAD and NAPE in Uganda. The dialogues provide a forum to support community analysis and problem analysis addressing seeds and crops, and renewable energy initiatives.	
Development alternatives (Uganda) - community and women-led participatory research and assemblies on the development alternatives	
Development alternatives (Uganda) – starting to bridge and alliance build for the national development alternative construction	
Development alternatives working group (WG) formation and initial meetings with strategic allies in second country	
Regional African Feminist Development Alternatives work continues (work agenda to be defined through smaller roundtable in 2017)	

### 6c. Risk identification and management

Risk	Mitigation strategy
Organisations and movements across the peasant, environmental, climate and women’s rights ‘sectors’ are too focused on their own agendas to converge efforts for the alternatives	Outreach to organisations from an early stage in the alternatives work planning, regular bilateral and multilateral conversations and strategic work to find nodes of strong convergence

## 7. Plan work area: Content supporting work

For WoMin’s main political work to succeed, we need a strong internal core supporting and bolstering the three main work areas. This is what we call our ‘content supporting work’ which covers the following:

- **Communications and media** – this is internally (communications) and externally (media) facing work, which is absolutely essential to WoMin achieving its mission objectives. It is a cross cutting function and services all of WoMin’s political work. This work area includes a WoMin film which we hope to launch by mid-2018.
- **Alliance Building and strengthening** – the alliance is brought together, unified and strengthened through the political work of the organisation already addressed in the three preceding work area descriptions. There are however activities aimed at strengthening the alliance and its political coherence and connectivity which are cross-cutting and do not belong in a single work area. This includes the feminist movement building schools and training of trainers in 2018.
- **Fundraising** - this is a critical area of work which enables the alliance and its political work. Significant time and capacity investments have been made in fundraising to date, and in the period ahead, WoMin will need to deepen its strategy and grow its capacity to manage the demands of an expanded and sophisticated fundraising strategy.
- **Operations, human resources and finances** – WoMin has more than tripled its full-time staff capacity in 2016, in and this has placed significant new demands on an organisation that is still nascent. In November 2016, WoMin recruited a full time finance and operations manager, who joins an administrator/bookkeeper, bringing our support team to two. In addition, WoMin keeps a human resources and organisational development person on retainer, and has a strong working

relationship with a highly reputable firm of labour lawyers who advise the director, management team and board as and when required.

## 7a. The change we are working towards

**Overall objective** over next three years:

The WoMin alliance and its political work is deeper, more robust and visible as a result of stronger intra-and extra-alliance communications and information management, expanded funding available on a more stable medium to long-term basis, increased capacity and commitment of secretariat staff, improved accountability and transparency and stronger internal systems and procedures.

The following are the **outcomes** we aim for over the period 1 March 2017 to 28 February 2020:

Outcomes	Indicators	Means of verification
The WoMin alliance is strengthened through improved visibility and connectedness amongst its members	<p>At least 60 activists are better able to document and communicate their work</p> <p>Platforms for information exchange and shared learning exist</p> <p>WoMin film launched and available in at least 16 countries through our wide networks and alliances</p> <p>Communications strategy implemented</p>	<p>Reports of communications and media training</p> <p>Archive of activist stories</p> <p>Website, youtube channel, twitter</p> <p>WoMin film</p> <p>Reports of film launches from hosts in 16 countries</p> <p>Written communications strategy</p> <p>Quarterly newsletter</p>
The WoMin alliance is stronger, more unified and capable of mobilising solidarity action	<p>Policy and ways of working with each other are improved</p> <p>Increased actions of support and solidarity</p> <p>Strengthened capacity to support feminist organising and movement building</p>	<p>Partnership, accountability and other essential alliance policies</p> <p>Endorsements of solidarity letters and campaigns</p> <p>Programme, training materials, evaluations and reports of regional and national feminist schools, and training of trainers</p>
WoMin has increased its funding by at least 20% year on year	<p>Increased funding available through a variety of sources</p> <p>WoMin is able to grow its programmes and capacity</p>	<p>Financial audits</p> <p>Funding proposals</p> <p>Signed contracts</p>
Secretariat staff have the capacity and support they require to work creatively and productively in an organisation that strives to realise its feminist vision	<p>Human resource systems refined</p> <p>Staff training instituted</p> <p>Performance feedback system strengthened</p> <p>Policies, internal systems, and ways of working are aligned to agreed feminist principles and commitments</p>	<p>Written HR systems and procedures</p> <p>Staff development plans</p> <p>Performance feedback reports</p> <p>Bi-annual feminist organisational strengthening reports</p>

## 7b. Our activities to advance the change

Activities Year One (2017/2018)	Time frame
Finalisation of WoMin alliance regional communications strategy	First half 2017
Production of quarterly newsletters	4 per year disseminated in print /online in at least 3 languages
Regional communications training / feminist tech exchange built into other political platforms of WoMin	Ongoing, as opportunities present
Website redevelopment and launch	Ongoing for launch last quarter of 2017/early 2018
WoMin Alliance Database	April 2017
Media engagement and support for all work areas from local to global	Ongoing
Develop a storytelling circle framework and methodology	End third quarter of 2017
Media tracking	Ongoing
Evaluation of communications strategy, revision where necessary and planning for next phase	First quarter 2018
Film fundraising on Indiegogo and via other channels	Ongoing
Filming part 3 of film	July/August 2017
Review of film cuts and final sign off	Sign off by end 2017
Planning towards and launch of WoMin film	From last quarter of 2017
Sign off WoMin alliance monitoring and evaluation strategy	End first quarter 2017
Develop WoMin fundraising strategy	Start in second half of 2017 and conclude end first quarter 2018
Refined organisational systems and procedures	Conclude by mid-2017
Feminist movement building school	April/May 2017
Recruitment of programme coordinator	In post by April/May 2017

## Activities (years two and three)

Year 2 (2018/2019)	Year 3 (2019/2020)
2 x national level communications training / digital storytelling training-process / Writeshop (with regional representation) tied to existing national level processes in programme areas	Aligning policy, systems and procedures to new strategy
Rolling re-launch of website	Quarterly newsletters
Quarterly newsletters	Rolling launch of WoMin film
Initiate end of strategy evaluation (April 2018), start 5-year strategy development (July 2018), sign off strategy (November 2018)	Receiving interns
Launch of WoMin film (rolling activity)	WoMin feminist school – national level x 2
Developing an internship programme	
WoMin training of trainers feminist movement building school	

## 8. Board and Staff of WoMin

### 8.1 Governance

As mentioned earlier, WoMin is governed by a Board of Trustees, comprised as follows:

- **Beatrice Obbo**, Communications Head, National Association for Professional Environmentalists, Uganda
- **Emem Okon**, Executive Director, Kebetkache Women Development and Resource Centre, Nigeria

- **Flaida Macheze**, Head of Training and M&E, União Nacional de Camponeses (UNAC), Mozambique
- **Cynthia Matanhire**, Head of Finances, Women and Land Zimbabwe
- **Jacklyn Dugard**, Association Professor Law School/Head of Gender Equity Unit, Wits University, Johannesburg
- **Tafadzwa Kuvheya**, Programmes Coordinator, International Alliance on Natural Resources in Africa
- **Samantha Hargreaves**, WoMin Director (ex officio on Board)

The WoMin Alliance Trust (IT 2061/2015 (G) was registered with the Master of the High Court, South Gauteng) on 27 July 2015.

## 8b. WoMin staff

**Director, Samantha Hargreaves** – Plans, leads, coordinates, fundraises for and provides general control over the activities of WoMin in accordance with its mission and objectives.

**Energy and climate justice regional campaigns lead, Mela Chiponda** – Assists WoMin and its allies, organised through a regional campaign working group, build and implement a powerful African women-led, women’s rights, grassroots driven campaign addressing the main themes of fossil fuels, energy, climate and gender justice.

**South African national campaign lead for energy and climate justice, Caroline Ntaopane** - Assists WoMin and its allies, organised through a national campaign working group, build and implement a powerful women-led, women’s rights, grassroots driven campaign addressing the main themes of fossil fuels, energy, climate and gender justice in South Africa.

**Senior projects coordinator: Militarisation and Violence Against Women/ Consent and Just Development Alternatives, Georgine Djeutane Kengne** – Works with WoMin’s allies to build powerful exploratory projects on the mentioned themes which experience will inform longer-term scaled-up work in partnership with national, regional and international allies. Georgine carries overall responsibility for our development alternatives work in close collaboration with the WoMin Director.

**Communications, Solidarity and Alliance Building Coordinator, Margaret Mapondera** - Strengthens the alliance, its visibility and its contribution to movement-building through deepened intra and extra-alliance communications and exchange; powerful solidarity; greater capacity for documentation, writing and critical analysis; and deepened clarity about the alliance, its purpose and ways of working.

**Operations and Finance Manager, Tracy Hendricks** – Reports to and works in close collaboration with the WoMin Director to successfully coordinate and oversee all finance, operations, human resources, and administration functions and ensure that the financial accountability of WoMin is upheld in accordance with budgets, donors and audit requirements.

**Administrator and book keeper, Sthobekile Ngobese-Shongwe** – Fulfils all the basic administrative and bookkeeping functions, as delegated by the Finance and Operations manager, necessary to ensure the smooth running of the WoMin secretariat and all of its activities.

*[Note: in early 2017, WoMin will recruit a second senior staffer to lead either the Militarisation and*

*VAW or the Consent and Development Alternatives work, which will be split]*

In 2016, WoMin has the following positions on a **part time retainer basis**:

**Energy and climate justice advisor, Dorothy Grace Guerrero** – undertaking regional research and providing general strategic advice and support to the Campaign and its various projects and activities. This role will continue into 2017.

**Organisational development specialist, Jessie Turton** – advises and supports the organization, and the Director more specifically, on organizational development matters, including monitoring and evaluation, and new policy, procedures and systems development.

*[Further note: in 2018, WoMin will start to bring in a combination of associates and junior interns in support of our work and our commitment to foster a new generation of feminists]*

### **8c. Some reflections on diversity**

As a women-led, women's rights alliance supporting women's organising and movement-building from an explicitly feminist positioning, WoMin only employs women staff. However, we search for diversity amongst the women we recruit along the lines of age, sub-regional origin, language and sexual orientation. We see these diversities as critical to the building of a healthy, strong regional alliance which genuinely reflects the enormous diversity of the women we stand for and with.

We reach for this diversity at the level of the board and staff. In the Board, all members define as African, five of whom are black African women, and two are white African (South African) women. The board members represent the three main sub-regions WoMin works in, and one Board member speaks Portuguese as her first language. At the level of staff (full time and retainer/part time), all are black with the exception of the Director, who is white. All staff are African with the exception of our energy and climate justice advisor who is from the Philippines. We have three young women, and one French speaker on staff.

While WoMin has done extremely well to build alliance in Francophone and Lusophone countries, it has been extremely challenging bridging and building linguistic diversity. Our recruitment strategy for 2018 requires that we hire one if not two full time staff speaking French and/or Portuguese and our staff development strategy requires that all full time staff join language programmes in 2017. After two years of trial and error we now have an excellent French and Portuguese interpretation/translation team.

## **9 Monitoring and evaluation**

WoMin is currently constructing a more comprehensive monitoring and evaluation system, a draft of which will be concluded in the first quarter of 2017. At this time, we monitor organisational and programme/ project specific objectives and promised results through the following methods: end of activity evaluations; activity specific impact evaluations (6 months to 1 year following implementation); weekly and monthly staff and programme meetings; regular check-ins and step back reviews with grassroots and NGO allies; a mid-term review of our 5-year strategy (currently underway) and a full blown impact evaluation planned for end of strategy (second half of 2018).

One of WoMin's key values is a commitment to learning, and our M&E is very much driven by this commitment. We ask questions of our work, we consistently analyse and assess our interventions (always asking if they represent the best choice in terms of the change we are searching for or the best investment of scarce funds), we are in constant dialogue with our key allies and partners about

how we work together and what we could be doing differently/better, and we express our ideas and evolving analysis in writing. We regularly issue newsletters which contain critical reflections on our work and its impact, our evolving political analysis and ideas, and share experiences with our allies. Many of our staff write regularly about our work and what we are learning through the process of change. We also regularly speak in spaces constructed by other organisations, sharing our evolving analysis and our learnings.

We are developing an M&E framework that will help us work through important steps in the M&E process and provide simple, easy to use tools that will help in capturing the data. Our framework will address the following aspects:

<b>Outcome</b>	<b>Performance Question</b>	<b>Indicators</b>	<b>How</b>	<b>When</b>	<b>Who</b>	<b>Implementation support</b>	<b>Communication and Reporting</b>
	What do we need to know to monitor the project effectively?	How will we know we have achieved the outcome?	What methods and tools will be used to collect the required information/data?	How often will we monitor the implementation of the programme?	Who will collect the info and how often?	What structures and systems need to be put in place to collect the data?	How will it be communicated and in what form?

Refining our M&E system which we are busy with now, will strengthen our thinking through of the change we are searching for and what it 'looks like', our indicators. The M&E system will help us think through WHAT we need to monitor and strengthen our techniques for monitoring.

Importantly, the M&E system will help us, over time, deepen our understanding of the impact of our work and what is enabling or obstructing the change. The M&E system will very importantly help deepen our ability to learn hand in hand with our partners and allies.

## Appendix A: Organogram

