



Afrikagrupperna's Strategic Plan 2017- 21

About this document

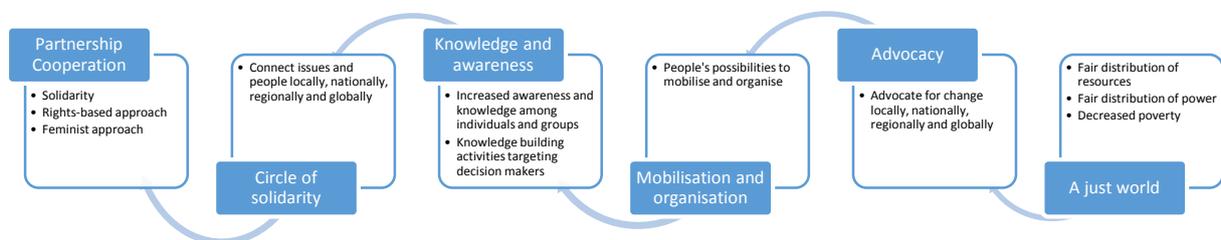
Afrikagrupperna's Strategic Plan is a link between the Long Term Plan (LTP) and the Operational Plan (OP). The Annual General Meeting, the highest decision-making body in the organisation, determines the LTP. It spans ten years. On the basis of the LTP, the board selects prioritised areas and draws up a Strategic Plan for a five year period. The Strategic Plan is developed with input from partners, members and other stakeholders. Based on the Strategic Plan an Operational Plan is to be developed for a five year-period. During that period we will also formulate more detailed strategies for fundraising and communication.

This document is a working document for the board, committees, key members and staff. A more concise and accessible version will be produced at a later stage, suitable for handing out to partners, donors and members.

1. Vision and Theory of Change

Afrikagrupperna is a solidarity organisation. Our vision is **A Just World**. We act in solidarity with people in the struggle to fight poverty. We act to change the conditions that cause inequalities in the global economic system. Afrikagrupperna's partner organisations are key actors in this work.

A model of Afrikagrupperna's theory of change:



For the individual, change is linked to attitudes and behaviour. We believe that creating awareness of a person's rights is a precondition for individuals to improve their living conditions. We also believe that we are stronger together. Organising is a platform and a tool for change. Coming together in networks, movements and associations is therefore crucial for successfully voicing demands for change. If they are to be realised, demands for change need to be accepted in society. Norms need to be shared and policies and laws need to support them, in both words and action. Therefore, awareness raising and actual change is not only about coming together. It is also about advocacy, about creating opinion about what needs to be done, how it should be done, and who should do it.

Patriarchy and gender inequality are global problems. They take different shapes in different parts of the world and in different contexts. The way women are affected by gender inequality and patriarchal structures depends, for example, on class, ethnicity, age, social, cultural, religious and socioeconomic aspects. This is true both in the global North and in the South. We therefore put women at the centre of development. However, it is important to understand that patriarchal structures harm society as a whole: women and men, girls and boys are affected. In solidarity we need to unite, women and men, against the powers that reproduce the patriarchal system.

Afrikagrupperna has great potential to actively contribute to realising this change. We have great expertise in the region, we work through and with local organisations and instigators of change. This leads to local ownership of change and empowerment. Local expertise increases the prospects for success and sustainability. A recent evaluation showed that Afrikagrupperna's partnership model is highly appreciated by partner organisations. Strongly believing in people's own capacity to draft and solve their problems, Afrikagrupperna almost exclusively gives budget support.

The existing unequal distribution of power and resources is maintained by political, economic, social, patriarchal and cultural systems and structures. These systems and structures evolve, they are not static and are thus possible to influence. Social change takes place at different levels which are all interlinked. Afrikagrupperna has chosen these thematic areas to achieve our objectives: Governance of Natural Resources; Food Sovereignty; Just Working and Living Conditions; Sexual and Reproductive Health and Rights (SRHR) and HIV. However, to be able to do this our preconditions and resources have to be taken into account. Increased funding and fundraising, knowledgeable, motivated and active members and staff and a dynamic atmosphere that stimulates creative thinking are necessary. We have chosen the following strategies to reach our objectives: A feminist approach; Circle of Solidarity; Partnership and Cooperation; Organisation and Mobilisation with a Rights-based approach; Knowledge-driven organisation; Advocacy and Lobby.

A feminist approach

Women's rights, power and gender equality are central for structural change and are prerequisites for social justice. Thus the starting point for our work is the situations, views and needs of women. Feminism aims to eliminate all forms of discrimination against women due to sex and gender as well as class, ethnicity, age, ability, sexual orientation, geographic location, nationality, religion or other forms of social exclusion. A feminist approach recognises and challenges all forms of power and oppression along these lines and puts women's experiences at the centre.

Women who experience multiple forms of discrimination need to know and claim their rights, something that often happens when women get together to discuss their problems and act collectively to seek solutions. Women's personal struggles for dignity, safety, equality and control of their bodies are important for their shared mobilisation and leadership in public arenas. The organising of women and the strength of their autonomous movements are the strongest predictors of gender equality laws and policies across a range of areas, from family law to violence against women and from non-discrimination in employment to childcare services. All our work is imbued with an understanding of the need to challenge and transform power relations so that women can enjoy their rights and reach their full potential.

During the period of this Strategic Plan Afrikagrupperna will use and develop a feminist approach to our work. We will find and link vibrant women and youth movements and make sure to include discussions on gender equality and power relations in all our communication with partner organisations. We also want to examine the Swedish government's action plan for a feminist foreign policy and explore whether it opens up for new alliances.

Circle of solidarity

Afrikagrupperna's work is based on solidarity, equity, gender equality and mutual respect. For this reason, Afrikagrupperna must be aware of its own power as a donor. In addition, an important part of our theory of change is to connect the work of our partner organisations in Southern Africa to information, activism, fundraising and advocacy work in Sweden. The circle of solidarity is a way of visualising solidarity with an emphasis on consistency and dynamic sharing. The circle of solidarity is based on the principles of equality and mutual respect between partners. The circle of solidarity is built around issues relevant to both, or with causal links between the North and the South. It is a means to address local injustices globally and to connect people working for the same cause. People affected by injustice should be at the centre of all agenda setting efforts.

During the period of this Strategic Plan Afrikagrupperna wants to enable the circle of solidarity to develop. We need to find ways to connect our members, donors, staff, partners and interns in order to strengthen partnerships, our partners' work and the message of our advocacy. We do not want to force connections between actors and movements but allow them to grow organically.

Partnership and cooperation

Afrikagrupperna has chosen not to be an implementing organisation outside Sweden and therefore works with partners in Southern Africa that share our vision and act as implementers of our common objectives. Having made that strategic choice, choosing the right partner organisations is extremely important. It is also crucial for Afrikagrupperna to ally itself with strategic organisations and other stakeholders in other ways too. This strategy is essential to our theory of change.

During the period of this Strategic Plan Afrikagrupperna needs to find partners which specifically focus on women and youths and who address the oppression of women. We also require more partners that work regionally. This means that we may have to open up for support to organisations that are based in other Southern African countries than the five in which we currently operate. We may also have to be more flexible in giving different kinds of support in order to provide support where it is best required. We also need to apply for funds from other donors than Sida. When choosing new partners, we have to consider their ability to contribute to our fundraising and communication work and find new alliances and forms for

our cooperation. We will also deepen existing partnerships that focus on the circle of solidarity and assess current partners in relation to our strategic choices and objectives to make sure we have a balance between partners working at all levels: policies, attitudes, norms and knowledge. When working with Western Sahara, cooperating with a partner organisation in Western Sahara or the refugee camps should be considered.

Organising and Mobilising with a Rights-based approach

Change will not automatically be promoted by privileged people in power. It must be driven by rights-holders, especially people being marginalised and living in poverty, and by organisations that support their cause. Civil society organisations have an important role to play in this. However, a process of change always begins in people's own engagement and organising efforts. People at the grassroots level have to be the driving force in efforts to change their own living conditions, as well as in the broader work for structural change. Boosting people at grassroots level includes building capacity and self-esteem, finding ways to access tools and resources for change, as well as developing a political understanding of society and processes and an ability to act for change. Afrikagrupperna supports mobilisation of people who are directly affected and will benefit from change, applying the principle *"Nothing about us or for us without us"*.

A rights-based approach links development and human rights (notably the Universal declaration of Human Rights and other UN declarations). People who (should) have these rights are rights-holders, and those who (should) provide and guarantee the rights (notably state/government structures) are duty-bearers. Afrikagrupperna will continue to support organisations advocating for human rights and highlighting violations of human rights. Our partner organisations support rights-holders in various ways to enable them to claim their rights and to apply pressure on duty-bearers to fulfil their duties. Existing laws and declarations can be used as leverages in this work and as support for awareness-raising about human rights.

More people have to get actively involved in the work for change, both in Sweden and in Southern Africa. Therefore, one important strategy in our work is to promote and support the mobilisation and organisation of people, including movement building, thus strengthening civil society. We mobilise and encourage activism in Sweden in support of our broader work for structural change. Afrikagrupperna believes organising is a key force for change, hence our strategy is to develop our ability to support mobilisation, and organisation, movements and other agents of change. We focus especially on finding and linking vibrant women's and youth movements. We will continue to support existing local to global networks and solidarity initiatives, focusing on creating spaces. We will look into the possibilities of new ways of creating platforms, possibly by mixing different strategies.

Knowledge-driven organisation

Knowledge is key to our theory of change. Internal knowledge and competence building are necessary in order to remain relevant as an organisation, to reassess problems and to engage in advocacy. Our partner organisations are an invaluable source of knowledge, and as a regional organisation we are in a good position to collate information and analyse it through a regional lens. A knowledge-driven organisation, like the circle of solidarity, is about removing hierarchical barriers and promoting the dissemination of knowledge and power. Afrikagrupperna strategically chooses partners that build and share knowledge, especially when it comes to raising awareness of human rights and how to demand those rights from

duty-bearers. We also invite partners to influence our decisions, for example when writing this Strategic Plan.

If we are to succeed in mobilising and building knowledge, the creation of spaces and platforms for people, especially women, is crucial. Coming together increases the feeling of strength and ability to initiate change and provides collective support in individual struggles. Platforms and meetings are important for individuals and groups for sharing experiences and knowledge, creating alliances and forming joint strategies. During the period of this Strategic Plan, Afrikagrupperna will continue to provide regional platforms in Southern Africa and in Sweden (conferences, exchanges etc.).

Advocacy and lobbying

The successful influencing of politicians, policy makers and other stakeholders for the purpose of affecting change at the policy level demands strong and well-grounded advocacy work based on concrete examples, evidence and authentic cases. These messages should ideally be delivered directly by the people affected by injustice, rather than by Afrikagrupperna. Therefore, in cooperation with such individuals and groups, we enable them to bring their demands to the decision-makers themselves, both locally and globally.

During the period of this Strategic Plan Afrikagrupperna will continue to cooperate with, and contribute to, existing alliances within Swedish and European civil society. This adds leverage to our messages and to our efforts. In Sweden and the European Union we will continue our information work and advocacy by showing the links between the causes and the symptoms of poverty, and how in a circle of mutual solidarity sustainable structural change is possible. We will continue to base our advocacy work on evidence provided by our partner organisations.

2. Overarching objectives for Afrikagrupperna's Strategic Plan

To achieve our vision of a Just World we have two overarching objectives. We want our work to lead to: **Fair power structures** and **A fair distribution of resources**

Impact objective 1: Fair power structures

2.1. Outcome objectives

2.1.1. Increased decision-making power of women over natural resources and how they are used

Following new discoveries of minerals and the intensification of large-scale investments in land in Southern Africa, the region is threatened by exploitation. Extractivism, the centering of economies around the extraction and export of raw natural resources, is expanding rapidly in several countries in Southern Africa. Political elites are often active brokers in these investments. While most economies are preoccupied with productivity and the economic returns accrued from the extensive mining activities, issues relating to the environment and human rights are often neglected.

The global race for land has intensified, leading to large-scale investments in land for the purpose of producing fuel, fodder and foodstuffs, mainly for export. In Southern Africa this

has resulted in an increase of land grabbing, pushing small-holder farmers off their land. The effects have been severe on food security and food sovereignty in the region since the land being grabbed is rarely used for food production. When families are forced to move, their ability to farm and thus support themselves is diminished. This has immediate severe consequences, especially on children in the household.

Women in Southern Africa produce the vast majority of local food, but they rarely have formal entitlement to the land that they farm. There is also a lack of community consultation when it comes to making investments. When communities are consulted it is community leaders (mostly men) who are consulted on issues that affect the whole community.

If women are to gain more power over the natural resources and how they are used, they need to organise and demand their rights. Structures need to change, investors as well as local and national decision-makers have to take into account the impact that investments in land have on women and their ability to produce food for local communities.

During the period Afrikagrupperna will:

- Support the organising of women's movements working to ensure their right to land.
- Support mobilisation aimed at stopping investments in land and mining that lead to land grabs.
- Influence investors and decision-makers at the local, national and global level to respect human rights and involve women.
- Create platforms for women to fight the patriarchal system and demand their rights.
- Support the inclusion of men in the work for gender equality.
- Support existing networks and solidarity initiatives from a local to global level.
- Use existing platforms to enable partner organisations and their target groups to meet.
- Find more partners with a specific focus on women and youths.

2.1.2. Reduced negative effects on women caused by extractivism

Climate change and environmental degradation pose both short and long-term threats to societies in Southern Africa. This especially affects people living in poverty who survive on small-scale farming and are vulnerable to changes in the climate.

Foreign investments in land and extraction of minerals are often problematic, leading to environmental pollution and human rights violations at a local level and contributing to climate change at a global level. Effects of extractivism include water supplies being poisoned and air pollution, and they have severe consequences for people's health. Families of mine workers, especially women, bear the burden of the negative effects of the mines. It is almost always women who take care of the mine workers when they lose their health. Women and children living with mine workers also have to deal with the negative environmental consequences and health effects of mining.

Migrant mine workers spend long periods of time away from their partners and families. It is not uncommon to have a wife at home and a girlfriend by the mine. In addition to this, sex work is common in mining areas. These factors all contribute to the spread of HIV. Women, and therefore also children, are more exposed to the negative effects of the industry.

The extractive industry is subsidised by women's unpaid labour in the household, which includes caring for the sick. This needs to be acknowledged and addressed. Affected women

and their allies need to have greater knowledge about the extractive industries and their impact and become empowered and even more resolute in their struggle.

During the period Afrikagrupperna will:

- Create platforms for young and adolescent women to fight the patriarchal system and demand their rights.
- Support the inclusion of men in the work for gender equality.
- Support existing networks and solidarity initiatives from a local to global level that focus on creating spaces.
- Use already existing platforms to enable partner organisations and their target groups to meet.
- Find more partners addressing the oppression of women.
- Support organisations that challenge existing norms, attitudes and stereotypes.

2.1.3. Increased respect for, fulfilment of, and protection of sexual and reproductive rights

Large sections of the population in Southern Africa are denied their universal basic human rights connected to HIV and Sexual and Reproductive Health and Rights (SRHR), including Lesbian, Gay, Bisexual, Transgender and Intersexual (LGBTI) rights. Patriarchal structures and norms, combined with broader social norms and prejudice prevent people from exercising their rights and living free from oppression and discrimination. Restrictive abortion laws (and the lack of implementation where the right to safe abortion exists) deny women and adolescent girls the right to decide over their own bodies and pregnancies. This poses a direct threat to women in general and young women in particular, as they die as a result of unsafe abortions.

The desire to limit women's rights and women's ability to decide over their own bodies is a global phenomenon. Socially conservative parties are gaining ground all over Europe and fascists/right wing groups are also getting stronger. These groups are in favour of traditional and conservative values, against abortion and against women's liberation, the rights of women and LGBTI persons and against gender equality.

In many Southern African countries homosexual acts are prohibited by law. Furthermore, throughout the region there are social norms and attitudes that prevent people from fulfilling their rights. There is widespread systematic discrimination as well as violence. There is political resistance to sexual and reproductive rights, such as abortion and LGBTI rights, which sometimes are perceived as controversial and "western".

If women and girls are to have the power to decide over their bodies, they need to know their rights. At the same time norms and attitudes surrounding masculinities must to be challenged in order to change the system and prevailing structures.

During the period Afrikagrupperna will:

- Create platforms for young and adolescent women to fight the patriarchal system and demand their rights.
- Support the inclusion of men in the work for gender equality.
- Support organisations that challenge existing norms, attitudes and stereotypes.
- Find a SRHR-organisation advocating at a policy level on behalf of making states in the region accept their responsibility to ensure the right to sexual and reproductive health and rights for all.
- Use existing platforms to enable partner organisations and their target groups to meet.

- Find more partners working regionally.
- Conduct advocacy work in Sweden and the EU to influence politicians, policy-makers and other decision-makers to guarantee SRHR for all.

2.1.4. A free Western Sahara

Western Sahara is the last colony in Africa, occupied by Morocco since 1975. A majority of the population live in refugee camps in the desert in Algeria. There is a race for natural resources in Western Sahara, mainly for oil, fish and phosphorus in which the gains go to Morocco and transnational investors, some of them with Swedish links. Investment and trade deals are made between Morocco, the EU and other actors for the exploitation of Western Saharan natural resources. The Sahrawi are not involved in the negotiations and do not receive any of the profits, making the incentives for a continuation of the occupation even stronger. The Swedish parliament voted in favour of Sweden recognising Western Sahara as a state in 2012. The government has not yet acted on that decision.

During the period Afrikagrupperna will:

- Consolidate our alliances with other organisations working with Western Sahara.
- Explore the possibilities of supporting organisations in Western Sahara and the refugee camps.
- Conduct advocacy work to influence the Swedish government to recognise Western Sahara and influence other European countries to do the same.

Impact objective 2: Fair distribution of resources

Outcome objectives

2.2.1. A higher degree of the gains from natural resources benefit local women

In Southern Africa the infrastructure and energy supply are developed to meet the requirements of the extractive companies but not the needs of the people living near the mines. In this context, South Africa's regional dominance is evident. South Africa is part of the BRICS (Brazil, Russia, India, China and South Africa), which are increasingly important global actors. The need for energy for South Africa's industry has led to agreements with neighbouring countries that allow South Africa to import energy from water dams and coal mines. This leaves the local people without access to energy produced from their natural resources. It is not only companies that exploit the environment and people. The decisions are made by governments that often work closely with private investors.

The export of electricity produced from coal mining is an example of an industry that has severe consequences for the environment, devastates landscapes, poisons water at a local level and contributes to climate change at a global level. As a result, the risks of illnesses and premature deaths increase. Although this affects society as a whole, children and youths are most affected.

Seen from a resource perspective, environmental and climate change are strongly linked to the unfair and unequal distribution of (natural) resources. In many African countries and in Sweden there is a strong belief that by attracting foreign investments, development and jobs will follow. This is evident for example when it comes to oil in Angola, diamonds in Zimbabwe and natural gas and coal in Mozambique. In Sweden too, foreign companies are

invited to explore natural resources and granted tax exemptions. The environmental effects are left for the government to deal with.

If local women are to benefit from natural resources they need to organise and make their voices heard. Only then will structures to change. International investors and states need to be held responsible for the environmental effects of extractivism.

During the period Afrikagrupperna will:

- Create platforms for women to share strategies on how to demand their rights to clean water, electricity and infrastructure from local and national decision-makers.
- Support existing networks and solidarity initiatives from a local to global level.
- Use existing platforms to enable partner organisations and their target groups to meet.
- In Sweden and within the EU show the links between the causes and the symptoms of poverty.
- Support affected communities to demand their rights to the rewards from their natural resources.
- Conduct advocacy work for the introduction of global agreements against tax evasion.
- Find more partners working regionally.

2.2.2. Increased women's rights to sustainable agriculture production of their own choice

Women in Southern Africa produce the vast majority of locally consumed food consumed locally. They are often the breadwinner of their family and their ability to produce food is therefore of utmost importance, especially for the children in the household.

There is enough food produced in the world today. More than 2000 calories per person per day, but at the same time there is starvation and hunger because of the distribution of food and unsustainable food production. The former UN special rapporteur on food security Olivier de Schutter stated in his report in 2011 that in light of climate change and an increasing population, we need to develop and support small-scale sustainable agriculture. Large scale industrial agriculture is heavily dependent on chemical fertilizers and uses too much water and land.

Since the publication of the report, the global trend has been an increase in investments in large-scale industrial agriculture projects mainly for cash crops. The investors are both private corporations and Public-Private Partnerships between foreign aid donors, African governments and private companies. The latter often include major seed and chemical companies. This has increased the rush for land in Southern Africa and has led to a push for changing seed and land laws in the region. These changes will make the small holder (women) farmers dependent on companies for their seed and diminish biodiversity.

A lack of biodiversity, lower nutrition and a lack of vitamins in food are side effects caused by industrial agriculture. A lack of nutritious food is devastating for people living with HIV adhering to antiretroviral treatment. Climate change and environmental degradation have dire consequences for agriculture and small holder farmers, most of them women. Women are more vulnerable to climate and environmental change due to their responsibilities, which include farming, handling waste, carrying water and fire wood and taking care of the family.

Unless women access and control productive resources – such as land – hunger and poverty will continue. Policies and investment patterns need to change in order for women to have increased possibilities to farm in a sustainable way. Instead of the industrial large-scale

agriculture that requires extensive supplies of water and chemical fertilizers and contributes to climate change, food sovereignty and support to small-holder farmers must increase.

During the period Afrikagrupperna will:

- Create platforms for female small-holder farmers to demand their rights.
- Support the inclusion of men in the work for gender equality.
- Support existing networks and solidarity initiatives from a local to global level.
- Use existing platforms to enable partner organisations and their target groups to meet.
- Conduct advocacy work for policy coherence between Sweden's and the EU's trade and investment policies and the goals to reduce hunger and poverty.
- Find more partners with a specific focus on women and youths.

2.2.3. More equal distribution within the value chain in agriculture production

Commercial agriculture is an important export sector in Southern Africa. While this sector creates employment opportunities for people that have little access to formal training, it also creates poverty as the living and working conditions of farm workers often are dismal. In this sector, women, seasonal, and migrant workers are the most marginalised groups. Women make up the majority of precarious workers, with lower wages and minimal security. This reinforces gender inequality. Moreover, women have historically been contracted as secondary workers with salaries and benefits negotiated through the contracts of their male partners. In the value chain for exported agricultural products, the major part of the profit stays abroad, limiting the ability of local employers to pay a living wage to farm workers. For example, the export of wine to Sweden with its high alcohol taxes illustrates this problem. In this case about 75 % of the value stays in Sweden (alcohol taxes and profit to the state as well as the importers), while farm workers only receive 3-5 % of the value. Finally, export production reduces the possibilities for local food production and livelihoods.

Structural change is necessary if a more equal distribution within the agricultural value chain and more possibilities for local food production for small-holder farmers are to be obtained. Instead of focusing on export production, small-holder farmers and farm workers should be encouraged to produce for their own food sovereignty.

During the period Afrikagrupperna will:

- Create platforms for women to fight the patriarchal system and demand their rights.
- Use existing platforms to enable partner organisations and their target groups to meet.
- Support existing networks and solidarity initiatives from a local to global level that focus on creating spaces.
- In Sweden and within the EU show the links between the causes and the symptoms of poverty.
- Conduct advocacy work in Sweden and the EU in order to influence politicians, policy-makers and other influential stakeholders in decision-making processes that concern the unfair distribution of profits and resources.
- Support the inclusion of men in the work for gender equality.
- Find more partners with specific focus on women and youth.
- Find more partners addressing the oppression of women.

2.2.4. Improved wage and working conditions for care and farm workers

Unemployment, especially among youths, is a major challenge in Southern Africa due to a lack of job opportunities and vocational training. Access to natural resources, like land and

water, is decreasing, which makes survival difficult for many people. These are some of the reasons why people migrate.

Working conditions on commercial farms, for mine workers, for care workers and for other exposed workers in the region are very poor. Low wages are the region's main advantage when competing with subsidised European products. Minimum wages are often not enough to sustain a family, and this has immediate effects on children as it results in a lack of food, clothes, school fees and school materials. Prevailing structures thus force families to prioritise their limited resources, and this often has a negative effect on children, their education and their chances of enjoying a healthy physical and intellectual development. This clearly illustrates the intensity of exploitation required to keep the economy growing. Moreover, migrant workers have less access to social and health services and are more affected by HIV.

The primary health care systems in Southern Africa are currently heavily reliant on voluntary and unregulated care workers. The homebased care sector is highly feminised in most countries. Care workers are seldom formally employed, instead they take care of very sick people in their homes for a small stipend and under harsh conditions.

Women and girls are less likely than men and boys to access education or fully take part in the labour market. This is due to their greater responsibilities for caring for the household, siblings, children and sick family members, and also to norms and traditions that prioritize boys' education.

Without an income, individuals are dependent on someone else for their livelihood, and this reduces their ability to determine their own life. High employment rates require well-functioning, high quality child and elderly care. In Southern Africa this does not exist, meaning that the work is carried out anyway; by unpaid women.

Trade unions in the region are in most cases few and weak with little space to represent the interests of workers and the working class. Short term contracts, outsourcing, labour brokers and high unemployment result in diminished power and capacity for labour organisations and unions to influence working conditions. In the current political situation in Sweden and the rest of Europe, similar developments are apparent.

In order for care workers and farm workers to enjoy higher wages and improved working conditions, policies and structures need to change locally, regionally and globally. The freedom of association must be extended and become everyone's right – also in practice. Organisation and mobilisation need to develop. Care workers and farm workers, mainly women, need to organise to make their demands for change heard. Low wages cannot continue to be the only way for Southern Africa to compete with subsidised European products.

During the period Afrikagrupperna will:

- Create platforms for women to fight the patriarchal system and demand their rights from local and national decision makers.
- Use existing platforms to enable partner organisations and their target groups to meet.
- Support the organisation of women's movements.
- Support the inclusion of men in the work for gender equality.

- Support existing networks and solidarity initiatives from a local to global level that focus on creating spaces.
- Find more partners with specific focus on women and youths.
- Find more partners addressing working conditions.
- Find more partners addressing the oppression of women.
- Find more partners working regionally.
- Conduct advocacy work in support of living wage (specially farm and care workers)

2.2.5. Improved access to HIV and SRHR-related public services, especially focusing on youths

Adolescents and young women and men in Southern Africa often lack access to comprehensive sexuality education, family planning, contraceptives, safe abortions, post-abortion services and HIV/STI prevention, testing and treatment. Local wealth distribution disparities mean that only those who can afford good health care have access to it. In this context, the gap between the rich and poor is widening along with the increased privatisation of the health sector. This is leaving the public health system further deprived of resources. Weak health systems also mean that the general health status of the population is vulnerable. This enhances the risks of contracting HIV and other STIs, developing AIDS and suffering from complications associated with pregnancy and giving birth. Governments have the ultimate responsibility to provide HIV and SRHR services.

Patriarchal structures and norms in society marginalise women. As a result women are also more exposed to HIV in different ways. In Southern Africa women are at a greater risk since not only are they more susceptible to the virus, but they also have to take care of family members living with HIV. Women and girls are also constantly at risk of being subjected to sexual abuse and violence.

Effective medical treatment for HIV, which reduces the virus from a deadly disease to a chronic but manageable illness, is available and widely used in the global North. Namibia and South Africa have the world's largest programmes for the prevention of mother-to-child transmission, antiretrovirals (ARVs) and testing. However, in spite of substantially increased ARV roll-out programmes, large segments of the population in the region still do not have access to the treatment. This is due to a number of reasons, for example stigma preventing people from getting tested and clinics being too few and far between. Even if the drugs are free, transportation costs to get to the clinics are high. Another major factor is the lack of nutritious food. Without enough nutritious food it is very difficult to adhere to HIV treatment.

Access to legal and safe abortions, maternal health care, contraceptives, antiretroviral treatment and information are crucial for saving lives. All people, especially adolescent girls and women, need to have access to high quality health care, information and support. Civil society needs to mobilise in order to make states take on their responsibilities for ensuring their citizens' right to HIV treatment, prevention and mitigation and the right to SRHR for all.

During the period Afrikagrupperna will:

- Create platforms for young women to fight the patriarchal system and demand their rights.
- Support the inclusion of men in the work for gender equality.
- Support organisations that challenge existing norms and stereotypes.
- Support partners working with service delivery, in addition to advocacy and challenging stereotypes and norms.

- Support existing networks and solidarity initiatives from a local to global level that focus on creating spaces.
- Use existing platforms to enable partner organisations and their target groups to meet.

3. Preconditions and Resources

In order to successfully develop our selected strategic areas and reach the goals set out in this Strategic Plan, certain preconditions need to be met. These are mainly funding, fundraising, communication and activism. Out of those, being able to finance the work of Afrikagrupperna and our partners is the number one prerequisite for success. In order to succeed there is a need to retain current major funders such as Sida and Radiohjälpen, find new ones – such as foundations and private companies – and increase the organisation’s funding from the public.

3.1. Funding

Aside from increasing funding in general, Afrikagrupperna’s main challenges regarding funding are 1) The ability to finance activities in Sweden. 2) Becoming less dependent on Sida as the sole funder of most of our work.

Currently Sida finances more than 80% of Afrikagruppernas work. The competition for Sida’s funding for development cooperation is intensifying. The available funds are decreasing due to an escalation in national migration costs that are being included in the Sida’s budget. Sida’s new focus on innovation and investments is also something that will affect their assessment of Afrikagrupperna.

There might be a greater chance of receiving EU funding for our development work, however this and other types of funding from international donors has not yet been our focus. The necessity of increasing funding has been prioritised over decreasing the dependency on Sida.

3.2. Fundraising

Afrikagrupperna has shown a remarkable increase in fundraising over the past two years. Trends in society show that more people are open to pledge-giving, a large section of society is enjoying increased financial margins, and donations made by companies are growing. Trends also show that it is becoming all the more important for Swedish donors to be informed about the effects of their donation. The more they can “follow the money”, and the clearer the effects of their support are, the better. The task of increasing fundraising and the number of donors is a costly affair, and Afrikagrupperna’s funds are running low. It is therefore important that fundraising remains a prioritised area and that all parts of the organisation aid the process.

At the heart of Afrikagrupperna’s fundraising is the work of, and stories from, our partners. In order to meet the demands of our target groups we need to share our partner’s experiences of the effects of their work. This must entail larger access to stories, photos and in time also videos. Furthermore we need to show how our work makes a difference. Our choice of partners and our ability to share stories of change on matters of interest to our target groups in Sweden is therefore of great importance. This therefore needs to be factored into the decision-making process around future partners.

In order to further increase fundraising, during the period Afrikagrupperna will:

- Prioritise fundraising throughout the period of the Strategic Plan and prioritise the work done by all staff in order to facilitate fundraising.
- Take fundraising and communication into consideration when:
 - Choosing and evaluating partners (concerning methods, issues and target groups).
 - Considering the type of financial support given.
 - Developing our reporting routines.
- Develop efficient routines for collecting case stories and accurate results achieved in our development work.
- Develop our dialogue with partners regarding their role in Afrikagrupperna's funding and fundraising.
- Explore new avenues for international and national funding.

3.3. Members

Afrikagrupperna is a member based and democratic solidarity organisation. The members' involvement is an important aspect of the organisational democracy. Members that are active are often part of a local group. Local groups are member driven and organised in different ways.

All members have the opportunity to influence decisions about the organisation's long term direction and governance, primarily through the annual meeting. There is a desire voiced by some members to be able to influence more operational processes. The general trend in Sweden shows that the level of voluntary engagement is relatively high with no signs of decreasing, although the number of members in Afrikagrupperna has been decreasing over recent years. Since members are the basis of our organisation we need to find ways to reverse this development.

We offer our members opportunities for activism against injustices and the possibility to connect activists in Sweden and Southern Africa. Further we need to find ways to engage young people in particular, and rethink how we work with members and activism. To this end, we value different types of member activities where advocacy, awareness raising and fundraising are equally important. The approach requires a stronger focus on what Afrikagrupperna is able to offer and needs to put members' needs, passion and constraints at the centre.

In order to succeed in strengthening organisational democracy and different types of engagement, Afrikagrupperna will:

- Explore and develop the role of members in relation to organisational democracy.
- Explore new approaches to involve members, local groups and non-members.
- Explore what members expect from their membership.
- Develop methods to connect our members, staff, partners and interns in order to strengthen partnerships, leverage the work of partners and shape advocacy.
- Identify appealing offers for members, in order to keep the ones we have and to attract new members.

3.4 Staff

One of the organisation's most important resources is its staff. Members of staff should have a broad mix of competences and experiences and be encouraged to continuously keep their knowledge up to date.

Each member of staff has to have a clear picture of how tasks, areas of responsibility and lines of accountability are allocated. Internal communication has to be open and efficient. The working climate should create space for participation, creativity and individual growth within the lines of accountability. Individual competence, knowledge, experiences and preferences should be used in the most efficient way. The working climate should also acknowledge successes and small victories and provide the opportunity to learn from mistakes.

All members of staff should have the possibility, and feel the responsibility, to act as a whistleblower if necessary.

It is the responsibility of management to provide members of staff with enough time and the appropriate tools to carry out and complete their tasks. As an employer, Afrikagrupperna has to recognise that both networking and management are important and time-consuming tasks in our line of work.

As an organisation Afrikagrupperna promotes global solidarity and a fair distribution of resources. The salary policy has to reflect these values.

We believe that the most successful teamwork is achieved by groups that show a broad range of diversity in terms of gender, ethnicity, age and abilities. Afrikagrupperna will therefore emphasise this in all types of recruitments.

Afrikagrupperna further believes that staff members are able to do their best if they are healthy and have a positive balance between working hours and private life. Afrikagrupperna will therefore have the ambition to adapt working hours and contribute to regular physical exercise to encourage the wellbeing of its staff.

During the planning period Afrikagrupperna will:

- Improve its planning tools to ensure the most efficient use of staff.
- Improve on its recruitment methods for attaining diversity among staff.
- Develop a wellness program for staff.
- Elaborate guidelines and tools for a whistleblower function

4. Communication

In order to achieve greater impact through our communication, it is essential to increase the awareness of Afrikagrupperna and at the same time ensure that people understand how we work and that they learn about the situation in Southern Africa. Even though the primary target group for Afrikagrupperna's external communication are individuals in Sweden, it is also essential to be well-known among institutions, other civil society organisations, partner organisations and other relevant actors.

People are currently receiving more information through a greater variety of channels than ever before. The means of communication are changing rapidly. Regardless of the communication channel used, there is an increasing need for the message to be concise and to the point, to use more personalised communication and to use more visuals such as photos and videos. Adapting to these trends is necessary for all our communication.

Increased global understanding is an important prerequisite for the reduction of poverty and increased solidarity. Communication therefore needs to be an integrated part of

Afrikagrupperna's development cooperation. It is crucial to connect our work in Southern Africa with the communication and advocacy work in Sweden to show that sustainable structural change is only possible through a circle of mutual solidarity.

During the period Afrikagrupperna will:

- Continue raising awareness and disseminating knowledge about our partner organisations' work in Southern Africa.
- Contribute to showing a fair image of Africa by providing alternative sources of information and influencing major media companies.
- Actively take part in debates and discussions about the importance of Swedish and international development cooperation.
- Reach out to a broader target audience by collaborating with new actors.
- Cooperate with partner organisations in our communication and opinion-building activities.
- Put in place a comprehensive and well-functioning system for internal communication
- Explore how to work with communication in Southern Africa.