

GAY AND LESBIAN MEMORY IN ACTION (GALA)



**GALA STRATEGIC PLAN
2007-2011**

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1. INTRODUCTION

The advancement, development and rights of lesbian, gays, bisexuals, transgendered and intersexed people (LGBTI) depend on an accurate record and representation of their struggles. Gay and Lesbian Memory in Action (GALA) mobilises memory by documenting and popularizing the lives and histories of LGBTI South Africans. In so doing it contributes to the development of pride, challenges homophobia and entrenches the rights of LGBTI people.

2. PREFACE

The strategic plan sets the direction and establishes the 5-year goal for Gala’ staff and operational functions. In preparing a multi-year strategic plan, Gala is applying good business practices which allow it to build on its successes and incorporate improvements over time. While the plan will guide Gala for the next five years 2007-2011, it will be updated annually by Management and the Board to respond to the dynamic South African environment.

3. VISION STATEMENT

GALA contributes to raising awareness of the value of memory and identity for empowerment.

4. STRATEGIC PRIORITIES

OBJECTIVES	PROGRAMS	PROJECTS & INITIATIVES
<p>To reinforce a position of pre-eminent archiver nationally and in Africa.</p> <p>To promote the value of memory and identity through communication and outreach.</p>	<p>Records & documentation of heritage and identity.</p> <p>Education & training, dialogue and outreach.</p>	<p>Increasing the diversity & number of collections:</p> <ul style="list-style-type: none"> - sourcing and identifying new material -Oral history & outreach projects. <p>Preserving and making the collections accessible</p> <ul style="list-style-type: none"> -Digitization of audio and photographs -Updating of the website. -Updating every two years an edition of “The guide to the Resources of the Gay and Lesbian archive”. <p>Mainstreaming exhibitions into museums and the dissemination of information</p> <ul style="list-style-type: none"> -Temporary travelling exhibitions -Permanent exhibition at Apartheid Museum. - Educating the media - Community library <p>Publishing and Production projects</p> <ul style="list-style-type: none"> -The <i>sangoma</i> autobiography by Nkunzi Nkabinde -The production of a documentary film “Talking about us” dealing with HIV in the LGBTI community -Publishing of articles, booklets and newsletters on issues relating to LGBTI experiences, histories and identities <p>Initiate records management projects in Africa</p> <ul style="list-style-type: none"> -Pilot in East Africa

The two programs: *Records & documentation of heritage and identity (RDHI)* and *Education & training dialogue and outreach (ETDO)* are interlinked and complement each other e.g oral history projects address the gaps in our collections under RDHI and are disseminated via the projects that constitute ETDO. Most of our projects and initiatives can be classified under both.

5. PROJECTS & INITIATIVES

5.1. Increasing the diversity and number of collections

5.1.1. Oral history and outreach programs

The Gala oral history and outreach program will focus on the following projects to supplement existing collections and address the gaps around same sexuality in South Africa. We focus on documenting the voices of the most marginalized groups in our sector:

5.1.1.1 Transgendered oral history and outreach project

The expansion of our transgender holdings through this oral history project will be an important focus of work to continue in 2007. The material will be used to empower the transgendered communities, and to provide a resource for scholars involved in transgender studies.

The project has the collaboration of two transgender initiatives: The Budding Roses in Gauteng, and Gender Dynamix in Cape Town.

Duration and timeline of project:

Research and collection of material to be completed by end 2007 (20 interviews, transcripts and images)

Digital story project to be produced in a workshop in partnership with Women'snet and disseminated in 2008

Book to be developed in 2009 and published in 2010

Outcomes of project

- Comprehensive collection exists reflecting the diverse nature of the LGBTI community and its history.
- Increase public awareness of transgendered community.

Indicators for success of project:

- Number of interviews and images collected.
- Number of users of the archives and recipients of our outreach projects.
- Feedback from users of archive.
- Positive impact of project on Transgendered community (this can be gauged by conducting focus groups with transgendered people who participated in the digitization and publication projects)
- Media interest generated by the project.

5. 5.1.1.2 Deaf Oral History Project and outreach

Gala will continue to collect, transcribe and translate videotaped stories on a national level despite the difficulties in getting these interviews due to invisibility of Deaf LGBTI people. Diversity training workshops for schools for Deaf learners and Deaf adults focusing on issues related to sexuality, sexual rights, HIV and STDs will be held to sensitize and raise awareness on LGBTI and HIV issues in the larger Deaf community.

Duration and timeline of project:

40 interviews to date collected in Gauteng and the Western Cape and the objective will be to obtain further interviews from the other provinces, as they come in during the next five years.

Our focus will be on outreach projects.

2007 to continue the Sizwile (School for Deaf learners in Soweto) Sexual rights pilot project started in September 2006.

2008 to expand the pilot project to other schools for Deaf learners in Gauteng. The plan is to introduce the project to one school per year until 2011 and train deaf staff for implementation.

Gala will continue to give workshops and talks as requested for the next five years. This project will feed into the HIV/AIDS documentary "Talking about us" in which GALA Deaf staff member John Meletse is featured and associated workshops which are to include Deaf participants. There will be a South African Sign Language version of the documentary which is planned for completion in 2009.

Outcomes of project:

Comprehensive collection exists reflecting the often neglected Deaf LGBTI community and its challenges.

Increase public awareness of Deaf LGBTI community.

Indicators for success of project:

- Number of interviews and images collected.
- Number of users of the archives and recipients of our outreach programs.
- Feedback from users of archive and outreach programs.
- Positive impact of project on Deaf community (this can be gauged by conducting focus groups with deaf people who participated in outreach programs).
- Media interest generated by the project.

5. 5.1.1.3 HIV and AIDS oral history project and outreach

Given the level of homophobia in the country and as a result, the corrective rape that is directed at lesbians, especially those who are from the townships, a project will aim to continue collecting HIV+ lesbian's and gay men's life stories. We continue with this project despite the resistance of lesbians and gay men to be interviewed due to the high levels of stigma and silence. Interviewees will include HIV infected lesbians and gay men, lesbians and gay men with HIV+ partners and lesbians and gay men whose partners have died of HIV/AIDS illnesses.

Duration and timeline:

Gala plans to publish a Booklet in 2007 that includes a selection of these stories and images. In 2007/8 Gala plans to make a documentary "Talking about us" that draws from these stories. From 2009 till 2011, workshops will be conducted using the documentary and the HIV comics "Eyes Wide Open" and "Are your rights respected?" produced in 2006.

Duration: Ongoing until 2011

Outcomes of project

- Comprehensive collection exists reflecting the diverse nature of the LGBTI community and its history.
- Increase public awareness of HIV and LGBTI issues.
- Positive impact of project on LGBTI community (this can be gauged by conducting focus groups with people who participated in outreach programs).
- Documentary and booklet to spark media interest thereby raising awareness in the broader public domain on aspects of same sex relationships and the impact of HIV/AIDS.

Indicators for success of project:

- Number of interviews and images collected.
- Number of users of the archives and recipients of our outreach programs.
- Feedback from users of archive.
- Media interest generated by project.

5. 5.1.2 Preserving and making collections accessible

The Gala will focus on the following projects to preserve and organize the collections thereby making them easily accessible to the public.

5. 5.1.2.1 Digitization of audio and photographs

The digitization of audio recordings (conversion from cassette tape to CD) and the digitization of key photographs are set to continue.

Duration: ongoing till 2011

5. 5.1.2.2 Updating of the website

The updating of the website will be outsourced in 2007. The Gala archivist will be responsible for the regular updates to the site.

Duration: 2007 and ongoing with regular updates.

5. 5.1.2.3 Publish guide to resources

An updated edition of the Guide to the Resources of the Gay and Lesbian archives of South Africa will be published every two years and is to be distributed widely. The guide will also be updated regularly on the website.

Duration: Next publication in 2008 and at every two year interval thereafter.

Outcomes of projects:

- The existence of a well organized, easily accessible archive of materials reflecting the diverse nature of the LGBTI community and its history.

Indicators of success for the projects:

- Positive feedback from users of archives, the website and guide.
- The number and type of users.
- The number of hits to our website

5. 5.1.3 Mainstreaming exhibitions into museums & dissemination of information

Exhibitions will be used to build strong relationships with mainstream museums with the idea of generating favourable media exposure for Gala in mainstream press and creating greater community awareness on GILBTI issues. The plan is to have at least one traveling exhibition every two years.

5. 5.1.3.1 Deaf comic exhibition

A temporary exhibition that will travel the country pending funding is planned for 2007.

5. 5.1.3.2 Balancing act exhibition

The Balancing exhibition has already been seen by over 9500 school goers and countless other visitors at the Apartheid museum and Natal Museum. There is a good potential for the exhibition to travel to other museums in South Africa in 2007, and to reach places outside its usual ambit. Additional exhibitions are to be hosted at the East London, Cape Town and Kimberly Museums.

Duration and timeline:

2007 till 2008

5. 5.1.3.3 Permanent exhibition at the Apartheid museum

Following the success of the Balancing Act exhibition Gala is now looking at working together with the Apartheid museum with a permanent exhibition. The Apartheid Museum is to include an LGBTI perspective in two of their proposed areas of focus namely; Constitution room and Culture in the struggle room.

Duration and timeline:

2007 till 2009

5. 5.1.3.4 Educating the media project

Gala plans to conduct sensitization and education workshops on LGBTI issues with selected journalists in print and radio. The aim is to receive balanced and accurate depiction in the media and to use media as means of public outreach. We plan to provide a training program to provide capacity and produce content.

Duration and timeline:

2007 till 2008

5. 5.1.3.5 Library

Over 4000 books, over 400 videos

Growing and involved membership in the region of 350 members - approximately 50 people a week visit the library

Safe supportive community space

Outcome of Exhibitions and dissemination of information projects:

- LGBTI recognition and increasing awareness of LGBTI issues
- LGBTI rights embedded socially
- Increased journalistic use of archival material
- Use library to build community and support coming out process

Indicators of success:

- Number of relationships built with mainstream museums
- Number of visitors to the exhibitions
- Number of library members
- Impact of exhibitions to visitors (this can be gauged by including an interactive component in every exhibition soliciting written responses from visitors)
- Increased and more accurate media coverage on LGBTI issues

5. 5.1.4 Publishing and Production projects

5. 5.1.4.1 The Sangoma book “An Autobiography of a same sex Sangoma”

Duration and timeline:

The book is expected to be completed by the end of 2007 and should be ready for publication in 2008.

In 2007 the audio recorded interviews with the author are to be transcribed and supplemented with narratives, poetry and images. Jacana is a publisher that has indicated its interest in publishing the book.

In 2009 exhibition based on the book will take place.

5. 5.1.4.2 Booklets

Booklets are to be produced from 2007 in celebration of Gala’s 10 years in existence. We aim to publish two booklets per year with a subsequent small exhibition. The booklets are to feature various themes that are of relevance to the LGBTI community.

Duration and timeline:

2007- The Simon Nkoli prison letters and HIV life stories.

2008-2011 various themes still to be finalized.

5. 5.1.4.3 Gala Newsletters

The newsletter is to be published twice a year in print and online, and will highlight various projects that Gala has undertaken.

Duration and timeline:

Biannually until 2011

5. 5.1.4.4 Journalist project

Submission of articles to Wrapped magazine or any mainstream publications is to continue..

Duration and timeline:

Monthly 2007 till 2011

5. 5.1.4.5 Film and Documentaries

GALA plans to make a documentary “Talking about us” based on the true stories of LGBTI people in the HIV community theatre performance "Coming Out Again". The documentary aims to raise awareness in the broader public domain on aspects of same sex relationships and the impact of HIV/AIDS.

Duration and timeline:

2007/8- the making of the documentary

2009 till 2011, workshops will be conducted using the documentary and the HIV comics produced in 2006.

Outcomes of projects

- Succeeding in delivering a number of products with good outreach.
- LGBTI rights embedded socially in an African context.
- Increase public awareness of LGBTI issues.
- Documentary and published material to spark media interest thereby raising awareness in the broader public domain on aspects of same sex relationships in an African context and the impact of HIV/AIDS.

Indicators of success

- No of published items disseminated
- Number of workshops and recipients of our outreach programs.
- Feedback from recipients of outreach programs.
- Media interest generated by project.

5. 5.1.4.6 Record keeping project for LGBTI organizations in Africa

Pilot with Behind the Mask (BTM) on record keeping has started and will continue in 2007. Pending funding GALA plans to extend the pilot to other African countries namely; Kenya, Uganda, Tanzania, Malawi and Botswana.

Duration and timeline:

2007- Continue with pilot at BTM

2007 till 2011- Extend pilot to various African countries.

Outcomes of projects

- Assisting organizations in Africa to preserve their history and records.

Indicators of success

- Number of record keeping projects initiated in Africa
- Feedback from recipients of record keeping project
- Media interest generated by project

6. OPERATIONAL STRATEGIES

INTERNAL PROCESSES	<u>OBJECTIVES</u> Improve internal capabilities. Increase organizational capacity	<u>PROGRAMS</u> Human Resources development	<u>TRAINING INITIATIVES</u> Redeploying staff in terms of existing skills. Re-skilling of staff and/or expanding skills.
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The organization has great potential to grow. In order to achieve this goal, Gala would require skilled staff to build its base. There is a mixture of skills amongst the current staff of five staff members. The Director, Project Manager and Archive coordinator are skilled in the work that they are responsible for, however, there is room for improving and upgrading their skills. The rest of the staff members are semi-skilled and require education and training in the broader outcomes of Gala so that the organization's effectiveness and efficiencies are improved.

7. TRAINING INITIATIVES

EMPLOYEE NAME	JOB DESCRIPTION	IMPROVEMENT AREAS	TRAINING INITIATIVES
Ruth Morgan	Director -Oversight of the archive collection and projects. -Fundraising -Interaction with & reporting to the Gala board -Use and profile of Gala links with other organizations.	-Exposure to LGBTI archival community. -Networking internationally with Deaf LGBTI organizations.	Attendance of local and international conferences at least once every year.
Harry Ntombela	Project Manager -Manage projects -Assist the Director with fundraising & draft proposals -Financial administration & budgeting -Oversight of office administration & supervision -Recruitment, supervision and development of staff.	-Proposal writing skills -Record keeping skills -Quickbook (bookkeeping) computer skills	Training in proposal writing in 2007 Training in record keeping in 2007 Receiving training in "Quickbook" and will complete in Nov 06
Anthony Manion	Archives Coordinator -Acquisition of records -Control of records -Preservation of records -Reading room duties -Record keeping -Reference services -Outreach projects	-Record keeping -Updating on Archival best practices -Workshop facilitation	Training in record keeping in 2007. To attend local and international archival workshops at least once every two years. -Workshop facilitation skills in 2007
Busi Kheswa	Archivist Assistant -Office administration -Assist in financial administration -Assist in outreach projects -Assist in acquisition & preserving of records	-Maintain filing system -Acquisition and preserving of records - Workshop facilitation	Training in record keeping in 2007 Training in processing and indexing collections, digitization etc Continue with BA Psychology by correspondence -Workshop facilitation skills in 2007.
John Meletse	Research Assistant & Outreach worker -Outreach projects -Administration assistance	-Workshop facilitating -HIV peer education -Reading & writing skills for English through the SASL	Workshop facilitation skills in 2007 HIV peer education training . Reading and writing skills for

		medium	English through SASL medium in 2007.
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Some of the skills training required can be developed internally in a structured manner where staff are assessed on their progress and given feedback in the areas where they need to improve. In the case where skills cannot be internally sourced, gala will search for appropriate training from outside organizations who are accredited with the respective Seta's. Noting that Gala works with contract workers from the community especially in outreach projects, some of them will be recruited in the training programs.

Outcomes of training initiatives

- o Transformation into a talent powered, community driven NGO.
- o A better match between projects and capacity.
- o Improved organizational capacity

Indicators of success

- o Improved staff job performance (Annual staff performance review to serve as benchmark)
- o Successful project implementations

8. FUNDING STRATEGY

FINANCIAL	OBJECTIVES Broaden the donor base Improve financial sustainability and raise at the least R15m to sustain the organization for the next five years.	PROGRAMS Build the donor base through increased support from international, local and corporate funders; Undertake income generation activities.	PROJECTS & INITIATIVES -Identify core and project funders -- -- Develop a tailored proposal strategy -Undertake targeted fundraising trips -Look for opportunities to become income generating - Establish partnerships with other archives and organizations internationally
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9. PROJECTS & INITIATIVES

9.1 Identify potential donors for core and project fund requirements

Gala “with the assistance of the "LGBTI Joint Working Group” plans to identify donors for core and project financial requirements.

Gala has estimated that it will require at least R15m (based on an annual operational budget of at least R3m) to fulfill its obligations in terms of the strategic plan.

9.2 Undertake targeted fundraising trips

Gala’s Director and Project Manager plan to embark on targeted fundraising trips with the aim of raising core and project funding for the organization. The internet site will be developed to serve as a marketing tool as well as enable direct internet donations.

Duration and timeline:

First quarter of 2007- Identify donors, initiate contact, create marketing tools and draft proposals .

Second quarter of 2007-Embark on fundraising trips

Remainder of 2007 and ongoing until 2011-Look for opportunities to become income generating and use library membership to access community fundraising.

Outcomes

- o The diversification of Gala’s core and project funding base in South Africa and abroad.
- o To raise adequate funds for operating and project costs for the period 2007-2011.
- o To generate income.

Indicators

- Additional donors secured.
- Adequate amount of funding secured for the period 2007-2011.
- Income generated by Gala and direct public donations.

10. INSTITUTIONAL DEVELOPMENT & SUSTAINABILITY

<u>INSTITUTIONAL DEVELOPMENT AND SUSTAINABILITY</u>	<u>OBJECTIVES</u>	<u>PROJECTS & INITIATIVES</u>
	Establish a trust Set up a 501 C3 in the USA. Develop comprehensive organizational policies and procedures.	Establishment of a trust. Setting up of a 501 C3 in the USA Drawing up of organizational policies and procedures.

Until 2007 GALA was an independent project of The South African History Archives (SAHA). We continue to have a close working relationship with SAHA and together with SAHA our collections form part of the Historical papers collection based at the William Cullen Library at the University of the Witwatersrand. Gala's strategy is to reposition itself as an organization which mobilizes memory for LGBTI rights and to separate from SAHA by establishing an independent trust.

11. PROJECTS & INITIATIVES

11.1 Establishment of a trust

Gala is in the process of establishing an independent trust as we have come of age and will be ten years old in 2007. As the only LGBTI organization in Africa that focuses on memory, heritage and identity, GALA has proved that it has a unique niche both locally and regionally in terms of documenting and mobilising LGBTI memory for justice. Gala has also applied for section 18 status which would afford its donors tax benefits under South African law.

Duration and timeline:

Approval from the Master is expected towards the end of 2006

11.2 The setting up of a 501 C3 in the USA

Gala in conjunction with SAHA is in the process of setting up a legal entity in The USA which will enable it to conduct fundraising in that country. The legal entity will afford tax benefits for the US companies under American law and this will significantly improve Gala's fund raising abilities.

Duration and timeline:

Approval from US judiciary is expected by the end of November 2006.

11.3 The drawing up of organizational policies and procedures

Gala's separation from SAHA necessitates the establishment of organizational policies and procedures.

The organization aims to draw inspiration on its policies and procedures from SAHA Management Policy. A comprehensive document, it covers the range of organizational policies and procedures required by NGOs.

Duration and timeline:

First quarter of 2007- Project Manager to finalize the drawing up of policies and procedures

Outcomes

- Legal separation from SAHA
- Ability to raise from a more diverse pool of American donors and affording them some tax benefits
- Organizational policies and procedures

Indicators

- The finalization of an independent trust encompassing a section 18 status
- The finalization of a 501 C3 in the USA
- The finalization of organizational policies and procedures

12. CONCLUSION:

The strategic plan guides the organization over the next five year period. Gala is well regarded and has a highly committed team. Recently more secure funding support has allowed the organization to expand and to increase its core and project activities focusing on outreach and dissemination thereby raising its visibility nationally and internationally.. Funding however still remains a challenge for the further development of its programs nationally and regionally. The aim is to secure additional donors and expand the gains already made and to impact more broadly on the LGBTI community and the wider society.
