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**Bisi Alimi Foundation  
Strategic Plan 2019-2023**



**Table of Contents**

**Forward**..... 3

**Acknowledgement** ..... 5

**Acronyms**..... 6

**Introduction** ..... 7

    Who are We? .....8

    What Do We Do in Thematic Area? .....8

    How do we do it?.....8

**Vision, Mission and Core Values** ..... 9

**Vision**.....9

**Mission**.....9

**Aim** .....Error! Bookmark not defined.

**Core Values** .....9

**Strategic Blueprint** ..... 10

**Goal of the Strategic Plan**.....10

**Thematic Areas**.....10

**Thematic Goal and Strategic Objectives**.....10

        Thematic Area 1: .....10

        Thematic Area 2: Capacity Development.....10

        Thematic Area 3: Stakeholder Engagement .....11

**1- Generate evidence to inform BAF’s programming** .....12

*Thematic Goal*..... 15

*Specific Objectives* ..... 15

*Thematic Goal*..... 18

*Specific Objectives* ..... 18

**Annexes** ..... 22

    List of Funders.....22

    List of Partners Collaborated with .....22

**BAF Organogram**..... 23



## Forward

In 2015 when the Bisi Alimi Foundation started, it was set out to achieve one fundamental aim “accelerate social acceptance of LGBT people in Nigeria”.

The start of the foundation coincided with the one year anniversary of the Same Sex Marriage Prohibition Act 2013, signed into law by President Goodluck Jonathan on the premise that over 90% of Nigerians support a law that will criminalise not just same sex relationship but identity.

It became very obvious that there is a need for an organisation that is ready and willing to invest in public engagement, data collection and build allies within the mainstream. This is no way taking away from the ambitious work that other LGBT organisations are doing, but aims to compliment this courageous work by providing data and a platform.

Since the inception, BAF has trained seventeen (17) journalists that have written over 25 articles, news stories and think pieces on LGBT narratives in Nigeria.

In 2017, we incorporated a legal fellowship into our fellowship programs, making it easy to train, equip, empower and support lawyers who want to take on or provide support for LGBT individuals or organisations.

We have partnered with local organisations like The Initiative for Equal Rights, ARHDI and many more, to develop an enabling environment for LGBT people in Nigeria.

Our international partnership includes working with Stonewall, Open for Business, World Economic Forum, and businesses like Baker and McKenzie, BASF West Africa, KPMG, The British Council and many diplomatic organisations.

In the next five years, we are determined to do better, go further, be bolder, more visible but importantly; we will have at the core of our work, partnership, collaboration and our key watch word will be “Do no harm”.

As we face the challenges ahead, we will be more conscious of our place in the struggle. We will CULTIVATE partnerships that are built on results. We will be INFORMING policies and programs both at local, national and international levels that will positively impact on the lives of LGBT people, their families, their friends and their loved one.

As an organisation, we will be INVOLVING LGBT people in all our activities. We will be guided by the policy; NOTHING ABOUT US WITHOUT US and finally, we will work hard to EMPOWER the community, not from a position of knowing it all, but from a position that recognises we are equal.



The next five years will be challenging and demanding but we are determined to make it more result oriented. Our Media Justice Fellowship program will train 60 journalists within the next five years who will be writing on LGBT stories and challenging the misconceptions held about the community, and 60 lawyers who will be available to represent LGBT people in court or provide legal support for individuals or organisations.

Our redesigned Business Engagement will be working actively with businesses in Nigeria to create a culture of inclusion and diversity that is built on humanity,

We will be launching campaigns that will give platforms to our community to be more visible and empower our allies to be more vocal.

We will take bold steps in our public engagement and develop programs to increase our relationships with the democratic structures in Nigeria. We will expand our programs to including building relationships with faith based organisations, while we explore the opportunity of support to universities across Nigeria that are interested in sexual orientation and gender identity research.

We strongly believe in EQUAL NIGERIANS, EQUAL NIGERIA and we can see change coming, and are determined to not just be part of it, but to work with others and make it happen.

A handwritten signature in black ink, appearing to read 'Bisi Alimi', is written over the text of the signature block.

Bisi Alimi  
Executive Director- Bisi Alimi Foundation.



## Acknowledgement

This strategic plan would not have come to fruition if not for the support from Sigrid Rausing Trust who provided the financial support to make this possible. We want to say a very big thank you to them.

We want to thank Ms Ufon Udon who facilitated the five days board meeting in Lagos. Our profound thanks goes to Mr. Andy Legon who volunteered his time to be with us in Lagos and helped shaped our communication strategy.

To all our donors since 2015; The Canadian Funds for Local Initiative, The Sigrid Rausing Trust, The Australian Government and many individuals that have committed time and money towards our activities in Nigeria, we say thank you.

To BASF West Africa, Baker and McKenzies, Fresh Field Law firm, Norton Rose Fulbright, World Economic Forum. International Civil Society, Berlin, The British Council, German Consulate, The Austrian Embassy and many others, we say thank you.

To organisations that have graced us with their partnership and collaborations both nationally and internationally, we say thank you.

To the board and staff of BAF, individuals who have worked tirelessly to shape the work of the organisation, thank you.

Finally, to the LGBT communities in Nigeria, our allies and supporters, we say thank you.

Here is to a future in Nigeria that is free of homophobia, biphobia and Transphobia. A future that will embrace love, inclusion and equity.



## Acronyms

BAF	Bisi Alimi Foundation
CSOs	Civil Society Organizations
GDPR	General Data Protection Regulation
LGBT	Lesbians Gay Bisexual Transgender
LGBT-D&I	Lesbians Gay Bisexual Transgender-Diversity & Inclusion
NANS	National Association of Nigerian Students
NGO	Non-Governmental Organization
PESTLE	Political Economic Social Technological Legal Social
SP	Social Perception
SSMPA	Same Sex Marriage Prohibition Act
SWOT	Strength, Weakness Opportunity Threat
UK	United Kingdom



## Introduction

According to a study by the Pew Research Center, 85% of Nigerians consider homosexuality morally unacceptable, 1% find it acceptable, and 11% do not see it as a moral issue<sup>1</sup>. Majority have opined that it is a western culture now hugely popular as a result of globalization. However, Leo Igwe (2008)<sup>2</sup> has argued that homosexuals have always existed in Africa. He is of the view that gay sex is as old as Nigerians in Africa, and predates the contact with Arab and western cultures though practiced in great secrecy. With the passage of time, the same-sex issue has grown from its silent days to an era where it has metamorphosed into an issue of rights that must be protected.

The need for the protection became drastically magnified with the passage of the Same Sex Prohibition Act (SSMPA) in 2014. The law was praised by majority of Nigerians but condemned by other state and non-state actors across the world. Thrusting same sex relationship issues into the public arena, it resulted in raised and justifiable fear among Lesbians, Gay, Bisexual, and Transgender (LGBT) people as it worsened the already fragile socio-cultural conditions that LGBT people are under in the country. The passage of the law appeared to have stripped LGBT persons of all fundamental human rights and homophobia has become the order of the day. This has occasioned unprecedented attacks on LGBT persons with some people experiencing violence and physical attacks.

It is against this backdrop that The Bisi Alimi Foundation (BAF) was established to contribute towards ensuring that any direct or indirect discrimination on the basis of sexual orientation or gender identity, homophobia and transphobia in the Nigerian society is reduced to the barest minimum. Additionally, the foundation aims to continuously promote social acceptance of, and improve the conditions and quality of life of LGBT persons in Nigeria by making homophobia unfashionable.

This document which serves as the first strategic plan for BAF presents the strategic direction to guide the organisation's support for the rights of Lesbians, Gays, Bi-Sexual and Transgender (LGBT) people in Nigeria as well as those in the diaspora.

It has been developed to facilitate *INFORMING->CONSULTING->INVOLVING->WITH- and >EMPOWERING* the LGBT community and stakeholders who directly or indirectly influence LGBT issues in Nigeria.

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<sup>1</sup> Pew Research Center 15.4.2014

<sup>2</sup> Igwe, Leo "Tradition of same gender marriage in Igboland". [www. IHEU/gay marriage in Igboland.org](http://www.IHEU/gay%20marriage%20in%20Igboland.org). Viewed on June 20, 2009:1-5.



## Who are We?

The Bisi Alimi Foundation (BAF) is a registered UK Charity established in 2015 following the enactment of the SSMPA in Nigeria. We aim to work towards a Nigeria where everyone is equal irrespective of sexual orientation or identity. We focus on three thematic areas, so as to contribute towards influencing opinions and views on LGBT issues in Nigeria. The thematic areas as follows;

- i- Research
- ii- Capacity Development
- iii- Stakeholder Engagement

## What Do We Do in Thematic Areas?

1. We build a wealth of knowledge through research to inform programmatic decisions. Through evidence gathered, we influence policy on LGBT issues in Nigeria.
2. We train professionals, including journalists and lawyers to ensure appropriate media reporting and legal representation from an informed position.
3. We conduct social campaigns geared towards challenging and changing the perceptions of Nigerians in relation to LGBT people.
4. We engage with businesses in Nigeria to create an awareness of the impact of homophobia on individuals and businesses.

## How do we do it?

- Through **Research:** BAF conducts **public surveys and studies** on the social perception of LGBT people in Nigeria, in order to monitor change within the country. We also conduct research into the impact of homophobia on the LGBT community in Nigeria. The data and the evidence we generate are used to shape our programming.
- **On Capacity Building,** BAF conducts fellowships for journalists and lawyers: the program, which is residential for the training phase, includes mentoring that trains participants in understanding sexual orientation and gender identity, thereby equipping participants with the right tools and support. The overall goal is for trainees to become agents of change.





- Working with heads of multi-national companies in Nigeria, **our work on business engagement** seeks to facilitate a conducive economic environment for LGBT persons in Nigeria.

## Vision, Mission and Core Values

### Vision

Equal Nigerians, equal Nigeria.

### Mission

Advancing social acceptance of LGBT people in Nigeria by cultivating change in hearts and minds through research, training and engagement.

### Tagline

*Accelerating social acceptance of LGBT people in Nigeria.*

### Core Values

**Equal** – equality for everyone before the law, equal opportunity and equal treatment.

**Inclusive** – open, respectful and receptive to all people.

**Collaborative** – working together with others to maximize impact.

**Understanding** – building and fostering understanding through evidence and engagement.

**Integrity** – informed by research, uncompromising in our approach.



## Strategic Blueprint

### Goal of the Strategic Plan

Making homophobia unfashionable in Nigeria

### Thematic Areas

- 1- Research and Knowledge Management
- 2- Capacity Development
- 3- Stakeholder Engagement

### Thematic Goals and Strategic Objectives

#### Thematic Area 1:

Research and Knowledge Management

#### *Thematic Goal*

Evidence to inform programming for LGBT people and Diversity and Inclusion in Nigeria

#### *Specific Objectives*

- 1- Generate evidence to inform BAF's programming (indirect influence on policy)
- 2- Build a knowledge repository on LGBT and Diversity & Inclusion issues in Nigeria
- 3- Being an active member of a community of practice on LGBT people and issues in Nigeria (with D&I niche)

#### Thematic Area 2: Capacity Development

#### *Thematic Goals*

Adequate, appropriate, fair reportage and legal representation of LGBT people in Nigeria

#### *Specific Objectives*

- 1- Strengthen the capacity of journalists on reportage and lawyers to represent and advocate for LGBT persons with the right terminology and context
- 2- To make workplaces safe for LGBT people and their allies



Thematic Area 3: Stakeholder Engagement

*Thematic Goal*

**Increased support of LGBT people and issues in Nigeria**

*Specific Objectives*

- 1- Improve the understanding on LGBT issues in Nigeria
- 2- Increase linkage and access of LGBT to conducive economic empowering entities



Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
<p><b>Research and Knowledge Management</b></p> <p><b>Thematic Goal</b></p> <p>Evidence to inform programming for LGBT people and Diversity and Inclusion in Nigeria</p> <p><b>Specific Objectives</b></p> <p>1- Generate evidence to inform BAF’s programming (indirect influence on policy)</p> <p>2- Build a knowledge repository on LGBT and Diversity &amp; Inclusion issues in Nigeria</p> <p>3- Being an active member of a community of practice on LGBT people and issues in Nigeria (with D&amp;I niche)</p>					
<p>1- Generate evidence to inform BAF’s programming</p>	<ul style="list-style-type: none"> <li>• Establish evidence for programming</li> <li>• Contribute to positive social perception</li> </ul>	<p>1. Conduct annual social perception (SP) survey</p>	<ul style="list-style-type: none"> <li>• Policy makers</li> <li>• Development partners</li> <li>• Media</li> <li>• Private sector</li> </ul>	<ul style="list-style-type: none"> <li>• SP survey conducted, published and widely disseminated</li> <li>• Dissemination plan</li> </ul>	<ul style="list-style-type: none"> <li>• Movable middle in the country for further engagement is identified through further analysis of raw data</li> <li>• gradual reduction of unconscious biases through evidence informed messages put out by BAF</li> </ul>
		<p>2. Conduct impact of homophobia study (every 3 years)</p>	<ul style="list-style-type: none"> <li>• Private sector</li> <li>• Policy makers</li> <li>• Development partners</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Study conducted, published and widely disseminated</li> </ul>	<ul style="list-style-type: none"> <li>• increasing recognition of value of safe workspaces</li> <li>• increasing awareness that LGBT rights are human rights</li> </ul>



Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
				<ul style="list-style-type: none"> <li>Dissemination plan</li> </ul>	<ul style="list-style-type: none"> <li>increased access to funding due to evidence base</li> <li>study report used as reference tool for policy, NGOs and media</li> </ul>
Build a knowledge repository on LGBT – D&I issues in Nigeria	<ul style="list-style-type: none"> <li>situate BAF as core resource for LGBT-D&amp;I work in Nigeria with credibility</li> </ul>	1. Develop factsheets on LGBT – D&I issues	<ul style="list-style-type: none"> <li>Private sector</li> <li>Policy makers</li> <li>Development partners</li> <li>Media</li> <li>Academic</li> </ul>	<ul style="list-style-type: none"> <li>development of thematic areas for factsheets (e.g. L, G, B, T and D&amp;I or maybe human rights)</li> <li>number of factsheets developed and disseminated</li> <li>dissemination plan</li> </ul>	<ul style="list-style-type: none"> <li>increased number of requests for information from stakeholders</li> <li>integration of BAF information / citations in stakeholder publications and communications</li> </ul>
		2. Publish context specific briefing papers / reports on LGBT - D&I issues in Nigeria	<ul style="list-style-type: none"> <li>Policy makers</li> <li>Development partners</li> <li>Media</li> <li>Private sector</li> </ul>	<ul style="list-style-type: none"> <li>Development of briefing papers subject matter and plan</li> <li>Parliamentary briefings resumed</li> <li>Number of briefing paper</li> </ul>	<ul style="list-style-type: none"> <li>increased number of requests for information from stakeholders</li> <li>integration of BAF information / citations in stakeholder publications and communications</li> </ul>



Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
				reports that contribute to factsheets <ul style="list-style-type: none"> <li>Dissemination plan</li> </ul>	
	<ul style="list-style-type: none"> <li>to situate the law within social perception change</li> </ul>	Simplify, explain, and share the SSMPA through all approved channels of communications	<ul style="list-style-type: none"> <li>LGBT community (rights awareness)</li> <li>General public through media (traditional, social, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Simplified version of SSMPA (SSMPA 101 – know your rights) produced and shared across media platforms</li> </ul>	A better informed and knowledgeable LGBT community and public on the SSMPA
Being an active member of a community of practice on LGBT people and issues in Nigeria		Establish and operationalize a repository of LGBT data/information	<ul style="list-style-type: none"> <li>LGBT organization</li> <li>Other CSOs</li> <li>Media houses</li> <li>Development partners</li> </ul>	<ul style="list-style-type: none"> <li>Cloud based repository is set up and populated with relevant and verifiable LGBT data/information</li> </ul>	BAF becomes the reference point for LGBT authentic LGBT data/information
		Contributing to / developing a programme of D&I events bringing	<ul style="list-style-type: none"> <li>LGBT organization</li> <li>Other CSOs</li> <li>Media houses</li> </ul>	<ul style="list-style-type: none"> <li>Relevant programme of events</li> </ul>	<ul style="list-style-type: none"> <li>BAF is a 'go-to' for D&amp;I events in Nigeria</li> </ul>



Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
		LGBT community together with others (e.g. Diversity event at DBHC)	<ul style="list-style-type: none"> <li>Development partners</li> </ul>	established with partners	<ul style="list-style-type: none"> <li>LGBT Community in Nigeria positively acknowledges BAF's role in D&amp;I in Nigeria</li> </ul>

## Capacity Development

### *Thematic Goal*

Adequate, appropriate, fair reportage and legal representation of LGBT people in Nigeria

### *Specific Objectives*

- 1- Strengthen the capacity of journalists on reportage and lawyers to represent and advocate for LGBT persons with the right terminology and context
- 2- To make workplaces safe for LGBT people and their allies



Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
<p>1- Strengthen the capacity of journalists on reportage and lawyers to represent and advocate for LGBT persons with the right terminology and context</p>	<ul style="list-style-type: none"> <li>Capacity building of mainstream and other media journalist and lawyers</li> <li>Leverage their support to influence public opinion and perception of LGBT people and issues (hearts and minds)</li> </ul>	<ul style="list-style-type: none"> <li>Recruit bank of powerful mentors, with strong reputation in their chosen field</li> <li>Recruit fellows to each respective programme</li> <li>Conduct yearly Media and legal Fellowship</li> <li>Set clear and realistic fellowship objectives in return participation</li> </ul>	<ul style="list-style-type: none"> <li>Mainstream media journalist</li> <li>Traditional and non-traditional journalists</li> <li>Lawyers</li> </ul>	<ul style="list-style-type: none"> <li>10 lawyers and 10 journalists trained</li> <li>Number of LGBT articles written/ news stories/talk shows presented, in the right context and appropriate language</li> <li>Measure baseline understanding at start of training and remeasure at the end to establish shift in understanding for lawyers</li> <li>Transference of knowledge to others (training of</li> </ul>	<ul style="list-style-type: none"> <li>Gradual mainstreaming of LGBT discussions in the media</li> <li>More media houses publishing context appropriate and language appropriate LGBT articles other than OP-ED</li> <li>Increased defense of LBGT rights by lawyers</li> <li>Database of lawyers who can provide legal assistance to those who need it (for organisations and individuals)</li> </ul>





Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
				police, supporting editors, etc.)	
2- To make workplaces safe for LGBT people and their allies	<ul style="list-style-type: none"> <li>Expand the thinking and understanding of employers on diversity and its positive effect on productivity</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of corporate partner organisations</li> <li>Conduct Workplace diversity training</li> <li>Establish network of workplace diversity champions</li> </ul>	<ul style="list-style-type: none"> <li>Public Sector</li> <li>Large Private Sector entities, that are part of a global network</li> <li>Training offered twice a year</li> </ul>	<ul style="list-style-type: none"> <li>20 individuals trained on diversity and the workplace per year</li> <li>10 companies trained on diversity in the workplace per year</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of workplaces in Nigeria with operational diversity policy</li> <li>Gradual confidence of LGBT people to be themselves in the workplace without fear of being called out</li> <li>Increase in the number of companies engaging with LGBT organisations in Nigeria</li> </ul>



Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
<p><b>Strategic Engagement</b></p> <p><i>Thematic Goal</i> Increased support of LGBT people and issues in Nigeria</p> <p><i>Specific Objectives</i></p> <p>1- Improve the understanding on LGBT issues in Nigeria 2- Build of strong cohort of allies and supporters for LGBT people in Nigeria</p>					
1- Improve the understanding on LGBT issues in Nigeria	Develop a dialogue between professional, public and civil society organizations in the field of human rights of the LGBT community.	<ul style="list-style-type: none"> <li>• One-to-one engagement with policy-makers</li> </ul>	<ul style="list-style-type: none"> <li>• Other CSOs</li> <li>• Professional bodies</li> <li>• Traditional/Community structures</li> </ul>	<ul style="list-style-type: none"> <li>• The number of talks held</li> <li>• Collaboration and potential opportunities for further collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• A reflection of better understanding of LGBT issues through their utterances and policies</li> <li>• Enhanced safety and social life of LGBT persons.</li> <li>•</li> </ul>



Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
		<ul style="list-style-type: none"> <li>• Organize talks in universities (similar to past activity in UNILAG – University of Lagos)</li> <li>• Mainstream</li> <li>• LGBT issues into discussion on other wider topics e.g. women’s rights issues / discussions</li> <li>• Engage the NANS (National Association of Nigerian Students) / National Youth Council of Nigeria on existing programmes on human</li> </ul>	<ul style="list-style-type: none"> <li>• Student Unions</li> <li>• Universities</li> </ul>	<ul style="list-style-type: none"> <li>• The number of talks held</li> <li>• Collaboration and potential opportunities for further collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Have a focal person in the target universities and unions</li> </ul>



Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
		rights and related issues			
		<ul style="list-style-type: none"> <li>Roundtable discussions with filmmakers, actors, writers (tapping into festivals AKE – LABAF)</li> <li>One-on-one engagements</li> <li>Network with Nigeria’s Social Media Week to highlight impact of homophobia at a macro level</li> </ul>	<ul style="list-style-type: none"> <li>Literature and art societies e.g. filmmakers, literary publishers</li> </ul>	<ul style="list-style-type: none"> <li>An increasing number of movies and literature contents that amplify LGBT issues in positive ways</li> </ul>	<ul style="list-style-type: none"> <li>Reflection of more diversity content in films and literature</li> <li>Humanisation of LGBT people films and literature work</li> <li>Improved social acceptance and inclusion of LGBT persons.</li> </ul>
		<ul style="list-style-type: none"> <li>Roundtable with traditional media and social media influencers</li> </ul>	<ul style="list-style-type: none"> <li>Mainstream media</li> <li>Social media</li> </ul>	<ul style="list-style-type: none"> <li>Number of events held</li> <li>Number of media outfit and brands represented</li> </ul>	<ul style="list-style-type: none"> <li>Gradual normalisation of LGBT discussions in media</li> <li>Humanisation / positive representation of LGBT people in social media discussions</li> </ul>



Specific Objectives	Strategies	Broad/Indicative Activities	Target Audience/Beneficiary- Stakeholder	Indicators	Short-Term Outcome
		<ul style="list-style-type: none"> <li>One on one meetings with media personalities and social media influencers</li> </ul>			<ul style="list-style-type: none"> <li>More media houses publishing context appropriate and language appropriate LGBT articles</li> </ul>
		<ul style="list-style-type: none"> <li>One on one engagement with legal chambers, police and judiciary and round table discussions</li> </ul>	<ul style="list-style-type: none"> <li>Legal chambers, police and Judiciary</li> </ul>	<ul style="list-style-type: none"> <li>Number of legal practitioners, police and judges met</li> <li>How many events achieved</li> </ul>	<ul style="list-style-type: none"> <li>Database of chambers and lawyers that can push our cause</li> <li>Database of friendly police officers and judges that can help</li> <li>Better quality in legal fellows</li> </ul>
2- Increase linkage and access of LGBT people to conducive economic empowering entities	Strategic engagement with key stakeholders / influencers	<ul style="list-style-type: none"> <li>Convene forum on work-place diversity and implications for productivity</li> </ul>	<ul style="list-style-type: none"> <li>Captains of industries and policy makers</li> <li>Trade Unions and Labour Congresses</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at such meetings</li> <li>Number of events convened</li> <li>10 business reached and who responded per year</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of workplaces in Nigeria with operation diversity policy</li> <li>Improved policy of equal treatment and protection against discrimination of LGBT persons in the workplace.</li> </ul>



## Annexes

### List of Funders

- Canadian Funds for Local Initiative
- LUSH
- ROLE UK
- Australian High Commissioner
- Austrian Ambassador
- Sigird Rausin Trust
- PINKESTER
- Baker and McKenzie
- Allen and Overy
- Norton Rose Fulbright
- Accenture

### List of Partners Collaborated with

- 1- Initiative for Equal Rights
- 2- House of Rainbow
- 3- Queer Alliance
- 4- Open for Business
- 5- AllOut
- 6- Stonewall
- 7- ARHDI
- 8- ICHARH
- 9- WHER
- 10- British Deputy High Commission- Lagos
- 11- GLAAD



## BAF Organogram

