

# Strategic Plan

## 2025 – 2030





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# Foreword by our Executive Director

The Africa Albinism Network (AAN) was founded on a vision of an inclusive Africa where persons with albinism live free from brutality, discrimination, and exclusion. Throughout the years, we have observed notable advancements alongside enduring obstacles in the pursuit of dignity, safety, and equitable opportunities for our community. This Strategic Plan 2025–2030 signifies a thoughtful and intentional advancement leveraging our achievements, reflecting on our insights, and addressing the pressing challenges confronting persons with albinism in the contemporary landscape.



Developed through a comprehensive and respectful inquiry process, the plan embodies the perspectives, ambitions, and knowledge of our varied stakeholders, with persons with albinism at its core. We extend our sincere appreciation to Wellspring Philanthropic Fund for their invaluable support in the development of this Strategic Plan. Their partnership has been instrumental in shaping this roadmap for future. The framework outlines five strategic pillars: Human Rights-Based Advocacy; Capacity Development for and of Albinism Groups and Human Rights Defenders; Collaboration and Partnerships; Becoming a Resource Hub for Research, Data, and Dissemination; and Sustained Organizational Growth. Together, these pillars chart a course for transformative change that is both ambitious and achievable.

This strategic plan necessitates collaboration at every level, from our countries of focus to our continental and global engagements. We are aware that the realization of our vision will necessitate partnerships that extend beyond sectors, borders, and disciplines. By uniting with movements, governments, civil society, academia, and development partners, we can dismantle systemic barriers and ensure lasting change.

We invite you to join us in this endeavor —whether as an advocate, ally, funder, or policymaker toward an Africa where every person with albinism can thrive. Let this plan serve as both a roadmap and a collective commitment to justice, equity and inclusion.

A handwritten signature in black ink, which appears to read "Massah".

**Bonface Massah**  
**Executive Director**



# Africa Albinism Network Strategy Framework Overview



## Vision

Our vision is towards an inclusive world for persons with albinism, free from brutality and discrimination.



## Mission

AAN promotes the rights, well-being, and inclusion of persons with albinism in Africa through advocacy, capacity development, and collaboration.



## Strategic Pillars

- Human Rights-Based Advocacy (HRBA)
- Capacity Development of Albinism Groups and Human Rights Defenders (HRDs)
- Collaboration and Partnerships
- Research and Data
- Sustained Organizational Growth



## Thematic Areas

- Strengthening Albinism Advocates as Human Rights Defenders
- Empowering Women Impacted by Albinism
- Advocating for Mitigation of the Effects of Climate Change on Persons with albinism





## Operating Framework

- The Africa Union Plan of Action to End Attacks and Other Human Rights Violations Targeting Persons with Albinism in Africa (2021-2031) (AU PoA)
- The Africa Disability Protocol (ADP)
- The UN Convention on the Rights of Persons with Disabilities (UNCRPD).
- A Human Rights-Based Approach



## Core Values

- Accountability & Integrity
- Collaboration & Partnerships
- Centering the Voices of Persons with Albinism
- Equity & Inclusion
- Justice & Human Rights



## Value Proposition

AAN serves albinism groups and human rights defenders in Africa while engaging regional and global mechanisms and partners.

AAN is uniquely equipped and positioned to:

- Convene and connect people across the albinism network in Africa, and beyond, to each other, to various stakeholders, and to resources to advance their protection, inclusion, and human rights.
- Conduct strategic and evidence-based advocacy on albinism, internationally and on the African continent.
- Develop the capacities of albinism groups and Human Rights Defenders to be agents of change, with special attention to engage women leaders.



## 10-year target:

By 2035, AAN will be a strong, sustainable, and trusted pan-African resource hub and advocacy network, advancing the rights of persons with albinism and contributing to an inclusive society for people with disabilities in Africa. Our work, grounded in evidence-based research and multi-level advocacy, will influence five (5) key multilateral mechanisms prioritizing women impacted by albinism, climate justice, Human Rights Defenders, and the adoption and implementation of 20 well-funded National Action Plans.



## Countries of Focus:

Six countries of focus have been selected for in-depth support and capacity development for the period of this strategic plan (2025-2030). They were selected based on an analysis of several factors including:

- The frequency and recency of attacks on persons with albinism,
- Proximity to other countries with attacks (suspected cross-border issues such as trafficking and mutual influence),
- Readiness for or progress on a NAP process,
- The existence of reliable partners in-country,
- Regional and language representation across Africa,
- Conducive environment on the ground in which to operate.

The six countries of focus that have been selected are: Malawi, Namibia, Tanzania, Togo, Zambia and Zimbabwe.

*\*Focus countries may be revised or expanded based on emerging opportunities and risks during implementation*

# Strength-Based Theory of Change (2025-2030)

## Situation

Myths and misbeliefs about persons with albinism have led to hundreds of brutal attacks, including murders, mutilations, and trafficking of body parts in 30 countries across Africa. The UN has also recorded that persons with albinism face multiple and intersecting forms of discrimination.

## Strengths

- AAN is the only Africa-based albinism advocacy network and a trusted connector and convener.
- Deep community knowledge, understanding of human rights mechanisms, and inclusive values.
- Track record of evidence-based advocacy and strategic partnerships.
- AU Plan of Action (2021–2031) together with the UN Convention on Rights of Persons with Disabilities (UNCRPD), the Africa Disability Protocol (ADP) and the SADC declaration on the protection of persons with albinism offer a strong continental framework.

## Opportunities

- Expanding National Action Plan (NAP) adoption and implementation.
- Positioning as a continental resource hub.
- Consolidation and amplification of the voices of persons with albinism in Africa.
- Multilateral partnerships and observer status with UN, AU.
- Interconnectivity as leverage.
- Revenue diversification beyond traditional sources.

## Aspirations

- Inclusive Africa where persons with albinism are safe, empowered, and enjoying all their human rights.
- Continental hub for human rights advocacy, research, and resourcing of albinism groups and HRDs.
- Legitimized representation and participation of persons with albinism at policy tables.
- AAN sought as a trusted partner and thought leader on albinism in Africa and globally.
- Robust, well-resourced, and well-connected albinism movement in Africa.

## Results

- NAPs adopted and implemented in 20 African countries.
- Attacks on persons with albinism reduced by 80%.
- Increased engagement of youth and women leaders with albinism in Human Rights efforts.
- Evidence, rights-based advocacy, and inclusion embedded in national policies.
- Evidence-based data from research lead to policy changes.
- Increased number of known cases advanced in the courts.

## Foundational Inputs and Assets

- Specialized AAN staff across Africa.
- AAN recognized as a convening and connecting power using an evidence-based Human Rights approach.
- Network of albinism groups and HRDs with lived experience.
- AU Plan of Action on Albinism (2021-2031) as an operational roadmap.
- Strategic multilateral and funding partners.
- Communications platforms, digital assets, and data systems.

## Core Strategies



### ***Pillar 1: Human Rights-Based Advocacy***

- Submit strategic reports to multilateral bodies and track recommendations.
- Secure observer status and represent persons with albinism in UN, AU, and multilateral forums.
- Advocate for inclusion of persons with albinism in disability laws in 3+ countries.



### ***Pillar 2: Capacity Development***

- Hold 5 country specific learning forums with regional participation.
- Provide technical and civic engagement support for NAP development in 5 countries.



### ***Pillar 3: Collaboration and Partnerships***

- Engage in joint advocacy for more court verdicts on attacks within 6 countries of focus.
- Establish collaboration with 5 research institutions on albinism cases.
- Build strong communities of CSOs and albinism groups leading to formation of 5 country movements.



### ***Pillar 4: Research, Data, & Storytelling***

- Produce 5 multi-country research reports.
- Develop interactive data dissemination platform and multimedia storytelling resources.
- Monitor and publish progress on AU PoA.



### ***Pillar 5: Sustainable Organizational Growth***

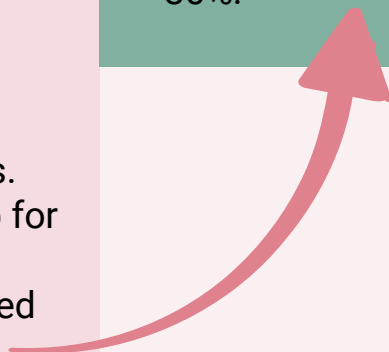
- Grow and diversify revenues.
- Strengthen network participation across Africa.
- Engage globally as an advocate and thought leader representing the unified voice of persons with albinism.
- Increase in-house capacities to meet emerging opportunities.

## Outcomes (2025-2030)

- Persons with albinism more visible and civically engaged across Africa.
- National laws and policies reflect the inclusion of persons with albinism.
- Persons with albinism in many African countries access their human rights due to NAP implementation.
- Stronger HRD networks, with increased engagement by women.
- Increased accurate data on population of persons with albinism in national censuses.
- Go-to albinism resources hub for Africa.
- AAN becomes a well-resourced model of intersectional, grassroots-led, evidence-based advocacy.

## Impact (By 2035)

- AAN is strong, sustainable, and trust pan-African advocacy and resource hub.
- People with albinism in Africa live in increased safety, dignity, and inclusion, with their rights protected and voices heard in most sectors of society.
- Attacks against people with albinism have decreased by 80%.



# Goals and Strategies

Pillar 1: Human Rights Based Advocacy	
GOALS	STRATEGIES
1. 25 high quality, strategic reports are presented to UN and AU Human Rights mechanisms with follow-up support and tracking of recommendations.	<ul style="list-style-type: none"> <li>a) Identify countries, mechanisms, and collaborators to engage annually on specific reports.</li> <li>b) Through technical support and collaboration with country-specific persons with albinism groups, research, submit, track, and report on the implementation of recommendations from submitted reports.</li> </ul>
2. AAN has observer status at the AU and UN, and strategic active memberships at African Disability Forum (ADF), International Disability Alliance (IDA), and Climate Action Network (CAN).	<ul style="list-style-type: none"> <li>c) Consult and apply as AAN for own AU and UN observer status.</li> <li>d) Apply for strategic memberships taking an active role to represent persons with albinism at ADF, IDA and CAN.</li> </ul>
3. AAN has engaged with 3 multilateral organizations per year to advocate for the rights of persons with albinism.	<ul style="list-style-type: none"> <li>e) Identify opportunities for engagement based on a set of criteria to meet AAN objectives.</li> <li>f) Participate strategically in at least three multilateral events per year taking an advocacy role.</li> </ul>
4. Recommendations made to mainstream human rights of persons with albinism at national level legislation and policies in at least 3 countries in line with the African Disability Protocol (ADP).	<ul style="list-style-type: none"> <li>g) Identify countries reviewing their national laws and policies in line with the ADP.</li> <li>h) Building capacity of national level albinism groups to engage with government on national population data.</li> <li>i) Identify collaborators and gap analysis of relevant laws.</li> <li>j) Support drafting recommendations for albinism groups to use for advocacy.</li> </ul>



## Pillar 2: Capacity Development for and of albinism groups and Human Rights Defenders

GOALS	STRATEGIES
1. Increased visibility through civic engagement of persons with albinism based on capacity development support.	<p>a) Support participation of persons with albinism in AU, UN and other relevant events (e.g. the Global Disability Summit).</p> <p>b) Strengthen relationships with disability organizations and federations.</p>
2. Held five (5) country specific forums (online and/or in-person) with regional participation on topics that develop the capacities of participants in priority areas.	<p>c) Conduct 5 country-specific learning forums with some degree of regional participation on priorities requested to strengthen capacities of organizations involved.</p> <p>d) Use a “Train the trainers” approach to grow capacities beyond forums.</p>
3. Capacity development and technical support of albinism groups, relevant stakeholders, and duty bearers for the development and implementation of the NAPs of 5 countries. (Goal of a total of 10 countries with NAPs adopted)	<p>e) Capacity development of Duty Bearers and relevant stakeholders on the matters of albinism.</p> <p>f) Provide NAP technical and implementation support for government engagement etc.</p> <p>g) Enter multi-lateral multi-sector partnerships to develop NAPs.</p>
4. Development over the long-term of at least ten (10) leaders with albinism as HRDs with an emphasis on women leaders.	<p>h) Identify potential HRDs for capacity development, including women leaders.</p> <p>i) Provide leadership training to leaders of persons with albinism groups.</p> <p>j) Implement a mentoring program including the next generation of leaders with albinism.</p>



## Pillar 3: Collaboration and Partnerships

GOALS	STRATEGIES
1. 40% of reported cases are tracked and brought into the justice system, spanning the 6 countries of focus.	a) Collaborate for strategic litigation and joint advocacy in focus countries.
2. Strengthened collaboration of stakeholders in 3 countries on NAP development, adoption and implementation process.	b) Identify and establish relationships with key stakeholders and albinism groups in focus countries. c) Provide orientation, facilitation, and training for stakeholders as needed. d) Engage in collaborative efforts and find ways to partner toward implementation of common goals.
3. Established collaboration with five (5) research institutions on albinism cases.	e) Identify research areas using thematic areas of AAN as a guide. f) Conduct joint research projects and funding to contribute to research evidence to inform projects and policies.
4. Built strong communities of CSOs, albinism groups, and government collaborators leading to established movements advancing the rights of persons with albinism in five (5) countries.	g) Join and participate actively in regional / thematic area networks (Climate Change, Women, HRDs etc.) h) Deepen collaboration with CSOs, governments, and OPDs to strengthen alignment and visibility within the wider disability movement. i) Strengthen networking across countries.

## Pillar 4: Become a Resource Hub for Research, Data, and Dissemination

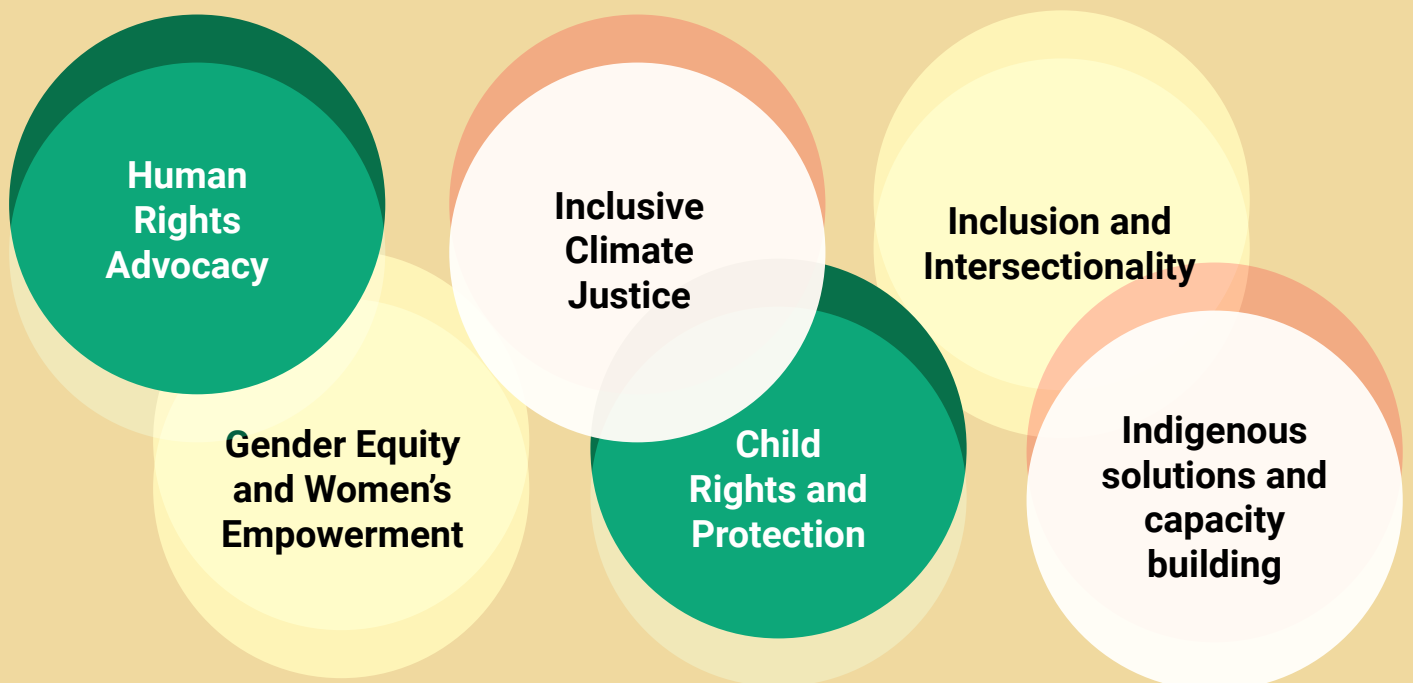
GOALS	STRATEGIES
1. Be the go-to resource hub for comprehensive data on albinism across Africa.	<p>a) Conduct situational analysis of countries. Gather and add to AAN website, country-specific statistics, and information for all of Africa. Compile a list of partners by country to facilitate country-level and regional collaboration.</p> <p>b) Promote the use of Washington Group guidelines for disability data collection on albinism in censuses and otherwise, to make data comparable across countries.</p>
2. Five (5) in-depth, multi-country research reports completed in specific areas of interest (including one on skin cancer), that lead to policy changes in five (5) countries.	<p>c) Partner with other institutions on multi-country research in five (5) countries based on our thematic areas.</p> <p>d) Produce five (5) multi-country reports and work with institutions to disseminate.</p>
3. Improved user experience and digital security for online data library and learning platform.	<p>e) Identify joint partnership with one academic institution to enhance user experience of user library and online learning platform.</p> <p>f) Present data interactively, through fact sheets etc.</p> <p>g) Improve digital security and data protection of online information.</p>
4. Robust storytelling that encompasses multi-media and that covers AAN's thematic areas.	<p>h) Hire communications staff.</p> <p>i) Develop a multi-media communications plan and implement.</p> <p>j) Enhance storytelling capacity to share lived experiences on albinism issues.</p> <p>k) Further build out AAN's value proposition (key messages, case for support), equipping all staff and board with the tools to speak compellingly about AAN's work.</p>
5. AAN is measuring and reporting on the implementation of the AU Plan of Action on Albinism and the impact of NAPs in countries where they are established and adopted.	<p>l) Develop and execute a plan for monitoring, evaluating, and reporting on progress towards achieving the AU Plan of Action by countries.</p> <p>m) Disseminate research findings and data in an accessible format.</p> <p>n) Use data and an evidence-based approach to support monitoring and evaluation and inform effective advocacy on policy changes and other activities.</p> <p>o) Develop and execute a media strategy to promote existing data and findings.</p> <p>p) Partner to obtain training for AAN communications staff on disseminating data across audiences.</p>

## Pillar 5: Sustainable Organizational Growth

GOALS	STRATEGIES
1. \$5 Million USD project budget by 2030 to cover work in 5 countries (\$1 Million per country).	<ul style="list-style-type: none"> <li>a) Develop and implement a comprehensive fundraising plan, including hiring in-house fundraiser(s).</li> <li>b) Diversify fundraising streams including government, private funding, and public funding.</li> <li>c) Pursue the basket fund concept with matched grants.</li> <li>d) Co-apply for projects with strategic partners.</li> </ul>
2. Operational budget of \$1.2 Million USD / year by 2030 (Representing growth rate of 25%/year from 2025 baseline of \$400,000) with the aim of 25% from private investment, 20% from CSR revenue or fee for service, and 55% from multi-year unrestricted donations.	<ul style="list-style-type: none"> <li>e) Build diversified funding streams, including private and institutional funding, and local African investment.</li> <li>f) Develop and implement a CSR revenue model or related business.</li> <li>g) Implement fee-for-service opportunities such as consultancy and forum / event organization.</li> <li>h) Deepen funder relationships through engagement and trust building to achieve multi-year unrestricted giving.</li> </ul>
3. Pilot of AAN's own social enterprise.	<ul style="list-style-type: none"> <li>i) Engage a business consultant to develop and execute a social enterprise plan.</li> </ul>
4. AAN's positioning as representing the albinism community in Africa is solidified and well-communicated.	<ul style="list-style-type: none"> <li>j) Ensure board representation reflects diverse skills and geographic areas.</li> <li>k) Strengthen network participation across Africa to enhance legitimacy and representation as confirmed by albinism groups.</li> <li>l) Complete registration(s) in appropriate countries to align with operational and programming needs.</li> <li>m) Strengthen intersectional approach to thematic areas.</li> <li>n) Engage globally and intersectionally as an advocate and thought leader representing the unified African voice for persons with albinism.</li> </ul>
5. Linguistic representation across 3 main languages (English, French and Portuguese) to serve all African countries.	<ul style="list-style-type: none"> <li>o) Enhance linguistic representation across operations.</li> <li>p) Hire or partner to be able to provide services in three languages: English, French, and Portuguese.</li> </ul>
6. Growth to ten (10) staff members.	<ul style="list-style-type: none"> <li>q) Improve the organization, productivity, performance, and specialization of staff to meet emerging opportunities.</li> <li>r) Develop in-house capacity to cover all key aspects of operations and thematic program areas.</li> <li>s) Review and enhance organizational structure, policies, processes, and systems to meet emerging opportunities.</li> </ul>

## Cross-cutting Priorities

The Africa Albinism Network (AAN) integrates several cross-cutting priorities to holistically and interconnectedly address the issues faced by persons with albinism across Africa. The strategic plan advances cross-cutting solutions by integrating these priorities across all we do:



## A Call to Collaborate

Our new strategic plan is more than a document— it is a call to action. It outlines a courageous roadmap towards an inclusive world for persons with albinism, free from brutality and discrimination. It synthesizes the contributions of diverse stakeholders - persons with albinism front and center - sharing their lived experiences, deep expertise, and bold dreams for the future.

This strategic plan positions AAN to lead transformative change for persons with albinism across Africa. By leveraging our strengths and fostering inclusive partnerships, we envision a continent where every person with albinism can live with dignity, safety, and equal opportunities.

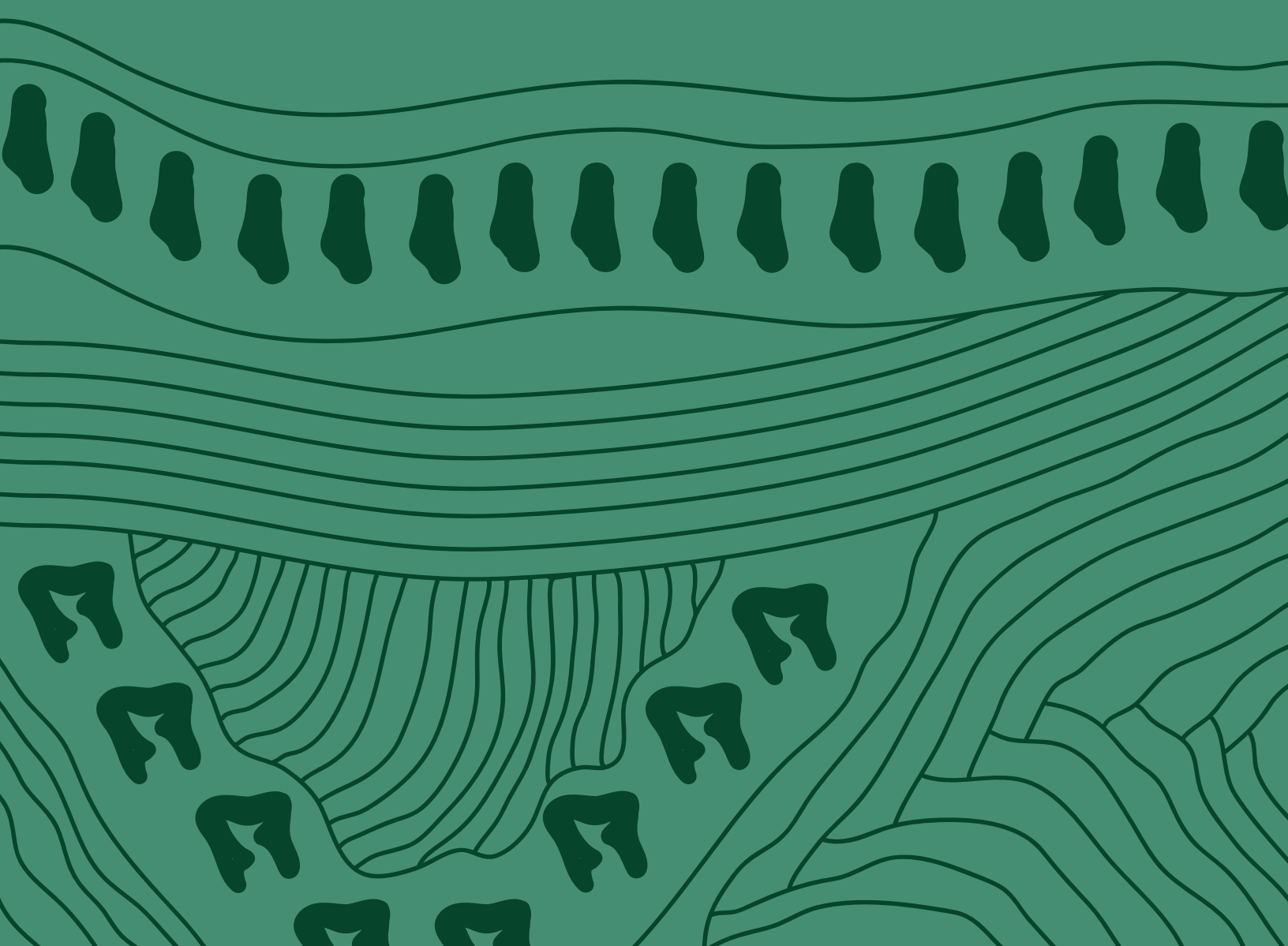
It will take all of us to succeed. AAN is eager to forge alliances within and across movements, collaborating with diverse and strategic partners for collective action. We invite you to join us in this pursuit.

For funders, organizations, and Human Rights' Defenders interested in exploring investment or cooperation email [info@africaalbinismnetwork.org](mailto:info@africaalbinismnetwork.org)



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