

# Strategic Plan

for ILGA-Europe

2008-2011



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# Introduction

**This is the second three-year Strategic Plan for ILGA-Europe and is a result of extensive consultation with ILGA-Europe's membership, board and staff conducted during 2007.**

**This Strategic Plan was adopted in October 2007 during ILGA-Europe's annual conference in Vilnius and comes into effect from 1 January 2008.**

# Vision, Mission and Core Values

## Vision

ILGA-Europe's vision is of a world freed from any form of discrimination on the grounds of sexual orientation, gender identity or gender expression; a world where the human rights of all are respected and everyone can live in equality and freedom.

## Mission

### **ILGA-Europe's mission is:**

- to act as a European voice for the rights of those who face discrimination on the grounds of sexual orientation, gender identity or gender expression
- to promote the right to equality and freedom from discrimination by lobbying and advocacy, and by educating and informing the European and International institutions, media and civil society
- to strengthen the capacity of European human rights organisations fighting against sexual orientation, gender identity and gender expression discrimination to work for equality through their involvement in advocacy, campaigning and networking, the exchange of best practice, the dissemination of information and capacity building programmes.

### **The Core Values of ILGA-Europe are:**

- Respect and recognition for the fundamental cultural, social and economic as well as civil and political human rights, with particular emphasis on equality and freedom from discrimination, gender equality and the right to self-determination.
- International solidarity and solidarity with other discriminated groups of people, with mutual support in combating oppression and discrimination and fighting for equality both within Europe and with other regions of the world.
- Full, democratic involvement of membership in the development of policies and transparency in accounting for actions taken.
- Respect for diversity and accessibility among LGBT people and within society.

# Strategic Objectives

The strategic objectives of ILGA-Europe are:

1. Working towards full recognition of and respect for fundamental human rights.
2. Working towards full equality in employment.
3. Working towards full social inclusion.
4. Working towards full recognition and equality of the diversity of families and family relationships.
5. Strengthened capacity of member organisations.
6. Strengthened capacity of ILGA-Europe to achieve its mission.

# Strategies to Achieve These Objectives

ILGA-Europe utilises a range of strategies to achieve its strategic objectives:

**Communication** – providing information and key messages to our members and a range of audiences – including relevant institutions, other human rights based social change organisations, the media and the general public; raising awareness of the issues pertaining to the rights of LGBT people and equality through a range of channels – electronic and paper publications, campaigning activities and media outlets and developing policy papers, research projects/papers on the key issues.

**Advocacy** – advocating for human rights standards, policies and legislation at the International and European Institutions. Facilitating and supporting our members to develop advocacy on the rights of LGBT people at national level.

**Litigation** – identifying and supporting legal actions which will extend the rights and recognition of key areas of the rights of LGBT people at European level. Developing tools to work with members on cases at national level to litigate the rights of LGBT people and engaging in the training of anti-discrimination bodies.

**Lobbying** – developing argumentation and providing evidence for the inclusion of the LGBT perspective in all areas of social and economic policy. Using International and European human rights standards, policies, legislation and institutions to pressure European Institutions and national governments to uphold the rights of LGBT people.

**Capacity Development** – enhancing the capacity of member organisations to lobby, advocate, raise awareness and engage in the promotion and inclusion of the rights of LGBT people in their own countries. Enhancing the capacity of ILGA-Europe itself to undertake its work and attain its strategic objectives through organisational development.

# Implementation of the Strategic Plan

The Strategic Plan is delivered through the development of annual work programmes to cover all of the strategic objectives. This forms the basis for the various funding applications the organisation submits, and the annual work plans of each of the Service Areas and of the staff members, the sub-committees and working groups of the board of ILGA-Europe.

**Annual Work Programme** of the organisation incorporates activities unique to each Service Area, as well as Projects that are cross-Service Area. While ILGA-Europe works with member organisations in 47 European countries, some activities, projects are geographically focused according to need/issue.

The attainment of the annual work programme will be monitored through the Performance Management System in operation, and this forms the basis of the annual reports to each of the funders of the work of the organisation.

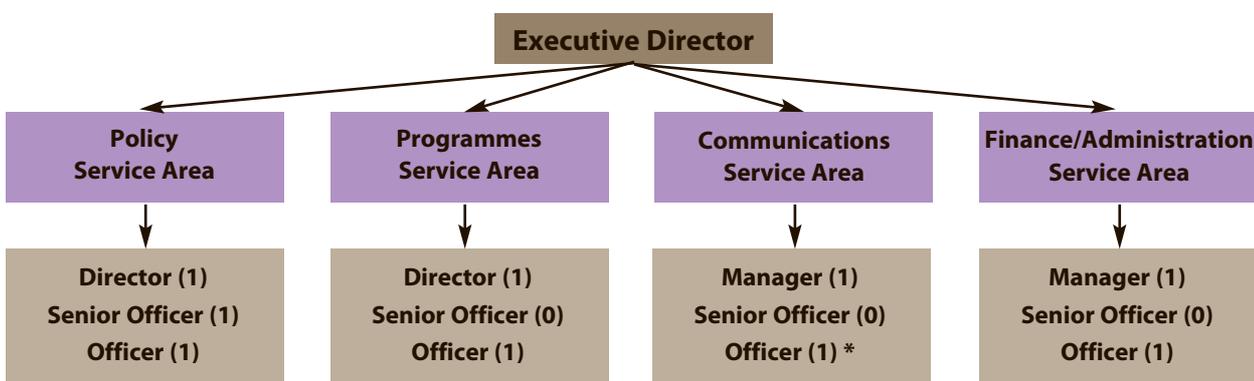
A key means of achieving the strategic objectives will be through working in solidarity with other human rights and equality NGOs in the framework of the horizontal approach to equality for all.

Effective delivery of advocacy/anti-discrimination campaigns and capacity building programmes, efficient use of resources, developing synergies between work areas and promoting good practice are all key elements of how we undertake the work programme of ILGA-Europe.

A report is made at the annual conference on progress and developments.

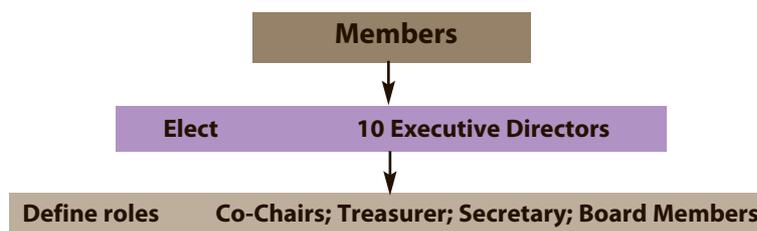
# Organisational Structure

There are four Service Areas – Policy, Programmes, Finance and Administration, and Communications. There are two staff members in each of Programmes and Finance and Administration, three in Policy, and one in Communications. The organisation is led by an Executive Director. (There are plans to enhance the Communications Service area by an additional staff member in 2008).



\*to be recruited in spring 2008.

# Governance Structure



Board meets at least 6 times a year; there is an Annual General Meeting where elections, financial governance and programme over-sight by members is completed; any changes to Constitution or Standing Orders has to be by membership at annual conference.

# Evaluating this Strategic Plan

The staff and board members will continue to monitor performance on an annual basis, will report progress to the annual conference and will identify specific targets within each strategic objective according to annual reviews and monitoring of the external environment of ILGA-Europe.

In addition, an external consultant will be engaged to work with the staff and board to evaluate the progress on the strategic plan annually and also at the end of the 3 year period. This evaluation will include consultation with the members, with external stakeholders such as funders, policy makers and other equality focused organisations. This final evaluation will feed in to the development of the next strategic plan 2012-2015.