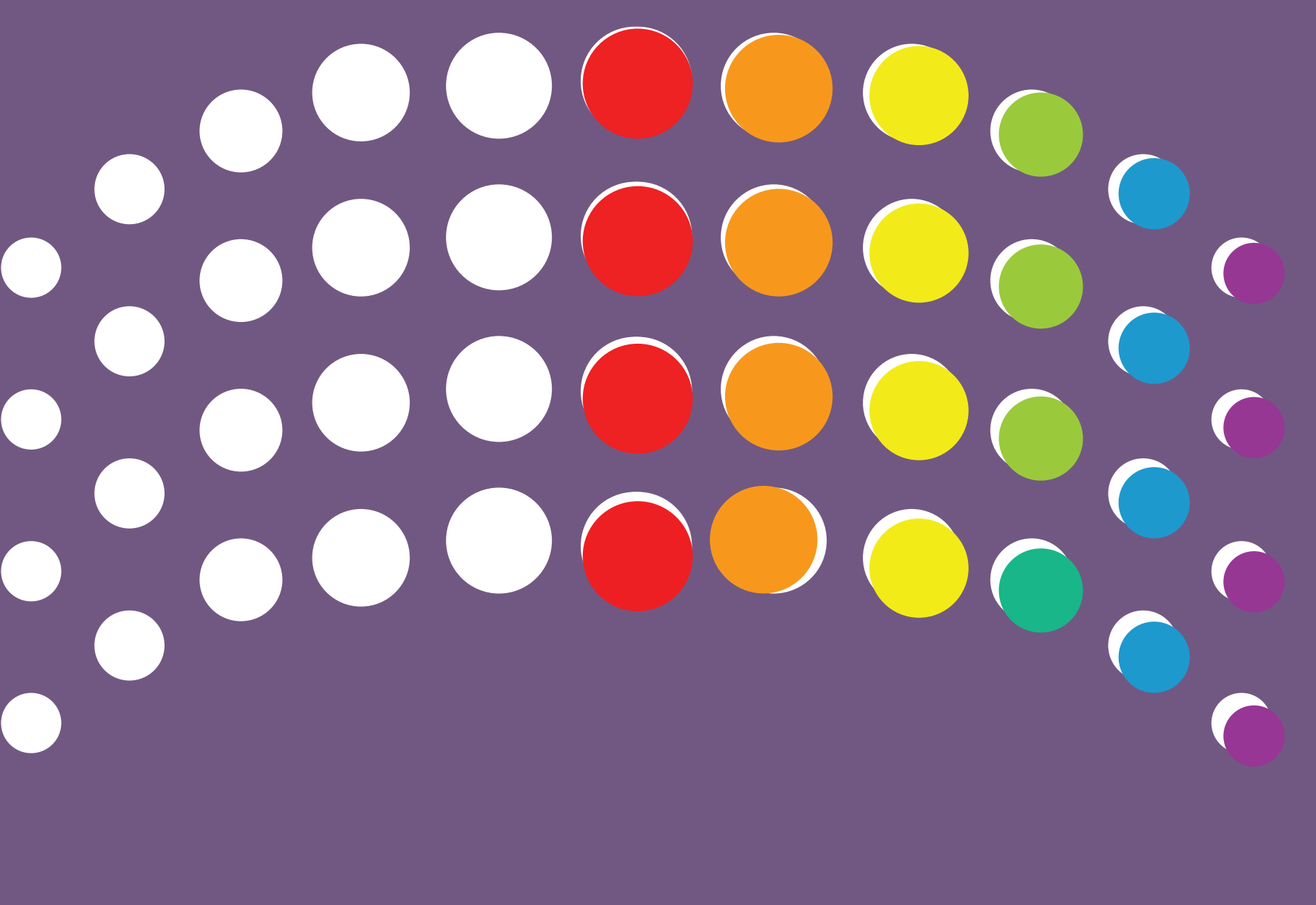
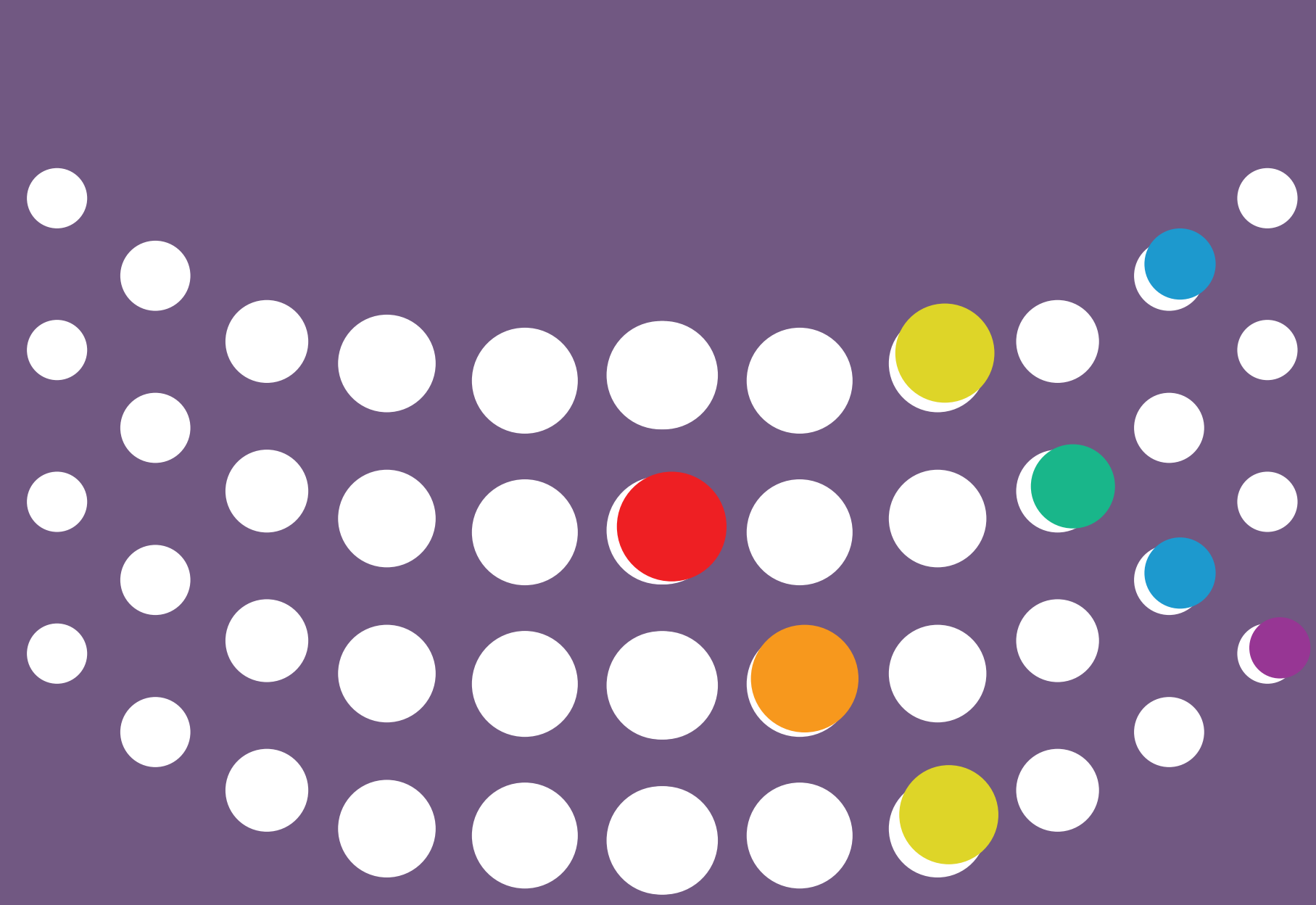


Leading sustainable change

**ILGA-Europe's
Strategic Plan
2014-2018**







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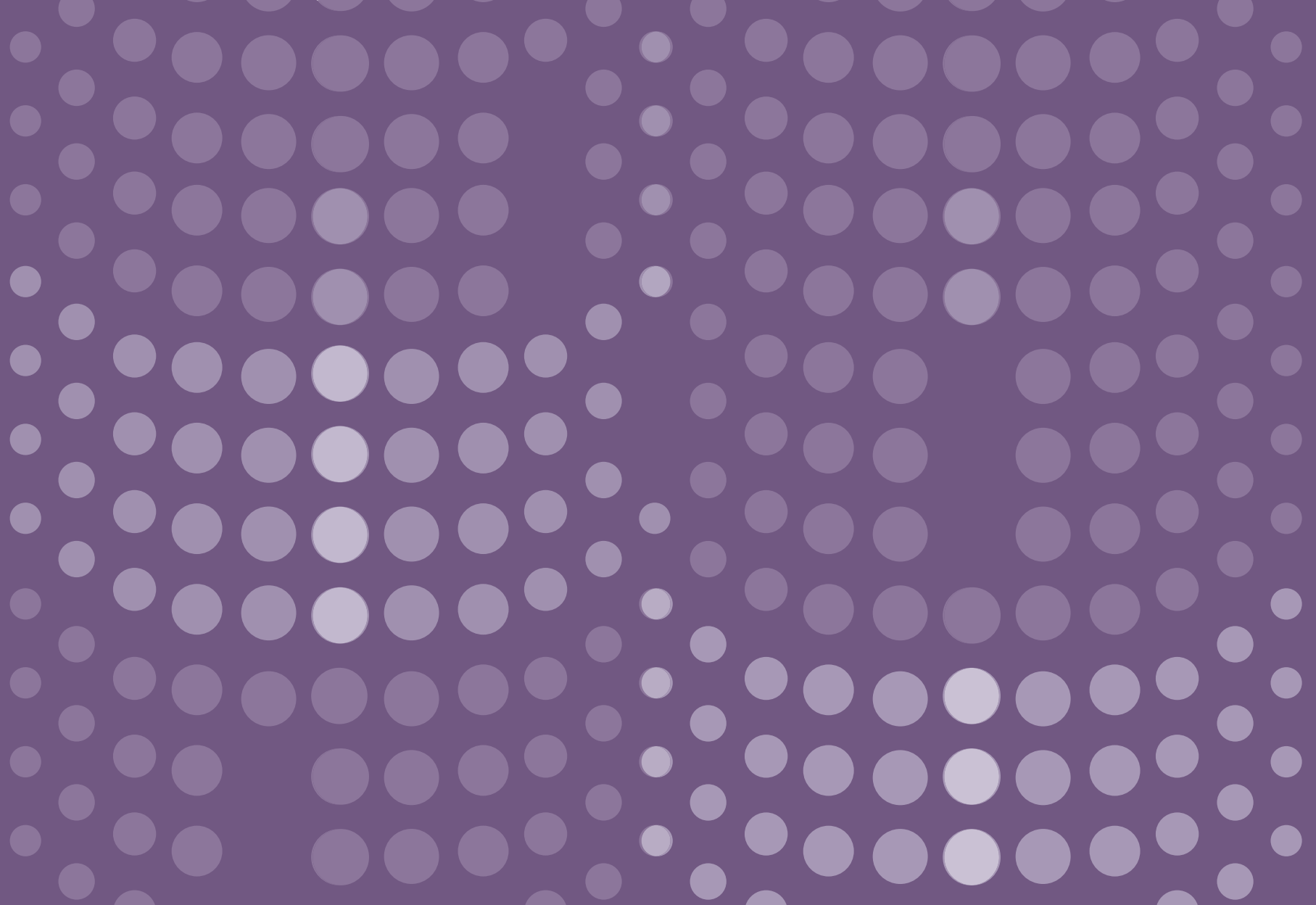


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ILGA-Europe in brief

ILGA-Europe
is the European Region
of the International
Lesbian, Gay, Bisexual,
Trans & Intersex
Association (ILGA)

ILGA-Europe works for
equality and human rights
for lesbian, gay, bisexual,
trans & intersex (LGBTI)
people at the European
level

ILGA-Europe is an
international non-
governmental umbrella
organisation bringing
together 407 organisations
from 45 countries in
Europe

ILGA-Europe advocates for human rights and equality for LGBTI people at the European level, before organisations such as the European Union (EU), the Council of Europe (CoE) and the Organisation for Security and Cooperation in Europe (OSCE)

ILGA-Europe was established as a separate region of ILGA and an independent legal entity in 1996. ILGA was established in 1978

ILGA-Europe has its office in Brussels

ILGA-Europe receives funding from public and private donors

ILGA-Europe strengthens the European LGBTI movement by providing trainings and support to its member organisations and other LGBTI groups on advocacy, fundraising, organisational development and communications

Since 1997 ILGA-Europe enjoys participative status at the Council of Europe; since 2006 ILGA-Europe enjoys consultative status at the Economic and Social Council of the United Nations (ECOSOC) and therefore also advocates for equality and human rights of LGBTI people at the UN level

1

Introduction

Leading sustainable change

For ILGA-Europe, 2013 was a year of taking stock, of reflection, and most importantly of re-affirming our vision of a world which embraces everyone equally, in all their diversity and where everyone's human rights are upheld. We looked at ourselves and reflected upon political developments taking place in our region, which sometimes seemed to be going in opposite directions. While some countries continue to move positively along the road of legal recognition by granting marriage equality and making it legally possible and accessible for trans people to live in their preferred gender, other countries are going backwards by banning access to information about homosexuality or by

adopting constitutional bans on marriage for same-sex couples.

And so, we put back as a central question for the European LGBTI movement this question: what is sustainable, enduring and meaningful change? We discussed how we can make sure that what we achieve over the next five years will get us closer to making our vision of the world a reality. In this context, ILGA-Europe's 2014-2018 Strategic Plan seeks to give answers to three very important questions, namely: 1) What is sustainable change for LGBTI people? 2) What can we learn from past and current experiences? and 3) How can we effectively overcome challenges,

seize and create opportunities to achieve change? The result is a Strategic Plan which reflects the growing diversity of contexts in which LGBTI activists in the region advocate for their rights, new barriers faced by the European LGBTI movement, and subsequently, the broadening range of strategies needed to achieve recognition of rights and equality in society.

What is sustainable change?

Looking back on the past decade in Europe, the LGBTI movement has been hugely successful at advancing legal and political recognition of LGBTI people in different countries and at European level. When it comes to adoption of anti-discrimination laws inclusive of sexual orientation and gender identity, marriage equality and LGBT-inclusive hate crime laws, numerous

countries have made huge leaps forward and are rapidly closing the gap of legal protection and recognition. Important milestones are being achieved even in those countries thought to be bastions of conservatism, fiercely opposed to LGBTI rights only a few years ago. And yet, we know that the lived experiences of LGBTI people remains full of challenges. As proven by the FRA LGBT survey published in 2013, almost 50% of LGBT people had been discriminated against or harassed within the European Union in the past year. Despite laws protecting against workplace discrimination in place in all EU countries, nearly 20% experienced discrimination at work. Even in countries where marriage equality has been enshrined in law for a decade, almost 50% of respondents said they were still uncomfortable with holding hands in public.

There can be no doubt that laws remain the cornerstone of effective protection and recognition. But true equality and human rights often require more than legal changes. Recent public debates on marriage equality in some countries reminded us that we should never overestimate the level of public support nor assume that social inclusion and equality flows inevitably from changes in law. To be sustainable, change needs to take place at different levels, and as a movement, we need to aim to instigate not just legal change but also political, institutional and social change. We need to be changing practices of public authorities, of opinion-makers, of key social actors. We need to change the hearts and minds. Only then will we be getting closer to the world we envision.

Achieving this kind of sustainable change requires a shift in thinking. It requires new

strategies, new alliances, new narratives. It requires us to be more confident at setting the agenda – as opposed to responding to the agenda of others; at reclaiming language – and not letting those who oppose equality impose their view of the world and our place in it; at being leaders for change.

What have we learned from past and current experiences?

Our strategies

One of the most significant learnings of the past years is that, in order to achieve sustainable change, activists need to have a toolbox full of different strategies and tactics. The political and social environments can and do change very quickly, and it is thus becoming increasingly important to be able to adapt effectively to rapidly changing realities. It is becoming ever more important to further foster

creativity, resourcefulness and innovation within the movement.

This starts with having clarity as to our vision and how we communicate it to the world. The language we use matters tremendously if one of our key goals is to change people's perceptions, to overcome prejudices and stereotypes, and to convince decision-makers of the need to take action. This is increasingly becoming a central question: How do we reach the hearts and minds of people? One of the best examples is the discussion around human rights based discourse to advocate for LGBTI equality. Broadly speaking, we need to be able to distinguish between principles and strategies. On one hand, it is essential that the human rights approach remains a cornerstone of ILGA-Europe's work. Principles should and need to be essential criteria in choosing

strategies and strategies should not go against core principles.

This said, in considering the importance of changing public opinion on LGBTI issues or even in making the case with policy-makers, many have said that using the argument that "LGBTI equality is a matter of human rights" is not always the most effective in changing mind-sets. There are more convincing arguments to use depending on contexts – whether it is to talk about equality and societal norms or to refer to academic research – but there are also different messages to convey whether it is about debunking myths or challenging prejudice through real-life stories. These are all legitimate forms of communication, and most importantly, a matter of strategy by local civil society actors who know what works best for them in their own context. For ILGA-Europe, it is not only important to

recognise and enable the framing of LGBTI recognition and inclusion in the language that makes most sense to local and European actors, it is more than ever necessary to build our collective capacity to be strategic in how we communicate.

There are also learnings about what strategies we need to continue to use and even enhance. One of the most important examples is giving precedence to a bottom-up approach to change. Sustainable change comes from within a community, a country, a society. This is why empowering LGBTI people to be advocating for their rights is still a central feature of ILGA-Europe's five-year goals. Real change comes when a community is empowered to self-organise in a long-lasting way, to voice its own demands about what matters for community members and to build its own relationships with decision-makers and

opinion-makers. This goes hand in hand with contributing to building the capacity of national political and social actors on LGBTI issues. Experience has shown that when change only comes from the European level without ownership from national public authorities and/or civil society, the impact is usually significantly more limited.

We also know how much knowledge and skills already exist within the movement on devising effective and creative strategies to achieve change at national, regional and European level. The European movement is full of resourceful and strategic activists and groups who have a lot to share with each other. With most activists working with limited resources, concerned about their safety and in need to pay attention to their well-being, it is important that we build on each other's strengths and learn from each

other's successes and common challenges, in particular by enhancing peer learning and exchange of experiences amongst LGBTI groups.

Inside the movement

We have also learned that we have to be the change we want to see in the world. To be strong as a movement, we ourselves need to be cohesive, coherent and inclusive. We need to challenge our internal prejudices and stereotypes, we need to reach out to groups who are under-represented and empower those whose voices are not heard to speak out. We have to stand in solidarity with other people who experience marginalisation and stigmatisation.

Social change needs to be about everyone in the LGBTI communities being included in society. For this to happen, the LGBTI movement needs to be as representative

as possible of the diversity that exists within the LGBTI communities and to reflect diverse realities when advocating for inclusive laws, policies and practices. This is why there is a significant emphasis in this strategic plan on reflecting and integrating the diversity within the LGBTI population across ILGA-Europe's work as well as within LGBTI organisations in Europe. The plan does not name specific identities in relation to our objectives on diversity, mostly to avoid excluding anyone or limiting the scope of our work to predefined categories. This said, some areas were identified with members as requiring attention in the coming years. For instance, there is a real awareness of the need to give greater visibility to bisexuality within the movement, and also to pay attention to aging and poverty within the LGBTI community. But the overall approach is to integrate a diversity

perspective in all ILGA-Europe's activities and advocacy.

One exception is made for intersex people. While ILGA-Europe has been a LGBTI organisation for more than five years, it is still building its knowledge of intersex issues and more importantly, its legitimacy to advocate for the rights of intersex people. For us at ILGA-Europe, the priority is to contribute to empowering intersex people and activists in finding their own voices. We see our role to be to amplify their voices to ensure they are heard, in the same way ILGA-Europe is working together with the European trans movement. As intersex issues gain credence and visibility among the human rights community and policy-makers in Europe, it is crucial that those concerned are able to take centre stage and that their claims guide future policies and laws concerning them.

Thus, on the one hand, it is very important to give a clear signal that ILGA-Europe is committed to working towards recognition of the human rights of intersex people. This is why, although imperfect in formulation, we chose to include a new ground of discrimination in our vision and mission. This is also why a whole objective on "consolidating ILGA-Europe's capacity to advance the rights of intersex people" forms part of this plan. On the other hand, it was felt to be premature to name intersex issues explicitly under advocacy goals. Beyond the issue of legitimacy, organisational knowledge of intersex issues is still being developed, and we thus considered that ILGA-Europe could not credibly claim expertise on the issues vis-à-vis policy-makers and other stakeholders, yet. However, it was agreed that this should be re-considered in 2016 during the mid-term review of the strategic plan.

Diversity also exists within the global LGBTI movement, and there is a lot to learn by engaging in the international level alongside activists from other regions. While ILGA-Europe's primary focus will continue to remain the broad European region, it is becoming important to engage in conversations taking place beyond the European borders. Not only because European institutions and governments are increasingly reaching out to LGBTI organisations in Europe for expertise and advice on their LGBTI policies abroad, but because we do not live in isolation and developments in one region can and do have an impact in other parts of the world. We also have a lot to learn from LGBTI activists from other regions and as the LGBTI movement grows, we need to put effort into aligning our strategies and messages. Finally, we all continue to have stakes in standard-setting on the human

rights of LGBTI people internationally. This is why ILGA-Europe will continue to support where and when possible UN processes, to engage with LGBTI organisations outside Europe – especially to promote exchange of practices and learning – and to engage on foreign policy with EU and member states – all within the framework of its own resources and capacity.

Moving forward: overcoming challenges and seizing opportunities

With heightened awareness of our collective strengths and commitment to ongoing learning, ILGA-Europe is ready to overcome challenges and to create and seize opportunities. There are indeed a few hurdles along the road to LGBTI equality. One such hurdle comes from the increasing mobilisation of those who

oppose the recognition of human rights of LGBTI people, especially religious extremist groups. Through misinformation and the use of scare tactics, these groups contribute to fostering prejudice and fear and to polarising public debates on rights and equality. ILGA-Europe needs to respond strategically to such opposition, in particular by strengthening alliances with other equality movements and groups advocating for sexual and reproductive rights. An important part of the response is also for ILGA-Europe to be even more explicit about its commitment to all human rights, including the right to freedom of religion, and hence to also step up its collaboration with faith-based groups who are committed to human rights as well as with LGBTI faith-based groups. ILGA-Europe's response to religious extremism will only be

strengthened by our ability to challenge internal prejudice towards faith within the movement.

This said, larger in size and strength than the opposition is the group of supporters of LGBTI equality. There is an ever-expanding number of institutions, public authorities, opinion-makers, who actively take on the promotion and protection of the rights of LGBTI people. The greatest sign of success is when decision-makers, journalists, teachers, doctors, law enforcement officials decide to make LGBTI equality their own work. This is key to sustainability, for the desired result is for one day ILGA-Europe and other LGBTI groups to no longer be alone in leading change. Growing support does raise a few questions, such as how to respond to growing demand for expertise from the movement and how to align strategies and goals. However, this is undoubtedly a good

challenge to face and one which carries tremendous opportunities.

There is clearly no place for complacency when it comes to human rights of LGBTI people. We can never assume that the path towards full equality for LGBTI people in society is linear. Gains should never be taken for granted for there are many crossroads on the journey to equality. This is why we need to stay the course towards achieving our vision of a world which embraces everyone equally by working towards ever greater sustainable change. We do this knowing how much energy, creativity and leadership exists within our movement, and how our strengths have already enabled us to succeed in bringing about social change.

Evelyne Paradis

Executive Director

2 A word about process

This Strategic Plan 2014-2018 defines the goals and objectives that ILGA-Europe has set itself for the next five years. This Strategic Plan – ILGA-Europe's fourth plan – brings together the collective ideas of our membership, executive board and staff into a clearly formulated set of strategic objectives, together with the means to achieve them. This document will serve as a lighthouse to guide all of ILGA-Europe's activities over the next five years. It helps us ensure that our strategies are clear, that our work is focused, and that our actions have an impact.

This Strategic Plan, which was adopted by ILGA-Europe's members at the 17th Annual Conference in Zagreb in October 2013, is the outcome of an extensive organisational process involving members, board and staff. Collective engagement in the process ensured that there is a shared understanding and commitment within ILGA-Europe on the organisation's priorities. The strategic planning process also offered a space within which to reflect upon changes that have taken place within the organisation, as well as upon political and economic opportunities and challenges that have an impact on its action. Objectives and strategies were defined accordingly.

A membership consultation process was carried out in order to ensure that the plan takes into consideration the needs of member organisations. The consultation consisted of two rounds of written consultation, a consultation meeting held in Athens in June 2013, as well as workshop and plenary discussions at the annual conference. A significant number of member organisations contributed to the elaboration of this Strategic Plan (over 50 different organisations from 33 countries, and two pan-European organisations took part in the process). Analysis of external and internal opportunities and constraints and an evaluation of the previous Strategic Plan carried out by board and staff members – with the external contribution and expertise from trusted partners from European institutions, other NGOs and donors – further enriched and framed the formulation of the Strategic Plan.

From the outset, the executive board and staff team identified three core principles to guide the reflection on, analysis and formulation of, strategic objectives. The **first principle** was to explicitly underline ILGA-Europe's human rights approach as the basis of the organisation's work. This approach translates into using the human rights discourse and legal framework to formulate policy, and adopting an approach to capacity building primarily aimed at empowering people to claim their own rights.

The **second principle** was to consider ILGA-Europe as a whole, made up of members, the board and the staff team. It was felt important not to perceive the staff team as being solely responsible for implementing the Plan, and to be aware that all parts of the organisation have a role to play in achieving ILGA-Europe's objectives. A significant part of any success rests on everyone in the organisation having a sense of ownership and collective responsibility in reaching our objectives. Moreover, as opportunities as well as challenges increase, it was also considered important to explore how the expertise that exists within the membership in some areas can be better used to complement the work of the staff team and the board.

Core principles behind

The **third principle** was to focus on the value-added of European action and to build on ILGA-Europe's strengths as a regional organisation. The scope of the work to be undertaken in order to achieve full equality for LGBTI people is of course very large, and therefore ILGA-Europe's advocacy and campaign work could cover a wide range of rights and areas. However, given that resources are not limitless and that priorities have to be set, an organisation like ILGA-Europe needs to ask itself some basic questions, such as:

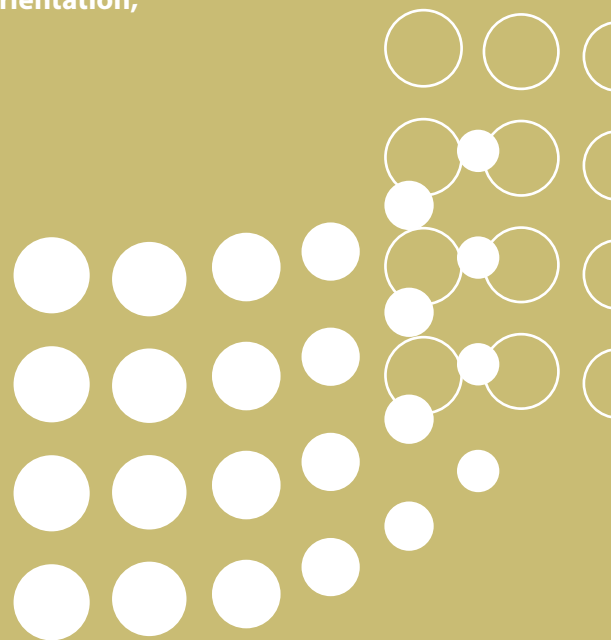
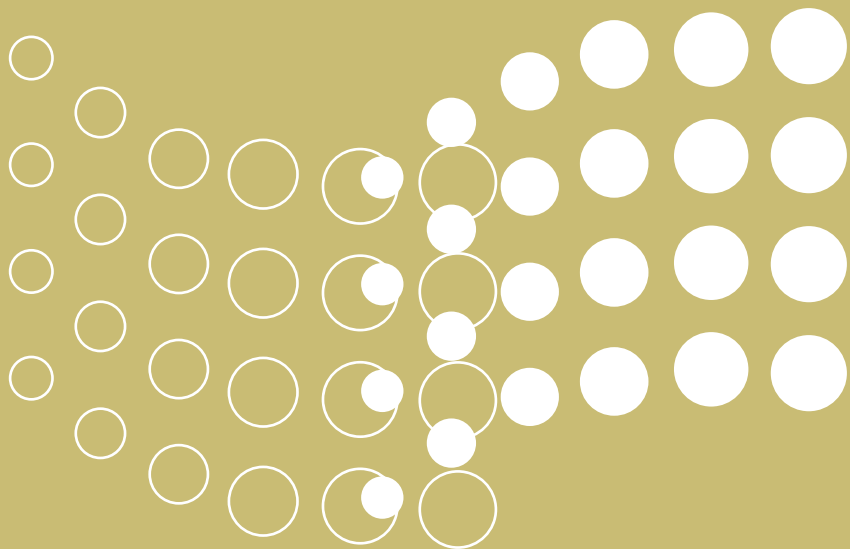
- 1) Where does European level action have the most impact? and
- 2) Where can European action help to support or to give impetus to developments at national level?

the Strategic Plan

3

Vision, Mission and Core Values

ILGA-Europe's *vision* is of a world where the human rights of all are respected and where LGBTI people can live in freedom and equality, regardless of their sexual orientation, gender identity and/or gender expression and sex characteristics.

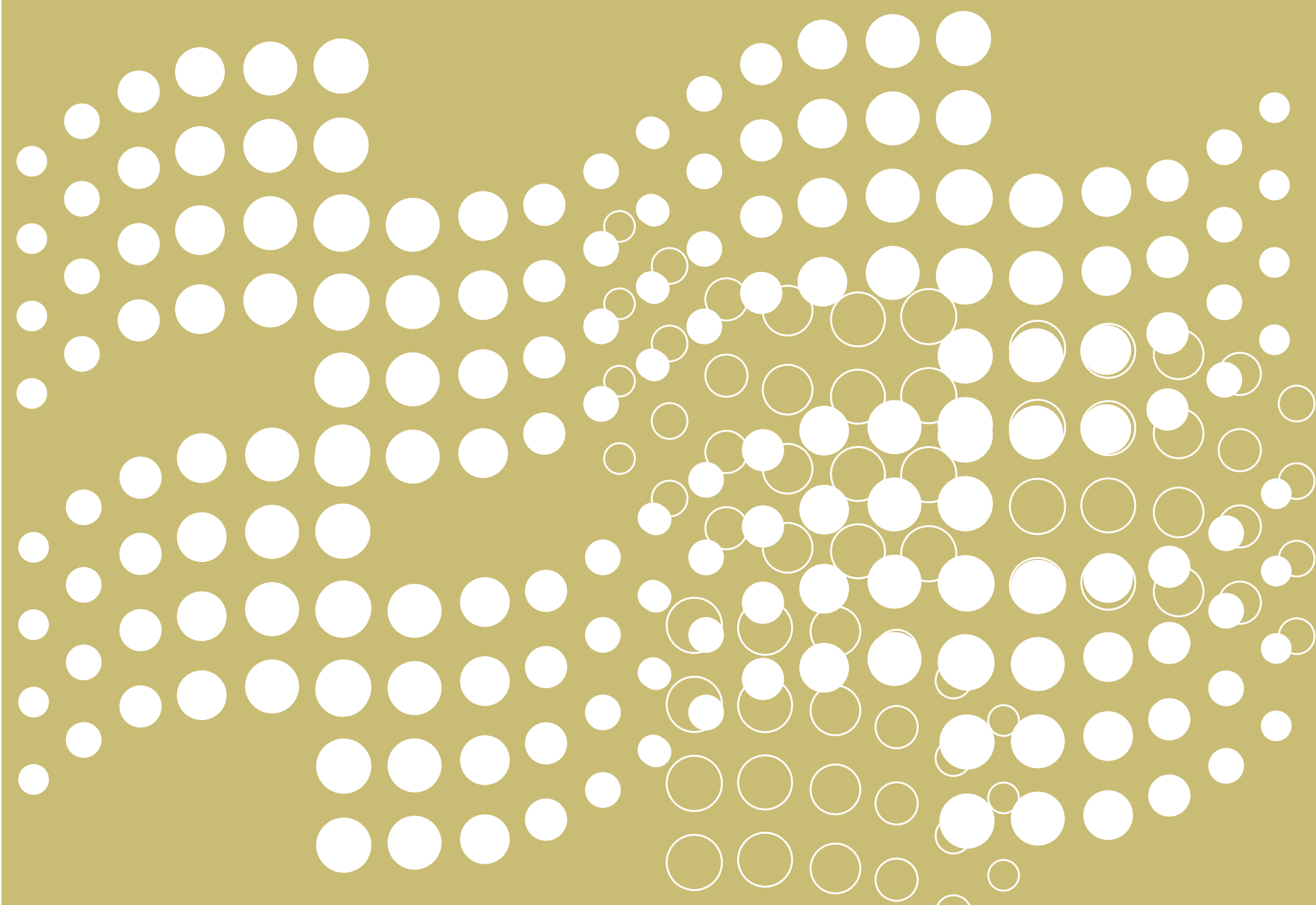


ILGA-Europe's *mission* is:

- 1 To act as a European voice for the rights of those who face discrimination on the grounds of sexual orientation, gender identity and/or gender expression and sex characteristics.
- 2 To achieve equality for lesbian, gay, bisexual, trans and intersex people and to ensure protection from human rights violations, discrimination and violence based on sexual orientation, gender identity and/or gender expression and sex characteristics in the European region by instigating legal, political, institutional and social change
- 3 To empower LGBTI organisations and their allies to advocate for effective enjoyment of human rights by everyone irrespective of their sexual orientation, gender identity and/or gender expression or sex characteristics and to advocate for full LGBTI equality and inclusion in society

The *core values* of ILGA-Europe are:

- 1 The embodiment and active promotion of the diversity among LGBTI people within the LGBTI movement and within society in general
- 2 Respect for and recognition of human rights, which are indivisible and universal, and which include cultural, social, economic, civil and political rights, with a particular emphasis on equality and freedom from discrimination, on gender equality and on the right to self-determination
- 3 International solidarity with LGBTI people and with other discriminated groups of people, offering mutual support in combating oppression and discrimination and in achieving for equality both within Europe and in other regions of the world
- 4 Full democratic involvement of membership in the development of policies and transparency in accounting for actions taken



4

Strategic objectives

Strategic objective 1

Achieve full equality and effective enjoyment of human rights without discrimination based on sexual orientation, gender identity, gender expression and sex characteristics, *with particular attention to the following issues:*

Asylum

Education

Family

Health

**Bias-
motivated
violence and
hate speech**

**Freedom of
assembly,
association
and
expression**

Employment

**Legal
gender
recognition**

Strategic Objective 2

Enhance the capacity of ILGA-Europe (members, board, staff) to achieve political, legal, institutional² and social³ change by:

(i) Strengthening the capacity of ILGA-Europe to lead on LGBTI equality in Europe through:

- Strengthening ILGA-Europe's capacity to adapt and respond effectively to changing environments
- Reflecting and integrating the diversity within the LGBTI population across ILGA-Europe's work
- Consolidating ILGA-Europe's capacity to advance the rights of intersex people

(i) Strengthening the European LGBTI movement through:

- Strengthening the organisational capacity of LGBTI organisations to achieve change
- Strengthening the capacity of LGBTI organisations to engage nationally on key European level policy developments and implementation
- Enhancing the capacity of LGBTI organisations to recognise and reflect the diversity within the LGBTI communities

² *Institutional change* refers to change at the level of professional and regulatory bodies and other bodies that implement legislative gains, or that develop critically important administrative policies of relevance to LGBTI people.

³ *Social change* refers to the broad culture of a country and/or society which involves engagement with a broad range of institutions and the public to cement gains, to remove constraints to further progress, to address underlying causal/contributory factors for anti-LGBTI bias, and to build a culture of respect for diversity.

Detailing the Strategic Objectives

Strategic objective 1

Achieve full equality and effective enjoyment of human rights without discrimination based on sexual orientation, gender identity, gender expression and sex characteristics, *with particular attention to the following issues:*

ILGA-Europe will:

1

work for the adoption and effective implementation of legal and political instruments at European level that advance the application of human rights and equality standards in relation to sexual orientation, gender identity, gender expression and sex characteristics.

2

seek to close gaps in the legal protections afforded by European human rights law with regard to sexual orientation, gender identity, gender expression and sex characteristics through strategic litigation work



Asylum

ILGA-Europe's long-term objective is for LGBTI people to be treated fairly and in a dignified manner when claiming asylum in Europe. ILGA-Europe's focus is to work towards implementation of European and international standards in relation to asylum and strengthening of these standards where needed.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

- To achieve effective implementation of European and international standards across the region by monitoring and documenting application of these standards into national laws, policies and practices, and by supporting strategic litigation cases where relevant to close gaps in the legal protections afforded by European human rights law
- To strengthen the capacity of public authorities and practitioners to address asylum claims based on sexual orientation, gender identity and/or gender expression, through building alliances with mainstream asylum organisations and sharing good practices at European and national levels in areas such as training of professionals, country of origin information and decision-making guidelines

Bias-motivated violence and hate speech

ILGA-Europe's long-term goal is to secure effective protection at European level through law and public policies against bias-motivated violence and hate speech targeting LGBTI people and to ensure the existence of effective mechanisms to prevent or to respond to bias-motivated violence and hate speech targeting LGBTI people.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

— To increase the protection against bias-motivated violence and hate speech targeting LGBTI people at the European level through evidence-based advocacy for legislative and non-legislative actions

— To strengthen public monitoring and reporting of all forms of bias violence and hate speech by public authorities and European institutions while continuing to build the capacity of LGBTI organisations and other NGOs to collect and report data

— To advocate for comprehensive responses and prevention strategies including both legislative initiatives and non-legislative actions to be undertaken by all relevant public services at European and national levels

— To enhance the capacity of law-enforcement bodies and the judicial system to adequately address bias-motivated violence and hate speech targeting LGBTI people particularly through exchange of knowledge and good practices among European and national actors



Education

ILGA-Europe's long-term objective is to secure safe, inclusive and supportive environments in schools and other educational establishments for all children and young people including LGBTI students, including through effective protection against bullying and violence in schools and prevention of discrimination in education, and the inclusion of education on sexual orientation, gender identity, gender expression and sex characteristics in schools' curricula and educational materials.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

- To enhance the application of the right to education for LGBTI people by strengthening European legislation and policies aimed at protecting against bullying, violence and discrimination in access to education, and by promoting effective implementation of relevant international and European human rights instruments, including by supporting strategic litigation in this field
- To strengthen the capacity of LGBTI organisations to bring about changes in education policies and practices at national level, particularly in relation to advocacy strategies and skills in areas such as training for educators and school administrators, anti-bullying policies, developing inclusive school curricula and textbooks, and strategies to challenge gender stereotypes in education
- To strengthen the capacity of public authorities and key stakeholders to build safe, supportive and affirming school environments, including by continuing to build and strengthen alliances with mainstream education organisations and youth organisations, and by facilitating the exchange of knowledge and good practices among European and national policy-makers and practitioners



Employment

ILGA-Europe's overall objective is for everyone to enjoy full inclusion in the workplace and to be protected against discrimination based on sexual orientation, gender identity, gender expression and sex characteristics.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

■ To achieve effective implementation of European and international laws and standards across the region by monitoring and documenting application of these standards into national laws and policies, and by supporting strategic litigation cases where relevant to close gaps in the legal protections in employment afforded by European human rights law, particularly in relation to protection against discrimination based on gender identity, gender expression and sex characteristics

■ To increase the number of trade unions and public and private employers which adopt supportive LGBTI-specific policies in Europe by strengthening alliances and facilitating the exchange of good practices with trade unions and employers at European and national levels



Family

ILGA-Europe's long-term objective is to secure equality in status, law, public policies and practices relating to partnership (including marriage, registered partnership and cohabitation) and parenting (including parental responsibility, adoption, fostering and reproductive rights).

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

— To increase legal recognition of partnerships of same-sex couples and trans people in law, policy and practice across Europe through strategic litigation and evidence-based advocacy at the European level

— To increase legal recognition of parenting rights and responsibilities of LGBTI people in law, policy and practice across Europe through strategic litigation and evidence-based advocacy at the European level

— To strengthen the capacity of LGBTI organisations and their allies to advocate effectively for legal recognition of partnerships and parenting rights of same-sex couples and trans people at national level

— To increase public awareness and visibility for the diversity of families in Europe

Freedom of assembly, association and expression

ILGA-Europe's overall objective is that everyone in Europe can exercise their rights to freedom of assembly, freedom of association and freedom of expression in a safe environment and with the support of the State and other relevant parties.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

- To work to repeal discriminatory laws and practices and contribute to the development of laws and practices that support LGBTI people and organisations to participate fully in all aspects of society
- To provide support, training and resources to LGBTI human rights defenders most at risk and to advocate for laws and practices that protect human rights defenders
- To monitor and report on human rights violations and/or risks of human rights violations to European and national institutions to ensure these three freedoms are guaranteed
- To increase the capacity of LGBTI and other human rights organisations to respond to violations of these rights throughout Europe



Health

ILGA-Europe's overall objectives are (1) to ensure effective enjoyment of the right to health and protection against discrimination in access to health and health care and 2) to end the pathologisation of gender diversity and trans identities.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

- To strengthen the application of the right to health for LGBTI people by increasing protection against discrimination in access to health through European legislation and policies, and promoting effective implementation of relevant international and European human rights instruments, including by supporting strategic litigation in this field
- To achieve depathologisation of trans identities including through evidence-based advocacy with trans organisations at national, European and international levels
- To achieve explicit inclusion of LGBTI people and health issues in European policies related to access to health care, mental health and wellbeing, and reproductive health through evidence-based advocacy at national and European levels and by facilitating the exchange of knowledge and good practices among European and national policy-makers and practitioners
- To achieve explicit inclusion of the LGBTI perspectives in European policies related HIV/AIDS prevention and treatment, by promoting a human rights approach to policy-making and enhanced collaboration with groups working in the field of HIV/AIDS
- To build knowledge of policy-makers and practitioners on the human rights issues faced by intersex people, in particular in relation to the right to bodily integrity and autonomy, through joint awareness-raising and advocacy with intersex activists

Legal gender recognition

ILGA-Europe's long-term goal is to ensure that everyone in Europe is able to be legally recognised and live in their preferred gender without any legal, medical and administrative barriers.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

— To improve national and European laws and policies to ensure that legal gender recognition is a quick, transparent and accessible process for all trans people, through litigation and evidence-based advocacy at national and European levels

— To build the knowledge and capacity of policy-makers and public authorities in relation to legal gender recognition through exchange of good practices and training on trans issues

Strategic objective 2

Enhance the capacity of ILGA-Europe (members, board, staff) to achieve political, legal, institutional and social change by:

(ii) Strengthening the capacity of ILGA-Europe to lead on LGBTI equality in Europe through:

Strengthening ILGA-Europe's capacity to adapt and respond effectively to changing environments

ILGA-Europe's overall goal is to be a leading, relevant and credible actor in achieving LGBTI equality in Europe. To do this, ILGA-Europe need the capacity to respond effectively to the current needs and priorities of the LGBTI movement, to create and seize opportunities and to overcome challenges by adapting its strategies.

To achieve this goal, ILGA-Europe's specific objectives over the next five years are:

01/ To strengthen its capacity to respond to emerging needs and to develop innovative strategies aimed at increasing the impact of its action

02/ To build its internal skills and knowledge on effective strategies to instigate social change, particularly in relation to strategic communication

- 03/** To secure the resources (financial, personnel and skills) to enable the organisation to fully implement its strategic objectives, including by diversifying funding sources
- 04/** To build mechanisms to strengthen peer learning across the whole organisation
- 05/** To continue to build strategic partnerships with wider equality and human rights movements

Integrating the diversity within the LGBTI population across ILGA-Europe's work

ILGA-Europe's overall objective is to be an organisation that is fully inclusive and representative of the diversity that exists within the LGBTI communities as well as in the wider society, and that acts as a leader on diversity in the broader equality movement.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

- 01/** To increase the representation and participation of groups that are under-represented within ILGA-Europe by proactively engaging with minority LGBTI groups and by increasing their visibility
- 02/** To address internal barriers to being an inclusive and representative organisation, including by challenging existing prejudice and discrimination within the LGBTI communities
- 03/** To build ILGA-Europe's capacity to monitor whether its work, policies and practices contribute to an inclusive organisation, including by developing benchmarks and evaluation tools

- 04/** To strengthen partnerships and alliances with other human rights and equality organisations in order to reinforce ILGA-Europe's strategies

Consolidating ILGA-Europe's capacity to advance the rights of intersex people

ILGA-Europe's overall goal is to be an organisation that is fully inclusive of intersex people, empowers intersex people to self-organise and acts as an advocate for the rights of intersex people at European level.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

- 01/** To support and strengthen the partnership with intersex activists and organisations with a view to empowering intersex people to speak with their voice
- 02/** To ensure that ILGA-Europe has the necessary in-house knowledge and expertise about intersex issues to contribute appropriately to setting standards in relation to the human rights of intersex people and to inform European policy-making
- 03/** To enable LGBTI organisations to be fully inclusive of intersex people in their work through awareness-raising and capacity building activities
- 04/** To increase the expertise and organisational capacity of LGBTI organisations and other human rights actors to advocate for intersex rights

(iii) Strengthening the European LGBTI movement through:

Strengthening the organisational capacity of LGBTI organisations to achieve change

ILGA-Europe's overall goals are to maximise the efficient use of resources by LGBTI organisations in working towards achievement of full equality for LGBTI people and to ensure sustainability of the LGBTI movement in Europe. ILGA-Europe adopts a needs-based approach to this capacity building work.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

01/ To continue to strengthen the capacity of LGBTI organisations to undertake effective evidence-based advocacy at the national and international levels, including through skills building on documentation and monitoring, advocacy, strategic communication and campaigning

02/ To continue to build the capacity of LGBTI organisations to engage in strategic litigation using domestic and European mechanisms

03/ To continue to strengthen organisational management and organisational development capacity of LGBTI organisations in order to ensure that an increased number of groups have a sustainable organisational base and can strategically develop their activities

04/ To support LGBTI organisations in developing security assessments and support security measures with a view of ensuring that security factors do not impede their work

05/ To offer re-granting to LGBTI organisations, including to enhance documentation and evidence-based advocacy work

06/ To facilitate an exchange of information with and between donors to contribute to the development of a sustainable European LGBTI movement

Strengthening the capacity of LGBTI organisations to engage nationally on key European level policy developments and implementation

ILGA-Europe's aim is to ensure that its advocacy at the European level is based on the realities of LGBTI people's lived experience across Europe, that national LGBTI organisations can effectively advocate in their own countries for changes at a European level, and that gains at the European level are implemented fully at national levels.

To achieve this aim, ILGA-Europe's objectives over the next five years are:

01/ To increase knowledge on the potential of European institutions to function as 'agents' in achieving social change and to assist LGBTI organisations in pursuing advocacy goals with these institutions and with national governments and institutions

02/ To strengthen the capacity of ILGA-Europe's member organisations to act as effective channels for exchange of good practices and collection of information between national and European level, and between countries in relation to the development and implementation of European and national policies and legislation

Enhancing the capacity of LGBTI organisations to recognise and reflect the diversity within the LGBTI communities

ILGA-Europe's long-term goal is to contribute to a strong European LGBTI movement which is inclusive and reflective of the diversity that exists within the LGBTI communities as well as in the wider society.

To achieve this long-term aim, ILGA-Europe's specific objectives over the next five years are:

01/ To enable LGBTI organisations to be inclusive of all forms of diversity in their work (e.g. policy work, representation, and inclusive service provision) through awareness-raising and capacity building activities

02/ To empower minority and under-represented groups within the LGBTI communities to actively take part in the European movement

5

ILGA-Europe's Working Methods

If the Strategic Plan outlines what ILGA-Europe will do over the next five years, the Working Methods outline how we will implement the plan. All the work of staff, board and member organisations can be grouped under the following headings, along with a further category of organisational management and administration. These are the tools in ILGA-Europe's bag. These particular working methods, used as appropriate, have been chosen as they offer the most effective methods of delivering on the Plan.



Advocacy – advocating for human rights standards, legislation and policies at European and international levels; developing the evidence base to inform policy-makers of LGBTI issues and advocating for the inclusion of LGBTI people and issues in all relevant policy and strategy areas; supporting our members and partners to advocate for and uphold LGBTI people's rights at multi-national, national and local levels.



Capacity Building – empowering and enhancing the capacity of LGBTI people and organisations to advocate, raise awareness of and promote the recognition of LGBTI people and issues at European and/or national level, while enhancing the capacity of ILGA-Europe to deliver on its strategic objectives.

Communication – utilising the full capacity of traditional and social media to inform and advocate on the issues for LGBTI people with key strategic audiences; using communications tools to support the positioning of ILGA-Europe as a key voice for LGBTI people in the



European context; developing and implementing campaigns that strategically support the goals of ILGA-Europe; providing effective channels of communication to and among ILGA-Europe members and partners on key developments across Europe.



Litigation – extending recognition and implementation of LGBTI rights at the European level by identifying and supporting legal actions before European courts and by strengthening the capacity of members to take cases at national level to litigate breaches of human rights of LGBTI people.



Building Strategic Partnerships and Networks – identifying strategic partners who are key stakeholders in the achievement of the goals of ILGA-Europe, and building their capacity to sustainably mainstream LGBTI issues in their work.

6

**From words to action:
How does ILGA-Europe
implement, monitor
and evaluate its
Strategic Plan?**

The Strategic Plan provides the overall direction for ILGA-Europe's work for the next five years. However, in order to achieve results, the broader strategic objectives need to be translated into more concrete action and strategies. This is why work programmes are developed every year on the basis of the Strategic Plan. These annual work programmes are used to set intermediary objectives and to define activities that will be carried out to make progress in relation to each strategic objective.

What is the role of the staff, board and members in the implementation of the Strategic Plan?

The **staff team**, led by the Executive Director, is responsible for carrying out the activities linked to the implementation of the strategic objectives and for developing annual work programmes based on the Strategic Plan.

The role of the **Executive Board** is to oversee progress on implementation of the Strategic Plan and to provide guidance to staff in ensuring that the organisation's programmes and activities will contribute to achieving the organisation's strategic objectives. The Board is also directly involved in the implementation of some strategic objectives which relate to ILGA-Europe's capacity and broader policy goals.

While implementation of the Strategic Plan is primarily led by the staff team, in close collaboration with the Executive Board, **member organisations** also have an important role to play in assisting ILGA-Europe to achieve its strategic objectives. For example, member organisations are instrumental in providing evidence of human rights violations and of discrimination across Europe, and in putting pressure on national governments to advance LGBTI rights both at national and at European level. Member organisations also have specific expertise in some areas of the Strategic Plan (e.g. asylum laws and policies or good practices on promoting diversity) which the organisation needs in order to achieve its goals.

How does ILGA-Europe monitor and evaluate its work?

ILGA-Europe evaluates and monitors performance and impact of its work throughout the year in different forms. The main phases of this evaluation and monitoring cycle can be summarised as follows:



On a monthly basis: the staff reports to the board through internal activity reports which are also discussed in more detail at each board meeting. These reports not only ensure good communication between the staff and the board, but they also provide the Executive Director and the staff with a tool to monitor progress on the annual work programme.



Every six months: the staff team carries out a mid-year review of the work programme. This is a time to assess the work carried out over a six month period, to review goals and, where needed, to redefine activities according to learning achieved and to changing circumstances.



On an annual basis: once a year, the staff team carries out an evaluation of the work programme, an assessment which feeds into the formulation of the following year's annual work programme. This evaluation is further enriched by the board's overall assessment of the organisation's work and state of LGBTI rights in Europe. The staff and board's assessments form the basis of the annual activity report presented to the membership at the annual conference.



Throughout the year: monitoring of activities and finances is also done at different times of the year in the context of reporting to funders.

