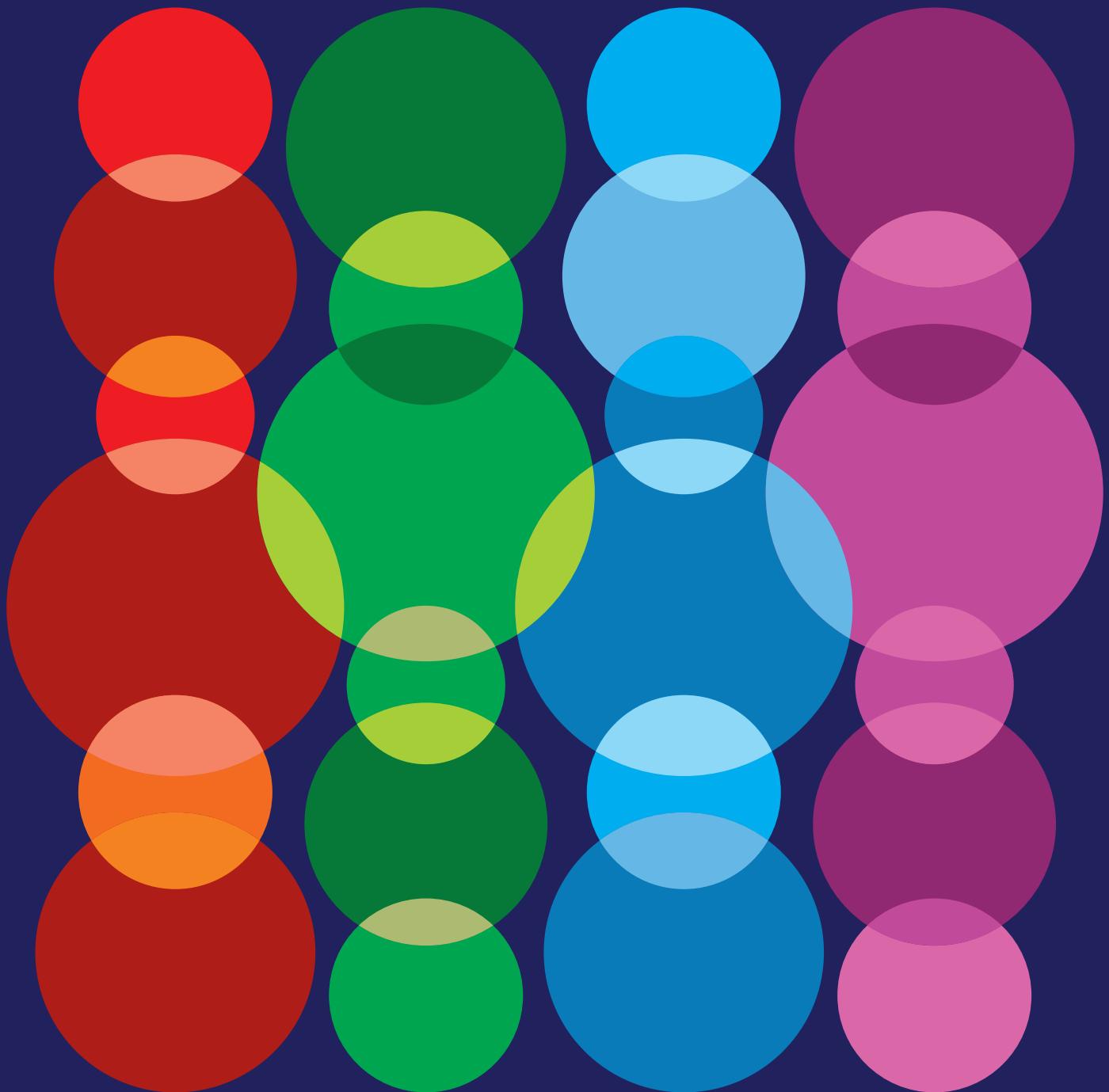


ILGA-Europe's  
**Strategic Framework**  
2019-2023

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# Taking stock: what's changed across the last strategic plan period?

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As ILGA-Europe came to the end of our previous strategic planning period (2014-2018), one thing became very clear to our team: ILGA Europe had experienced and adapted to extraordinary change over those five years. And so had the LGBTI movements in Europe and around the world, along with the world around us.

Throughout those years, ILGA-Europe and our members made some extraordinary achievements and brought about positive political, legal and social change in so many countries. We enabled the growth and strengthening of LGBTI movements in Europe and Central Asia – something to celebrate again and again. As an organisation, ILGA-Europe had grown in capacity, sustainability and resiliency, having learned about our strengths as well as our weaknesses. At the same time, we had faced serious challenges and had to respond to new threats to LGBTI activism and to LGBTI people's lives. It was clear that, while we had so much to continue to build from both as an organisation and as movements, the risks of rolling back were very real.

In this context, the need for all of us to be ever more strategic in how we work, who we work with, how we use our energy and resources felt greater than ever. It was becoming very clear that we needed to take a fresh look at the way we were functioning.

In a fast-paced and rapidly-changing world, we need to continue to adapt the way we work, to integrate ongoing learning to fit with the changing realities. Dealing with constant shifts in our environment requires us to be able to make decisions in the moment, and to be prepared for the changing demands that they bring. We have a desire to be even more flexible and strategic in our choices. We want ILGA-Europe to be even more resilient, able to respond quickly to rapidly changing environments, and stronger in our response and impact. In the current political and social context in Europe and Central Asia, in which human rights and democracy are under so much pressure, this felt more urgent than ever.

We also acknowledge – and celebrate – the fact that the movement has grown so much, not only in size but also in capacity. This means that, at ILGA-Europe, we don't need to do things the way we did in the past because there are many others who can do it just as well, or better and differently, bringing added value. This is an important realisation because, as much as we would like to, we are reminded – almost on a daily basis – that we can't be everywhere and we can't meet every need. We simply don't have the capacity to do half of what we would love to do!

Knowing that there are so many new actors within the LGBTI movement and that so many organisations now have the capacity to do incredible work, makes a significant difference in how the ILGA-Europe team thinks of its role. As we began the work of strategising for the next five years of ILGA-Europe's work, we, therefore, took a moment to reflect on what we are uniquely placed to do for and with our membership and the overall LGBTI movement. For a long time at ILGA-Europe there was a sense that we needed to be experts on a range of things, on specific topics, on a specific area of law, on specific types of capacity building, and so on. At the end of our previous strategic plan, what we really anchored at the core is that we do not need to be the experts, for there are many, many experts out there. We came to an understanding that our role is to harness the knowledge and capacity that exists in the wider movement and to make sure it's amplified. Our role is to have this unique overview of everything that's going on, and to connect those with expertise and resources, whether they're in LGBTI movement or from other parts of society, to increase the overall ability of LGBTI activists to bring about change for their communities.



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As the ILGA-Europe staff and board looked ahead at the next five years, we were fully determined to define a path that would enable the organisation to seize the numerous opportunities that still exist, to build on the incredible capacity and expertise present in our membership and the wider movement, and to continue to strengthen our collective ability to instigate and lead sustainable change for LGBTI people across Europe and Central Asia.

In short, as the ILGA-Europe staff and board looked ahead at the next five years, we were fully determined to define a path that would enable the organisation to seize the numerous opportunities that still exist, to build on the incredible capacity and expertise present in our membership and in the wider movement, and to continue to strengthen our collective ability to instigate and lead sustainable change for LGBTI people across Europe and Central Asia.

# Adopting a new approach to strategic planning

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Acknowledging the changes in the organisation, the movement and the world around us, it became very clear that, as we embarked on our 2019-2023 strategic planning process, ILGA-Europe needed to adopt a different approach in thinking about our next five-year plan.

For the next strategic period, we wanted to have a tool that would guide us, keeping in mind the world we live in, where we need to be able to adapt quickly, to be agile, and to understand that different parts of the work are completely interconnected. The Strategic Plan felt too constraining, in the sense that it sets specific priorities in stone. The world changes at such a fast pace, that those priorities can rapidly become irrelevant or not quite aligned with what the needs of the movement are.

We also had to develop an understanding of the breadth of the work that needs to happen for everyone and to situate ILGA-Europe within that. So to this is why we developed a Strategic Framework rather than the Strategic Plan of the past, something that would talk about the key roles of our organisation, rather than key policy priorities or key areas of capacity development.

This Strategic Framework examines and expands on the roles ILGA-Europe will play over the next five years, where the organisation has a unique value to add and where we're uniquely placed to play those roles. It's about how and where we complement others rather than reinventing the wheel or replicating what is already being done very well. It's about our need for flexibility and adaptability in a rapidly evolving landscape, rather than focusing on specific thematic priorities or specific countries.

In addition to moving to a Strategic Framework, we chose the Theory of Change as a model for strategising and planning that best fits ILGA-Europe's current needs. Here's why.

First, at a time when ILGA-Europe needs to be even more resilient and able to adapt more quickly to our rapidly changing environment, the Theory of Change model enables us to increase our flexibility

and our capacity to respond to change. It does so by creating a better understanding of our role in the context of the broader processes of change and in helping us think about how change might unfold and what role we can play in driving it. At the same time, it enables us to remain focused on the change we are working towards and how what we do makes a difference, so when the context changes we don't lose our way.

A Theory of Change is also about identifying core pieces of change that need to take place in society more comprehensively, more holistically. It allows us to have a clearer vision of the different roles which different actors play towards creating change, creating space for members to see themselves as an actor within the collective strategy. And within those pieces of change, it allows us to identify and clarify ILGA-Europe's roles, in relation to other organisations, other institutions, other actors in civil society. In this way, it helps us to be clearer about what ILGA-Europe's role is in supporting different parts of the movements in Europe and Central Asia, depending on where different communities and groups are situated along the pathways to change. It can also become a powerful tool to align the work of different actors towards achieving our goals and to do so in stronger solidarity.

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It defines long-term goals and then maps backwards to identify necessary preconditions. It focuses in particular on mapping out how program or change initiatives (the activities or interventions) lead to desired goals being achieved. Many organisations and movements are moving towards the theory of change model as, if used correctly, it can help to think strategically about both the planned and unplanned events in a programme cycle. It works in situations where there are multiple issues, many partners and actors, and where there is a range of types of interventions needed that interact with each other.

Our adoption of the Theory of Change methodology is a work in progress. This document, therefore, needs to be seen as a living document, which will guide ILGA-Europe over the next five years.



Using the Theory of Change approach, you start with your vision and then move backwards. In our case, the vision is a world where every single person, regardless of their sexuality, sexual orientation, gender identity, gender expression or sex characteristics can be fully themselves. So we worked backwards in terms of asking: what are the core pillars, or “pathways for change” that need to be in place for that vision to happen?

In a Theory of Change, pathways are about describing the steps towards our goals, how problems identified can be tackled, about identifying the different areas in which work is needed to bring about the larger change. The pathways for change are in no way hierarchical; they do interconnect, are all important and influence each other.

Throughout the process, we identified five pathways as key to achieving our vision for LGBTI people in Europe and Central Asia. The first is that people at individual and community level need to feel supported and that they are safe, particularly in all of their diversity. The second is that people need to have organisations or structures that can defend their rights and can make sure that their voices are heard politically and socially. The third pathway is that we need to have good laws and policies in place that protect and proactively promote our rights. The fourth is social acceptance in all areas, whether it's in employment or accessing healthcare, or just on being on the streets, that the practiced lived reality is an inclusive, equal one.

The fifth pathway is rooted in the fact that LGBTI people are not just their sexual orientation, gender identity and/or sex characteristics; LGBTI people are multifaceted in the way that all human beings are. So if people continue to be discriminated against and marginalised because of other aspects of their identities, whether it's because of poverty, because of their migrant status, because of their disability, and so on, they will never be fully themselves, and the vision will not be fulfilled. Therefore the fifth pathway is the need to have broader social justice and inclusion in the world.

In each of these pathways, the roles that ILGA-Europe plays are very different. In some, we have a more direct role to play, in others we have more of a supportive and enabling role, while elsewhere it's more of a fostering, conversational role. We will continue the thinking on a number of areas of the coming years to deepen our thinking about our role, as well as of the roles of members, in each of the pathways. It is also important to note that, while each pathway is equally important to achieve the change we want, ILGA-Europe's role will not be equal in practice in terms of time and financial investment.

Our adoption of the Theory of Change methodology is a work in progress. This document, therefore, needs to be seen as a living document, which will guide ILGA-Europe over the next five years, and not limit us. We can expect that the political and social context will evolve, some for good and some for bad, over our next strategic period. There are also conversations within ILGA-Europe and the LGBTI movements in Europe and Central Asia, which are evolving quickly – such as language, diversity and inclusion, and power dynamics within the movements. There are some conversations that are just starting, and some that continue to develop and shift over time. We will, therefore, build in time and space throughout the next strategic period to reassess whether ILGA-Europe's roles need to evolve, considering different factors that come into play under each pathway. There are also newer areas of work (Pathways of Change) for ILGA-Europe which will be further developed over the coming years, as we learn along the way and gain a better understanding of what ILGA-Europe's contribution could be.

# A few words about the strategic planning process

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Ensuring active participation of members in strategic planning processes has always been a given in ILGA-Europe. As a membership-based organisation, the role of members is of utmost importance. Not only because members are the ones approving ILGA-Europe's next five-year strategy, but mostly because their input ensures that ILGA-Europe continues to remain as relevant for LGBTI activists as possible, even as the organisation grows and changes. Engaging members in the thinking of a strategic plan is essential to making sure that the strategic choices we make as an organisation are aligned to the needs of the movement.

This is why the ILGA-Europe Board and staff team created as much space as possible (keeping in mind existing capacity and resources) to hearing from members. Input from members was particularly important in the following ways: articulating the larger picture and vision, identifying goals for LGBTI movements in Europe over the next five years, identifying ILGA-Europe's roles in achieving these goals, and articulating our specific strategic objectives for the next five years.

The process involved two online survey-based consultations with members, which got a very high rate of response. Then a representative sample of members came for two days to work on the first draft of the Framework. It was an opportunity for them to engage with a new approach, and then there were more opportunities at our annual conference in 2018 for the Framework to be presented and discussed before it was formally approved by the membership.

In this Strategic Framework, the two things that are not changing are the core functions of ILGA-Europe. Firstly, that we are a leading advocate with the European level institutions, and secondly that we play a central role in building capacity and building the movement in Europe.

However, in these and all other respects, ILGA-Europe continues to evolve and to question where it's at. When drafting this new Strategic Framework, we clearly named the need to have something that was even more agile and that would allow us to be

even more able to adapt, but those exact words were there two strategic plans ago. The fact that back in 2014 we looked at what it meant to be agile, to be able to adapt to the world around us, is a testament to how the organisation is always keeping an eye on how can we be as relevant as possible. There is inherent learning and questioning in the culture of ILGA-Europe, something that always makes us ask ourselves, how can we have as much positive impact as we can for real people? This document sets out a framework for us to continue our work towards having that positive impact, and for realising our vision of a world where rights and equality are inviolable and the lived experience of LGBTI people reflects that truth.

**Ensuring active participation of members in strategic planning processes has always been a given in ILGA-Europe.**

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# Three Steps in the Planning Process

## One - Consultation

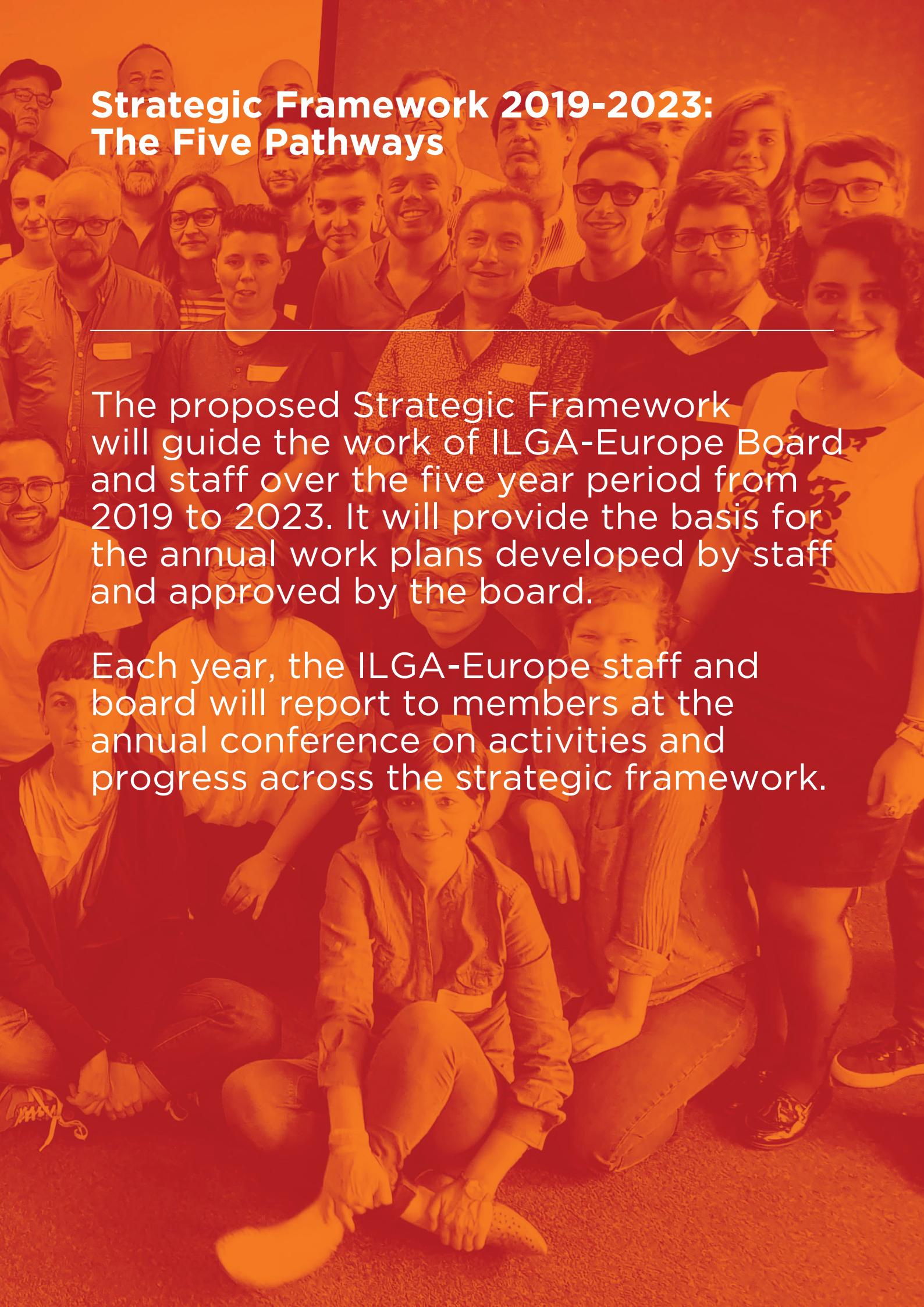
The **first round consultation via the online survey** aimed at reflecting on the current strategic plan and on providing input into priorities for the next five years. We received responses from 74 members (including seven responses to the Russian version of the survey)..

## Two - Planning

A two-day **Strategic Planning Meeting** took place in Brussels on 2-3 June 2018, bringing together representatives from 32 member organisations (including five European networks and representing 30 different countries) and ILGA-Europe members. The staff team also joined for part of the meeting. During the meeting, we collectively developed ILGA-Europe's pathways to change and discussed roles and objectives over the next five years.

## Three - Feedback

The circulation to members of this document - the 2019-2023 Strategic Framework - was the second round of consultation aimed at **seeking feedback from member organisations** on the Board's proposal. Based on the feedback received from members, the board developed the final proposal. At the 2018 ILGA-Europe conference in Brussels (24-27 October), there was a final opportunity to discuss the proposal during workshops, and make final changes before the vote at the conference.



# Strategic Framework 2019-2023: The Five Pathways

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The proposed Strategic Framework will guide the work of ILGA-Europe Board and staff over the five year period from 2019 to 2023. It will provide the basis for the annual work plans developed by staff and approved by the board.

Each year, the ILGA-Europe staff and board will report to members at the annual conference on activities and progress across the strategic framework.

# ILGA-Europe's vision and mission statements

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## **ILGA-EUROPE'S VISION**

**is** of societies in which all people – with their sexual orientation, gender identity, gender expression and sex characteristics – are enabled to live a fulfilling life as who they are, in safety, and empowered to make choices at all stages of their lives; societies which are just and fair, where the diversity of people is celebrated and where everyone is free to fully participate.

## **ILGA-EUROPE'S MISSION:**

- 1.** To act as a regional voice in Europe and Central Asia for the rights of those who face discrimination on the grounds of sexual orientation, gender identity, gender expression and sex characteristics, including those who are at particular risk due to intersecting factors, such as gender, race, ethnicity, religion/faith, socio-economic status, ability, HIV-status and age (among others).
- 2.** To achieve equality, inclusion and social justice for lesbian, gay, bisexual, trans and intersex (LGBTI) people and to ensure protection from human rights violations, discrimination and violence based on sexual orientation, gender identity, gender expression and sex characteristics in Europe and Central Asia by instigating legal, political, institutional and social change in the region.
- 3.** To empower LGBTI organisations and groups, and their allies, to advocate for the effective enjoyment of human rights by everyone irrespective of their sexual orientation, gender identity, gender expression or sex characteristics, and to advocate for full LGBTI equality and inclusion in all aspects of society, paying particular attention to those who are marginalised and under-represented people within the LGBTI communities.

# PATHWAY 1

## Empowered and Inclusive LGBTI Communities

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The first pathway towards achieving our vision is having “**Empowered and inclusive LGBTI communities**”. LGBTI communities are empowered and inclusive when LGBTI people, including those who are underrepresented and/or marginalised:

- Have safe(er) spaces to meet and come together, and can access services and support that respond to their needs, including core ones (shelter, physical and psychological safety, etc.)
- Are aware of their existing rights and feel empowered to exercise these rights
- Have a voice, have ownership of agenda and agency in decision-making process that impact their daily lives
- Take active part in all domains of public life (civil society, politics, art and culture, etc.)
- Are fully included in all aspects of the development and work of LGBTI movements
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### WHAT IS ILGA-EUROPE'S ROLE OVER THE COMING FIVE YEARS TO PROGRESS ON THIS PATHWAY?

- Map the needs of under-represented and/or marginalised parts of the LGBTI communities and support those groups in their efforts to self-organise and access resources to meet their needs
- Create safe and inclusive spaces for LGBTI activists, groups and organisations at regional and sub-regional levels to share their experiences and to facilitate peer learning around community organising and community building
- Provide support to strengthen the capacity of LGBTI groups and organisations to engage in community building and organising, and to do so in an inclusive way to ensure no one is left behind
- Empower under-represented groups within the LGBTI communities (including through training, mentoring, peer learning) and amplify their voices within the movement
- Create safe and inclusive spaces for discussions of different needs and experiences within LGBTI communities to build a better understanding and foster solidarity and alliances among different parts of our communities

### OVER THE NEXT FIVE YEARS, ILGA-EUROPE WILL WORK TOWARDS THE FOLLOWING CHANGES:

- More knowledge is available to the broader movement on community organising work of LGBTI groups and organisations, in particular in relation to reaching out to, engaging with and empowering LGBTI communities
- There is growing support and resources available towards organising with groups within our communities who are more marginalised
- Mechanisms, practices and experiences to ensure participation, representation, ownership within our movement are collected, discussed and shared
- There is increased awareness of specific concerns of different parts of the LGBTI community
- Underrepresented and marginalised communities are meaningfully represented, well-resourced and have voice and agency within ILGA-Europe and our member organisations
- LGBTI organisations are accessible and inclusive of the diversity of LGBTI people, in particular those who are marginalised and/or underrepresented
- There is strengthened solidarity within LGBTI communities which enables the movements to react to threats and to respond to opportunities with a united and strong voice

# PATHWAY 2

## Strong, Resourced, Skilled, Accountable and Sustainable LGBTI Movements

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The second pathway towards achieving our vision is **“Strong, resourced, skilled, accountable and sustainable LGBTI movements”**. This implies that LGBTI groups and organisations:

- Are inclusive in their priorities and practices of the diversity of LGBTI people and effectively address inequalities within LGBTI communities
- Have access to sufficient and appropriate financing and resources to carry out their work
- Have the knowledge and skills to successfully advocate, litigate and campaign for legal, political and social reform
- Are enabled to effectively engage with agents of change, especially government, public authorities, other civil society and social justice movements
- Are able to effectively mobilise a wide range of allies and are empowered to work with other communities they are part of, such as families, or their religious or ethnic communities
- Are able to effectively respond to emerging threats to their communities, or to seize opportunities that emerge to drive change

### WHAT IS ILGA-EUROPE'S ROLE OVER THE COMING FIVE YEARS TO PROGRESS ON THIS PATHWAY?

- Identify short-term and long-term needs within the LGBTI movements in Europe and Central Asia, and take a lead in developing strategic responses to meeting these needs and creating greater capacity and resources within the movements
- Provide capacity-building and peer learning opportunities connected to emerging needs and/or to identified gaps within LGBTI movements in Europe and Central Asia
- Provide financial support through our grant-making tools to complement capacity-building activities and to address needs identified in the movements in the region
- Mobilise resources for the movement – both financial and non-financial – and strengthen the capacity of LGBTI groups and organisations on resource mobilisation, including through strengthened engagement with private philanthropy, private sector actors and community supporters

- Provide support to emerging European networks and under-represented groups within the LGBTI movements
- Strengthen the capacity of LGBTI organisations and groups to ensure personal and organisational well-being
- Provide the platform for an ongoing learning and conversations around guiding principles for sustainable movement building, and sharing of knowledge within the LGBTI movements
- Strengthen the capacity of organisations for alliance-building strategies and to mobilise allies at country and regional levels

### OVER THE NEXT FIVE YEARS, ILGA-EUROPE WILL WORK TOWARDS THE FOLLOWING CHANGES:

- European governments fund their own LGBTI civil society, including funding for underrepresented groups and communities
- The EU funds and supports strong LGBTI civil society at European and national levels
- There is significant increase in funding reaching smaller groups and initiatives
- Underrepresented or marginalised groups are able to access resources
- There is increased solidarity across the movement in Europe and Central Asia, with organisations that have larger capacity and experience enhancing their supporting for emerging or smaller organisations or networks
- There are new resources and types of stakeholders contributing to the movement. e.g. corporate sector
- Strong alliances between LGBTI and other social justice movements able to respond and mobilise quickly to new threats / developments in all parts of Europe and Central Asia
- ILGA-Europe is able to provide an on-going analysis of the movements' needs in relation to skills capacities and resources
- An online learning environment is created for the LGBTI movements and their allies in Europe and Central Asia, to provide more learning opportunities for more activists

## PATHWAY 3

# A Legal and Policy Framework Which Protects and Promotes Human Rights and Equality at Local, National, Regional and International Levels

The third pathway towards achieving our vision is **“A legal and policy framework which protects and promotes human rights and equality at local, national, regional and international levels”**.

This implies:

- Strong legal standards and instruments exist to protect the human rights of LGBTI people and ensure equality for LGBTI people in practice
- Public policies (at local, national, regional and international levels) ensure that laws and rights are effectively implemented to make a real change in the lives of LGBTI people, and that no one is left behind
- Public authorities and law enforcement actors have a duty to and are fully equipped to effectively contribute to equality for all LGBTI people through their actions in all sectors of life
- An enabling environment that ensures that civil society organisations can do their work. This implies that there is rule of law and functioning democratic institutions, a state that fulfils its duty to protect and guarantee freedom of association and assembly and that NGOs can operate in a transparent environment and can access financial support.

### WHAT IS ILGA-EUROPE’S ROLE OVER THE COMING FIVE YEARS TO PROGRESS ON THIS PATHWAY?

- Identify common trends in political opportunities and challenges for the LGBTI movements in Europe and Central Asia, and take a lead in bringing knowledge and expertise together to develop strategies for the movements to respond effectively
- Advocate with European-level institutions towards adoption and implementation of new laws and policies which create new, or reinforce existing standards for LGBTI equality at regional level, which have an impact on national level, and which set good practices for policy-makers
- Develop and implement benchmarking of legal

and policy standards on SOGIESC, to strengthen the movement’s ability to hold governments and institutions accountable on their commitments and actions to make equality for LGBTI people a lived reality

- Increase visibility and knowledge of issues of concern for LGBTI people under-represented in laws and policies, and create voice and agency for under-represented communities in political and policy-making settings at regional level
  - Facilitate meaningful participation of LGBTI groups and organisations in European policy-making
  - Actively contribute to standard setting and to strengthening legal protection on SOGIESC issues through strategic litigation with European courts and monitoring of implementation of European case law
  - Accelerate change by making sure that legal and political wins in one country are transferred across Europe, by supporting peer learning and good practice sharing among LGBTI groups and organisations, and connecting them to relevant expertise to support national advocacy and campaigning
- Build and/or strengthen alliances at regional level with organisations and institutions which work to uphold human rights, fundamental freedoms, and defend the role of civil society both through advocacy and strategic litigation
- Mobilise broad political support within regional institutions for LGBTI human rights and equality through awareness-raising and campaigning activities at European level

# PATHWAY 3 (continued)

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## OVER THE NEXT FIVE YEARS, ILGA-EUROPE WILL WORK TOWARDS THE FOLLOWING CHANGES:

- Further develop the mapping tool – Rainbow Map – to benchmark progress, and build other opportunities to benchmark the lived experience of being LGBTI across Europe and Central Asia
- Non-discrimination, including on grounds of SOGIESC, is a core demand of the EU in entering any partnership with a third country
- LGBTI people and families are genuinely able to exercise freedom of movement across the EU
- Comprehensive non-discrimination legal protection, including grounds of SOGISC, exists across the EU
- Legislative and policy change is accompanied by comprehensive action plans to ensure genuine implementation
- Acceleration in progress towards LGR in accordance with international standards across Europe
- Unnecessary and invasive medical treatments of intersex people are outlawed across the EU
- Recognition of Rainbow families is seen as a human rights issue and not a family or national competence issue, and thus embraced by the EU and Council of Europe as a core human rights aim to be protected across the membership of both organisations

- European human rights framework firmly includes LGBTI rights
- European institutions fully embrace and integrate LGBTI rights in their work
- Increased exchange and implementation between countries of good practice models in ensuring full legal protection of LGBTI rights
- More activists directly working with European institutions to raise awareness of the situation of LGBTI people and build support for their advocacy and community support work
- Significant development of legal precedent in the European Courts to advance LGBTI rights

## PATHWAY 4

# Deeply-Rooted Social Acceptance and Inclusion of Diversity Related to Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics in Societies

The fourth pathway towards achieving our vision is **“Deeply-rooted social acceptance and inclusion of diversity related to sexual orientation, gender identity, gender expression and sex characteristics in societies”**. This implies:

- Everyone in society has effective access to accurate and inclusive information and knowledge about sexual orientation, gender identity, gender expression and sex characteristics, and the lived realities of LGBTI people in all their diversity
- There is positive, celebrated and inclusive visibility and representation of LGBTI people in arts, culture and media
- Public opinion is supportive of LGBTI-inclusive laws and policies, and of openly-LGBTI people in all sectors of society
- Opinion leaders – especially politicians, faith leaders and media – have a positive, respectful and constructive discourse around LGBTI rights
- Influential actors in society are committed to LGBTI equality and actively contribute to social acceptance and inclusion through their actions (especially in the field of education, employment, health, media, social services, sports)
- Civil society and social justice organisations integrate LGBTI people and issues into their work
- Societal norms are inclusive and accepting of the full diversity of sexual orientations, gender identities, gender expressions and sex characteristics
- LGBTI people, in all their diversity, are enabled to participate, at all levels of responsibilities of government, public and private entities and communities
- LGBTI people are seen as valuable actors who can contribute their talent, creativity, and passion to the development of their immediate communities and to societies at large

### WHAT IS ILGA-EUROPE’S ROLE OVER THE COMING FIVE YEARS TO PROGRESS ON THIS PATHWAY?

- Identify trends in public discourses and narratives around LGBTI people and SOGIESC issues with the goal of amplifying positive messages, of developing effective responses to negative messages, and of naming where voices are not heard and issues remain invisible
- Provide support and share knowledge to strengthen the capacity of LGBTI groups and organisations to be successful at public awareness-raising and creating change in social attitudes, including through strengthening strategic communications
- Provide support to national or international campaigns, to important moments of visibility and solidarity, such as Prides, and conduct campaigns, to highlight particular issues and increase the visibility, diversity, pride, acceptance and self-esteem of LGBTI people
- Build and/or strengthen strategic partnerships with professional sectors at European level (such as health professionals, educators, public and private employers, trade unions, journalists) towards setting and implementing LGBTI-inclusive standards in their sector, and facilitating sharing of good practices
- Provide support to LGBTI groups and organisations to build alliances in different sectors of society (including professional sectors, religious/faith leaders, arts and culture, sports, parents’ groups)

# **PATHWAY 4 (continued)**

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**OVER THE NEXT FIVE YEARS, ILGA-EUROPE  
WILL WORK TOWARDS THE FOLLOWING  
CHANGES:**

- Greater capacity of movements to influence public perception and change social norms
- Growing number of successful national public awareness campaigns
- Coverage of LGBTI issues by mainstream media outlets is increasingly informed and balanced, and a majority of LGBTI-specific outlets are inclusive and diverse in their writing
- Development and sharing of tools, methodologies and campaigns to counter anti-LGBTI movements
- Together with Pride organisers and local member organisations, actively use Pride marches, the most visible element of the LGBTI movement, to raise awareness, tackle key issues, gather allies in an effort to improve (or maintain) strong societal support for LGBTI people, and advocate for progress needed in respective countries

# **PATHWAY 5**

## Fair, Just and Equal Societies and Economies

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The fifth pathway towards achieving our vision is that LGBTI people live in “Fair, just and equal societies and economies”. This implies:

- LGBTI movements are closely connected to human rights, social justice and environmental movements, which stand in solidarity of each other, recognising that struggles are interconnected
- Governments and private sector actors prioritise policies and actions to combat structural inequalities and social exclusion – especially those rooted in gender, race, socio-economic status, nationality and ability
- There are effective laws, policies and practices at all levels of society to ensure equality related to other factors that influence the lives of LGBTI people (such as socio-economic status, age, race, gender, mental and physical ability, nationality, among others)
- LGBTI people, in all their diversity, have real and equal access to education, employment, housing, health care, social security, financial and social services to fulfil their full potential and provide for their own and their families’ living

### **WHAT IS ILGA-EUROPE’S ROLE OVER THE COMING FIVE YEARS TO PROGRESS ON THIS PATHWAY?**

- Strengthen knowledge and awareness within ILGA Europe and within the movement about the impact of other forms of inequalities on the lived experience of LGBTI people (such as socio-economic status, age, race, gender, mental and physical ability, nationality, among others)
- Create space within ILGA-Europe to address structural inequality and power imbalances within communities, movements and societies, and to discuss how inequalities are reflected in organisational structures and practices
- Create space for thinking around the role of LGBTI organisations in advocating and campaigning for social inclusion and social justice issues, especially in relation to laws and policies that have an impact on groups within the LGBTI communities who experience marginalisation or discrimination due to intersecting factors

- Raise awareness with our allies and with key actors for change, including governments, of the impact of other forms of inequalities on the lived experience of LGBTI people (such as socio-economic status, age, race, gender, mental and physical ability, nationality, among others)
- Build and/or strengthen alliances with social justice organisations at European level and support members in creating alliances and fostering solidarity at national level
- Work with strategic partners with professional sectors at European level (such as health professionals, educators, public and private employers, trade unions, journalists) towards adopting inclusive and intersectional policies.

### **OVER THE NEXT FIVE YEARS, ILGA-EUROPE WILL WORK TOWARDS THE FOLLOWING CHANGES:**

- There is greater awareness and understanding within ILGA-Europe and the broader LGBTI movements of how socio-economic status, gender, race, ability and other intersecting factors affect LGBTI people’s access to rights, services, resources and participation
- There is more research and data collection carried out by relevant actors measuring social inclusion of LGBTI people and the impact of intersecting factors such as race, ability, nationality and age on their access to rights, services, resources and participation
- More LGBTI organisations have the capacity and resources to advocate and campaign for social justice and economic empowerment of LGBTI people
- Good practices of how LGBTI organisations can effectively address structural inequalities are identified and shared within ILGA-Europe, the broader LGBTI movements and with allies
- LGBTI equality issues are integrated in larger socio-economic and political narratives and policies that fair, just and equal societies and economies
- There are strong alliances with organisations working on social justice at European level, which contributes to strengthen solidarity and cooperation between our respective members at national level.

# About the language used in this document

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In our work, ILGA-Europe currently uses the term LGBTI to refer to our communities and issues. Through the consultation process, we have asked whether ILGA-Europe needs to reconsider the language used. A majority of respondents to the online membership consultation (55%), as well as participants at the Strategic Planning Meeting in June, generally agreed to use the term ‘LGBTI’ in the strategic framework. This document therefore uses the term LGBTI when referring to people with diverse sexual orientations, gender identity, gender expression and sex characteristics (SOGIESC), and includes people who do not refer to themselves as such or use other terms, but have non-normative or marginalised genders and sexualities. The term SOGIESC refers to characteristics every human being has and which are often used as grounds for discrimination of our communities and preventing them to access their rights. As it is most commonly used by international organisations and in relation to laws, we are therefore also using it when talking about advocating for new laws and standards.

We acknowledge that whatever acronym or term chosen, it will not capture the diversity and complexity of experiences, issues and identities of the communities. However, when talking about ourselves and our work with policy makers, allies, supporters, the communities and other groups we work with, we need to be able to name those communities. For the purpose of this document we chose to use the language of LGBTI, being aware of its limitations. This said, throughout the discussions, it also became clear that there is a need for further discussions in the near future. More in-depth discussions will be planned in 2020 with members, Board and staff towards developing shared understanding within the organisation around the use of different terms – namely, LGBTI, SOGIESC, and queer, among others.



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