

## Background Information on 2023 Strategic Planning Process

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### A short summary of the process

This year again, the strategic planning process was designed to create opportunities for members, Board and staff to contribute to the thinking. Here are the steps taken since March:

1. A **one-day meeting with Board and staff** (March) to identify the main questions to focus on in this review of our Strategic Framework. We agreed on the need to use this planning process to deepen our collective thinking and future work under Pathways 4 (social acceptance and social inclusion) and 5 (intersectionality and structural inequalities) of the current Framework.
2. A **first round consultation of members via an online questionnaire** (April) aimed at gathering input on the current state of play for LGBTI organisations in relation to working towards social acceptance and social inclusion, and to addressing larger structural inequalities in society. 54 organisations took part in the consultation (from 29 countries, and 3 regional and sub-regional organisations)
3. A **Strategic Planning Session** took place in **Brussels on 2-3 June**. The meeting brought together staff, board and members. 23 member organisations were represented at the meeting.
4. This is a **second round of consultation of members**, and it is aimed at getting your feedback on a proposal developed on the basis of the first round of consultation and the outcomes of the planning session.
  - **YOU HAVE UNTIL 13<sup>th</sup> SEPTEMBER to share your feedback.**

A final proposal will be shared with members on the 4<sup>th</sup> October. A workshop will be organised at the Annual Conference in Ljubljana (25-28 October) to give another opportunity for final questions and clarifications. And then, you'll all be asked to vote on the proposed Strategic Framework.

### A short reminder of our Theory of Change approach

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In 2019, ILGA-Europe decided to adopt a Strategic Framework rather than a Strategic Plan. As a tool, it allows us to focus on the key roles of our organisation, rather than key policy priorities or key areas of capacity development. 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. A strategic Framework guides our action and our work, keeping in mind that 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.

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, we continue to use 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.

### **What is new in this proposal?**

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The Board agreed early in the year to build from the current Strategic Framework, rather than create an entirely new Framework. This said, many changes were made to the Framework to reflect the evolution of ILGA-Europe's roles in a changing world, to reflect learning of the past five years, and to create clearer connections between the different pathways.

Therefore, the main changes made compared to the 2019-2023 Framework are:

- We've added longer descriptions of each pathway to explain what the thinking is
- We have developed Pathways 4 and 5 with clearer and more aligned with the needs and realities of the movement based on the input received in the consultation and at the Brussels meeting.
- We have reviewed Pathways 1, 2 and 3 to make clearer connections with the other pathways.
- We've updated language on ILGA-Europe's roles across the document to reflect our learning over the recent years, and where we see our roles going in the coming 5 years.

Please note that we have not changed the vision and the mission of the organisation.