

# Standing stronger

*Building on achievements*

*Progressing towards equality*

# Strategic Plan 2011-2013





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*Progressing towards equality*

**Strategic Plan  
2011-2013**



**The European Region of the International Lesbian, Gay, Bisexual,  
Trans & Intersex Association (ILGA)**

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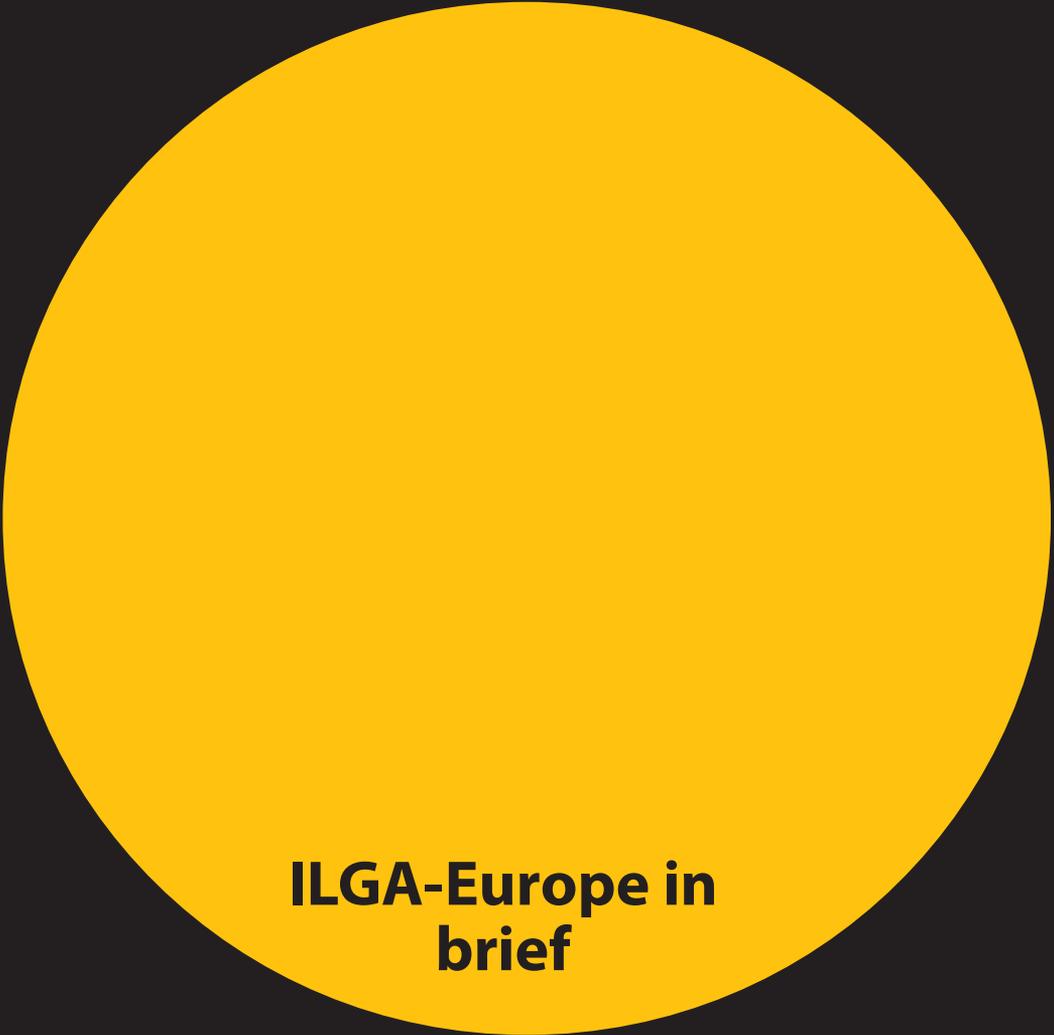
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**ILGA-Europe in  
brief**

- 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 277 organisations from 40 of the 50 countries in Europe\*;
- ILGA-Europe was established as a separate region of ILGA and an independent legal entity in 1996. ILGA was established in 1978;
- 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 Organization for Security and Cooperation in Europe (OSCE);
- ILGA-Europe strengthens the European LGBTI movement by providing trainings and support to its member organisations and other LGBTI groups on lobbying, advocacy, fundraising, organisational development and communications;
- ILGA-Europe has its office in Brussels and employs 12 people;
- Since 1997 ILGA-Europe enjoys participative status at the Council of Europe;
- Since 2001 ILGA-Europe receives its largest funding from the European Commission;
- 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.

\*as of December 2010



**Meeting of ILGA-Europe member organisations, Executive Board and staff to discuss new organisational Strategic Plan, Tallinn, June 2010**

# 1. Introduction

This Strategic Plan 2011-2013 defines the goals and objectives that ILGA-Europe has set itself for the next three years. This Strategic Plan – ILGA-Europe’s third 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 three years. It helps us ensure that our strategies are clear, that our work is focused, and eventually that our actions have an impact.

This Strategic Plan, which was adopted by ILGA-Europe’s members at the 14th Annual Conference in The Hague, 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 have been reviewed 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 Tallinn in June 2010, 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; 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, further enriched and framed the formulation of the Strategic Plan.

Throughout the process, the goal was to develop a Strategic Plan that provides clear direction for the work that the organisation will be carrying out over the next three years and sets realistic and achievable goals. The approach was to detail strategic objectives further than in previous strategic plans and to identify thematic areas in which the organisation will carry out its work. This was done in order to facilitate choices that will have to be made during the three year period in terms of actions carried out by the organisation, and to provide external stakeholders with a clear overview of what ILGA-Europe’s objectives, priorities and activities are.

## ***Core principles behind 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.

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?

## ***Explaining choices made***

Strategic planning is very much about making choices. As a result, it was not possible to take on board all of the issues raised for consideration for inclusion in the Strategic Plan in the final document. Bearing in mind the logic and criteria discussed above, choices were made in setting priorities and defining strategic objectives. A brief explanation on how to interpret objectives that are included in the Strategic Plan follows.

## ***Rights of intersex people***

Discussions around inclusion of intersex issues in ILGA-Europe's work were very prominent throughout the planning process. They revolved around the inclusion of intersex in the vision/mission/values statements of the organisation, as well as in its advocacy work. The approach adopted in this Strategic Plan is to focus on increasing knowledge within the organisation about issues faced by intersex people as well as to work on representation levels within the membership to ensure that intersex activists and organisations have a voice within ILGA-Europe. It was felt by the executive board that ILGA-Europe needs to build its capacity vis-à-vis intersex people before it can legitimately speak about intersex issues and on behalf of intersex people. For this reason the Strategic Plan explicitly includes "consolidating ILGA-Europe's capacity to advance the rights of trans and intersex people" as one of the objectives for the organisation. It is anticipated that as a result of this internal work and reaching out to intersex organisations, ILGA-Europe will be in a position to credibly include intersex in its vision, mission and values in its next strategic plan.

## **Diversity**

Work on diversity has emerged as a clear priority for ILGA-Europe over the past few years, a priority which was confirmed through this strategic planning process. While the organisation has already engaged in an internal reflection process and training, it is clear that a lot of work remains to be done over the next three years to further develop our collective understanding of diversity, to identify and commit to concrete steps to take at European and national levels to ensure that we are as inclusive as possible as an organisation and a movement.

For the time being, the term “diversity” is used as an umbrella term and is understood to include issues of intersectionality between different grounds of discrimination and multiple discrimination (in relation to race, religion, sex/gender, age, disability, and social status among others), as well as the diversity of the LGBTI movement itself (comprised as it is of L, G, B, T and I). Within its diversity work, ILGA-Europe will therefore not only seek to build networks with other equality movements, but also to strengthen its knowledge of, and increase visibility of bisexuality, intersex and trans identities within the organisation. These are all matters that have been identified as priority issues by members during the consultation process and ILGA-Europe wants to work with members towards expanding visibility of these groups and developing capacities to address the specific challenges which bisexual, intersex and trans people are facing. ILGA-Europe is also acutely aware of the need to remain vigilant about gender balance within the organisation’s work and activities and will pay particular attention to how this can be improved over the coming years.

## **European foreign and development policy**

During the strategic planning process, there were discussions about ILGA-Europe taking on a more proactive role in advocacy on LGBTI-inclusive European foreign and development policies. This is not an entirely new area for the organisation; in recent years, ILGA-Europe has engaged periodically with EU institutions to ensure that an LGBTI perspective was included in relevant agreements and policies related to the EU’s external human rights and development policies. For example, ILGA-Europe contributed to the development of the EU’s Toolkit on LGBT rights adopted in 2010.

While advocacy at international level is considered more to be a strategy to progress objectives rather than an objective in itself (and is therefore not explicitly reflected in this Strategic Plan), it should be noted that ILGA-Europe intends to develop its role in relation to EU foreign and development policy in support of the global LGBTI movement over the next three years to the extent that resources permit.

## ***Areas of limited European competences***

In advocating on LGBTI issues in some areas at European level, ILGA-Europe has to take into consideration the limits set by European competences. For example, in the field of education, policies around curricula remain the sole responsibility of national governments, while in relation to recognition of LGBTI families, it is clearly within the competences of a State to decide whether or not to grant marriage equality. This is the current reality which is reflected in the new Strategic Plan. The separation of competences has resulted in this Strategic Plan focusing on advocating for non-discrimination in access to education as opposed to calling on the European Union to adopt a policy on inclusive school curricula for instance, and why objectives in relation to family rights insist on litigation and the use of European courts in the coming years to advance recognition of couples, parenting rights and trans families' rights. In areas where European-wide campaigns are less relevant and effective, ILGA-Europe will continue to focus on supporting advocacy work at national level, and to facilitate exchange of information and experiences between member organisations as means of ensuring progress in the recognition of rights where this can best be achieved.

## ***Right to health***

Over the past couple of years, extensive discussions have taken place about the extent to which ILGA-Europe's work should focus on health. In this new strategic plan, ILGA-Europe defines for the first time its objectives related to health, which clearly delineate the scope of the organisation's activities in this area. The objectives as formulated will be interpreted to include work around promoting a rights-based approach to the prevention of HIV/AIDS in European policy-making where relevant and possible, as well as health issues for intersex people, which will only be done with the support of intersex organisations.

## 2. Vision, Mission and Core Values

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

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

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

### **The core values of ILGA-Europe are:**

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

# 3.

## Strategic Objectives 2011-2013

### ***Strategic objective 1***

**Advancing the application of human rights standards and principles without discrimination based on sexual orientation, gender identity and/or gender expression and working for full equality, in particular in relation to:**

- Asylum
- Education
- Employment
- Family
- Freedom of assembly and association
- Health
- Homophobic and transphobic violence

### ***Strategic objective 2***

**Enhancing the capacity of ILGA-Europe (members, board, staff) to achieve its mission by:**

- Strengthening the capacities of LGBTI organisations
- Reflecting diversity of LGBTI communities in ILGA-Europe's work
- Consolidating ILGA-Europe's capacity to advance the rights of trans and intersex people
- Increasing the visibility of ILGA-Europe's work at European level
- Embedding the principle of organisational learning in ILGA-Europe

# Detailing the Strategic Objectives

## Strategic objective 1

Advancing the application of human rights standards and principles without discrimination based on sexual orientation, gender identity and/or gender expression and working for full equality, in particular in relation to:

### ILGA-Europe will:

- 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 and/or gender expression
- seek to close gaps in the legal protections afforded by European human rights law with regard to sexual orientation, gender identity and/or gender litigation work, particularly in relation to:

## 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. Therefore, 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 three years are:

- To achieve concrete policy proposals from European institutions on effective implementation and improvement of European standards and policies by raising awareness about sexual orientation, gender identity and/or gender expression issues in relation to asylum at European and national level, and through data collection/case law, with a view to ensuring that national authorities process sexual orientation, gender identity and/or gender expression claims properly
- To improve capacity of LGBTI organisations to address sexual orientation, gender identity and/or gender expression asylum claims, including through increased networking and exchange of good practices, and knowledge among members both on countries of origin information as well as on policies implemented by European countries of reception.



## Education

ILGA-Europe's long-term objective is to contribute to securing (1) effective legal protection against discrimination in access to education, (2) the inclusion of objective information on sexual orientation, gender identity and/or gender expression in school curricula and educational materials and (3) safe environments in schools and other educational establishments.

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

- To increase legal protection against sexual orientation, gender identity and/or gender expression discrimination in access to education by securing new European anti-discrimination legislation and promoting effective implementation of relevant international and European human rights instruments
- To enhance the application of the right to education to LGBTI people in European courts and by using human rights instruments at European and national levels in supporting litigation
- To achieve explicit inclusion of LGBTI issues in European policies relevant to education, including through the exchange of knowledge and good practices among European and national policy-makers and practitioners
- To improve capacity of LGBTI organisations to carry out advocacy in the field of education, including through exchange of good practices and knowledge among members.

## Employment

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

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

- To extend implementation of the European anti-discrimination legislation and other soft law measures on LGBTI inclusion and anti-discrimination in employment across Europe
- To increase awareness and improve application of existing European legislation in relation to trans persons
- To improve application of existing European legislation in relation to social security and other benefits linked to employment as they relate to LGBTI families
- To increase the number of trades unions and businesses which adopt LGBTI-specific policies in Europe by building or strengthening alliances with trade unions and public and private employers at European and national level
- To increase the capacity of equality bodies to effectively tackle discrimination based on sexual orientation, gender identity and/or gender expression.



## Family



ILGA-Europe's long-term objective is to secure equal legal and social recognition for the diversity of families and family relations.

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

- To increase legal recognition of partnerships and parenting rights of same-sex couples and trans people by the European courts through strategic litigation
- To increase legal recognition of partnerships and parenting rights of same-sex couples and trans people at national level by supporting LGBTI organisations to advocate effectively
- To improve the application of EU freedom of movement laws and the recognition of family relationships in domestic legal contexts
- To achieve explicit inclusion of matters of relevance to LGBTI families in areas of European Union competence (e.g. cross-border social security schemes, freedom of movement and demographic changes).

## Freedom of assembly and association

ILGA-Europe's overall objective is to ensure that national and local authorities respect and protect the rights of freedom of assembly and freedom of association and that anyone exercising these rights can do so in a safe environment.

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

- To monitor and report on human rights violations and/or risks of human rights violations to European and national institutions with a view to ensuring that an increased number of European institutions, government officials and elected officials support pride events and uphold the right to freedom of association
- To increase the capacity of LGBTI and other human rights organisations to respond to challenges to/violations of these rights with a view to ensuring that safe and successful pride events take place throughout Europe.





## Homophobic and transphobic violence

ILGA-Europe's long-term goal is to contribute to tackling homophobic and transphobic violence in Europe by securing effective protection at European level through law and by ensuring the existence of effective mechanisms to monitor, redress, respond and investigate all bias-motivated incidents.

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

- To increase the capacity of LGBTI organisations and other NGOs to collect and report data, while advocating for public authorities and European institutions to properly monitor all forms of bias based violence
- To raise awareness about homophobic and transphobic violence amongst European and national authorities, promoting comprehensive responses including both legislative initiatives (criminal law) and non legislative actions to be undertaken by all relevant public services
- To improve the capacity of LGBTI organisations to work in cooperation with law-enforcement bodies and their professional organisations, in particular through the dissemination of good practices.

## Health

Using a rights-based approach, ILGA-Europe has two main long-term objectives: 1) to secure effective legal protection against discrimination in the enjoyment of the right to health and in access to health services and 2) to end the pathologisation of trans identities.

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

- To increase legal protection against sexual orientation, gender identity and/or gender expression discrimination in access to health by securing new European Union anti-discrimination legislation and by ensuring proper implementation of relevant existing European legislation and relevant human rights instruments
- To gain the support of European institutions in the campaign on the depathologisation of trans identities including through joint campaigning with trans organisations, raising awareness of and submitting information to European and national policy-makers and other allies
- To achieve explicit inclusion of LGBTI health issues in European

policies related to access to health care, mental health, and HIV/AIDS by raising awareness of European and national policy-makers.



**Strategic objective 2**  
**Enhancing the capacity of**  
**ILGA-Europe (members,**  
**board, staff) to achieve its**  
**mission by:**

## **Strengthening the capacities of LGBTI organisations**

ILGA-Europe's longer term aims are to maximise efficiency and the use of resources by LGBTI organisations in working towards achievement of their goals, to maximise the impact of advocacy work at the European level 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 three years are:**

- To increase knowledge on advocacy and campaigning (planning, strategic approach, communication, monitoring and documentation) in order to ensure that organisations have the skills required to undertake effective advocacy at the national and international levels
- To increase knowledge in organisational management and project management in order to ensure that an increased number of LGBTI organisations have a sustainable and viable organisational base
- To increase knowledge on the potential of European institutions for social change advocacy in order to assist LGBTI organisations in pursuing advocacy goals
- To increase the capacity of ILGA-Europe, including its member organisations, to engage in strategic litigation using domestic and European judicial mechanisms
- To strengthen the capacity of ILGA-Europe's member organisations to act as effective channels for exchanging good practices and collection of information between national and European levels, and between countries in relation to the development and implementation of European and national policies and legislation.



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## Reflecting diversity of LGBTI communities in ILGA-Europe's work

ILGA-Europe's long-term 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 three years are:**

- To increase knowledge within ILGA-Europe on how to manage, adequately address and be inclusive of diversity within LGBTI communities and in the wider society
- To ensure that the organisation's work, policies and practices are fully inclusive and reflective of the diversity that exists within LGBTI communities and in the wider society
- To ensure that the organisation's work, policies and practices fully contribute to gender equality in the organisation, within LGBTI communities and in the wider society
- To broaden alliances and strengthen partnerships with other human rights and equality NGOs, equality bodies, trade unions, researchers and legal experts – among others – in order to reinforce ILGA-Europe's strategies.



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

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

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

- To enable LGBTI organisations to be trans inclusive in their work (e.g. policy work, representation, and inclusive service provision) through awareness-raising and capacity-building activities
- To ensure that ILGA-Europe has the necessary in-house expertise about intersex issues to properly integrate them into its work and activities and to develop long-term objectives
- To continue to support and strengthen the partnership with trans organisations and to develop dialogue and partnership with intersex organisations
- To increase the expertise and organisational capacity of European and national LGBTI organisations to effectively advocate for trans and intersex rights and to inform European policy-making.

## Increasing the visibility of ILGA-Europe's work at European level



ILGA-Europe's long-term goal is to be recognised as a leading voice representing LGBTI people and a source of expertise by European institutions and stakeholders.

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

- To enhance ILGA-Europe's capacity to disseminate information and to communicate effectively to wider audiences both at European and national levels
- To engage new members, supporters and allies through wider dissemination of information and campaigning about ILGA-Europe's work and about the issues affecting LGBTI people in Europe
- To strengthen communication and cooperation between the secretariat and the membership on European and national campaigns.

## Embedding the principle of organisational learning in ILGA-Europe

ILGA-Europe's overall objective is to increase the impact of its action and work and to improve the quality of activities offered to LGBTI organisations across Europe.



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

- To implement a cycle of continuous organisational reflection and learning which will integrate organisational monitoring and evaluation, contribution from member organisations and stakeholders into programming and planning
- To contribute to the body of knowledge on the role of the LGBTI movement in the process of social change through better documentation of ILGA-Europe's work, history and impact
- To effectively communicate and share organisational learning for the benefit of the LGBTI and wider equality movements.

## 4. From words to action – How does ILGA-Europe implement its Strategic Plan?

The Strategic Plan provides the overall direction for ILGA-Europe's work for the next three 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. Annual work programmes form the basis for annual work plans of each of the Service Areas and of the staff members (see Organisational Structure in Appendix).

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.

## ***Which tools does ILGA-Europe use to achieve its strategic objectives?***

It is important to know that ILGA-Europe has a number of tools it uses to implement its plan and to work towards achieving its strategic objectives. There are many different strategies, tools and methods that individuals and organisations can use to advance recognition and protection of human rights. As an organisation, ILGA-Europe has chosen to use the following five tools to advance LGBTI rights and equality in Europe. All five tools are equally important in enabling the organisation to achieve progress.

- **Advocacy** – advocating for human rights standards, legislation and policies at European and International levels; supporting our partners and members to develop advocacy on LGBTI people's rights at national and local levels.
- **Capacity Development** – enhancing the capacity of partner and member organisations to lobby, advocate, raise awareness and engage in the promotion and inclusion of LGBTI recognition at European and/or national level, while enhancing the capacity of ILGA-Europe to undertake its work and attain its strategic objectives through organisational development.
- **Communication** – raising the profile of ILGA-Europe's work and the issues affecting LGBTI people in Europe by effective communication of key messages to wide audiences at European and national levels through a range of channels – printed and electronic materials, social media, campaigning activities, media outlets, strengthening the communications skills of the ILGA-Europe secretariat and ILGA-Europe's members.
- **Litigation** – identifying and supporting legal actions before European courts with the aim of extending rights and recognition of LGBTI rights at European level; strengthening the capacity of members to take cases at national level to litigate breaches of human rights of LGBTI people.
- **Lobbying** – developing argumentation and providing evidence for the inclusion of the LGBTI perspective in all pertinent areas of public policies at European level; using international and European human rights standards, policies and legislation to pressure European institutions and national governments to uphold the rights of LGBTI people.

## 5. How does ILGA-Europe monitor and evaluate its work?

**In recent years, ILGA-Europe has developed a cycle of evaluation and monitoring of performance and impact of its work.**

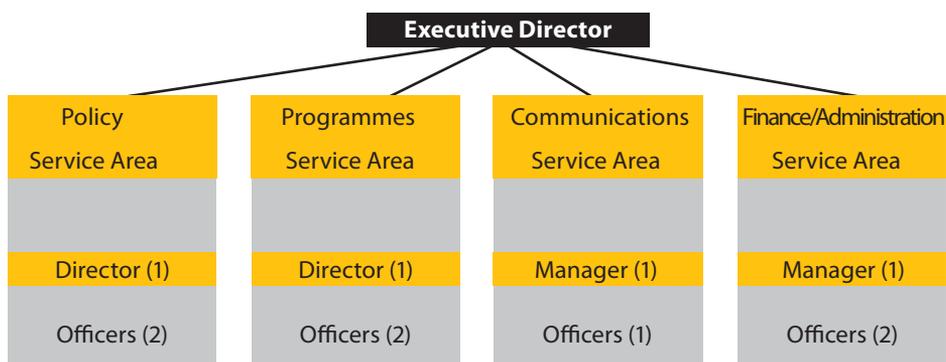
**Evaluation of work takes place in different forms at different times during the year. The main phases of this evaluation and monitoring cycle can be summarised as follows:**

- On a monthly basis: the staff and board report on activities in a monthly internal bulletin. This internal report not only ensures good communication between the staff and the board, it also provides the Executive Director, the service area managers and the board with a tool to monitor progress on the annual work programme. These activity reports are also discussed in more detail at each board meeting.
- 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.

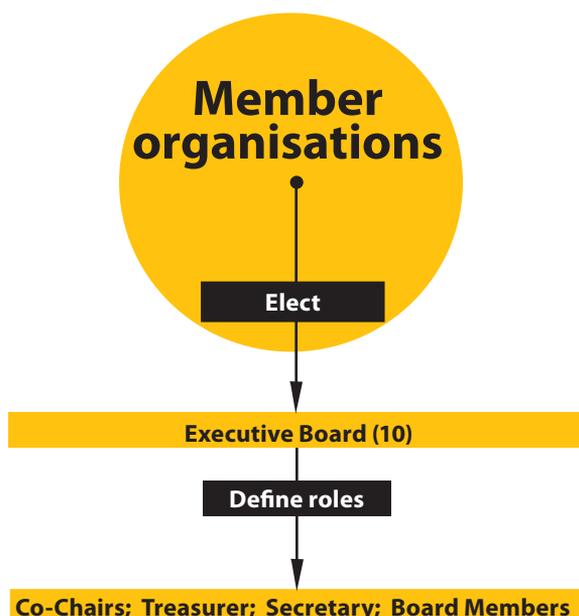
In order to assess the impact of ILGA-Europe's work, the board and staff have developed a set of indicators to help in the evaluation and monitoring process. The objective of this "toolbox" of indicators is to provide ILGA-Europe with a set of commonly agreed evaluation tools. These indicators are meant to facilitate a more coherent and consistent approach in assessing ILGA-Europe's activities and projects throughout the organisation. Indicators were developed as tools to be used to evaluate the five main areas of ILGA-Europe's work, i.e. advocacy, communication, capacity development, lobbying and litigation, as well as to assess the overall management of the organisation. These indicators are used by the staff and the board in their evaluation of the work programme throughout the year and, more importantly, will be used to assess progress on the strategic objectives which will be reported to members in the annual activity report as of 2011.

# Organisational Structure

The organisation is led by an Executive Director. There are four Service Areas – Policy, Programmes, Finance and Administration, and Communications. There are three staff members each in the Programmes, Policy and Finance and Administration teams, and two in the Communications team.



# Governance Structure



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

# Notes



