



BACKGROUND DOCUMENT FOR THE STRATEGIC PLAN 2011-2013 **QUESTIONNAIRE FOR ILGA MEMBERS**

Dear Members,

as we have entered the third and final year of ILGA's first Strategic Plan (2008-2010), we need to develop a new strategic plan for the period 2011-2013, in order to come up with a final text to be adopted by the membership at the next world conference in Sao Paulo in December 2010.

The Strategic Plan is one of the most important documents of an organisation, both for internal purposes with reference to planning and to external purposes with reference to communication to third parties and fundraising. It is the document which sums up the objectives of an organisation and announces a programme of actions to attain them.

The strategic objectives within the plan should be the basic principles informing the annual action plans. To be credible, they should show a clear link to more general principles, while being sufficiently articulate, concrete and measurable in their application and results. In order to have a shared understanding and commitment within ILGA, it is important that decision on the priorities is done collectively. This is why the involvement of each and everyone is essential.

Moreover, the strategic planning process offers the opportunity to reflect constructively upon changes that took place within the organisation, as well as upon political and economic opportunities and challenges that have an impact on its action, and to review objectives and strategies accordingly.

In preparing the new Strategic Plan, therefore, we will have to keep in mind the following aspects:

- The progress made under the current strategic plan (2008 – 2010),
- Analysis of external opportunities and constraints affecting our action
- Analysis of internal organisational resources, both in the staff team and within the membership,
- The role of ILGA as an international organisation vis-à-vis the role of member organisations – both individually and as regional organisations – and other non-member organisations which might be allies or competitors.

Member organisations will contribute to this process by providing input through the attached consultative questionnaire (also available at www.ilga.org under the Conference Section/Button), by sending amendments to the final draft and by discussing the final draft at the conference in Sao Paulo.

Timeline:

First round of membership consultation: Questionnaire on priority areas	<i>9 August – 10 September 2010</i>
Draft proposals by the Board's working group and discussed at the Board meeting	<i>September 2010</i>
Final draft of the Strategic Plan circulated with the preliminary agenda of the Conference	<i>26 September 2010</i>
Deadline for submission of proposed amendments to the Strategic Plan	<i>25 October 2010</i>
Circulation of proposed amendments with the final agenda for Conference	<i>15 November 2010</i>
Presentation and proposal for adoption of the 2011-2013 Strategic Plan at World Conference (Sao Paulo)	<i>6-9 December 2010</i>

As member organisations, your participation is needed in the following way:

1. By contributing to the first round consultation aimed at reflecting on the current strategic plan and on providing input into priorities for the next three years.
2. By sending amendments to the final draft circulated by the Board two months before the conference.
3. By taking part in the world conference and discussing, amending and voting the new Strategic Plan.

We encourage you to use these opportunities and have your say on the future direction of ILGA, to continue building a better world for lesbian, gay, bisexual, trans and intersex persons.

While thanking you for your cooperation

Gloria Careaga
Renato Sabbadini
ILGA Co-Secretaries General

Sebastian Rocca
ILGA Executive Director

DEADLINE for the first round of consultations: 10 September 2010