



The International Lesbian, Gay, Bisexual, Trans and Intersex Association

DRAFT – as of 7 January 2019 ILGA World Strategic plan, 2019 – 2022 Advancing Our Rights, Deepening Our Strengths

1. Opportunity and Impact

The last four years have been a time of growth for ILGA. ILGA's small representation office in Geneva has grown to serve as its headquarters with nine staff, three regions held their first conference, one region has opened a staffed office, and the number of members has continued to increase. As of 2018, ILGA finds itself in the position of being the largest LGBTI organization in Geneva, the headquarters of the global human rights apparatus.

This strategic plan represents a shift in focus from broadening ILGA's reach to deepening its impact. The plan calls for increased efforts to assist members in their use of international human rights norms at the national level, establishing new channels of peer learning and member to member communication, and a continued emphasis on empowering and giving visibility to people of marginalized and diverse sexual orientations, gender identities, gender expressions and sex characteristics.

A. ILGA'S VISION

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ILGA's vision is of a world where the human rights of all are respected and where everyone can live in equality and freedom; a world where global justice and equity are assured and established regardless of the people's sexual orientations, gender identities, gender expressions and sex characteristics

B. ILGA'S MISSION

To act as a leading organisation and a global voice for the rights of those who face discrimination on the grounds of sexual orientation, gender identity, gender expression and/or sex characteristics (SOGIESC).

To work towards achieving equality, freedom and justice for lesbian, gay, bisexual, trans and intersex people through advocacy, collaborative actions, and by educating and informing relevant international and regional institutions as well as governments, media and civil society.

To empower our members and other human rights organisations in promoting and protecting human rights, irrespective of people's sexual orientation, gender identity, gender expression and/or sex characteristics and to facilitate cooperation and solidarity among ILGA regions and members.

To promote the diversity and strengths of persons of diverse SOGIESC around the world.

C. ILGA's VALUES

COLLABORATION - ILGA's work is rooted in international solidarity and ILGA works in co-operation with movements and other sectors that promote equity and social justice, to achieve its vision.

DIVERSITY - ILGA values the diversity of LGBTI people and their communities across the globe and seeks to empower voices from marginalized communities in our movements.

INTEGRITY - ILGA is committed to transparency and accountability in its procedures and work with partners, through democratic involvement of Members, Boards and Staff.

SOCIAL JUSTICE - ILGA is committed to social justice, regardless of any individual or group characteristics, including sex, gender, gender identity, gender expression, sexual orientation, sex characteristics, race, age, disability, ability, socio-economic status, national origin, religion, ethnicity, and historical, cultural and geographic experiences, nonetheless recognizing the unique challenges faced by individuals with each of these characteristics and by those with intersecting identities.

ACTIVISM - ILGA is committed to supporting the agency and voice of people of all gender identities, sexual orientations and sex characteristics and to seek change on behalf of themselves and others.

2. Theory of change summary

VISION			
A world where the human rights of all are respected and where everyone can live in equality and freedom; a world where global justice and equity are assured and established regardless of the people’s sexual orientations, gender identities, gender expressions and sex characteristics.			
GOALS			
GOAL ONE: The human rights of all people are recognized and protected, regardless of SOGIESC.		GOAL TWO: The LGBTI movement has the capacity to achieve social change and justice for people of diverse SOGIESC. .	
OBJECTIVES			
Objective 1: Achieve and maintain recognition and protection of the human rights of people with diverse SOGIESC by the UN and other global institutions.	Objective 2. Achieve and maintain recognition and protection of the human rights of people with diverse SOGIESC by supporting the use of international norms by ILGA members and regions in their advocacy.	Objective 3. Improve the capacity of ILGA (Board, staff, steering committees), members and regions to achieve legal, political, and social change.	Objective 4. Work to support the visibility, contributions, and empowerment of people of diverse and marginalized sexual orientations, gender identities, gender expressions and/or sex characteristics.

3. THEORY OF CHANGE

GOAL ONE: The human rights of all¹ people are recognized and protected, regardless of SOGIESC.

By signing and ratifying human rights treaties, states have agreed to respect, protect, and fulfil the human rights of all people. The international human rights treaties, together with regional human rights mechanisms, impact nearly all aspects of governance and civic life. At the time of ILGA's formation, the central goal of LGBTI advocacy at the UN was to seek the inclusion of LGBTI people in the human rights framework.

Since the formation of ILGA forty years ago, LGBTI activists have pursued claims in nearly every human rights fora. Today, many of the official human rights bodies have articulated norms that include LGBTI people. With regard to a growing number of issues, UN agencies, regional treaty bodies, and governments have explicitly recognized that human rights duties borne by governments include obligations to respect, protect and fulfil the rights of LGBTI people.

On the national and local level, LGBTI people facing prejudice and discrimination have sought redress based on national constitutional and legal standards, some of which themselves have been modelled after international human rights principles. In many countries, LGBTI activists have been able to use international human rights standards, international pressures, as well as comparative analyses, to successfully seek change.

These dual processes, norm setting at the international and regional level, and implementation at the national and local level, comprise the collective power of the international human rights system. As depicted in Figure 1, at the international level, the staff of ILGA World expertly engage in advocacy to improve human rights norms and infrastructure. Members, who are the primary source of information about the lived experience of LGBTI people and the violations they suffer, use those norms in their advocacy efforts.

¹ ILGA recognizes that there is no universally recognized term to refer to our communities. Throughout the theory of change and the strategic plan matrix, we have used the term “all people” in the context of references to international human rights in recognition of the principle of universality. We have used the term “LGBTI” when referring to the community and the movement, understanding that LGBTI is now in wide use and can be understood by allies and the general public. We have referred to “diverse and marginalized sexual orientations, gender identities, gender expressions and/or sex characteristics” when we draw attention to those populations and issues that may not be captured by popular conceptions of LGBTI, including Indigenous identities and non-heteronormative identities, characteristics and behaviors.

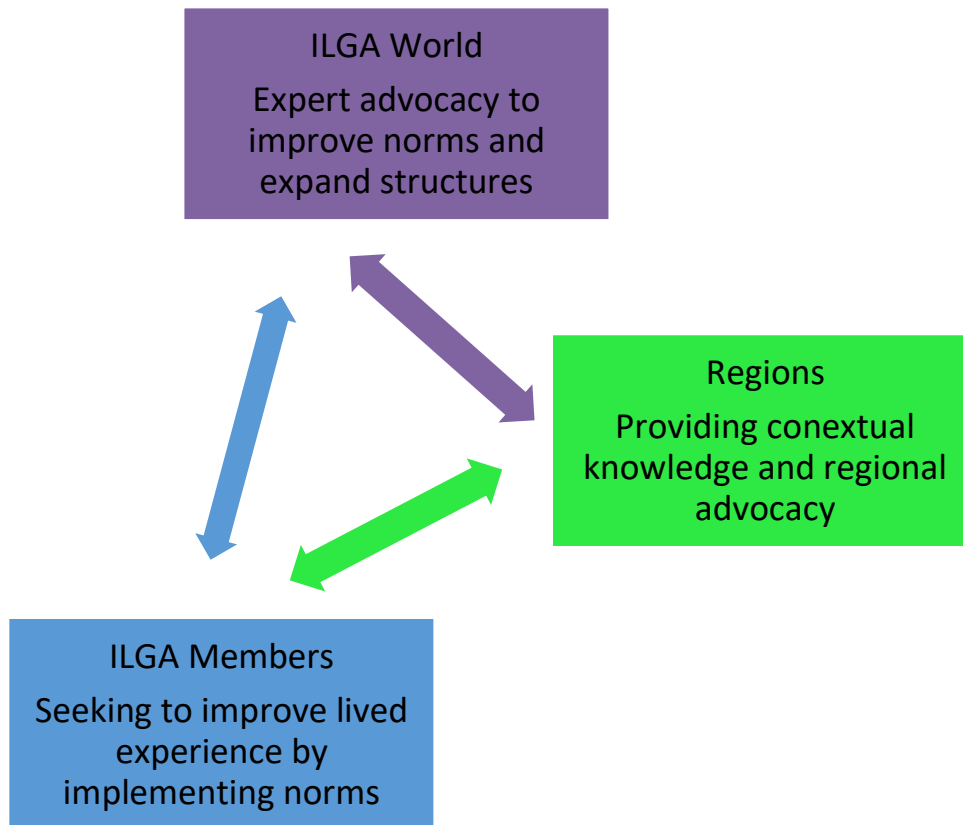


Figure 1. ILGA World, Regions, Members

OBJECTIVE ONE: Objective 1: Achieve and maintain recognition and protection of the human rights of people with diverse SOGIESC by the UN and other global institutions.

If ILGA becomes widely recognized as the leading global voice on behalf of its members, and if it expertly advocates for increasingly inclusive human rights norms, then the duties borne by states will include an obligation to respect, protect, and fulfil the rights of all people, regardless of SOGIESC.

OBJECTIVE TWO: Achieve and maintain recognition and protection of the human rights people with diverse SOGIESC by supporting the use of international norms by ILGA members and regions in their advocacy.

If international human rights norms are inclusive of LGBTI people, and if ILGA members and other LGBTI organizations are knowledgeable about those norms and skilled in advocacy tactics, then ILGA members will be able to use international human rights principles in their efforts to seek justice and equality in their own countries.

GOAL TWO: The LGBTI movement has the capacity to achieve social change and justice for people of diverse SOGIESC.

The stigma and oppression faced by LGBTI people globally impacts an astounding number of aspects of a person's life. From birth, LGBTI people are subjected to myriad types of discrimination and ill treatment that can affect health, education, civic life, relationships, kinship, employment, housing, and can do so differently depending on one's age, religion, culture, and so on. Individual activists and organizations are challenged to mount an effective response. A well-connected, diverse movement is necessary to aggregate the knowledge, resources, and determination to respond.

Additionally, as we increase our understanding of sexuality, gender, and sex characteristics, and the many ways it manifests around the world, we become aware of the diversity of LGBTI populations, their lived experience, and their marginalization. Diverse populations bring additional skills and knowledge, and provide an opportunity to expand the application of human rights principles. Ultimately, a movement made up of diverse people is the realization of the principle that all LGBTI people have had to fight for in their own lives. There are no homogeneous, normative forms of sex characteristics, sexuality and gender. Ultimately, our goal is for each person to have the capability to live a life of their own choosing.

OBJECTIVE THREE: Improve the capacity of ILGA World (Board, Staff, Steering Committees), members, and regions to achieve legal, political, and social change.

If ILGA's network includes a large number of members and regions in all parts of the world, if ILGA can facilitate information, collaboration, and resources, to members and regions, and if ILGA can instigate collective action and strategic opportunities, then the global LGBTI movement will be more likely to effectively advocate social change and justice.

OBJECTIVE FOUR: Work to support the visibility, contributions, and empowerment of people of diverse and marginalized sexual orientations, gender identities, gender expressions and/or sex characteristics.

If ILGA can provide space and opportunities to diverse and marginalized populations to advocate, and if ILGA can provide a forum for its members to understand and collaborate with diverse and marginalized populations, then the capacity of the global LGBTI movement will be improved and broadened.

Matrix of Strategies

		GOALS				
		GOAL ONE: The human rights of all people are recognized and protected, regardless of SOGIESC.		GOAL TWO: The LGBTI movement has the capacity to achieve social change and justice for people of diverse SOGIESC.		
STRATEGIES		OBJECTIVES				
		Objective 1: Achieve and maintain recognition and protection of the human rights of people with diverse SOGIESC by the UN and other global institutions.	Objective 2. Achieve and maintain recognition and protection of the human rights people with diverse SOGIESC by supporting the use of international norms by ILGA members and regions in their advocacy.	Objective 3. Improve the capacity of ILGA World (Board, staff, steering committees), members, and regions to achieve legal, political, and social change.	Objective 4. Work to support the visibility, contributions, and empowerment of people of diverse and marginalized sexual orientations, gender identities, and sex characteristics.	
STRATEGIES	Human Rights Advocacy	Advocacy at global institutions such as the UN, interventions, statements, complaints, reports	ILGA World (staff, Board, Committees) advocates at the UN and other global institutions	ILGA World supports ILGA members and regions to engage in advocacy and other activities at the UN and other global institutions through training, research, and in-person advocacy	ILGA advocates to enhance and preserve global human rights mechanisms	ILGA includes a focus on issues of diverse and marginalized SOGIESCs in its UN and global advocacy
			ILGA advocates for the continuation of, and works with, the mandate/Independent Expert on SOGI.	ILGA facilitates regional and member work with the Independent Expert on SOGI		

		ILGA establishes procedures to use UN mechanisms in emergency situations for LGBTI persons			
	Facilitating advocacy of others	ILGA World seeks input and cooperation of members and regions and other orgs for its advocacy	ILGA notifies members of opportunities at the UN and provides guidance and support in their UN advocacy	ILGA provides a forum to facilitate community-wide coordination of international advocacy strategy.	ILGA seeks to ensure participation and perspectives of peoples of diverse and marginalized SOGIESC.
	Advocacy at National and Regional Level	ILGA World engages with members to influence votes of states at the UN	ILGA World provides members and regions with input and cooperation (guidance, materials, research, statements) in their efforts at the national and regional level.	Establish infrastructure for peer learning and coordination through member to member and region to region communication.	Provide information, materials, knowledge transfer, and empowerment to populations of diverse and marginalized SOGIESC to use in their national advocacy
	Choosing priority issues	Develop internal guiding principles for choosing priority issues for ILGA World's work at the global level.			Ensure that communications infrastructure between members and regions includes peoples of diverse and marginalized SOGIESC Ensure an intersectional lens is used in choosing issues of importance.

Research	Conduct Research	Collect, analyse, and disseminate information and best practices of international relevance, including international law.	Support national advocacy by collecting, analysing, and disseminating information and providing expertise and best practices examples of national relevance, including national laws.	Conduct regions-specific research in cooperation with ILGA's regional bodies.	ILGA World (Staff, Steering committees) conducts research about populations with marginalized and diverse SOGIESC
	Disseminate Research	Inform policymakers by providing relevant research	Provide research to members and regions to support their efforts to inform policymakers	Where possible/relevant, provide regions with region specific data, disaggregate global data by region.	Ensure availability of research to populations with diverse SOGIESC, where possible, disaggregate data by population and attribute.
	Engaging with other research and researchers	Assess research needs in order to advocate for funding and propose a research agenda	ILGA World (Staff, Steering Committees) supports members and ILGA regional bodies to conduct research and engage in research networks		
			Collect and disseminate research of others		Collect and disseminate research regarding marginalized and diverse SOGIESCs
		Support research networks, connecting researchers to members and regions			Seek inclusion of researchers of marginalised and diverse SOGIESCs
Communication	Website, organizational social media (general audience), Earned	Communicate and seek input and cooperation for ILGA's advocacy positions	Use ILGA's communications network to support national advocacy	Communicate the identity, goals, operations, structure, and role of ILGA World,	Highlight marginalized and diverse SOGIESCs in ILGA's communications, and use ILGA's communications network to

media, interviews, responding to interviews, Op Eds. (general audience)	Strategically, sensitively and creatively communicate social change messages at the global level, including campaign-style communication initiatives	efforts and inform ILGA members	regional bodies, steering committees, and members.	support advocacy efforts related to marginalized and diverse SOGIESCs.
Emails to contact database, newsletter (for ILGA members)	Communicate ILGA's advocacy positions and seek support Update members and regions on UN Developments	Use ILGA's communications network to support national advocacy efforts		
Facilitate peer to peer communication at conferences and outside of conferences, both between members and between regions	Establish infrastructure for member to member and region to region communications in order to seek support for ILGA's advocacy goals	Establish infrastructure for member to member and region to region communications to support advocacy goals of members and regions	Establish infrastructure for member to member and region to region communications to promote community-wide coordination	Ensure that communication infrastructure between members and regions include people of diverse and marginalized SOGIESC
Non-research Publications	Disseminate publications to advocacy targets	Disseminate publication relevant to national level issues, in consultation with regions. Gather and disseminate information on best	Ensure availability of publications	Produce publications concerning issues and people of diverse SOGIESCs,

				practices		
	Convenings	Convenings, world and regional conferences	Convene stakeholders, as needed, to further international advocacy priorities.	Support convenings of civil society at national/regional level	Convene World Conference, support regional conferences as needed, and other convenings.	Ensure specific convening space for people and issues of marginalized and diverse SOGIESC
	Training	Training, including training through in-person convenings and skill building workshops	ILGA World develops critical competencies, values and ethics, technical skills, effective communication, and strategic thinking relevant to a wide variety of target groups and audiences disciplines	Provide training in advocacy skills to use human rights and other international norms and principles for advocacy priorities	Provide training for members and member organizations to strengthen capacity (including on communications skills), thematic areas, population groups, and regional issues.	Ensure inclusion of people and issues of marginalized and diverse SOGIESCs in training activities.
			Conduct training of defenders and others to support international advocacy efforts			
	ILGA governance and	Fundraising and movement resourcing	Seek resources to ensure sustainability of ILGA World's operations through an increase in partnerships and diversity of funding sources.			

	operat ions	Promote resource mobilization for members and ILGA regional bodies as well as priority areas or communities that have been marginalised	
	ILGA as a democratic organization	Establish more inclusive and accessible methods to increasing member involvement in governance decisions, and explore and implement processes to ensure active membership	
		Provide training to incoming Board and Steering Committees' members	
	ILGA as a voice of its members	Determine process for ILGA to reach positions on "new" issues Deepen the use of multiple languages, especially ILGA's official languages, into communication efforts.	Establish feedback channels with members and regions to assess needs, operational responses, and organisational proposals of all elements of ILGA programs. support committees
	Learning, Monitoring and Evaluation	Expand current Learning, Monitoring and Evaluation Framework at ILGA to become more responsive. Clarify (and if necessary establish) frequent monitoring and evaluation processes at the Management and Board levels. Establish a frame for regular recommendations for the development of ILGA's work against the Strategic Plan. Pilot Adaptive Programming.	