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# ***STRATEGIC PLAN***

## ***2014 - 2018***

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



**ilga**

**Strategic Plan 2014 – 2018 | Approved by the ILGA Board on [DATE]**



## 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.

## MISSION

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### **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 and/or gender expression and sex (intersex).

### **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 and/or gender expression and sex (intersex) and to facilitate cooperation and solidarity among ILGA regions and members.

### **To promote**

the diversity and strengths of LGBTI people around the world.

## VALUES

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### **COLLABORATION**

ILGA is committed to working towards international solidarity and working in co-operation with movements and other sectors that promote equity and social justice, to achieve its vision.

### **DIVERSITY**

ILGA is committed to valuing the diversity of LGBTI people and their communities.

### **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 gender identity, gender expression, sexual orientation, sex (intersex), race, age, disability, ability, economic status, national origin, religion and ethnicity; and any historical, cultural and geographic experiences.



## STRATEGIC OBJECTIVES

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***1. Become a representative voice of LGBTI civil society within the United Nations through collaboration, engagement, support of members and partners***

***2. Promote diversity, advance equality and effective application and enjoyment of human rights standards and principles without discrimination based on sexual orientation, gender identity and/or gender expression, and sex (intersex)***

***3. Reinforce and develop ILGA's organisational capacity (Executive Board, Staff, Regions and Members) to achieve political, social and institutional change***



## STRATEGIES

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### **ADVOCACY**

For “multiple grounds of discrimination” (including in UN mechanisms in order to open up space to fully address the unique discrimination face by LGBTI people living at the intersection of several identities.) It is important to understand the origins of discrimination.

Building alliances and partnerships with “non-LGBTI” organisations, networks, institutions (trade unions, movements, universities, etc.).

Speak out about gender norms, heteronormativity, privileges, oppressions, social justice

### **CAPACITY-BUILDING**

Reflect the unique experiences, opportunities and privileges amongst members.

### **INVESTING IN DIVERSITY**

Link the grounds of discrimination (e.g. gender, sexual orientation, gender identity, gender expression, sex, race, ethnicity, age, class, disability, etc.) to the social, economic, political and legal environment that contributes to discrimination and structures experiences of oppression and privilege.

| <b>1. Become a representative voice of LGBTI civil society within international organisations, particularly the United Nations, through collaboration, engagement, support of members and partners.</b> |   |   |  |                                  |
|---|---|---|--|----------------------------------|
| <b>Specific Priority Areas</b>  | <b>Strategies</b>   |   |  | <b>Partners and Stakeholders</b> |
|   | <b>Advocacy</b>   | <b>Capacity-Building</b>  | <b>Diversity</b>   |                                  |
| 1.1 Support ILGA members and partners in raising their country-specific or thematic issues within the UN's human rights system by   | <p>Establishing an ILGA response to urgent human rights violations to feed-in to the UN system;</p> <p>Increasing engagement with UN Treaty Bodies and engaging with Special Procedures on LGBTI issues</p>                 | Continuing and developing ILGA's UPR Support Programme  | Engaging with and supporting the Office of the High Commissioner for Human Rights, especially through information gathering and mapping of human rights violations on grounds of sexual orientation, gender identity, gender expression and sex (intersex) |                                  |
| 1.2 Facilitate a common, representative voice of LGBTI civil society on UN matters and communicate this voice by  | <p>Contributing to co-ordination of LGBTI civil society on global UN strategy;</p> <p>Engaging with the media on UN/SOGI matters</p>  | Updating ILGA members on what happens at the UN   | Empowering issues or regions that are under-represented  |                                  |
| 1.3 Collaborate and engage with other UN organs and agencies, and regional organisations with an extra-regional element, and facilitate ILGA members' engagement with them by                           | <p>Working with other UN agencies, projects, programmes and partners;</p> <p>Developing and expanding engagement with other international organisations, such as the EU and the OAS, in respect of their foreign policy</p> | <p>Developing ILGA's interaction at the UN on Health matters;</p> <p>Collecting and systematising knowledge and experiences achieved through these collaborations and engagements</p> | <p>Reviewing and monitoring LGBTI related issues at the General Assembly;</p> <p>Increasing engagement with the Committee on the Status of Women</p>   |                                  |

| <b>2. Promote diversity, advance equality and effective application and enjoyment of human rights standards and principles without discrimination based on sexual orientation, gender identity and/or gender expression, and sex (intersex).</b> |  |  |  |                                  |
|--|--|--|--|----------------------------------|
| <i>Specific Priority Areas</i>   | <i>Strategies</i>  |  |  | <i>Partners and Stakeholders</i> |
|  | <i>Advocacy</i>  | <i>Capacity-Building</i>   | <i>Diversity</i>   |                                  |
| 2.1 Create processes, policies, plans, practices, programmes and services that meet the diverse needs of those we serve by   | Continuing with efforts towards the decriminalisation of homosexuality, the depathologisation of transgenderism and intersex conditions    | Ensuring that communication to our membership and allies highlights how issues of poverty, ability and race intersect with sex/gender identities | Establishing processes to actively solicit perspectives and ideas from staff and boards  |                                  |
| 2.2 Gathering, analysing and disseminating information generated by ILGA and members to building alliances with other organisations that share ILGA's vision by  | Raising awareness on the legal situation regarding sexual orientation, gender identity and gender expression, and sex (intersex) worldwide | Increasing and disseminating knowledge on violence against LGBTI people worldwide  | Adopting a reflective practice approach to increase knowledge on issues that intersect with sexual orientation, gender identity and gender expression, and sex (intersex), including but not limited to class/poverty, religion/faith, migration, and disability |                                  |

**3. Reinforce and develop ILGA's organisational capacity (Executive Board, Staff, Regions and Members) to achieve political, social and institutional change.**

| <i>Specific Priority Areas</i>   | <i>Strategies</i>   |   |   | <i>Partners and Stakeholders</i> |
|--|---|---|---|----------------------------------|
|  | <i>Advocacy</i>   | <i>Capacity-Building</i>  | <i>Diversity</i>  |                                  |
| 3.1 Lead a strategic, long-term, sustainable approach to diversity and inclusion management in ILGA by             | Developing critical competencies, values and ethics (in addition to technical skills, effective communication, and strategic thinking) relevant to a wide variety of target groups / audiences / disciplines                      | Building an organisational practice of feedback and accountability directly with ILGA members   | Setting up feedback channels with membership as a continuous assessment of ILGA's work  |                                  |
| 3.2 Revise organisational documents and change in a more accessible language to ensure equitable representation by | Researching representation at ILGA Conferences and other activities to address equity   | Identifying and addressing barriers within organisational systems by developing and implementing action plans to address identified barriers  | Revising ILGA's constitution and related documents to ensure more accessible and inclusive language   |                                  |
| 3.3 Enhancing the capacity of ILGA members and regions by  | Increasing the usability of website and other online tools for the benefit of ILGA members;<br><br>Building on members' knowledge and expertise and partner with them more routinely in projects, events, meetings, and campaigns | Building members capacity in lobbying and advocacy activities and their ability to share and disseminate of best practices<br><br>Assessing the work of the regional communication officers in supporting the work of the regional boards | Examining the capacity of the organisation in relation to the disparity of representation, including but not limited to women, trans, intersex and bisexual people;<br><br>Ensuring wider representation of membership at World Conferences |                                  |



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| <p>3.4 Enhancing the capacity of ILGA World and Regional Boards by</p> |  | <p>Supporting the regional boards in order to progress the establishment of ILGA regions as legal entities</p>  | <p>Revising the language used, in particular in relation to gender, with regard to all elected positions</p>  | <p>World Board, Regional Boards (6 regions)</p>    |
| <p>3.5 Enhancing the capacity of ILGA's office</p>                     | <p>Diversifying ILGA's funding streams to include new trusts and foundations, multinational corporations, and governments;</p> <p>Taking steps in order to maximise current sources of funding and devise new ones</p> | <p>Consolidating the existing staff team and working relations and to assess staff professional development needs;</p> <p>Assessing ILGA's needs in terms of human resources and the potential restructuring of staff tasks and roles in order to ensure a good use of resources and efficiency</p> | <p>Increasing the efficiency and the professionalism of the office;</p> <p>Working towards increased workplace Inclusion by using language that creates a culture that attracts and supports diverse people</p> | <p>World Board, ILGA Secretariat (Head Office)</p> |

## **MOVING FORWARD WITH IMPLEMENTATION AND EVALUATION**

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The Strategic Plan is delivered through the development of Annual Work Programmes to cover all of the strategic objectives. This forms the basis for the various funding applications the organisation submits. The Annual Work Programme of the organisation incorporates activities unique to each strategic objective.

The progress of the Annual Work Programme will be monitored through the Performance Management System in operation, and this forms the basis of the annual reports. In addition, an external consultant will be engaged to work with the staff and board to evaluate the progress on the strategic plan annually and also at the end of the 5-year period. This evaluation will include consultation with the members, external stakeholders such as funders, policy makers and other human rights-focused organisations. This final evaluation will feed in to the development of the next strategic plan.

ILGA will strengthen its internal and external evaluation processes with the aim to becoming more accountable and sustainable. This will include a qualitative evaluation that will not only assess the results/outcomes of the Work Programmes / Strategic Plan but also tries to establish connections to process reports referring to different projects and actions.

Based on the experiences within these processes, new goals / evaluation criteria / indicators can always be defined. Reasons and arguments are given why these changes were considered as meaningful. This approach will allow all those involved to participate and give an open assessment, to summarise their impression of the changes that have occurred in practice. These descriptions, any changes and the final assessment are then integrated to a final qualitative evaluation by the evaluator.

The initial objectives and goals are compared to the final outcomes, taking into account all necessary changes. This kind of evaluation is appropriate for evaluating such an organisation with diverse teams (Secretariat staff, Regional Staff, World Board, Regional Boards, Secretariats and members) working together. It also allows a certain level of flexibility, by taking into account that the specific objectives (not the overall objective) can vary due to circumstances. This would also allow ILGA to record “unintended” effects and outcomes of its work.