

**LGL**

**STRATEGIC  
PLAN**

**2015-2018**

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# LGL strategic management

**S**trategic management – the alternation of organizational leadership, determination of desired future outcomes and creation of related action plans allow for the realization of this future. Strategic management is comprised of four main principles, which in turn can be divided into finer parts: strategy formation – the conceptualization of where we are, and how and where we are going; strategic action planning – the answer to the question of what must be done in order to achieve strategic aims; the implementation of strategic plans to realize established goals; the monitoring and control of changing situations.

In order to ensure the implementation of appropriate first steps for strategic management, LGL organized a strategic planning session on October 18<sup>th</sup>, 2014. The association’s leadership, staff and most actively involved volunteers all participated in this meeting. The composition of participants is a reflection of the individuals who fill the most important roles and influence the organization’s activities and future on a daily basis. Those who participated in the meeting sought answers to the following questions:

What is the current state of the organization? What will happen in 3–5 years, if we do not take the current situation and its related challenges and opportunities into account? What specific actions must be taken? What is the desired future for the organization? What are the preliminary objectives and tasks? What are potential strategic alternatives?

Participants of the strategic planning session assessed LGL’s vision, mission and values within the current context. The organization’s financial

situation, assessed competitive position, and the state of its material, human and other resources were taken into account. During the meeting, participants also evaluated the association's main activities, and their effectiveness and usefulness to the LGBT\* community, society and organization itself. Finally, the team analyzed current trends related to the organization's internal challenges and external changes (ex. in the legislative field, international sphere, etc.).

# About LGL

The national lesbian, gay, bisexual and transsexual (LGBT\*) human rights advocacy association LGL is the sole nongovernmental organization in Lithuania exclusively representing the interests of the LGBT\* community. Having started its work on December 3<sup>rd</sup>, 1993, LGL is one of the country's most mature and stable acting in the civic sector. The main principle characterizing the association's work is independence from any political or financial interests as it strives to attain effective social inclusion and integration of the LGBT\* community in Lithuania. Applying its expertise in the fields of advocacy, raising awareness and community building gained from over 20 years of experience, LGL strives for the continual progress in the field of human rights for LGBT\* people.

The office of LGL is located in Vilnius, on A. Jakšto str. 22-15. This is where the LGL team implements various projects, organizes meetings and regularly invites members and allies of the LGBT\* community to various events.

The LGL team is constantly rotating and expanding, and is always open to new changes, ideas and projects. At the end of 2014, the team consisted of 11 board members, 7 staff members, 1 international volunteer (participating in the organization's activities within the framework of the European Voluntary Service), and over 20 local and international volunteers.

The association LGL is a member of the National Equity and Diversity Forum (NEDF, [www.nlif.lt](http://www.nlif.lt)) and the Human Rights Coalition. LGL also belongs to international organizations such as ILGA (The International Lesbian and Gay Association), IGLYO (The International Lesbian, Gay, Bisexual, Transgender, Queer Youth and Student Organization), EPOA (The European Pride Organisers Association), TGEU (The European Transgender Network) and ANSO (Association of Nordic and Pol-Balt

LGBTQ Student Organizations). LGL conceptualizes and pursues its goals by viewing the question of LGBT\* rights within the broader discourse of human rights. Thus, LGL actively supports various initiatives on both the local and international level, organizes informational and pre-election campaigns for the promotion of human rights, and provides communication and advocacy resources.

More information about the organization and its work can be found on the webpage [www.lgl.it/en/](http://www.lgl.it/en/)

# LGL's primary challenges to successful strategizing

**Short-term attention** to strategic planning and realization of projects. Strategic management is not a short-term process restricted to planning. Although the planning phase requires special attention in order to ensure that the strategy created is appropriately implemented, it is crucial to not only responsibly realize established goals, but to also constantly monitor changing situations, and to reconsider and correct parts of the strategic plan if necessary.

**Fear of changes within organization.** The changing external environment, political and legal situation, financial resources, societal attitudes and other such developments require the organization to address strategic challenges so that it can continue productively furthering its work, maintaining human resources and responding to the needs of the community. Such challenges may be related to the structure of the organization, the diversification of financial resource generation, and the pursuit of project objectives. In any case, issues with the organization's management body and staff that may interfere with the successful implementation of the strategic plan are unavoidable.

**External challenges:** institutional homophobia, shortage of financial resources, societal attitudes, media coverage, reticence of the LGBT\* community, safety, lack of initiative, and other legal, political, economic and social forces can affect LGL's ability to realize its established aims and objectives.

# Vision, mission and values

## Vision

A society free from discrimination based on sexual orientation and gender identity; a society in which human rights are respected, and freedom and equality prevail.

## Mission

LGL is dedicated to fighting homophobia and all forms of discrimination based on sexual orientation and gender identity.

## Values

The following values reflect how the organization and its representatives work and behave in the pursuit of established aims:

- » » » Respect
- » » » Democracy
- » » » Solidarity
- » » » Competence
- » » » Teamwork
- » » » Community
- » » » Independence

# Strategic aims

1. The promotion of human rights and equal opportunities, and the elimination of discrimination based on sexual orientation and gender identity in the following fields:

- » » » Education
- » » » Family relations
- » » » Healthcare
- » » » Prevention of hate crimes
- » » » Work relations and employment
- » » » Legal Gender Recognition
- » » » Freedom of assembly and expression

2. Comprehensive development of the organization by strengthening:

- » » » Human resources
- » » » The Lithuanian LGBT\* community and its constituent groups

# Strategic goals

**The promotion of human rights and equal opportunities, and the elimination of elimination of discrimination based on sexual orientation and gender identity in the following fields:**

- » » » Education
- » » » Family relations
- » » » Healthcare
- » » » Prevention of hate crimes
- » » » Work relations and employment
- » » » Legal Gender Recognition
- » » » Freedom of assembly and expression

In order to accomplish the aims stated above, the following goals were selected for realization in the period of 2015–2018:

1. Aim to create and begin to implement a national sexual education program, presenting objective and scientifically-supported information about sexual orientation and gender identity within this context;
2. Aim to create and begin to implement a preventative national action plan for fighting against homophobic, biphobic and transphobic bullying throughout all levels of Lithuanian educational institutions;
3. Support and encourage publicity, constructive discussions, and the safe coming-out of LGBT\* individuals to their families and close acquaintances;

4. Aim to remove Section II of an Article 4 from the Law on the Protection of Minors Against the Detrimental Effect of Public Information;
5. Expand societal consciousness with respect to LGBT\* issues, and organize informational campaigns and initiatives to raise awareness (ex. Baltic Pride, Rainbow Days, etc.);
6. Secure the development of gender-neutral partnership law bill, initiate its consideration in Lithuanian parliament, and encourage societal discussion of this topic in a public space;
7. Aim to prevent legislative initiatives that are homophobic, transphobic, and discriminatory against LGBT\* individuals and their families, or that otherwise limit the rights and freedoms of LGBT\* people, from reaching parliament;
8. Collaborate with other nongovernmental organizations, legislators, policy makers and solution implementers, parent and student groups, professional organizations from various sectors and other institutions working in the human rights sector;
9. Aim to ensure the preparation, acceptance and practical implementation of legislative acts regulating sex reassignment procedures, legal recognition of such transitions in Lithuania, and protection from discrimination based on gender identity;
10. Enhance the ability of employers to ensure equal opportunities and a friendly work environment for LGBT\* individuals;
11. Expand the consciousness of society and the LGBT\* community regarding hate crimes and their harm, encourage people to actively report their experiences and/or homophobic and transphobic incidents that they've witnessed to law enforcement

institutions or nongovernmental organizations working in this sector;

12. Enhance the ability of law enforcement institutions to investigate hate crimes, engage with individuals victimized by these incidents, implement hate crime prevention programs and raise the qualifications for law enforcement officers working in this field;
13. Prosecute homophobic and transphobic crimes without incidents, and monitor hate speech about LGBT\* individuals.

### Comprehensive development of the organization by strengthening:

- » » » The organization's human resources;
- » » » The Lithuanian LGBT\* community and its constituent groups.

In order to accomplish the aims stated above, the following goals were selected for realization in the period of 2015–2018:

1. Ensure the fluidity of the LGBT\* center's operations, the ability to have the broadest group of individuals possible participating in initiatives, social and educational activities, creative and mutual assistance workshops, and other pursuits;
2. Create safe spaces and provide various services and resources designated for the constituent groups of the LGBT\* community (i.e. for gay, lesbian, transgender and bisexual people), and expand these individuals' visibility and the awareness of their specific needs;

3. Provide resources to ensure that the LGBT\* community and its constituent groups have appropriate representation in public spaces and within the organization (i.e. amongst management, staff and volunteers);
4. Strive for LGL initiatives to represent the needs of the Lithuanian LGBT\* community and the current social, cultural and political situation;
5. Develop the organization's work in other regions of Lithuania, and support the institution and work of LGBT\* groups throughout the Republic;
6. Improve the managerial, organizational, and related professional competencies of LGL's leadership, staff, members and volunteers and improve the motivation and abilities of the LGL team in order to more effectively implement the organization's strategic aims;
7. Encourage active membership and volunteering in the organization in order to comprehensively develop LGL's human resources.

# LGL's applied methods and resources

**Advocacy** – the actions that aim to secure human rights and equality for LGBT\* individuals by impacting legislation, policy-making and implementation; inclusion of the LGBT\* community in social and economic political developments; support of the national and international initiatives of LGBT\* individuals and organizations in order to protect the legal rights of LGBT\* people at the regional, national and international level.

**Institutional capacity building** – aiming to effectively implement the organization's projects in the field of human rights representation for the LGBT\* community, LGL's leadership, staff and volunteers seek to gain further skills and competency in the fields of advocacy, raising awareness, community strengthening, resource diversification, organizational administration and other related realms.

**Community recruitment and strengthening** – empowering and strengthening the abilities of LGBT\* community members with the intent of enhancing their competence within the fields impacting the implementation of LGL's strategic aims (ex. expansion of legal rights awareness, motivation, creation of communication platforms).

**Communication** – the effective use of all accessible, traditional and alternative informational systems and social media platforms, in order to inform desired audiences of strategically chosen information; informational campaigns dedicated to accomplishing LGL's aims; the creation and use of communication tools and platforms by the LGBT\* community and persons representing LGBT-related topics.

**Strategic litigation** – identification of human rights offenses, initiation of legal action, and assistance to members of the organization and LGBT\* community who are filing lawsuits and protecting their rights; presentation of new legal tools and improvement of practices for protecting one’s rights.

**Strategic collaboration and coalition strengthening** – the identification of meaningful strategic partners for the realization of strategic aims in the governmental, nongovernmental and private sectors, and the creation and strengthening of sustainable partnerships and coalitions.



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