At the end of 2020, Lighthouse Relief embarked on an intensive Strategic Planning process to chart the course of the following three years of our operations.

The following represents a summary of the main findings of this process, as well as a glimpse into the strategic directions that have been discussed and agreed upon through discussions with our Board of Directors; Staff; and Advisory Board.

www.lighthouserelief.org
Our Vision is a world in which the human rights, safe movement, dignity, and well-being of all people are respected.

Our Mission is to provide dignified immediate and long-term relief to those experiencing displacement. We use a sustainable, participatory approach, that is driven by those we serve.
1. We foster and uphold a sense of **Community** with the people we serve, who play a crucial role in shaping our activities, while also creating a global community of supporters, stakeholders, and team members. Through our programming, we bring different communities together.

2. **Dignity** guides everything that we do, and is reflected in the respect with which we treat all those we work with and for. Our recognition of equality, equity, human rights, to which everyone is entitled is fundamental. Upholding Dignity is a commitment to always listening, and respecting all those we work with, and ensuring that they are equal stakeholders in our activities.

3. **Adaptability** drives our programming by allowing us to remain flexible and efficient in an ever changing environment - we respond to changing circumstances in Greece, while also adapting to changing needs amongst the people we serve and, finding new ways of supporting them.

4. We are committed to upholding our responsibilities and we value **Reliability** - we foster this by building trust with communities and all the stakeholders we work with, while recognising and always following through on our clearly defined responsibilities.

5. **Accountability** means that we are driven by the needs of our stakeholders, we involve them in all we do, and we are transparent in our decision making and outcomes.

6. We believe that **Impartiality** is crucial to ensuring that our programmes remain accessible to everyone, and that we can provide support in an equitable manner.
Lighthouse Relief is focused on providing psychosocial support to vulnerable groups in Greece, and on providing support to refugees and asylum seekers experiencing homelessness in Athens through our Streetwork Project. Currently, we operate in Greece via a Greek-registered branch, while our headquarters is located in Sweden.

Our programming supports refugees, asylum seekers, and undocumented people in Greece, with a particular focus on children and youth. However, our broader objective is to serve those who may fall into service gaps, while ensuring our programming is accessible to all.

As we look to the future, we have strong commitments driving our programming - to ensure that it is shaped through a participatory, inclusive approach; to ensure equal access to all our activities; and to be a strong voice, always on the side of refugee rights, providing the means and support for the people we serve to advocate for their own rights and freedoms.

Through our five years of experience on the island of Lesvos, we have also developed specific technical expertise in providing a dignified shoreline response, while also developing projects to support the local community in Skala Sikamineas. We seek to support other organisations and initiatives by sharing this expertise with them where appropriate.
LIGHTHOUSE RELIEF'S GOALS & OBJECTIVES

Goal 1: Become a Financially and Organisationally Sustainable Organisation

Objectives:
- Diversify sources of funding, such that we have at least six long term partner donors who contribute at least €150,000 per annum in total by mid-2022;
- Increase the ratio of institutional/corporate to individual fundraising to around 55:45, and ensure all key programmes are fully covered by grants;
- Ensure cashflow forecasts covering the next 6 months are produced at least quarterly;
- Strengthen and increase partnerships – ensure that we have strong relationships with at least four organisations providing similar or complimentary services in Athens and three in Ritsona.
- Achieve formal registration with the Greek authorities by end-2022;

Goal 2: Adapt programming to support under-served and un-supported populations using evidence-based rationale

Objectives:
- Continue to develop the Streetwork Project in Athens, such that it reaches 500 people served per month by mid-2022;
- Develop the medium-term strategy for our work at Ritsona camp (complete options appraisal and implement medium-term solution by end-2021);
- Develop and implement periodic/continual environmental scanning practices that enable us to identify additional niche/unsupported populations and develop programmes to address these needs, as appropriate;
- Involve those we serve in developing current and future services;
- Develop relationships with, and contributions to, the local community;
- Implement a robust system for Monitoring & Evaluation of our work by end-2021;

Goal 3: Develop our own advocacy initiatives and voice

Objectives:
- Work directly with the people we serve to support their self-advocacy;
- Provide tools with which our beneficiaries can advocate for their needs and rights;
- Develop clear policy to define and fulfil LHR's advocacy role by Q1-2022;
- Create an advocacy partner network to increase the reach of both advocacy and self-advocacy efforts.
LIGHTHOUSE RELIEF'S GOALS & OBJECTIVES

Goal 4: Promote Staff Well-Being & Sustainability

Objectives:
- Maximise the number of staff working under Greek contracts;
- Develop clear focus on staff well-being, including (a) normalise a culture of talking about mental health; (b) ensure best-practice safeguarding mechanisms exist and are understood; (c) ensure PSS resources are available to all staff; (d) whistleblowing system in place; (e) all staff receive formal appraisal at least every 6 months;
- Ensure systems and documentation are in place to record and retain essential organisational knowledge, including all relevant procedural documentation, HR and financial records.