STRATEGY 2021 - 2023





MARTA's VISION

Marta's vision: Men and women, girls and boys living in an equal world – safe and free. Their rights are safeguarded.



MARTA'S PLACE IN GLOBAL TRENDS

Dynamic development of today's world and emerging global trends offer plenty of opportunities. But they also come with challenges. For instance, climate change caused by technological progress. European Green Deal, a policy initiative designed to mitigate climate change consequences, will have different effect on men and women as it strives to tackle issues like energy poverty, a problem affecting women more than men due to income inequality¹. One of the technology-related challenges worth mentioning is the expansion of sex robot industry, which may cause severe psychological and moral damage to individuals and society as a whole. Digital transformation makes our life easier, but it also has a profound effect on the everyday patterns of the society. We spend more time online², in an anonymous environment, which leads to spike in pornography, social media being used to psychologically intimidate (mob) someone, greater human trafficking risks and other problems.

In 2019, we were all hit by Covid-19, here in Latvia and elsewhere in the world. The real unemployment rate, one of the key indicators of social and economic inequality, rose from 6.6% to 8.3% between December 2019 and December 2020, peaking at 8.7% in July of 2020. Society became much more stressful, which led to increase of violence rate and domestic disturbance cases³. Aging of Latvian population, combined with growing socio-economic inequality, on top of the aforementioned trends, may inevitably lead to increase of demand for MARTA's services.

MARTA offers qualified social, legal and psychological services to adult victims who had suffered from abuse and human trafficking more than 20 years. We help women with children who are in vulnerable life situations. MARTA also develops and delivers powerful youth programmes. MARTA has accrued substantial experience and is ready to start exporting its 'Latvian best practices in addressing gender discrimination' competencies to less developed regions of the world. Moreover, combination of feminism and environmentalism can help unlock a broader debate about gender discrimination-related issues, impact on women and other similar phenomena.

¹ https://lvportals.lv/dienaskartiba/317349-sievietes-videji-pelna-par-159-mazak-neka-viriesi-2020

² https://www.statista.com/statistics/319732/daily-time-spent-online-device/

³ https://www.sargs.lv/lv/viedoklis/2021-02-08/valsts-policija-kopejais-noziedzibas-limenis-valsti-saruk-pieaug-vardarbiba



With growing demand for MARTA's services and limited organisational capacity, there is a concern that MARTA might not be able to continue to deliver the expected quality of services. Due to versatility of the Centre, there are risks that it might have to disperse its attention too much and quality of its services might suffer. Latvia is a comparatively prosperous country. In other words, many supporters may turn away from MARTA. Moreover, international reputation of Latvia has not always been excellent, and it is important to assess whether export of 'Latvian experience' generates sufficient returns. Cybersecurity, personal data of clients, privacy policy are technology factors the effects of which on the quality of services are difficult to predict. Populism is also a serious challenge.

Inevitable economic downturn creates uncertainty and makes the task of identifying necessary organisational changes in MARTA almost impossible. Criminal and corrupt influences on partners and funding sources are a challenge. Violence is taking new forms, which need to be studied. This may be time-consuming. The general level of trust in the society is very low. Introduction of public services creates more paperwork and public financing does not always cover the full cost of the service. Latvia lacks statistic data in many areas in which MARTA is active. This prevents efficient outreach on current issues. Nevertheless, MARTA is the only organisation of its kind in Latvia and all questions are always addressed to MARTA, which helps avoid absence of information or its fragmentation.



1. Reduce social and ethnic tensions, violence and human trafficking, and offer creative solutions to existing problems to give women, youth and children a better chance for social integration.

SERVICES

AREA	INDICATORS
Social (re)integration of adult and child victims of domestic violence	 Support for up to 200 adult victims a year Creation and support of self-help groups (SHGs) Client priority criteria for gradual transition from quantity to quality Electronic client satisfaction survey once every 3 years Development of services: outlining of service concept and funding sources for individual (re)integration of high risk clients Services are sustainable
Social (re)integration of human trafficking survivors	 Support for up to 20 adult victims a year Meaningful and consistent victim identification strategy (for example, specialist workshops, cooperation with orphanages, etc.) Services are sustainable
Safe shelter	 Support for up to 10 adult victims a year Apartment repair and furnishing if necessary Services are sustainable
Inter-institutional support team	 Upskilling courses for specialists (workshops, conferences, etc.) Individual and group supervision Functioning data repository of MARTA with access to information (articles, videos) about Centre's core activities for new hires and interns learning about the job Process documentation Quality criteria for provided services
Cooperation	 Formal cooperation (cooperation agreements/memorandums) with authorities responsible for human trafficking victims: Consular Department of Foreign Ministry, State Police, Citizenship and Migration Office and others. Clear victim referral mechanisms New cooperation and funding opportunities identified Delivery of workshops/seminars to specialists working with these issues to create uniform understanding of domestic violence and human trafficking

MARTA LIEPĀJA

AREA	INDICATORS
Social (re)integration of adult and child victims of domestic violence	 Support for up to 70 adult victims a year Support for up to 20 child victims a year Two domestic violence support groups a year for women
Development of inter-institutional support team services	 Enhanced skills and knowledge workshops/conferences for specialists Individual and group supervision at least once every 2 months Process documentation Electronic client satisfaction survey once every 3 years Development and implementation of IT solutions for more efficient client relationship management and flow of information between members of the support team Support and mentoring to Liepāja branch employees, branch meetings and experience-sharing events at least twice a year Functioning service support volunteer network
Cooperation	 Monitoring of the enforcement of temporary protection orders to identify existing gaps in Liepāja and Kurzeme region Victim-centred inter-institutional family violence response network in Liepāja city Development and implementation of domestic violence crisis intervention guidelines together with responsible authorities Monitoring of law enforcement and support service accessibility and efficiency, recommendations to Liepāja city administration and state institutions
Introduction and forming of youth groups in Liepāja and Kurzeme region schools	 Methodology training for 5 youth group leaders Launching of 5 youth groups Linking of branch youth services (boys' and girls' groups) with social support system for youth at social exclusion risk

MARTA RĒZEKNE

Core issue(s): misconception about violence being an external phenomenon where perpetrator and victim are strangers. Failure to recognise threats and negative consequences of, for example, early marriage, precarious living conditions, peculiar economics of Latgale region and unemployment, idolizing of family and marriage, gender stereotypes. There is lack of public awareness about feminism, communities have weak understanding of the concept of gender equality.

AREA	INDICATORS
Social (re)integration of adult and child victims of domestic violence	 Support for up to 30 adult victims a year Creation and support of self-help groups Services are sustainable, local-level confidentiality available
Visibility and client outreach = Latgale narrative (say no to suffering and silence, yes to making your own decisions and living in a healthy environment)	 3 information campaigns on various types of violence, its destructive impact and access to help. Women have the right to lead a free and positive lifestyle Family = supporting, not judging. Happy woman= happy family, strong woman = strong family Functioning branch support network whose members receive regular information about public events and participation in them In-person and remote workshops on gender equality, detection of human trafficking, youth programmes, advocacy, etc. More active cooperation with local media
Cooperation Inter-institutional support team	 Cooperation platform with municipal units of Latgale region, state institutions in Latgale region, NGOs, business community Promote culture of charity and donations
	 Upskilling courses for specialists (workshops, conferences, etc.) Individual and group supervision Electronic client satisfaction survey every year to identify the expectations towards Rēzekne branch and develop a special strategy if necessary
Social (re)integration of human trafficking victims (ad hoc)	Support for at least 1 person a year

 Monitor political processes, propose legislative changes, take part in policy-making process, contribute to case-law and propose new bench practices, based on internationally endorsed human rights standards.

ADVOCACY

AREA

INDICATORS

Prevent violence against women and children

- Monitoring of application of temporary protection orders and incident reports, gap analysis and proposals to policy-makers
- Better state support to adult victims of domestic violence and human trafficking
- List of preventive/protective legal tools centred around women's rights
- Propose mandatory perpetrator rehabilitation to policy-makers
- Ratification of Istanbul Convention
- Opinion papers on necessary legislative changes for better protection of the children's rights. Bring focus back on sexism and hate speech against women
- Contribution to Ministry of Interior work groups
- Information events for State Police and other government agencies

Gender-balanced civil society

- Dialogue between state institutions, political parties and NGOs
- Establishing / strengthening of cooperation with NGOs, decision-makers, media, social activists
- Reports / position papers on gender equality agenda and other vital policy planning documents
- · Representation in NGO Memorandum
- Proposals for gender equality law and better integrated gender-equality approach
- · Consultative status with the UN
- Public events on 8 March every year (a march or a protest)
- Representation in Gender Equality Committee

Stop buying and selling of women, provide health services to women sexually exploited as prostitutes

- Changes in Criminal Law or Law on Administrative Liability and policy planning documents introducing penalties for sexual solicitation
- Achieve banning, slow down adoption of prostitution rules
- Prevent adoption of Prostitution Law
- Create government financed sex work/prostitution exiting programme
- Alternative reports on national human trafficking prevention efforts
- Information events for State Police and other government agencies
- Public awareness raising about sexual exploitation
- Human trafficking survivors telling their stories at inter-institutional conferences

Identify other women's rights advocacy issues, for example, balancing views on reproductive-rights restrictions

- Boost and support women's activism, continue to enhance the awareness of women, youngsters, officials, decision-makers, women's organisations and other significant stakeholders around Latvia and Europe
- Contribute to stronger women's rights advocacy on international level
- Get discriminatory legal amendments and proposals revoked and make sure parliament, government and National Centre for Education documents are based on integrated gender-equality approach
- Raise awareness about different individual-level social activism forms: compile Activist's Handbook
- Pre-election information campaign on values of women's rights dimension in decision-making process
- Regional capacity building workshops to unlock, activate and intensify civic participation and encourage advocacy events

3. Involve men in strengthening gender equality (Forum 'Woke').

YOUTH ACTIVITIES AND FORUM 'WOKE'

AREA

INDICATORS

Greater popularity and public visibility of 'Woke' forum (on social media and through public events)

- Increase number of Facebook followers to 1,000
- · 4-6 new podcast recordings and/or video interviews a year
- 2-4 opinion articles on latest trends a year
- 2-3 public discussion on latest trends a year
- 1 information campaign about healthy masculinity and gender equality to keep the focus
- Create 'Woke' forum support network whose members can regularly support activities and promote/consult about forum's initiatives

Application of youth group methodology and forming of groups, coordination of regional groups and groups in Riga

- Train 20-25 youth group leaders a year
- At least 10 groups formed and supported a year (on project basis and with municipal financial assistance), especially in regions without groups/real group experience
- Develop policy recommendations on how to prevent youth violence based on findings collected during studies on piloting and different stages of implementation of methodologies

Share youth group methodology internationally through pilot projects and introduction of group sessions Pilot introduction of methodology and create/coordinate youth groups in at least 5 partner countries

DEVELOPMENT COOPERATION

AREA

INDICATORS

Supporting of women's and youth organisations in countries of Eastern Partnership and Central Asia

- Organise workshops about MARTA's youth method to partner organisations (at least one)
- Organise capacity building workshops to partner organisations (at least one)
- Shadowing for partner organisations at Centre MARTA (at least one visit). Study trip to Latvia for partner organisations (at least one)

Support for development of women's resource centres in Uzbekistan and Kyrgyzstan, and women's leadership network in Tajikistan

- Do the fund raising to help create women's leadership network in Tajikistan
- Implement cooperation projects based on MARTA's approach to helping women in precarious living conditions, EU's best practices for victim support, methodology on women's participation in decision-making, tools for promoting gender equality, including gender equality plans (at least one)
- Take part in events organised by Foreign Ministry, OSCE and other international organisations to promote MARTA's role in development cooperation and reinforce support to partner organisations

Support to Belarusian female activists fighting for democracy in Belarus

- Support at least 1,000 persecuted persons, political prisoners, their family members who are being punished for joining protests against Lukashenko's regime
- Help create and maintain a support system that provides sustainable services to victims of persecution. Train around 50 volunteers for support services, ensure supervising of activists



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