

Adopted: General Assembly 2013, Copenhagen

INTRODUCTION

IGLYO works with and for lesbian, gay, bisexual, transgender & queer (LGBTQ) youth¹ and students across the pan-European region. For the past six years, IGLYO has successfully used a strategic plan to guide the work of the board, shape the direction of the organisation and support the organisation to achieve developmental success.

In order to continue this development, both Member Organisations and the IGLYO Board recognise the need for continued structure and direction in the format of a Strategic Plan.

This Strategic Plan sets out IGLYO's core vision, mission and values, the strategic objectives that the organisation will work towards and the specific strategies for achieving these. It also captures the organisation's core focus for the coming five years, based on extensive feedback from Members, setting a clear mandate for the future leadership of IGLYO.

The purpose of this document is threefold:

- To bring a clear focus to the work of IGLYO, strengthening the role of IGLYO as a bridge between grassroots activism and policy making;
- Improve Member's ownership of IGLYO through the broad membership involvement in the process of developing this document and future work plans;
- Assist Executive Board and Secretariat in developing and executing work plans that are aligned with the overall objectives and strategies to ensure success of long- term IGLYO goals.

The present document has been developed through a consultation open to all Member Organisations in a closed session during summer 2013. The feedback provided by members has allowed this document to reflect accurately their needs, priorities and perspective on the direction and purpose of the IGLYO network. The Board's role has been to facilitate this consultation and to ensure that this document balances the views of Member Organisations, while making solid connections with current political and social developments in Europe. At all times in shaping this document, the Board have kept realistic expectations of the capacity of IGLYO to achieve what is set out in the Strategic Plan.

This document is laid out in three distinct sections; the first describes the core ethos and explains IGLYO's vision, mission and values. The second section of this document outlines the strategic objectives to be achieved, together with more detailed strategies that will be employed to reach the outcomes. The final section provides a brief outline of the structure and methods of work of IGLYO, brief background overview, which will put the work of IGLYO into context given its historical development.

SECTION ONE - VISION, MISSION & VALUES

VISION

IGLYO's vision is a world where we, young people in all our diversity, are able to express and define our own sexual orientations, gender identities and gender expressions without discrimination, violence or hatred. We work for world where we can participate without limitation in our lives and communities, so we can rise to our full potential, enjoying respect, celebration and positive recognition.

MISSION

IGLYO's mission is:

- to be the leading voice representing LGBTQ youth and students to international bodies, institutions and organisations;
- to promote and advocate for the rights of LGBTQ youth and students;
- to provide a platform, which facilitates networking and promotes solidarity amongst LGBTQ youth and student activists;
- to support and empower the work of our members.

VALUES

As an organisation, IGLYO promotes and respects upholds the following values and principles:

- Respect and celebration of diversity
- Protection of human rights
- Solidarity and partnership working
- Democracy and youth participation
- Transparency and accountability

IGLYO will combat and advocate against the following:

- Homo-, lesbo-, bi-, trans- and queerphobia
- Heteronormativity, heterosexism and sexism
- All forms of exclusion, hatred and discrimination

SECTION TWO - STRATEGIES

STRATEGIC OBJECTIVES

Strategic objectives set the high-level aims that will help achieve our vision. Our strategic objectives are formulated in line with our mission and values.

IGLYO's strategic objectives are:

1. To be the leading voice representing LGBTQ youth and students, contributing to progressive policy making on an International level
2. To develop and lead an inclusive and sustainable network, with platforms for exchange of information and mutual learning
3. To achieve social inclusion and positive social change for LGBTQ youth by promoting dialogue between LGBTQ youth and wider society.

ACHIEVING OUR STRATEGIC OBJECTIVES

This section outlines what IGLYO will do to achieve each of these strategic objectives. The outcomes indicate the desired result of our work in each area.

Strategic objective 1. To be the leading voice representing LGBTQ youth and students, contributing to progressive policy making on an International level.

Strategies:

- Develop quality position/policy papers in consultation with members and partners on the topics of concern of the LGBTQ youth and students.
- Establish and coordinate activities and actions around main thematic areas identified by members.
- Implement policy and advocacy action plans, based on policy papers to co-ordinate activities and actions on thematic areas identified by members.
- Participate in the EU structured dialogue consultation process on EU Youth Strategy, and other relevant policy consultations.
- Provide an expert view on issues concerning LGBTQ youth from an international perspective through input into international forums, events and discussions.
- Collaborate with and support the work of Members to advocate for LGBTQ youth and students at a national and regional level.
- Increase delivery of comparative research to further the understanding of common issues relevant to LGBTQ youth on an international level on the basis of evidence- based data.
- Maintain partnerships and engage in joint actions with other youth and equality and human rights networks and organisations to pursue policy and advocacy goals set by IGLYO members.
- Coordinate and initiate timely responses to political and social developments concerning LGBTQ youth and students.
- Improve the range of tools we use to communicate with policy and decision makers other civil society organisations.

Outcomes:

- Relevant lobby and advocacy targets receive timely and accurate information and are actively approached.
- Recognition of the expertise IGLYO brings to policy discussions at the European and national levels.
- Members are aware of and contribute to advocacy work, including carrying out efforts at a national level.
- LGBTQ youth interests are represented within other European youth and equality networks and at European and International institutions.
- The Council of Europe and European Union policy making is inclusive of the interests of LGBTQ young people and students.
- Evidence base relating to the needs and experiences of LGBTQ youth and students is further developed and maintained.
- Increased awareness of the policy and decision makers on the issues of concern for LGBTQ youth.
- Strategic objective 2. To strengthen capacities and lead an inclusive and sustainable network, with platforms for exchange of information and mutual learning.

Strategic objective 2. To strengthen capacities and lead an inclusive and sustainable network, with platforms for exchange of information and mutual learning.**Strategies:**

- Deliver quality learning and networking opportunities for member organisations which increase the knowledge of and empower young LGBTQ activists.
- Develop training resources and materials to support member organisations.
- Identify, develop and disseminate best practice examples within the network.
- Improve the range of tools we use to communicate with our members and target group, disseminate and share practice and information, including the further development of online resources.
- Engage in projects with member organisations to facilitate mutual learning.
- Increase IGLYO's reach to geographical areas where LGBTQ youth and students are underrepresented by actively targeting membership from these areas (in accordance to the IGLYO membership policy).
- Facilitate social inclusion of LGBTQ young people from underrepresented groups and foster intersectional approaches across programmes of the organisation by developing and implementing diversity policy.
- Provide meaningful participation of LGBTQ young people in the leadership and working structures of IGLYO the network
- Secure and maintain diverse funding for the network through engaging in new partnership with funders and exploring new approaches to fundraising.
- Support and further develop a motivated, skilled and knowledgeable Board and Secretariat, making best use of available training opportunities for staff and Board.
- Undertake regular consultations with Members to best understand their needs and how the network can meet these.
- Carry out regular monitoring & evaluation to increase our understanding of the impact of IGLYO's work and to ensure quality of activities.

Outcomes:

- Member Organisations have access to learning and networking opportunities which meet their needs.
- LGBTQ youth are informed of opportunities with the network and policy developments on international level.
- Opportunities are created for members to access relevant capacity building activities and tools.
- Young LGBTQ people from underrepresented communities have access to full and meaningful participation in the network.
- IGLYO's operational structures are well resourced to work towards achieving goals of the organisation.
- Greater opportunities created for members to participate in the governance of organisation.
- A sustainable financial strategy for IGLYO is developed and implemented.

Strategic objective 3. To achieve social inclusion and positive social change for LGBTQ youth by promoting dialogue between LGBTQ youth and wider society.

Strategies:

- Support member organisations and activists to engage in dialogue at national level and international level.
- Promote intercultural dialogue throughout the structures and activities of the network.
- Actively challenge discrimination, heteronormativity and sexism through co-ordinating and supporting campaigns and responses with member organisations.
- Provide input into relevant international regional and national forums, events and discussions on the issues of concern to LGBTQ youth.
- Promote cross-sectorial and cross-movement cooperation by joining in in relevant actions and campaigns, developing and fostering organisational partnerships.
- Promote international solidarity and participation of IGLYO members in other human rights movements and causes.
- Create opportunities for young people from other civil society networks and organisations to take part in IGLYO activities.

Outcomes:

- Dialogue fostered amongst LGBTQ young people from different backgrounds as well as between LGBTQ youth and society.
- Contribution made towards increased awareness and understanding of LGBTQ youth in all of its diversity in wider society.
- LGBTQ youth are informed of wider human rights agenda and opportunities for LGBTQ young people to engage with other social movements are created.
- Barriers to equal participation of LGBTQ young people and social exclusion on community and societal levels are highlighted and challenged.

SECTION THREE - IGLYO STRUCTURES AND HISTORY

STRUCTURE & METHODS OF WORK

The Association is composed of the following bodies:

- The General Assembly;
- The Board;
- The Secretariat;

The General Assembly of members is the highest decision making body of the organisation, setting our direction through the adoption of strategic plans, annual work plans and key policies. It also elects leadership of IGLYO - the Executive Board, the Financial Control Committee and Advisors.

The Executive Board is supported by the IGLYO Secretariat, which is based in Brussels. The Board operates on a voluntary basis and it oversees annual work programmes and achievement of annual objectives. The Board may choose to set up ad-hoc working structures (e.g. conference preparatory teams, working groups, etc.) to assist with delivery of certain tasks or to further work in thematic focus areas.

The Association comprises of Members and Friends of IGLYO.

Membership of IGLYO is open to any organisation having legal personality under its national laws, which:

- Is an independent organisation or an integral part of another organisation;
- Comprises mainly of lesbian, gay, bisexual, transgender and/or queer youth and/ or students, or has a specific department working on LGBTQ youth and/or students issues which is governed by young people and/or students;
- Has a minimum of ten members.

Actual members are youth groups that deal with coming-out, social groups for young LGBTQ people, political and activist groups, local, regional and national networks or organisations for LGBTQ youth based in one of the Council of Europe member states. Organisations/groups not meeting the criteria for full membership can join the network as associate members known as “Friends of IGLYO”. However only full members can participate in governance of the organisation, i.e. elect and be elected to IGLYO structures.

As a player in the pan-European human rights field, IGLYO seeks out strategic partnerships to bolster capacity building and advocacy activities with other equality networks and youth focused groups in Europe. These partnerships lend IGLYO expertise in the specific focus area in which they work, and IGLYO is able to ensure that the needs of LGBTQ young people are included in cross-cutting activism. The list below gives a glimpse of some of IGLYO’s partners, but is by no means exhaustive.

The European Youth Forum, ILGA-Europe, TGEU, OBESSU, ESU, AEGEE, the Fundamental Rights Platform (FRP), ENAR.

Monitoring and evaluation is vital in understanding, evidencing and improving the impact of our working methods. It is an ongoing process undertaken internally, during IGLYO events, and externally through our stakeholders survey. Monitoring and evaluation serves to maintain the knowledge of our target group’s needs and is crucial in planning and delivering programmes and advocacy actions.