



**Strategic Plan 2008 - 2010**

**Adopted by  
the IGLYO General Assembly 2007**

**Málaga, December 2007**

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## INTRODUCTION

For a long time, both Member organisations and the IGLYO Board have recognised the need, for an organisation that reached many developmental successes recently, to move in a cohesive direction in order to ensure continuity and foster further development. Continuity implies that the organisation's internal and external work will primarily be based on Members' extensive feedback, ensuring a clear and coherent mandate for future Boards.

This Strategic Plan sets out IGLYO's core vision, mission and values, as well as strategic objectives and the strategies for achieving these. It also captures the organisation's core focus for the coming years, based on extensive feedback from members, setting a clear mandate for future Boards.

The purpose of this document is threefold:

- ✓ **Ensure that the work of IGLYO can be focused**, enhancing the strengthening of IGLYO as a bridge between policy-making and grass root activism;
- ✓ Through the broad membership involvement in the process of developing this document, **improve Members' ownership of IGLYO**; and
- ✓ Assist future Board members in developing and executing work-plans, aligned with the overall objectives and strategies, to **ensure success of long-term IGLYO goals**.

IGLYO's Strategic Plan was developed in conjunction with a consultant recruited via an open process. Laura Ranswley (PA Consulting) assisted Board members to develop a primary understanding of what it entails to develop a Strategic Plan, the crucial aspects of stakeholder consultation, and what the consultation process might entail. To ensure a strong input from Members, the Board undertook two consultation rounds over a year in 2007; this helped in the process of developing work that Members feel is important for IGLYO.

The present document is therefore based on Members' feedback. The Board's role was to facilitate the process and ensure that the Plan has a solid connection with current political developments in Europe.

It is divided into three areas; the first describes the **core organisational ethos**, and explains IGLYO's vision, mission and values. The second segment explores the **core areas of work** that IGLYO will be focusing on in the upcoming years, as decided during the General Assembly 2007. Finally, the third segment explores the **strategic objectives** to be reached in the following areas, together with the strategies that will be employed to do so.

The Board wishes to thank Laura Rawnsley (PA Consulting) for her professional involvement throughout, and Patricia Prendiville (ILGA-Europe) for her invaluable help in starting this process.

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## 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, and are able to participate fully in all aspects of life, rise to our full potential, and enjoy respect and positive recognition.

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## MISSION

Run by us, young people, and for young people, IGLYO is an international membership-based umbrella organisation that aims to empower its Members in better representation of LGBTQ youth and student issues. This includes being the voice of our Members to international bodies, institutions, organisations and promoting co-operation and joint strategies.

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## VALUES

We promote and respect:

- ✓ Human Rights
- ✓ Diversity
- ✓ The active participation of youth
- ✓ Equality
- ✓ Individual freedoms and liberties
- ✓ Dialogue
- ✓ Impartiality and independence
- ✓ Just and balanced representation
- ✓ Transparency
- ✓ Accountability
- ✓ Integrity

We combat and advocate against:

- ✓ Homo-, lesbo-, bi-, trans- and queerphobia
- ✓ Heteronormativity and Heterosexism
- ✓ All forms of exclusion, discrimination and persecution

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## CORE FOCUS

While we work across a number of different thematic areas, identifying the priority areas enables us to focus our work and resources strategically. This focus is determined by IGLYO's Members.

IGLYO's core focuses are:

- ✓ Education
- ✓ Health
- ✓ Human Rights
- ✓ Inter-religious and intercultural dialogue

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## STRATEGIC OBJECTIVES

Strategic Objectives set high-level aims that will help achieve our Vision. In line with our Mission, these focus on supporting Member organisations.

In its work, IGLYO will support its Members by:

- a) **Enabling the exchange of information** and experience, including disseminating best practices and new ways of working
- b) **Contributing to progressive policy-making** at the pan-European level and national level in some cases
- c) **Establishing dialogue** between LGBTQ youth and other youth and the wider society
- d) **Helping to increase visibility** of LGBTQ youth in all its diversity by coordinating action on behalf of our member organisations
- e) **Strengthening our own infrastructure** in order to have the right capacity, capability and resources to better serve our Members

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## STRATEGIES

Strategies are the means to achieve our Strategic Objectives. They govern the type of work that IGLYO will undertake.

### **1. Represent Member organisations and advocate for LGBTQ youth**

- a) Advocate towards relevant international institutions (such as the Council of Europe, the European Union, the Organisation for Security and Cooperation in Europe, etc.).
- b) Provide an expert view on LGBTQ youth issues from an international perspective.
- c) Lobby the relevant bodies, institutions and organisations to include LGBTQ youth issues in mainstream policy-making.

### **2. Organise international events (e.g. conferences and study sessions)**

- a) Initiate and facilitate dialogue that helps build a stance towards thematic focus points.
- b) Develop materials and collateral (e.g. representative policy papers around thematic focus points) to help Member organisations influence policy-making at national levels, and IGLYO to influence policy-making at the international level.
- c) Provide safe, healthy and constructive spaces to meet, discuss, and share ideas from different geographical areas and cultural backgrounds.
- d) Draw on the extensive knowledge of Member organisations to facilitate sessions where appropriate.

### **3. Work with steering teams to further the work on specific thematic points**

- a) Further the work in the specific thematic focus points.

#### **4. Establish and encourage partnerships:**

- a) Amongst Member organisations and with non-member organisations;
- b) With peer and youth organisations at the international level; and
- c) With policy-makers

#### **5. Undertake and promote research to further the understanding and availability of information**

- a) Undertake and promote comparative research to further the understanding of issues relevant to LGBTQ youth.
- b) Undertake and promote research focusing on thematic areas relevant to LGBTQ youth.

#### **6. Develop internal and external communication materials and structures**

##### **Internally**

- a) Develop mechanisms to enable the exchange of information, best practices, and working methods to, from and between Member organisations and IGLYO.
- b) Continue communications to and from Member organisations on relevant LGBTQ news and events.

##### **Externally**

- a) Communications to raise the profile of IGLYO's work across non-member organisations working in a similar area.
- b) Structures to disseminate the outputs of research and events at the international level.

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## BACKGROUND

In 1984, the Dutch Gay Youth Platform (LHJO) hosted the first International Gay Youth Congress and Festival in Amsterdam, the Netherlands. The participants regarded the event a great success and decided to arrange a follow-up event. In 1985, Ireland's National Gay Federation hosted the second Congress in Dublin.

At the Dublin conference, plans were made to establish a facility to collect and distribute information about lesbian, gay, and bisexual young people and their groups. The youth group of Norway volunteered to organise the International Gay Youth Information Pool (IGYIP), as well as host the Third Congress. At the end of the conference in Oslo, it was decided to establish the International Gay and Lesbian Youth Organisation (IGLYO) as a permanent organisation for lesbian, gay and bisexual youth. Over time, the meaning of IGLYO has shifted to include lesbian, gay, bisexual, transgender and queer (LGBTQ) youth.

Following its establishment, IGLYO has been through a history of incremental growth. As an international organisation IGLYO occupies a unique and ideal position to help facilitate change. But this position means it is also susceptible to a number of challenges, including a dependency on volunteers, constant fluctuations in funding availability, limited access to national funding channels, regular changes in strategic leadership, and shifting (and often conflicting) national priorities across Member organisations.

This Strategic Plan has been developed with IGLYO's history and operational context in mind. It was developed from an increased desire amongst Members and partners for IGLYO to grow increasingly into its role as a solid bridge between Members and policy-makers. It is based on the idea that IGLYO has to develop into a recognised partner that both strengthens Members and itself in representing the needs and viewpoints of LGBTQ youth. Hence this Strategic Plan is not only the sole responsibility of the Board, but also of IGLYO's Members and their proactive and pragmatic involvement.