

## INTRODUCTION

IGLYO- The International Lesbian, Gay, Bisexual, Transgender, Queer & Intersex (LGBTQI) Youth & Student Organisation is the largest LGBTQI youth and student network in the world with over 90 member organisations in 40+ countries and an estimated reach of over 3.000 youth activists.

As a youth development organisation, IGLYO builds the confidence, skills and experience of LGBTQI young people to become leaders within the LGBTQI and human rights sectors. Through cross-cultural exchange and peer learning, IGLYO also creates a powerful collective of youth activists across Europe and beyond, who can share strategies and visions, and foster values of international solidarity. Finally, IGLYO ensures the voices and experiences of LGBTQI young people are present and heard by decision-makers at European and international levels. IGLYO achieves these outcomes through international trainings and events, targeted capacity building programmes, inter-cultural exchanges and peer learning, online tools and resources, and digital story-telling and campaigning.

IGLYO aibsl is registered as a non-governmental organisation in Belgium (No d'entreprise: 808808665).

This Strategic Plan sets out IGLYO's objectives that the organisation will work towards over the period 2018 - 2020. It also captures the organisation's core direction for the next three years, based on extensive consultation with members and partners.

The purpose of this document is

- To bring a clear focus to the work of IGLYO and build on both the organisation's strengths and what makes it unique
- To improve the co-ordination and cohesiveness of IGLYO's and our members' work on LGBTQI rights for young people and students
- To assist the Executive Board and Secretariat in developing and executing work plans that are aligned with the overall objectives

## THE PROCESS

Developing the new Strategic Plan (2018 – 2020) has been a year-long process, starting and concluding at our Annual Members' Conferences in 2016 and 2017. This ensures that the membership of IGLYO has played a leading role in shaping the network's direction and focus over the coming years.

The values which have guided the creation of these objectives are:

### A/ Emphasis on IGLYO's strengths

We have many partners in the LGBTQI and youth sectors. These objectives, therefore, aim to highlight what makes IGLYO different from our partners and showcase what we do best.

### B/ Clear links between objectives and our activities

All IGLYO's current and planned future activities have been tested against the new objectives to ensure that everything we do on a day to day basis can be clearly linked to them, and that they fit with our funders' criteria. Our main related activities have been added under each objective to show this correlation.

### C/ Increased focus

While the work of IGLYO develops and grows in co-operation with our members, we have worked hard over the last few years to create a more focused work plan for the organisation. Rather than try to cover many topics, IGLYO feels that developing its expertise in a few key areas, such as education and youth leadership, will be much more effective.

### D/ Simple and straightforward language

We have tried to reduce jargon and buzzwords to make our objectives as accessible and easy to understand as possible.

Date	Event	Location	Description
Sep 16	Annual Members' Conference	Valletta, Malta	Members took part in an exercise to define IGLYO's strengths and identify what makes it unique
Nov 16	IGLYO Board Meeting	Brighton, UK	Board reviewed member's consultation feedback and identified main themes for new objectives
Jan 17	Secretariat Meeting	Brussels, Belgium	Key staff reviewed the two previous exercises and wrote first draft of new objectives
Apr 17	IGLYO Board Meeting	Ljubljana, Slovenia	Board reviewed and updated draft objectives
Jun 17	Members & Partners' Consultation	Online	Online survey sent to full membership and key partners for review and feedback
Aug 17	IGLYO Board Meeting	Barcelona, Spain	Board and Secretariat collate all feedback and make final amendments to the strategic objectives
Sep 17	Annual Members Conference	Zagreb, Croatia	Board present the new Strategic Plan for adoption by the membership

## STRATEGIC OBJECTIVES

### 1. Building young activists

- To work directly with young people to build their confidence and abilities and equip them with lifelong skills to become leaders within the LGBTQI and wider human rights movements
- To widen young people's perspectives and build international solidarity through peer learning, cross-cultural exchange and intersectional approaches
- To provide young people with opportunities to explore and express their individuality in a safe and supportive environment
- To grow a strong and diverse group of youth allies to support and advocate for the human rights of LGBTQI youth

## KEY ACTIVITIES

### Activist Academy

This annual five-day event aims to provide a starting point for young people interested in LGBTQI rights to become activists. Through a menu of skills-based workshops and team challenges, this intensive training programme builds the confidence and skills of participants to become leaders.

### Study Sessions

Through the Council of Europe Youth Centres, IGLYO runs educational events for young people on a variety of current topics. Regardless of the focus, however, the methodology and approach ensures that participants learn through experience, peer discussion and group work, building key skills and competencies

### Online Capacity Building

IGLYO began its online capacity building programme in 2016 with a series of webinars. Over the next three years, IGLYO aims to develop this work substantially, offering a series of online interactive modules, which will greatly increase the volume and reach of our capacity building work with young people

### Workshops & Trainings

IGLYO regularly designs and delivers a range of workshops and trainings for young people to increase their skills. These are run at LGBTQI events, European youth meetings, and for partner organisations.

## EXPECTED OUTCOMES

### LGBTQI young people have increased motivation, confidence and skills to advocate for their rights

By educating and building the skills of LGBTQI young people, and then providing them with meaningful opportunities to share their experiences and highlight the specific issues they face, IGLYO ensures that discrimination based on sexual orientation, gender identity, gender expression, and variations in sex characteristics continues to be addressed directly by young people.

### LGBTQI young people have a greater understanding of LGBTQI issues internationally and feel more connected to the global movement

By providing opportunities for LGBTQI young people from across Europe and beyond to meet and share experiences, IGLYO aims to foster international solidarity and co-operation amongst LGBTQI youth.

## 2. Increasing the visibility and highlighting the diversity of LGBTQI youth identities

- To change attitudes in society and influence decision makers on all levels by ensuring LGBTQI young people's voices and experiences are present, heard and affirmed
- To support and promote positive youth role models within the LGBTQI population and celebrate their diversity
- To ensure youth perspectives are included within the wider LGBTQI movement and that LGBTQI perspectives are mainstreamed within the youth movement
- To embed intersectional approaches throughout our own and our members' work to ensure diversity within our movement is visible and actively recognised

### KEY ACTIVITIES

#### Representation at key LGBTQI events

IGLYO champions the meaningful inclusion of young people in all meetings, events and forums. Young people are still too often excluded or not taken seriously. IGLYO, therefore, strives to highlight the benefits of diversity of age as well as sexual orientation, gender identity and expression and variations in sex characteristics. By building the skills of LGBTQI young people and providing them with opportunities to meet decision makers, contribute to important discussions and speak about their own experiences, IGLYO aims to tackle youth discrimination in a positive and constructive way.

#### Participation in European Youth networks

IGLYO's active participation within the European youth movement plays a key role in educating all young people about non-discrimination and the benefits of diversity. IGLYO is regularly asked to contribute to or review organisational policies on gender and sexual orientation, deliver LGBTQI awareness training or speak about issues faced by LGBTQI youth. IGLYO is a member of the European Youth Forum, associate member of the European Students Union and has an elected member in the Council of Europe Advisory Committee on Youth. This important mainstreaming work with young people, plays a key role in raising public awareness and increasing understanding and acceptance in society over time.

#### Film campaigns and digital storytelling

IGLYO will continue to build on the success of its online campaigns work, ensuring that more LGBTQI young people have the opportunity to share their personal experiences and views through our international platforms.

#### Research which highlights the experiences of LGBTQI youth

Over the next three years IGLYO will conduct a minimum of two research projects to gather much needed data on issues and experiences of LGBTQI youth.

### EXPECTED OUTCOMES

#### Increased awareness and understanding of LGBTQI youth issues by decision makers and across society

IGLYO will continue to build on its successes of ensuring that LGBTQI young people are present and heard by decision makers at an increasing number of meetings, events and conferences across the LGBTQI, youth and human rights sectors. IGLYO's online campaigns and digital story-telling will also play an important role in increasing awareness to different audiences and building a growing body of youth allies in LGBTQI rights.

#### LGBTQI young people have greater confidence and increased opportunities to present their realities and experiences

By developing strategic partnerships, IGLYO will ensure that young people are actively included at relevant meetings, conferences and events, and are given the chance to contribute meaningfully.

### 3. Making education safe and inclusive for all

- To ensure safe and inclusive educational environments for all LGBTQI young people by working with our members, governments, experts, teachers, parents, and learners.
- To raise awareness of the issues faced by LGBTQI youth in education through innovative campaigns and resources

#### KEY ACTIVITIES

##### **LGBTQI Inclusive Education Index**

With the first edition launched in 2017, IGLYO will continue to collect data from all Council of Europe Member States every 2-3 years to provide an overview of LGBTQI inclusive strategies within education. The Index will allow for quick comparison between different countries and show progress over time as each edition is launched.

##### **LGBTQI Inclusive Education Report**

Created as a complementary resource to the Index, the Report provides a more detailed account of the situation within each country and highlights good practices.

##### **LGBTQI School Students' Survey**

To measure how effective LGBTQI inclusive policies and practices are in reality, IGLYO will conduct the first European wide LGBTQI School Students' Survey. This qualitative research will highlight young people's experiences of school and help identify where progress is most needed.

#### EXPECTED OUTCOMES

##### **LGBTQI learners feel safer, more supported and included within school**

By periodically gathering data on national policies and practices within education, and LGBTQI learners' experiences of school, IGLYO will ensure that making schools safe, supportive and inclusive becomes and remains a key priority for European institutions, national governments and civil society organisations.

##### **National governments and European institutions have a greater understanding of the strengths and areas for improvement for LGBTQI inclusion within their education systems**

Through regular monitoring of national legislation and education systems, and partnership work with national governments, IGLYO will ensure that Member States' have increased understanding of the issues faced by LGBTQI learners and develop the motivation and tools to achieve greater inclusion within all schools.

#### **4. Developing and sustaining an engaged and connected network of member organisations**

- To support the work of IGLYO's members, especially around youth engagement and development
- To encourage international co-operation and increased partnership work across the network through international meetings and online platforms
- To support younger organisations and groups to develop through mentorship and advice

#### **KEY ACTIVITIES**

##### **Annual Members' Conference**

Our largest event of the year brings together a high number of representatives from our membership. As well as carrying out the statutory duties of the organisation, increasingly the event is becoming an important opportunity to build the skills of our members, consult with the network on key issues and promote collaboration and partnership work

##### **Regional Consultations**

As the IGLYO network grows and diversifies, we understand that the needs and priorities of our members also become more varied. Introduced in 2016, our annual consultation event allows us to target members within a specific region to better understand their work and foster partnerships between organisations.

##### **Thematic Youth Network meetings**

IGLYO will identify one thematic topic a year and aim to build partnerships between our members who are working in this area.

##### **Building and developing the network**

Over the next three years, IGLYO will proactively identify and approach potential new members to ensure the network continues to grow and develop. IGLYO will also aim to work with existing members to ensure they develop youth participation within their work and provide progression routes for younger, less experienced activists

#### **EXPECTED OUTCOMES**

##### **Regional and national LGBTQI organisations are better connected and work more collaboratively on shared issues**

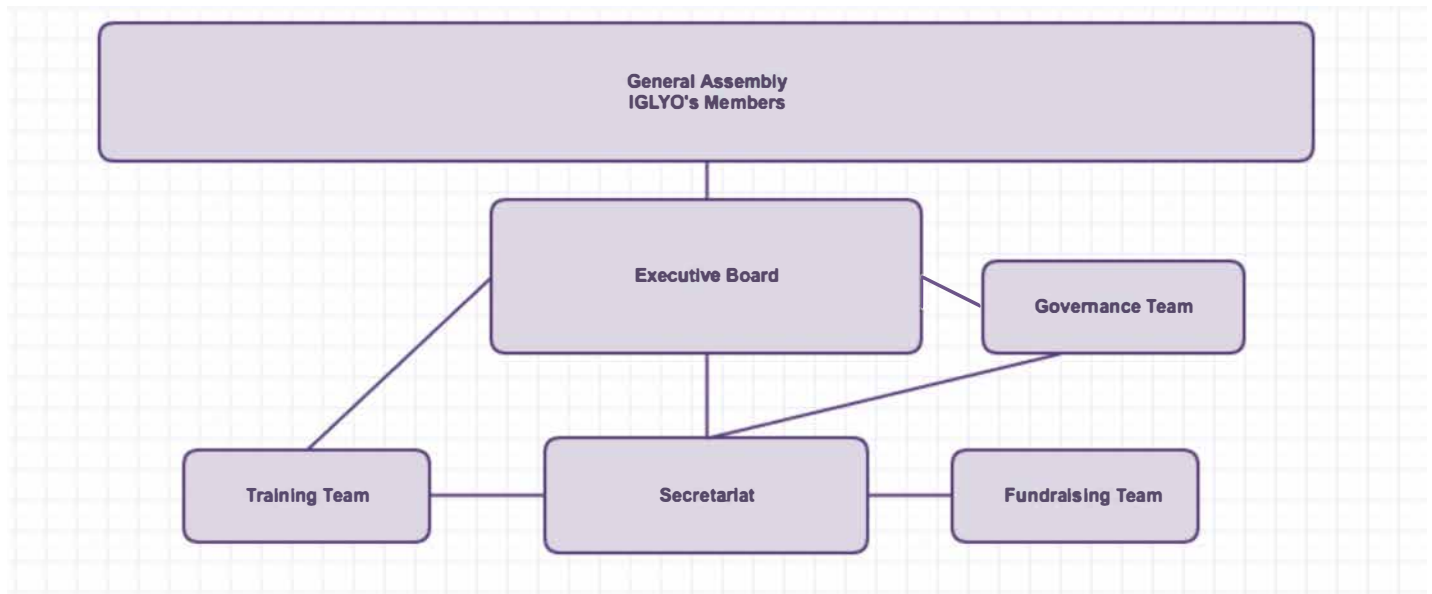
By providing a range of opportunities for member organisations to meet, share ideas and develop joint plans, IGLYO aims to increase partnership work and solidarity across the LGBTQI movement

##### **Regional and national LGBTQI organisations have an increased number of young people actively involved at all levels**

By championing youth participation and leadership, IGLYO aims to encourage and support our members to increase the number of young people involved in their projects, meetings and governance. By providing LGBTQI youth with training and leadership opportunities, IGLYO will also ensure that more young people have the skills and experience to take on such roles within their own organisations.

## IGLYO'S STRUCTURE

IGLYO is a membership organisation for LGBTQI youth and student organisations from across the Council of Europe region. Membership applications are accepted from organisations that have over five active members, and comprise mainly of LGBTQI youth and/or students or has a specific department that works on LGBTQI youth and student issues. New members are approved by the Executive Board and then ratified by the membership at IGLYO's Annual Members' Conference.



### General Assembly

IGLYO's Statutes state that 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. Any statutory decisions are made once a year by the General Assembly at the Annual Members' Conference, where a quorum of members must be reached. It also elects the Executive Board to lead the organisation.

### Executive Board

The Executive Board is made up of 6-8 young people, aged between 18 – 30 years when elected, who serve a two-year mandate. As the ambassadors of the organisation, the Board play a key role in representing IGLYO externally at a wide range of events and meetings. They also take part in an action learning training programme over the year to build their skills and abilities over their mandate. The Board can also set up ad-hoc working groups to assist with certain activities.

### Governance Team (to be ratified at AMC17)

Replacing the Financial Control Committee (FCC), the Governance Team will be recruited to oversee the internal workings of the organisation. Their role will involve reviewing and suggesting updates to organisational documents, monitoring the organisation's finances and carrying out an annual spot check (like the FCC) and dealing with any human resources issues which arise from the Secretariat. This group is separate from the Executive Board, but will report back to them.

### Secretariat

IGLYO's Secretariat currently comprises of five full time staff members who are responsible for completing various elements of the annual work plan and supporting the Board to complete their activities. A full description of the Secretariat and their roles is detailed below.



### Training Team

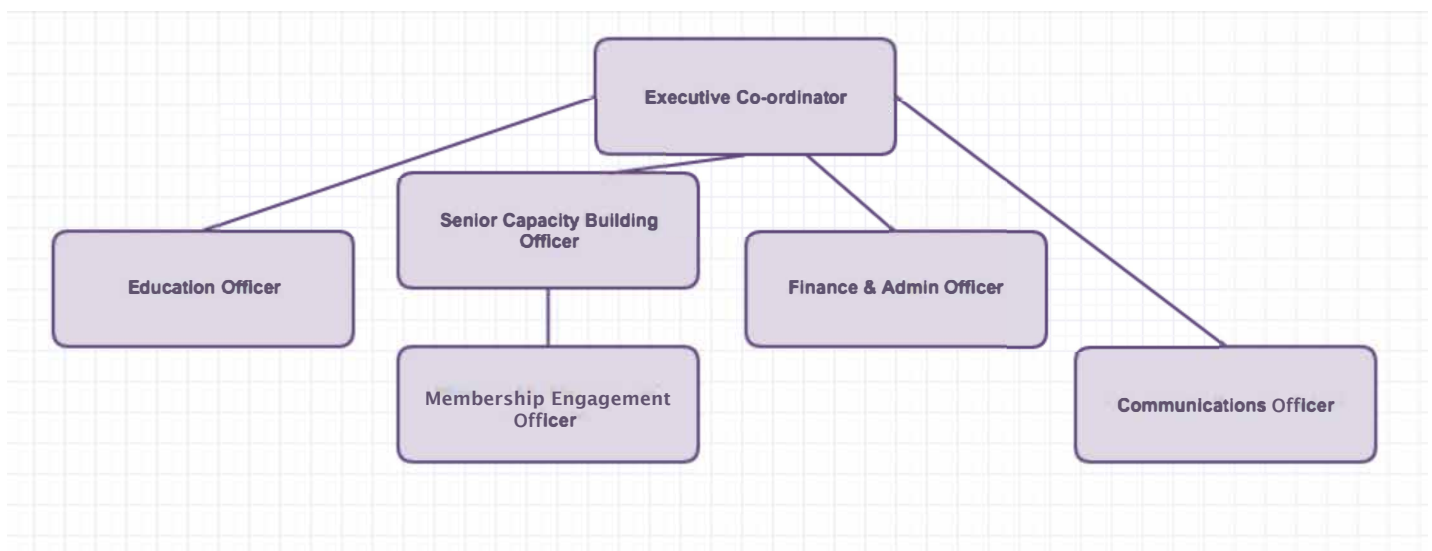
Set up in 2017, IGLYO's Training Team is a group of volunteers made up from the recent alumni and current membership to assist with external requests. Members are selected through a recruitment process and then receive intensive training to ensure they have the skills, abilities and values to represent the organisation. As IGLYO's profile and reputation grows, the number of requests and invitations for presentations, trainings and workshops has exceeded the capacity of the board and staff. The training team will provide new leadership opportunities for young people and ensure we can deliver a higher number of trainings and represent the views and experiences of LGBTQI young people at more events.

### Fundraising Team

Also, established in 2017, the Fundraising Team currently consists of two volunteers from IGLYO's alumni who have specialist experience in raising income. The team will meet once a year physically and then continue to work online to explore individual donations, sponsorship and new funding sources.

## IGLYO'S SECRETARIAT

In the last three years, the size and role of IGLYO's Secretariat in Brussels has changed significantly, growing from two to five full-time staff. While the Executive Board continue to play an important part in shaping and delivering the work of the organisation, as IGLYO professionalises, a greater number of tasks and operations are managed by the staff team. The benefits of this development means that young people continue to have opportunities to develop their skills and experience as leaders, but have greater support and expertise from the staff team to carry out their role.



### Executive Co-ordinator

Leading the Secretariat since November 2013, the Executive Co-ordinator has increased the income of the organisation by over 68% and grown the staff team from two to five. By building effective partnerships with a wide range of key players in LGBTQI, youth and human rights sectors, IGLYO's profile and reputation has greatly been strengthened. IGLYO has become a regular and valued contributor to UNESCO events on education, the International IDAHO Forum, Council of Europe LGBTI Focal Point Network, ILGA Europe Conference and the CoE Advisory Committee on Youth. The Executive Co-ordinator is responsible for leading and overseeing grants and income generation, managing the full staff team, building partnerships and representing IGLYO at a wide range of events.



### Senior Capacity Building Officer

The Senior Capacity Building Officer is responsible for designing and delivering the main components of IGLYO's programmatic work, including study sessions, international conferences, youth development and training courses, board development and mentorship, and online learning. Over this three-year plan, the role would expand to manage the new Membership Engagement Assistant and ensure that IGLYO role in supporting our member organisations continues to grow and develop.

### Education Officer

The Education Officer leads IGLYO's new flagship project- the European LGBTQI Inclusive Education Index. Using ten indicators, developed by a group of international experts, the project measures each Council of Europe Member State's progress in relation to LGBTQI inclusivity in state education. By working closely with our member organisations, European LGBTQI networks, and other key experts, the project gathers data to provide an overview of the situation in each country. With the first launch in 2017, the project will evolve to gather data directly from LGBTQI students to create the largest European survey of young people's experiences of school. The Index and the Student Survey will be conducted on alternate years to build up an in-depth picture of education systems in relation to LGBTQI young people.

### Finance & Administration Officer

The Finance and Administration Officer is responsible for managing the organisation's financial administration: preparing quarterly financial reports, coding and inputting all income and expenses in partnership with the external book keeper, and monitoring the budgets of each project. The role also involves running the office, and co-ordinating all travel and event logistics, and collating financial reports and evidence for funders.

### Communications Officer

In 2016 and 2017, IGLYO substantially increased its online work with several successful film campaigns and digital storytelling projects. One of the organisation's new draft objectives is to increase the visibility & highlight the diversity of LGBTQI youth identities. The Communications Officer is responsible for managing IGLYO's online presence ensuring that LGBTQI youth issues are reported and discussed across the network. The role also involves creating and distributing a wide range of personal stories and experiences from LGBTQI youth to raise awareness, reach out to other young people and positively change perceptions and attitudes towards LGBTQI people. Online work so far has allowed IGLYO to reach new audiences, increase understanding of important issues and give more young people the opportunity to share their stories.

### Membership Engagement Officer (new post)

As IGLYO's membership approaches 100 organisations, the need for more regular contact, communication and support grows. Currently membership relations are managed by the Executive Board, but with only two year mandates there is a lack of consistency and longer term relationship building. IGLYO has identified the need for this new post to better sustain and grow the network by highlighting the benefits of membership, and by identifying and approaching new organisations, increase IGLYO's unrestricted income from membership fees by managing the full membership process and monitor and evaluate members' participation in IGLYO to explore motivation for being involved in the organisation and improve membership retention and engagement.