

# IGLYO 4-Year Strategic Plan

1 January 2026 - 31 December 2029



## Foreword from the Board Chair

It is evident that Queer Youth across Europe live at the intersection of resilience and resistance. Some of the same old barriers keep resurfacing, new ones are imposed, and struggles long silenced are only now being explicitly recognised. Out of this harsh reality emerges a new strategic plan that confronts these truths and commits to a future shaped not only by those historically centred (white LGBTQI young people) but by the full diversity of our communities.

This plan breaks with a past where those at the margins were treated as an afterthought. It marks a major shift for IGLYO as a network; not in the strength of our vision and goals, but in our readiness and willingness to live up to the values of our Manifesto, to hold ourselves accountable, and to ask the questions that were once avoided:

*What is missing? Who is missing? And why has that been normalised?*

Questions raised in conversations with our Member Organisations and in the needs assessments making one thing clear: our network is moving forward to close gaps that were once normalised; not for the sake of appearing “progressive” or “woke” on paper, but for the sake of collective resilience and resistance as a non-homogeneous movement (the work is far from finished, but it is significant that it is finally beginning).

This strategic plan represents a decisive shift. It names issues that were never explicitly addressed before, sets out new strategies, and speaks with a stronger tone, grounded in the work already achieved and in the commitments we have embraced on Anti-Racism and beyond. Together, these foundations bring hope for the IGLYO network and for the whole movement.

This rethinking and reshaping would not have been possible without our Member Organisations, to whom I am grateful for their honesty, their courage to challenge privilege and neglected conversations, and their persistence in shaping the queer youth movement. Thank you to my fellow Board Members — Taj, Ophélie, Osk, Spyros, and Yasemin — for the difficult conversations and determination that carried this plan forward. And thank you to our staff team — Executive Director Bella, Managers Rú, Jeremy, Lucille, and Viola, and Officers Ale, Marushka, Amelie, Ali, Toryn, and Ahmed — for your relentless work in ensuring that this strategy and the outgoing one is not only written but lived and implemented, even in hostile environments.

**Yassine Chagh (They/He)**

Chair of the Board

## Foreword from the Executive Director

Looking at IGLYO's new strategic plan, it is clear that while there is much work to do, the LGBTQI youth rights movement is strong and clear-minded in its priorities. We have faced and continue to face overwhelming amounts of hostility. The anti-rights movement has been targeting LGBTQI children and young people specifically because they have less of a voice in society. The LGBTQI youth community has been under attack, and we witness this with policies which target inclusive education, policies that ban trans affirming care for young people, and policies which undermine the right to seek asylum.

Youth voices are often tokenised. Youth activists are brought for the photo op, but not into the room where decisions are being made. We are very proud to be a truly youth-led organisation. Our Board is composed of young people (and young people only), and they are elected by the Member Organisations that work on LGBTQI youth rights. This way, we imagine and fight for a future that reflects the needs of LGBTQI young people today. We believe the queer future starts now.

It is my honour to serve as the Executive Director of IGLYO, but I will take no credit for this strategy. This is the hard work of the IGLYO Board in close consultation with our Member Organisations. It is essential for a strategy to reflect the requirements of the demographics it aims to serve.

I am deeply grateful to the Members for their time and expertise in devising this strategy, and to the Board - Yassine, Taj, Osk, Spyros, Yasemin, and Ophélie - for their careful analysis. This document will guide the work of the organisation for the next four years. The strategy will act as a roadmap for the Secretariat as we navigate the changing landscape of the LGBTQI rights movement. We begin this journey with critical hope, determination, and a renewed commitment to our values.

**Ar Scáth a Chéile a Mhaireann na Daoine**

*People survive in the shelter of each other*

**Bella FitzPatrick**  
Executive Director

## Introduction to IGLYO's Strategic Plan

This strategic plan marks an important milestone in IGLYO's journey as the world's largest LGBTQI youth-led network. It is the product of deep listening, intentional dialogue, and critical reflection. Developed through a participatory process and shaped directly by the voices of our Member Organisations — particularly through consultations at the IGLYO Annual Members' Conference (AMC) Ljubljana 2024 — this plan brings together the priorities of our network with the realities of the political, economic, and organisational context in which we operate.

At its core, this strategy is grounded in the values outlined in the [IGLYO Manifesto](#), adopted in October 2024. The Manifesto challenges us to build an LGBTQI youth movement that is intersectional, intergenerational, feminist, anti-racist, decolonial, anti-ableist, youth-led, and community-driven. These principles are not peripheral — they are foundational. They inform both the strategic direction of our work and the way we intend to carry it out.

This plan also responds to a difficult and urgent political moment. Across Europe and beyond, we are witnessing a sharp rise in far-right ideologies, anti-gender rhetoric, and growing conservatism — particularly among young people. Trans and intersex youth are being systematically targeted, LGBTQI-inclusive education is under threat, and queer migrants and racialised youth continue to face institutional hostility. In this context, our commitment to centring the most vulnerable within our communities has never been more necessary.

In response to these challenges, we are adopting a four-year strategic cycle, running from January 1st, 2026 to December 31st, 2029. This timeframe reflects a careful balance: it provides IGLYO with a robust multi-year framework for growth and transformation while maintaining the flexibility to adapt to rapidly evolving political realities.

The Board has spent considerable time and care trying to strike the right balance between what our Members have called for and what is feasible in the current context. This strategic plan is ambitious but grounded. It is realistic in scope, while still holding space for imagination, for transformation, and for growth. While we cannot guarantee that every element will be fully achieved within the initial timeframe, we believe that this plan sets a strong foundation and vision. Should it prove necessary, the Board may propose extending the duration of this strategy to ensure that we can fulfill its goals in a sustainable and impactful way.

Ultimately, this plan is about deepening our commitment to those in our communities who are most at risk. It centers LGBTQI children and young people with multiple marginalised identities and outlines a more intersectional, accessible, and collective path forward. We believe it reflects not only where we are, but where we need to go — together.

## Summary of Strategic Themes and Objectives

Centering Intersectionality & Cross-Movement Solidarity	Our Areas of Focus	Advocacy and Activism	Network Engagement and Development	Organisational Sustainability and Development
<p>Mainstream intersectionality in all IGLYO's programmes and advocacy.</p> <p>Amplify the voices of LGBTQI youth with diverse identities in our network.</p> <p>Focus on youth with traditionally underrepresented identities within the LGBTQI community such as intersex, aro/ace, and bi+.</p> <p>Forge alliances with other youth movements (anti-racism, feminist, disability rights).</p> <p>Provide training and resources on intersectional approaches to Members.</p> <p>Advocate for policies and research addressing intersecting forms of discrimination.</p>	<p>Promote LGBTQI-inclusive education policies and practices across Europe.</p> <p>Address LGBTQI youth health and mental health disparities.</p> <p>Combat homelessness and housing insecurity among LGBTQI youth.</p> <p>Support LGBTQI youth and students who are migrants, refugees, or seeking asylum.</p> <p>Prevent and respond to anti-LGBTQI hate crimes and hate speech affecting young people.</p> <p>Anticipate and respond to emerging issues affecting LGBTQI youth wellbeing.</p>	<p>Influence European and international policies to advance LGBTQI youth rights.</p> <p>Support national advocacy campaigns through coordination and resources.</p> <p>Empower LGBTQI youth activists with skills, tools, and platforms.</p> <p>Lead and amplify campaigns to raise awareness and drive social change.</p> <p>Strengthen IGLYO's presence in broader youth activism and human rights spaces globally.</p>	<p>Expand Membership to include student/university groups and new youth organisations.</p> <p>Increase engagement and leadership opportunities for Member organisations.</p> <p>Establish an alumni network of former IGLYO activists and leaders.</p> <p>Facilitate peer learning and collaboration among Member organisations.</p> <p>Optimise communication and knowledge-sharing across the network.</p>	<p>Ensure a diverse and stable funding base for IGLYO's operations.</p> <p>Invest in staff development, well-being, and retention.</p> <p>Strengthen Board governance and diversity</p> <p>Improve internal processes for efficient, transparent operations.</p> <p>Monitor, evaluate, and communicate IGLYO's impact to stakeholders.</p>

Table: Overview of the strategic themes and core objectives under each theme.

## Theme 1: Centring Intersectionality, Accessibility, and Cross-Movement Solidarity

In the current political climate, marginalised communities often face overlapping and intersecting forms of discrimination, and solidarity across movements has become crucial. Member Organisations have highlighted the importance of addressing the needs of LGBTQI youth who also belong to other underrepresented groups, emphasising that IGLYO's work must be inclusive of varied identities and backgrounds. This includes LGBTQI young people with intersecting experiences related to race, class, gender, disability, migration, and religion — as well as those with identities often marginalised within our own communities, such as intersex, aromantic/sexual, and bi+ youth.

By centring intersectionality, IGLYO ensures that our initiatives account for the interconnected nature of oppression and foster stronger alliances with other social justice movements. This theme responds to feedback from our member organisations urging IGLYO to work more intersectionally and reflects a commitment to solidarity with feminist, anti-racist, disability, and other youth movements.

### Strategic Objectives (Theme 1):

- **Mainstream intersectionality in all IGLYO's programmes and advocacy.**

We aim to ensure that intersectionality is not an afterthought but a fundamental principle guiding all of IGLYO's work. This means actively considering how race, gender, disability, socioeconomic status, and other factors intersect with LGBTQI issues in our project and event planning, as well as in our policy positions. By embedding intersectional analysis throughout our initiatives, we will create more holistic, equitable, and impactful work that truly reflects the lived experiences of our diverse communities.

- **Amplify the voices of LGBTQI youth with diverse identities within our network.**

We believe that the most meaningful change comes when those most affected by injustice are at the centre of decision-making. Our work will create platforms for LGBTQI youth with multiple marginalised identities to shape IGLYO's agenda, share their stories, and influence our collective direction. From developing dedicated programming to allocating funding for participation in events and expanding storytelling and research opportunities, we will ensure that underrepresented voices are heard and uplifted.

- **Focus on youth with traditionally underrepresented identities within the LGBTQI community, such as intersex, aro/ace, and bi+.**

We recognise that some LGBTQI identities remain overlooked or misunderstood, even within our own movements. That's why we are prioritising increased visibility, representation, and advocacy for intersex, aromantic/sexual, and bi+ youth. Our approach includes visibility campaigns, supporting youth-led caucuses and working groups, and collaborating with existing organisations that champion these identities. We'll also aim to gather more detailed data to better understand and respond to their needs.

- **Forge and strengthen alliances with other youth and social justice movements.**

Solidarity and coalition-building are essential to transformative change. We aim to build bridges between LGBTQI youth activism and broader social justice movements by collaborating on joint campaigns and events, participating in shared advocacy efforts, and formalising partnerships with networks such as those focused on broader youth rights, climate justice, disability rights as well as feminist and anti-racist coalitions. These alliances will help us tackle systemic barriers together and amplify our collective power.

- **Provide training and resources on intersectional approaches to Member Organisations.**

We want to ensure that our commitment to intersectionality is reflected not only in IGLYO's central work, but also in the work of our Member Organisations. We will aim to provide tools, workshops, and networking spaces to support Member Organisations in adopting intersectional practices. This includes creating resources that help them address multiple forms of discrimination and developing networks or working groups to deepen learning and connection on these issues and among these communities.

- **Advocate for policies and research that address intersecting forms of discrimination affecting LGBTQI youth.**

Intersectional discrimination requires intersectional solutions. We will prioritise advocating for policy change and supporting research that acknowledges and addresses the interconnected forms of bias and harm faced by LGBTQI youth with multiple marginalised identities. Our approach includes elevating these issues in high-level advocacy spaces, hosting roundtables with EU and Council of Europe officials, and investing in ongoing research to fill data gaps and strengthen our policy work.

## Theme 2: Our Strategic Areas of Focus

Over the past years, IGLYO has made significant strides in the field of education, particularly through advancing LGBTQI-inclusive education policies and practices. Over the past three years, we've also worked on areas like health, sports inclusion, and hate crime and hate speech, following our previous Strategic Plan. However, LGBTQI youth continue to face pressing challenges in multiple other areas of life beyond education, and we still need to reinforce our work in other thematic areas. Feedback from Member Organisations has indicated a strong desire for IGLYO to broaden and strengthen its focus to address these varied aspects of LGBTQI youth wellbeing.

From strengthening our work on access to healthcare and mental health support to advocating for safe housing and the needs of young people with varied migration, refugee, and asylum seeking experiences, it is clear that the needs of our community are diverse and evolving. By expanding into areas like housing, and migration experience, while maintaining our strong work in health, education, and hate crime/hate speech, we aim to adopt a more holistic approach to improving the lives of LGBTQI young people across Europe.

## Strategic Objectives (Theme 2):

- Promote LGBTQI-inclusive education policies and practices through all stages including university across Europe.

We believe that education is a powerful tool for change and must be inclusive of LGBTQI identities at every level. By advocating for inclusive curricula, anti-bullying policies, and creating safe spaces in schools and universities, we will ensure that LGBTQI youth can learn and thrive without fear. Our efforts include expanding initiatives like the LGBTQI Inclusive Education Index, supporting Member campaigns, potentially developing forums for LGBTQI student representatives, and creating resources for educators and students to champion inclusion.

- Address LGBTQI youth health and mental health disparities especially for trans and intersex youth.

Health equity is essential for LGBTQI youth to live safe and fulfilling lives, yet many face significant disparities, especially trans and intersex youth. We are committed to partnering with health organisations to research needs, advocating for affirming and inclusive healthcare, and creating LGBTQI youth-friendly resources on sexual health and rights. We will also encourage holistic approaches to wellbeing, including support groups and creative activities, to help young LGBTQI people access comprehensive care and support.

- Bring awareness to homelessness and housing insecurity among LGBTQI youth.

Housing is a fundamental right, but too many LGBTQI youth experience homelessness or unsafe living conditions. We will work with experts and frontline organisations to better understand the scope of this issue and to develop policy recommendations, toolkits, and guidance for shelters and policymakers. By supporting service providers to meet LGBTQI youth's unique needs, we aim to ensure that every young person has a safe place to call home.

- Advocate for and support LGBTQI youth and students who are migrants, refugees, or seeking asylum.

LGBTQI youth who migrate, seek asylum, or are refugees face compounded challenges, from unsafe journeys to systemic discrimination in host countries. We are dedicated to collaborating with migration and refugee rights organisations to identify these barriers and advocate for inclusive policies. Our work will include sharing good practices for inclusion in education, housing, and healthcare, providing resources for Members that work in this area and advocating for fair and safe asylum procedures that respect SOGIESC rights and dignity.

- Prevent and respond to anti-LGBTQI hate crimes and hate speech affecting young people through advocacy and resources.

Young LGBTQI people are disproportionately targeted by hate speech and hate violence, both offline and online. We will prioritise monitoring these trends and advocating for stronger legal protections and enforcement mechanisms that cover both physical spaces and digital environments. This includes supporting Member Organisations in documenting and responding to incidents, developing resources on digital safety and online hate, and creating educational campaigns that challenge anti-LGBTQI narratives while building solidarity among youth.

- **Anticipate and respond to emerging issues affecting LGBTQI children, youth, and students.**

The needs of LGBTQI youth are constantly evolving, and our work must be dynamic and forward-thinking. We will establish mechanisms to identify new challenges early, including through surveys and consultations with Members. By allocating flexible resources for pilot projects and research, we can also proactively address issues like digital safety, sports participation, employment discrimination and other areas.

### Theme 3: Advocacy and Activism

The rights of LGBTQI youth are heavily influenced by political shifts. We are witnessing both progressive changes (such as the expansion of LGBTQI-inclusive laws and protections in some countries) and worrying regressions (such as new restrictions on LGBTQI content or on trans youth in others). In this polarised climate, strong advocacy and youth-led activism are essential to protect hard-won gains and push for further progress.

Member Organisations have called for IGLYO to take bolder stances and to support grassroots activism more robustly. Through this theme, IGLYO will amplify youth voices in policy debates, campaign for positive change, and equip young activists across our network with the tools and support they need to make an impact.

#### Strategic Objectives (Theme 3):

- **Continue to influence European and international policies to advance LGBTQI youth rights.**

We recognise that policy decisions at the European and international levels have a profound impact on the lives of LGBTQI youth. That's why we're committed to engaging with institutions such as the European Union, Council of Europe, and United Nations to champion policies that protect and uplift LGBTQI children, youth, and students. By leaning more into the international space, we aim to ensure that the unique needs and rights of LGBTQI young people are not overlooked beyond the European region.

- **Support national advocacy campaigns through coordination and resources.**

National contexts often vary greatly, but LGBTQI youth share common struggles across Europe and beyond. We want to help Member Organisations amplify their national advocacy work by developing shared toolkits, aligning messaging, and providing resources for joint actions. Our support will aim to include offering solidarity funds, connecting activists with legal experts, and sharing their stories through monthly articles and video essays to highlight national and regional issues, ensuring that local voices are heard and uplifted.

- **Further empower LGBTQI youth activists with skills, tools, and platforms.**

We believe in the power of LGBTQI youth to lead change and we're dedicated to helping them do just that. We aim to support activists at all stages in their journey, from those just starting out to those already holding leadership roles on our Board or among our Member Organisations. Our potential approach includes mentorship programmes, small budgets for pilot initiatives, social media takeovers and

opportunities to engage directly with policymakers. From internships and social media takeovers to connecting young leaders with international advocacy spaces, we will provide the tools and platforms they need to thrive and make a difference.

- **Lead and amplify regional and international campaigns to raise awareness and drive social change.**

Awareness-raising is vital for shifting hearts and minds and for making LGBTQI youth visible in spaces where they're often erased. We will aim to lead coordinated Europe-wide campaigns and support Member-led initiatives, using our communications channels to ensure these efforts resonate widely.

- **Strengthen IGLYO's presence in broader youth activism and human rights spaces globally.**

LGBTQI youth rights are part of the broader struggle for justice and equity, and we know that our movement is stronger when we're connected to others. That's why we'll work to represent LGBTQI youth in cross-movement coalitions and global events, building partnerships to integrate our voices into wider youth and human rights agendas. We also aim to expand our participation in international spaces outside the Council of Europe region and explore building a global coalition of similar LGBTQI youth-focused networks in other regions, to ensure that our reach, impact, and solidarity are truly global.

## Theme 4: Network Engagement and Development

IGLYO's greatest strength lies in its diverse network of Member Organisations across Europe. As the LGBTQI youth movement grows, new groups — including many in schools and universities — are emerging and seeking connection to the wider community. At the same time, those who have led and grown within IGLYO often age out or move on to other roles, but they carry valuable knowledge and passion that shouldn't be lost to our network.

This theme focuses on enriching our network: reaching out to bring in student and university groups, keeping current Members actively involved, and establishing an Alumni community to maintain lifelong engagement. Feedback from Member Organisations underscores the need for stronger connections, peer support, and the sharing of best practices across the network. By prioritising engagement, we will ensure IGLYO remains a vibrant, supportive community for LGBTQI youth activists at all stages of their journey.

### Strategic Objectives (Theme 4):

- **Expand and diversify IGLYO's Membership .**

We know that a stronger and more diverse membership base will make our movement more resilient, inclusive, and impactful. That's why we're committed to creating new pathways for university student groups, intersectional LGBTQI youth groups, and even non-LGBTQ+ youth organisations to join IGLYO. Our work includes improving how we welcome and integrate new Member Organisations, conducting outreach in countries or communities where LGBTQI youth are underrepresented, and exploring flexible levels of engagement to accommodate both formal NGOs and informal groups.

- **Increase engagement and leadership opportunities for Member Organisations in IGLYO's activities.**

We believe that our Member Organisations are not just participants — they are co-creators of our vision. We're committed to involving them directly in shaping IGLYO's work by inviting them to co-design events and campaigns, and by establishing Member Organisation-led working groups or task forces that drive key initiatives. This approach ensures that IGLYO truly reflects the voices and needs of its network, and it helps build collective power and leadership capacity.

- **Expand the alumni network to harness the expertise of former IGLYO activists and leaders.**

IGLYO has been shaped by generations of LGBTQI youth activists — and we know their knowledge and experience are invaluable. We aim to create a robust alumni network to connect past leaders with current leaders, offering mentorship, support, and guidance. Whether through a shared database, periodic gatherings, or ongoing collaboration, this alumni network will strengthen our work and inspire the next generation of leaders.

- **Facilitate peer learning, networking, and collaboration among Member Organisations.**

We believe that when Member Organisations learn from and support each other, the entire network thrives. We will create spaces for Member Organisations to share resources, best practices, and success stories, including peer exchange webinars, regional meet-ups, and online platforms for resource-sharing and connection. These efforts will foster solidarity and collective learning, helping each organisation feel more connected and equipped to create change.

- **Optimise communication and knowledge-sharing across the IGLYO network.**

Strong internal communication is vital for a vibrant and effective movement. We will prioritise keeping our network informed about each other's work and new opportunities, sharing impact stories to celebrate successes and foster a sense of community. By co-organising workshops with Member Organisations and leveraging messaging platforms for direct communication, we will create more dynamic spaces for capacity-building, collaboration, and mutual support.

## Theme 5: Organisational Sustainability and Development

To continue driving change, IGLYO must remain a strong and resilient organisation. The current funding landscape for non-profits is competitive and evolving, necessitating proactive efforts to secure diverse income sources and maintain financial health. Additionally, our people — both staff and Board — are our most valuable asset, and investing in their development and well-being is crucial for long-term success.

Member Organisations and internal stakeholders have highlighted the importance of good governance, transparency, and accountability, ensuring IGLYO can effectively deliver on its mission. Within this theme, we also consider innovations in how we support our leadership:

for example, exploring the possibility of providing honoraria to Board Members to reduce barriers to participation. By focusing on internal sustainability and development, IGLYO will be better equipped to serve its network and adapt to future challenges.

### Strategic Objectives (Theme 5):

- **Ensure a diverse and stable funding base for IGLYO's operations.**

A secure and diverse funding base is essential for sustaining our work and independence. We aim to expand our fundraising efforts by pursuing new core grants from governments and foundations, cultivating individual donors and ethical corporate partnerships, and exploring potential service-based income streams. Additionally, we'll investigate ethical and sustainable investment opportunities to strengthen our financial health and reduce reliance on any single source.

- **Continue to invest in staff development, well-being, and retention to maintain organisational expertise.**

Our staff are at the heart of IGLYO's impact, and we're committed to supporting their growth and well-being. This includes ongoing professional development, policies that prioritise work-life balance and wellness, and supporting career progression even beyond IGLYO for younger staff. We will also aim to encourage staff to join workers' unions to ensure their voices are heard and protected in the workplace.

- **Strengthen Board governance and diversity.**

Good governance and a diverse Board are key to our credibility and effectiveness. We plan to implement regular Board training and evaluation, while also creating pathways to support Board Members from diverse backgrounds and with varied skills. We'll explore the feasibility of offering honoraria and restructuring our reimbursement policies for Board Members to broaden participation, ensuring these measures are both equitable and financially sustainable.

- **Improve internal processes and infrastructure for efficient, transparent operations.**

To stay responsive and accountable, we're committed to improving our internal operations. This involves regularly evaluating and updating our existing Statutes, Internal Regulations and other policies and creating new ones when the need arises. We also aim to strengthen GDPR compliance and digital security as well as invest in tools like project management software and CRM databases., ensuring that our work remains effective, transparent, and safe.

- **Monitor, evaluate, and communicate IGLYO's impact to stakeholders and the public.**

Transparency and accountability are central to our mission. We will strengthen our monitoring and evaluation frameworks to track progress on this strategic plan, using this data to produce regular impact reports and stories that highlight our achievements. By sharing these with Member Organisations, funders, and the broader community, we aim to build trust and inspire continued support for LGBTQI youth advocacy.