	Objective 1 - Rights: advance on the access and recognition of youth rights to achieve full equality without discrimination based on sexual orientation, gender identity, gender expression and variations of sex characteristics. We focus on 3 areas: education, health and bias-motivated hate crime, hate speech and violence.		
Rights			
	OBJECTIVES AND ACTIVITIES	PLACE	TIMELINE
1.1	Policy and research meetings, and external representations Board, Staff and members of the advocacy working group will be responsible for representing IGLYO in conferences, meetings, roundtables, and best practice exchanges. The Policy and Research team will prepare participants, design concrete policy recommendations and hold regular meetings with the EU institutions (the European Com- mission, European Parliament, the Council of European Union, the FRA), the Council of Europe and other key stakeholders for youth rights (UNESCO, UN Independent Expert on SOGIE or the UN Youth Envoy). In 2022, we will represent IGLYO, and disseminate its work in at least 15 meetings (European LGBTI Governmental Focal Points Network meetings, IDAHOT Forum meetings, etc).	Various locations	Jan - Dec
1.2	Monitoring LGBTQI youth rights IGLYO will monitor the implementation of anti-discrimination legislation, and the current backlash to LGBTQI rights across Europe. We will: meet with members when there is a threat to LGBTQI youth fundamental rights in their country (or region); coordinate a response with members and other key stakeholders; coordinate with other European networks; mobilise political support at European and international level working with several institutions when possible (i.e. EU LGBTI Intergroup, UN Independent Expert on SOGIE, CoE SOGIE Unit, EU and CoE Commissioners); produce or co-sign statements, press releases or open letters. We will send a minimum of 2 letters to governments, and produce or co-sign a min. of 8 statements and press releases.	Online + various locations	Jan - Dec
1.3	Participation in consultations and steering groups IGLYO will continue to advocate for the legal protection of LGBTQI youth rights at a European level. We will submit responses to EC consultations on topics relevant to LG- BTQI youth. The Policy and Research team will participate in advisory and expert meetings pertinent to our 3 thematic priorities and apply to specific EC working groups. In 2022, we will submit a minimum of 5 responses to EU public consultations, release a minimum of 2 policy briefings or position papers, and participate in a minimum of 8 steering committees meetings.	Online + various locations	Jan - Dec
1.4	LGBTQI Inclusive Education Index, Map & Report (dissemination & data collection) We will disseminate the results of the research in several meetings and events. IGLYO will also move to a yearly update of these resources to gain more visibility in inter- national events (such as the IDAHOT Forum) and mobilise political support for LGBTQI youth rights. The Policy and Research team will work with a pool of LGBTQI organi- sations and education experts to collect qualitative data on a set of 10 indicators, following the previous editions. We will produce a draft report to be finalised in 2023.	1 Report, 80 pages, 1 page map, 1 page index and full website	Mar - May, Oct - Dec
1.5	LGBTQI Inclusive Schools Survey (review) Following the success of the LGBTQI Inclusive Schools Survey carried out in 2020 (with over 17,000 responses). The Policy and Research team will produce a new ques- tionnaire and set up the methodology, improving the data collection process, to ensure IGLYO can carry out a new edition of the survey in 2023. We will also translate the questionnaire into more languages.	Questionnaire, 2 pages	Jun - Dec
1.6	Thematic Research on LGBTQI youth health The Policy and Research team will conduct desk-based research to review existing studies on how LGBTQI youth access their right to health. We will lead exploratory interviews to define what research gap needs to be covered. The advocacy group will also be included in this process. On this basis, IGLYO will develop the methodology to conduct our new study in this area in 2023. We will also create a Steering group of experts on health to review the work and hold an initial meeting.	Report, 2 pages	Jan - Dec
1.7	Trust Law legal analysis IGLYO will submit a proposal to work with Trust Law on a new legal analysis to increase the available data on legislation concerning LGBTQI youth rights and provide best practice examples to policymakers and CSOs. We will organise an event to disseminate the results of this research.	Report, 10 pages	Jan - Dec
1.8	Online panels, roundtables, and best practice exchange We will organise a minimum of 2 roundtables and best practice exchange with youth experts, member organisations, policymakers and other key stakeholders. We will ensure live caption and sign language interpreters. We will also work with other international, regional or national organisations to organise events to discuss LGBTQI youth rights.	Online	Feb - Apr, Sep - Nov



(CONTRACT)	Objective 2 - Empowerment: train, support and build the capacity of LGBTQI youth organisations activists, leaders and volunteers to represent, advocate on behalf of and serve their communities more effectively, influencing sustainable societal change.				
Empower- ment					
	OBJECTIVES AND ACTIVITIES PLACE TIMELI				
2.1	Activist Academy Mentors Training Online and Offline To equip young LGBTQI volunteers with skills and motivation to be effective mentors, we recruit mentors from previous Activist Academies; we run a 2 day interactive training or series of online workshops based on experiential learning and build supportive, reflective listening, conflict mediation, and motivational skills.	Online + Offline (location to be decided)	Jun - July, Sep - Oct		
2.2	Activist Academy Online and Offline The activist academy is IGLYO's flagship training where we develop practical skills, learn from peers and leading experts, build self-confidence and motivation as young activists, in small teams that complete challenges. Participants also learn individually in expert-led workshops and in teams to negotiate and make decisions in an inter- play of collaboration and competition. We will hold 2 AA in 2022, 1 offline and 1 online. The online version will expand the reach by increasing the participant number and the geographical scope.	Online + Offline (location to be decided)	Apr - Nov		
2.3	Online Capacity Building We will design 1 new online model for the training platform of IGLYO and design and deliver 4 1-hour interactive workshops. The focus will mostly be on various organi- sational development challenges.	Online	Feb, Jun, Sep, Nov, Dec		
2.4	Mentoring Capacity Building We will accept 2 applicant organisations into the program where they will receive technical and financial assistance through longer-term mentoring from IGLYO to in- crease their capacity to design, plan, and implement trainings, workshops or other capacity building and organisational development initiatives.	Online	Jan - Dec		
2.5	Technical Skills WS We will hold one 2-day workshop with a small group of participants from member organisations exploring specific technicals skills to increase the capacity of the member organisation by training key staff and volunteers.	Brussels, Belgium	Jul - Sep		
2.6	Study Sessions Pending: if grant becomes available as expected in October 21 by Council of Europe We will organise a 5-day study session hosted by one of the European Youth Centers of the Council of Europe. Study sessions are gatherings of young LGBTQI activists, and possibly other experts, such as members of professional bodies, or experts. They are designed, delivered and managed by a preparatory team made of 1 staff, 1 board member and 3 volunteers. Study sessions explore in depth various topics of interest for the community and may contribute to the production of guidelines or positioning papers.	European Youth Center of the Council of Europe	Feb - May		



Jetwork	pan-European network of LGBTQI youth organisations and activists which facilitates peer-learning and support.			
	OBJECTIVES AND ACTIVITIES	PLACE	TIMELIN	
3.1	Quarterly Staff & Board Meetings IGLYO's board will hold 4x3-days meetings, twice in Brussels with the full secretariat, and twice in other locations where we have members. Board meetings will be conducted online if travel restrictions happen. There will also be 10 online meetings for ongoing governance. Meetings will contain skills-building and governance training.	Online/Brussels, Belgium	Jan - No	
3.2	IGLYO new governance system proposal IGLYO still has the governance structure of a mostly volunteer organisation. Staff, Board, and the Governance Team (potentially via a working group) will work to adapt IGLYO's set-up, safeguarding the representational and skill building side while ensuring more governance capacities for the organisation and potentially less turnover. The proposal will be presented to the 2022 General Assembly.	Online/Brussels, Belgium	Jan - June	
3.3	Organisational development We will complete the internal review of all organisational policies and structures not yet completed in 2021 (human resources, office management, procurement, finance, fundraising etc).	Online	Jan - De	
3.4	IGLYO Memories Widen information pool and ongoingly upload elements of the history of our organisation over the period of its 40 years, so that in 2024 we can build on a comprehen- sive history overview.	Online	Jan - No	
3.5	Annual Members Conference The AMC aims to build the capacities of LGBTQI youth, to consult with the membership, to discuss and approve IGLYO's future direction, strategy, financialand statutory documents and to elect the new Board. 3-day programme, with around 80 participants. If COVID 19 measures continue the AMC will be held online.	Online/Brussels, Belgium	Feb - Oo	
3.6	Network Evaluation IGLYO collects data annually from our members to monitor and evaluate our work and impact, and identify areas for improvement. Online survey to all members in third quarter and an analysis report will be produced and distributed across the network. We will also collect all participant evaluations in IGLYO activities. Using the data collected IGLYO will assess the success of its objectives and priorities.	Online	Mar - De	
3.7	Advocacy Working Group IGLYO is growing its advocacy work, and will create an internal working group to ensure young people are leading the direction of IGLYO's policy and research work. The group will ensure young people are connected to EU mechanisms and have participation opportunities. In 2022, IGLYO will recruit a minimum of 4 LGBTQI young people. We will hold a minimum of 3 meetings.	Online	Feb - De	
3.8	Anti Racism Task Force Building on the recommendations made in 2021, a new call for participation will be launched to recruit LGBTQI young people who have experience on anti-racism and decolonial approaches, and identify as Black, Person of Colour, Indigenous, Roma, or as a member of racialised groups, indigenous communities, minority faiths or ethnic minorities. A minimum of 3 online meetings will be held. The group will work on implementable anti-racism policy and practices in IGLYO.	Online	Feb - De	





Objective 3 - **Network**: maintain and grow an engaged, connected, and well-functioning pan-European network of LGBTQI youth organisations and activists which facilitates peer-learning and support.

	OBJECTIVES AND ACTIVITIES	PLACE	TIMELINE
3.9	Alumni Working group To build and develop the alumni network and reconnect with alumnus no longer involved in IGLYO, we will work on an intergenerational initiative, stabilise and broaden the alumni system in IGLYO making it attractive to stay engaged, share knowledge and skills, and make IGLYO's history tangible to current membership. There will be an Alumni Newsletter twice a year.	Online	Jan - Dec
3.10	Fundraising Strategy After a strategic analysis of how IGLYO can diversify its funding base we will create a new fundraising strategy for IGLYO with a 4 year-implementation plan and seek to have made at least 2 applications.	Funding strategy as a part of the Strategic docu- ment	Jan - Dec
3.11	Management team meeting To support the further development and cohesion of the Management Team with the new Executive Director in place, we will hold 3 sessions of online training.	Online	Feb, Apr, Jul
3.12	Staff Development Days The full Secretariat meets in Brussels for 2 days in November for training and development, reviewing and evaluating how we work as a team, and further developing the organisation's work plan for the following year in detail. From this work, individual staff work plans are developed.	Brussels, Belgium	Nov
3.13	IGLYO specific child protection & participation policy Start the process of desk research and analysis, and the conversation with members in 2022, with the aim of having a completion of the process in 2023. The complexity of reaching and involving LGBTQI children will need thorough internal discussion and external advice.	Online	Mar - Dec
3.14	Governance Team meetings One physical meeting is held annually with the Finance Lead from the Governance Team to conduct a spot check on IGLYO's finances, and financial processes. Following the meeting, a Governance Team Report is produced and presented to IGLYO's membership. The governance team attends selected board meetings. Additional online meetings are held with the Governance Team for advice and guidance to both board and management.	Online/Brussels, Belgium	Mar, Jun, Sep, Nov, Dec



	Objective 4 - Dissemination and communication: this work package is linked to all 3 of our specific objectives as it contributes to communication and dissemination of our work. This work package aims to implement our communication goal of issuing compelling, bold, and strategic communication that shows the diversities of our communities and reaches both EU and national decision makers and LGBTQI youth communities.		
	OBJECTIVES AND ACTIVITIES	PLACE	TIMELINE
4.1	Website Redesign We will re-design our website to embed our comprehensive membership system Glue Up and create interactivity and featuring campaign opportunities, research results, and resources.	Online	Jan - Dec
4.2	Social Media Campaigns We will run 2 social media campaigns in the area of education and health to raise awareness on these topics and disseminate the preliminary findings of our policy and research work.	Online	Apr - Dec
4.3	Strategic policy communication We will increase work in the policy sphere (e.g. Twitter) and communicate substantially more with decision makers to mobilise political support on LGBTQI youth issues pertinent to ongoing EU processes. We aim for 2-3 tweets a week.	Online	Jan - Dec
4.4	Activist Academy Video Testimonials To mark the 5th anniversary of the Activist Academy, IGLYO will reconnect with past participants and produce a video testimonial to explore the long-term impact of the programme on various individuals' lives. The training video (3 minutes) will show the benefits of skill building of IGLYO training.	1 video	Jun, Jul, Nov, Dec
4.5	IGLYO Films We will create 2 videos in 2022 on LGBTQI youth rights, 1 focussed on research results and 1 on LGBTQI youth discussing key EU relevant rights issues.	2 videos	Jun, Jul, Dec
4.6	Annual Review Film We will produce an annual review video to highlight the successes and setbacks for LGBTQI youth, and disseminate our work, turning the annual report into an easier format adapted to wider audiences.	1 video	Sep, Oct
4.7	LGBTQI News Infographics We will ensure that our members and youth activists are made aware of all significant developments in LGBTQI rights in Europe and globally, through a minimum of 12 infographics per year posted across the organisation's various online channels.	12 infographics	Jan - Dec
4.8	Annual Report IGLYO will produce and design a detailed annual report to document the organisation's work over 2021. Posted on IGLYO's website and promoted through our online channels, it will ensure that the achievements of the organisation are widely disseminated to partners, funders, members and followers.	Report, 20 pages	Nov - Dec
4.9	Members' Newsletter To update our members on events and opportunities in IGLYO and on LGBTQI rights, we will produce a monthly newsletter. Members will also have the opportunity to promote their own work through the newsletter, creating stronger links across the network.	12 Newsletters	Jan - Dec
4.10	Member of the Month We will conduct an interview with a member organisation every 2 months and create news articles about their work for social media and our website.	6 articles	Feb - Dec
4.11	Coffee with IGLYO We will organise bi-monthly online events with the Members in order to share the upcoming activities and opportunities. These events will also give our Members an opportunity to present their work, to network with other Members and become more engaged within the IGLYO network.	Online	Feb - Dec

