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InterPride

STRATEGIC PLAN 2022-2024



Advancing The Global Pride Movement



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INTRODUCTION

InterPride is the international organization that advances the Pride movement by coordinating with global partners that share our values.

We are uniquely suited to carry out our work because InterPride:

- Works with and supports the visibility and development of Pride networks around the world, thereby contributing to the presence and influence of Pride efforts at regional and local levels.
- Gathers regional Pride platforms dedicated to producing Pride events for diverse global SOGIESC (Sexual Orientations, Gender Identities and Expressions, and Sex Characteristics) communities to learn and grow with each other.
- Manages, supports, and awards WorldPride™, global grant programs, and related initiatives.

MAIN WEBSITE:
www.interpride.org

MEMBER WEBSITE:
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BIO WEBSITE:
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In 1982, the National Association of Lesbian and Gay Pride Coordinators was formed in Boston, USA, with an initial membership of six USA Pride organizers. Over time membership has grown to include Pride organizers around the world, becoming InterPride in 1999.

In 2021, membership totaled over 300 organizations from more than 60 countries. This growth has been matched by increasing diversity of membership. Since 2015, non-North American members have grown from 21% to 49%. This trend primarily reflects increased participation from Oceania and Global South (Africa, Asia, and South America).

The Pride movement continues to evolve. Pride has gained a presence in locations where it was previously absent or under-developed. There has also been significant growth in structures that gather Pride organizers together at a national or international level (known as Pride Platforms). This trend has created opportunities for InterPride to identify ways to better leverage regional knowledge to advance the rights of SOGIESC communities.

InterPride recognizes that to remain relevant and responsive, we need to ensure:

- our objectives, structure, and operations are aligned with the evolving global Pride movement
- culture and engagement reflects global trends and discourse
- barriers to inclusion, including those relating to language, culture, and organization structure are minimized

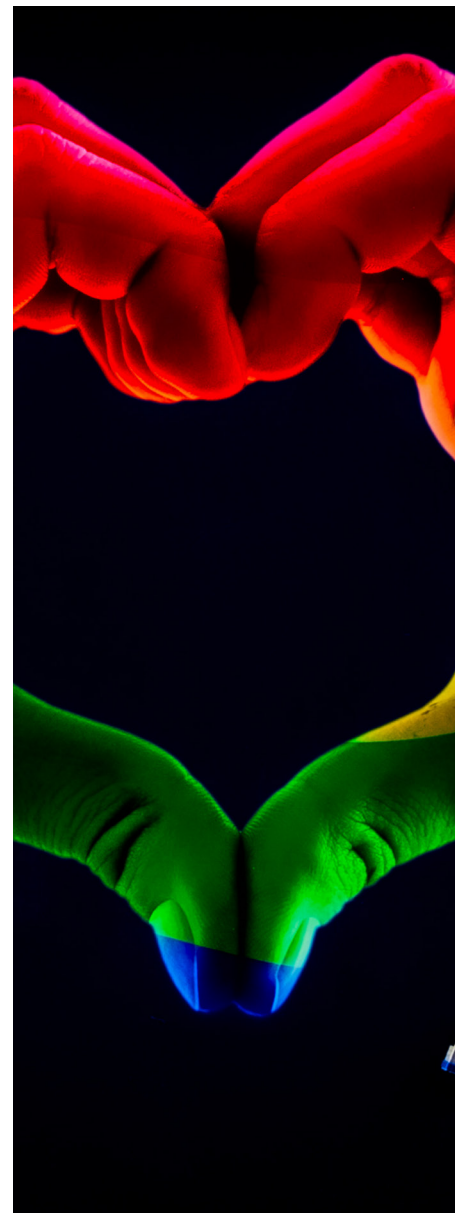
To implement these goals, InterPride has developed this Strategic Plan. The plan has been informed by five years of focused discussion, including detailed stakeholder consultation conducted throughout 2021. This plan will be implemented over three years through a staged process commencing in 2022.

ESTABLISHED:
1982

MEMBERS:
300+

COUNTRIES:
60+

BRANDS:
WorldPride, PrideRadar, Global Pride,
Pride 365



ABOUT INTERPRIDE

VISION

InterPride's mission is to achieve legal, social, and cultural equity for SOGIESC communities through the Pride movement.

MISSION

- To contribute to the visibility and inclusion of diverse sexual orientations, gender identities and expressions, and sex characteristics (SOGIESC) communities.
- To connect, grow, and support Pride Platforms and networks globally
- To assist the Pride movement to design and conduct human rights events that deconstruct myths, lies, and prejudices surrounding SOGIESC realities.
- To maximize networking and communication across the global Pride movement, offer resources, grow, and leverage partnerships.

VALUES

- Trust
- Respect
- Accountability
- Diversity
- Multiculturalism
- Kindness
- Bravery

PRIDE

- InterPride defines Pride as any public or semi-public gathering led by and for people of diverse SOGIESC communities that promotes visibility and inclusion.
- Such gatherings take many forms, including but not limited to a parade, march, rally, festival, as well as events reflecting varying cultural practices such as pageants, traditional dance, ceremonies, and storytelling.
- InterPride recognizes that the nature of Pride gatherings is influenced by political, social, and cultural contexts, including constraints imposed by at-risk environments.
- A Pride organization produces a Pride event. An organization may be described as Pride-like where it does not produce a Pride event but aspires to do so. The inability to produce a Pride event may be due to factors such as the prohibition against public assembly, politically hostile environments, lack of funding, or organizational capacity.



DEVELOPMENT OF STRATEGIC PLAN

In 2021, an extensive stakeholder consultation was conducted. This consultation included:

INTERVIEWS

Current and past Board members	14 interviews
Committee Co-Chairs	12 interviews

SURVEY RESPONSES

Committee members	30 survey responses
Members	54 survey responses

SESSIONS

Global Advisory Committee members	13 sessions
Pride Partner Platforms	3 sessions
Partner organizations	2 sessions



The results of the consultation process were summarized in the report, [*Stakeholder Engagement Process to Support the Development of a New InterPride Strategic Plan \(December 2021\)*](#).

ORGANIZATION RESET

Based on the findings of the stakeholder consultation, strategic themes, and goals have been identified, particularly in relation to supporting InterPride in moving towards a greater role in policy, strategy, and responses to global issues.

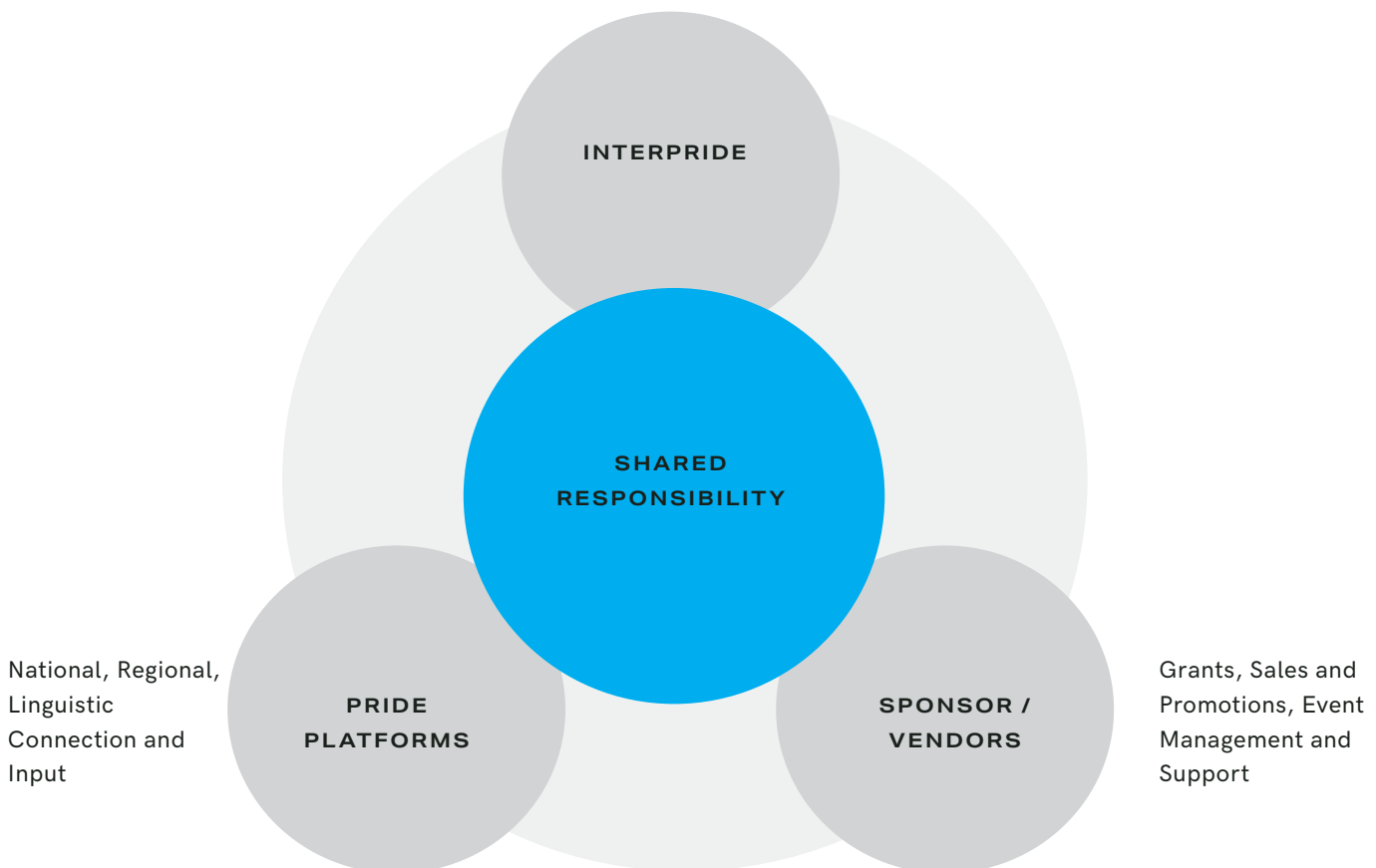
To achieve these objectives, InterPride is implementing a new organizational model.

Throughout its history, InterPride has operated as a member-led, democratic, non-profit organization that delivers services determined by our members. In recognition of the evolving global Pride movement, InterPride will enhance our role by moving to a partnership model. Under this model, we will work with partner organizations to meet collaborative goals.

The diagram illustrates the structure of the partnership model.

Partnership Model

Grants, Sales and Promotions, Event Management and Support



STRATEGIC PRIORITIES

The overall goal of the Strategic Plan is to advance the global Pride movement.

THE FOLLOWING STRATEGIC PRIORITIES AIM TO IMPLEMENT THIS GOAL:

1. Implement a new organizational model
2. Increase funding for grants and operations
3. Enhance and grow stakeholder operations
4. Improve organization's operations
5. Increase organization capacity by transitioning the Board's role from operations to governance



STRATEGIC PRIORITY 1

IMPLEMENT A NEW ORGANIZATIONAL MODEL

Action 1.1 Define InterPride's roles and responsibilities

Historically, the membership of InterPride has consisted of individual Pride organizers. A key function of InterPride has been to provide operational support to individual members to assist them in delivering Pride events. While members in developing regions still benefit from this type of support, such support is no longer required in many locations in Global North.

InterPride's regional structure has encouraged the development of networks of individual Prides who share information and experience. Over time, these networks have evolved while other networks have grown organically. Networks with well-established operational structures are known as Pride Platforms. These structures are generally best placed to:

- address issues at a country or multi-country level
- support the contribution of regional perspectives
- reflect cultural and language diversity
- generate regional engagement
- ensure issues are relevant to local Pride organizers
- provide individual Prides, especially smaller organizations, with mechanisms to ensure their voices are heard

InterPride recognizes that where such Pride Platforms exist, partnering at an organizational level on shared objectives is a more appropriate role than involvement at an operational level. In this context, we propose to jointly develop agreements with our existing partners, the European Pride Organizers Association (EPOA), Fierté Canada Pride (FCP), and the United States Association of Prides (USAP), to differentiate our respective roles and responsibilities, including minimizing duplication in functions and identifying mutual benefits. These agreements will form a model for other Pride Platforms as they become established.

Action 1.2 Incorporate Pride Platforms into the organization structure

InterPride will restructure so that representation is more equitable, inclusive, and geographically diverse.

Our aim is for representatives of Pride Platforms, such as EPOA, USAP and FCP, to become members of the InterPride Board. Networking structures are continuing to develop in countries like Australia and in the Global South. Over time, as national and international Pride Platforms in these locations develop, it is intended that representatives of these structures become members of the Board. In the interim, representatives of Africa, Asia, South America and Oceania will remain as members of the Board.

InterPride will continue to support the development of Pride Platforms through mentorship, on-the-ground support, access to training and resources.



STRATEGIC PRIORITY 1

IMPLEMENT A NEW ORGANIZATIONAL MODEL

Action 1.3 Redefine regions

The planned incorporation of Pride Platforms into the Board structure will change the concept of regions as it has been historically used by InterPride, and consequently, the role and structure of the Global Advisory Council.

Initially, regions 1 - 6 will be merged and referred to as the USA. It will be represented on the Board by USAP. Region 7 will be renamed Canada and represented by FCP, while it is intended that regions 10-15 (together with most countries in region 8)¹ be known as Europe and represented by EPOA.

InterPride will also be introducing a more appropriate definition of regions. Our regional boundaries have not adapted to the evolving Pride movement, with inequities in relation to the relative size of populations and representation. Regional boundaries also do not necessarily correlate with how Prides actually organize at the country or regional level.

InterPride will encourage the self-definition of regions based on commonalities such as language, culture, religion, ethnicity, geography, and political systems. The use of descriptive names for self-defined regions in place of the existing numbering system will also be introduced. For example, Region 20 could be known as Oceania, reflecting local practice.

Changes to regional definitions will not affect the existing ways in which countries organize at the local level. Pride organizers will continue to develop and implement local networking arrangements that reflect their individual needs.

¹ The USA is currently divided into 6 regions, Canada is currently known as region 7, and Europe is currently divided into regions 10-15. Region 8 includes countries in Eastern Europe plus the Russian Federation which spans both the European and Asian continents.

Action 1.4 Review the role of the Global Advisory Council and Caucuses

The presence of partner Pride Platforms on the Board will remove the need for representation of equivalent regions on the Global Advisory Council (GAC). There will however, be a continuing need for equitable representation of developing regions pending the formation of national or multi-country Pride Platforms in these regions. GAC representatives from Asia, Africa, Oceania and South America will continue as members of the Board until such structures are in place.

Creation of the GAC was approved by members in 2018. To date, however, an effective role for the GAC has not been identified. Bringing Pride Platform representatives on to the Board creates an opportunity to review the objectives of the GAC including the potential for its members to play an enhanced role in informing policy and strategy. In this context, there is potential to consider how the work of InterPride's caucuses could be brought together with regional interests.

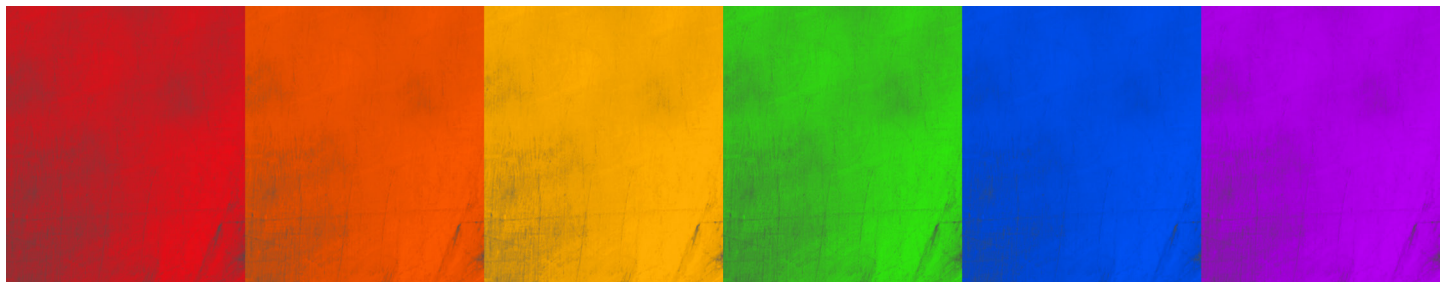
InterPride's caucuses support networking between marginalized and underrepresented groups. These caucuses focus on:

- Autism, disabled, people with reduced mobility, people with special needs and people with visual impairment
- Bisexual people
- People living with HIV
- People of color and Indigenous people
- Seniors
- Small Prides
- Trans & gender non-conforming
- Women

STRATEGIC PRIORITY 1
IMPLEMENT A NEW ORGANIZATIONAL MODEL

Caucuses generally meet annually at the InterPride General Meeting and World Conference. InterPride considers that our caucuses have the potential to play a stronger role in informing decision-making through the perspectives of marginalized and underrepresented groups.

SUMMARY OF ACTIONS AND OUTCOMES	
Actions	Outcomes
1.1 Define InterPride’s roles and responsibilities	<ul style="list-style-type: none">• Support coordinated approaches to global issues and actions• Reduce duplication of operations with Pride Platforms
1.2 Incorporate regional Pride Platforms into the organization structure	<ul style="list-style-type: none">• Increase equity, inclusion, and geographic diversity• Support development of evolving Pride Platforms
1.3 Redefine regions	<ul style="list-style-type: none">• Remove out of date regional definitions• Reduce appearance of hierarchy• Enhance regional identity• Ensure regional definitions correlate with how Prides organize on the ground
1.4 Review the role of the GAC and Caucuses	<ul style="list-style-type: none">• Ensure equitable representation• Ensure policy and decision making is informed by regional perspectives and the voices of marginalized groups



STRATEGIC PRIORITY 2

INCREASE FUNDING FOR GRANTS AND OPERATIONS

Action 2.1 Grow income through sponsorship and grants

In the past two years, InterPride has actively pursued growing our income through sponsorship and donations. Funds raised through these methods have enabled the recruitment of contractors in key functions and improvements to technology and communication systems. In the future, we will continue to build on successful partnerships and expand fundraising by applying for grants. This objective will be supported by creating a grant application strategy and hiring a grant writer.

InterPride will continue to develop events to boost donations, such as the online Silence to Solidarity concert broadcast on 19th March 2022. We will also establish non-profit registration in a second location to enhance fundraising and tax benefits opportunities. InterPride recognizes that securing corporate funding for nonprofit organizations is highly competitive. In this context, we will target corporations serving a global market rather than those aligned to countries associated with our partner Pride Platforms.

Action 2.2 Expand grant funding programs to Pride, and Pride-like organizations

Increased funding will allow InterPride to increase grant funding available under our Solidarity and Humanitarian Aid (formerly Legacy) programs to support Pride events and contribute to the costs of essential needs, particularly in the Global South.

The review of the Solidarity Fund and Humanitarian Aid Fund conducted in early 2022 developed improved policy guidelines and the introduction of a standardized, online grant application form. These improvements will support consistent, transparent application assessment processes and equity in funding allocation. Grant funding programs will be regularly updated to keep pace with changing needs.



SUMMARY OF ACTIONS AND OUTCOMES

Actions

2.1 Grow income through sponsorship and grants

2.2 Expand grant funding programs to Pride and Pride like organizations

Outcomes

- Increase financial sustainability
- Increase income through grants
- Improve access to fundraising and tax benefits
- Increase human rights impact
- Increase equity in accessing grants
- Ensure funding programs reflect changing needs

STRATEGIC PRIORITY 3

ENHANCE AND GROW STAKEHOLDER RELATIONSHIPS

Action 3.1 Enhance benefits for stakeholders

InterPride has continued to expand benefits to members such as discounted products and services and access to new technology. We have invested in a new membership platform and grown our online presence and technology to support improved communications.

In the future, we will expand practical support to Pride organizers, particularly in Global South, through, for example, creating a support toolbox with templates and other resources. We will collaborate with partners and sponsors to enhance internal and external educational and training programming to build skills and capacity, and identify opportunities to share technology and data. We will continue to build collaborative relationships with partners to achieve shared goals.

Action 3.2 Reduce language barriers

The growth of members globally has identified the need to reduce language barriers. Currently, there is access to key resources in English, French, Spanish and Portuguese, but not all resources or communications are available in languages other than English. Additionally, with the growth in membership from the Global South, translation and interpretation are needed in other major languages.

InterPride will develop a comprehensive approach to reducing language barriers through research and consultation, including our technology partners.

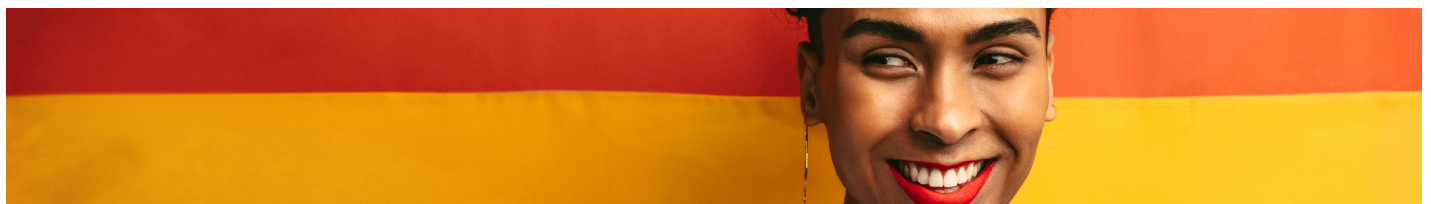
Action 3.3 Restructure membership and partnership fees

Historically, InterPride has relied on membership fees from individual Pride organizers as a source of income. Increased income from other sources has reduced the significance of fees in supporting the sustainability of InterPride. While there is already provision for payment of nominal membership fees by countries eligible for Official Development Assistance (ODA)¹ fee payment remains a practical and cultural barrier in some countries. Increased income will allow us to phase out membership fees for ODA eligible countries.

The payment of membership fees by individual Pride organizers has, in some cases, also been a factor in non renewal of membership, particularly in the context of the financial impact of COVID-19. InterPride will develop a strategy to phase out membership fees for Prides with less financial capacity while encouraging pledges and donations from members with greater capacity, in lieu of fees.

With respect to our Pride Platform partners, under the proposed redefined role for InterPride, Pride Platforms will continue to set their own membership fees but the payment of partnership fees to InterPride will be phased out.

¹ As defined by the Organization for Economic Co-Operation and Development



STRATEGIC PRIORITY 3

ENHANCE AND GROW STAKEHOLDER RELATIONSHIPS

Action 3.4 Strengthen international profile

InterPride's international profile has grown rapidly over the last five years, although we recognize that the organization remains relatively unknown in many parts of the world. Our goals for the future are ambitious – we want to:

- partner on global Pride issues, especially on issues that affect freedom of assembly and expression
- lead change through evidence-based advocacy and policy development
- create impactful change by influencing global leaders
- build and strengthen existing allies and partnerships within the human rights sector to enhance global positioning, international solidarity, and the voice of Pride organizers
- act as a global resource on LGBTQIA+ rights, cultural sensitivities, LGBTQIA+ spectrum, anti-racism, decolonization, and gender dialogues

Achieving these goals will, in part, be supported by recruitment of operations staff which will reduce the administrative burden of the leadership team, allowing increased focus on policy, advocacy, and human rights initiatives. Achievement of these goals is also dependent on increasing global awareness of InterPride through enhanced marketing and communication strategies.

We also aim to raise our profile by attending international events, including those of our partners. We will continue to strengthen the WorldPride™ brand to expand our reach and build the impact of Pride.

Action 3.5 Enhance recognition of volunteers

While staff recruitment will absorb day-to-day operational functions, volunteers remain the backbone of InterPride. We aim to acknowledge the contribution of our talented and committed leadership team and the many other volunteers by creating recognition programs. We will also proactively identify and mentor young and emerging leaders in the Pride movement, particularly from underrepresented regions and marginalized groups.



STRATEGIC PRIORITY 3

ENHANCE AND GROW STAKEHOLDER RELATIONSHIPS

SUMMARY OF ACTIONS AND OUTCOMES

Actions

3.1 Enhance benefits for stakeholders

3.2 Reduce language barriers

3.3 Restructure membership and partnership fees

3.4 Strengthen our international profile

3.5 Enhance recognition of volunteers

Outcomes

- Deliver practical tools and resources to build Pride
- Achieve shared goals through collaboration
- Increase accessibility and participation
- Enhance networking opportunities
- Remove practical, cultural and financial barriers
- Phase out Pride Platform partner fees
- Improve knowledge of InterPride
- Support achievement of policy, and advocacy goals
- Pay respect and build commitment
- Identify and mentor young and emerging leaders



STRATEGIC PRIORITY 4

IMPROVE ORGANIZATION'S OPERATIONS

Action 4.1 Grow Operations team

Increased sponsorship has allowed InterPride to engage contractors in roles such as fund development, communications, book-keeping, podcasts, and legal consulting. These engagements have enabled InterPride to raise our global profile, streamline operations and reduce the workload on volunteers.

To enter the next stage of growth, in 2022, InterPride will recruit an Executive Director and additional specialist roles, including an operations project manager, human resources consultant, a grant writer, and PrideRadar¹ coordinator.

¹ PrideRadar is a research project that collects and publishes data on the Pride movement worldwide.

Action 4.2 Grow Pride development in Global South

From 2023, we intend to engage Pride Development Officers in the Global South. In 2023, Pride Development Officers will be recruited in Sub Saharan Africa, South/East Asia, Oceania, and Central/ South America. In 2024, the engagement of Pride Development Officers will be expanded to include West Asia and the Middle East/North Africa.

Resourcing Pride development on the ground in underrepresented regions will enable InterPride to target support through locally specific, culturally accessible approaches. This strategy will also assist in reducing existing language barriers.



STRATEGIC PRIORITY 4
IMPROVE ORGANIZATION’S OPERATIONS

Action 4.3 Enhance operations through training and performance management

To respond to our growing international reach and increasingly diverse participation, InterPride will enhance our onboarding processes for staff/contractors and volunteers to include cultural awareness, diversity, and inclusion training. We will also create an offboarding plan to support continuous improvement through feedback.

We will develop Key Performance Indicators (KPIs) for roles, strategic objectives, and programming to ensure goals remain on target and maximize impact.



SUMMARY OF ACTIONS AND OUTCOMES	
Actions	Outcomes
4.1 Grow Operations team	<ul style="list-style-type: none">Streamline operationsReduce workload on volunteers
4.2 Grow Pride development	<ul style="list-style-type: none">Target support through locally specific, culturally accessible approachesReduce language barriers
4.3 Enhance operations through training and performance management	<ul style="list-style-type: none">Increase cultural awareness and knowledge of diversity and inclusionEnsure operations maximize impact

STRATEGIC PRIORITY 5

TRANSITION THE ROLE OF THE BOARD FROM OPERATIONS TO GOVERNANCE

Action 5.1: Enhance the capacity of the Board to implement best practice governance

Historically, InterPride has been an almost entirely volunteer-run organization. This has meant that the Board has had a primarily operational focus, with many functions delegated to Committees. Additional staff/contractors to be recruited in 2022 will absorb much of the administrative work now undertaken by Committees. This includes, for example, the organization of the annual meeting and world conference and support of Board functions.

Engagement of staff/contractors will also support the transition of the role of the Board from operations to governance. Responsibility for policy and planning functions previously assigned to Committees will return to the mandate of the Board, as will key functions like recruitment.

To support accountability and transparency, there will be increased onus on decision making by the Board, informed by recommendations from staff/contractors and Committees. Consistent with best practice governance, the Board will assume responsibility for approving grants and have greater involvement in financial planning, including maintaining financially responsible budgets.

To support best practice governance, Board members will undertake training in financial management, policy development, principles of good governance, risk management, and performance management.



Action 5.2 Review role of Committees

The recruitment of staff/contractors means that Committees with an administrative focus will no longer be required, which will reduce the workload of volunteers. External facing Committees such as Human Rights and Diversity, Grants, and WorldPride™ will continue to benefit from management by Committees, particularly where these include external specialist advisors.

Action 5.3 Implement best practice financial management

In 2022, InterPride completed a comprehensive review of our financial procedures. This initiative will be complemented by introducing additional strategies, including reviewing annual budget planning processes, conducting regular audits, and updating financial policies and procedures as funds grow and the organization structure evolves. An annual income target will be set to support growth and financial planning.

Action 5.4 Align Board structure and roles with strategic directions

The implementation of strategic directions will, over time, create an opportunity to redefine existing Board roles. The inclusion of representatives of Pride Platforms within the Board structure and increased emphasis on policy, advocacy, strategy, and human rights will create new demands on InterPride. The structure of the Board and the roles of directors will need to be responsive to evolving needs and priorities, with new roles identified for Board members that are consistent with strategic directions.

STRATEGIC PRIORITY 5
TRANSITION THE ROLE OF THE BOARD FROM OPERATIONS TO GOVERNANCE

SUMMARY OF ACTIONS AND OUTCOMES

Actions	Outcomes
5.1 Enhance the capacity of the Board to implement best practice governance	<ul style="list-style-type: none">Enhance policy and planning rolesSupport informed decision makingReduce overlap in Committee functions
5.2 Review the role of Committees	<ul style="list-style-type: none">Reduce the administrative workload of volunteersBenefit from the input of external specialist advisors
5.3 Implement best practice financial management	<ul style="list-style-type: none">Support effective financial planningProactive, responsive budget managementEnsure sustainability
5.4 Align Board structure and roles with strategic directions	<ul style="list-style-type: none">Respond to evolving needs and priorities



BENEFITS OF INTERPRIDE'S STRATEGIC PLAN

In general, an organization's strategic planning efforts have many benefits:

- Organization and people are set up to succeed
- Increased likelihood of staying on track
- Decreased likelihood of being distracted or derailed
- Progress through the plan is communicated throughout the organization
- Budgets organization-wide are based on strategy
- Cross-organization alignment
- Commitment to learning and training
- Everyone involved and invested in the organization
- Employees inform leadership about what's working or not working at the operational level
- Innovation is encouraged and rewarded
- Increased productivity

More specifically, we want to ensure InterPride evolves with the ever-growing Pride movement. We want to efficiently manage operational demands, reducing administrative duplication between InterPride and regional Pride Platforms. We want to transfer operational and administrative functions to staff/contractors to allow the Board to govern more effectively and reduce the workload on volunteers.

To give effect to the aims of this Strategic Plan, a detailed Implementation Strategy will be developed.

This will set out the steps, outcomes, and timing of implementation. The Board and hired leadership will monitor implementation regularly, assigning tasks and identifying milestones.

Ongoing reflection and learning throughout the implementation period aim to assist InterPride in continuously improving our organization and adding value to the global Pride movement.





InterPride

InterPride is incorporated in the U.S.A. and is a 501(c)(3) tax-exempt organization under U.S. law. It is funded by membership dues, sponsorship, merchandise sales, and donations from individuals and organizations.

InterPride assists member organizations at their discretion. InterPride promotes networking, makes introductions, shares good practices, suggests ideas, mentors, offers advice, provides education/information, and assists when needed. InterPride doesn't interfere in Member organizations' local matters and calls for de-escalation and dialogue to build on the global impact of visibility through Pride. Member organizations and Prides worldwide design and organize their events without the direct involvement of InterPride.

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Advancing The Global Pride Movement

STRATEGIC PLAN
2022 – 2024

The logo for InterPride, featuring the word "InterPride" in a bold, white, sans-serif font. A horizontal rainbow-colored line with a slight upward curve underlines the text, starting from the left and ending on the right.

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