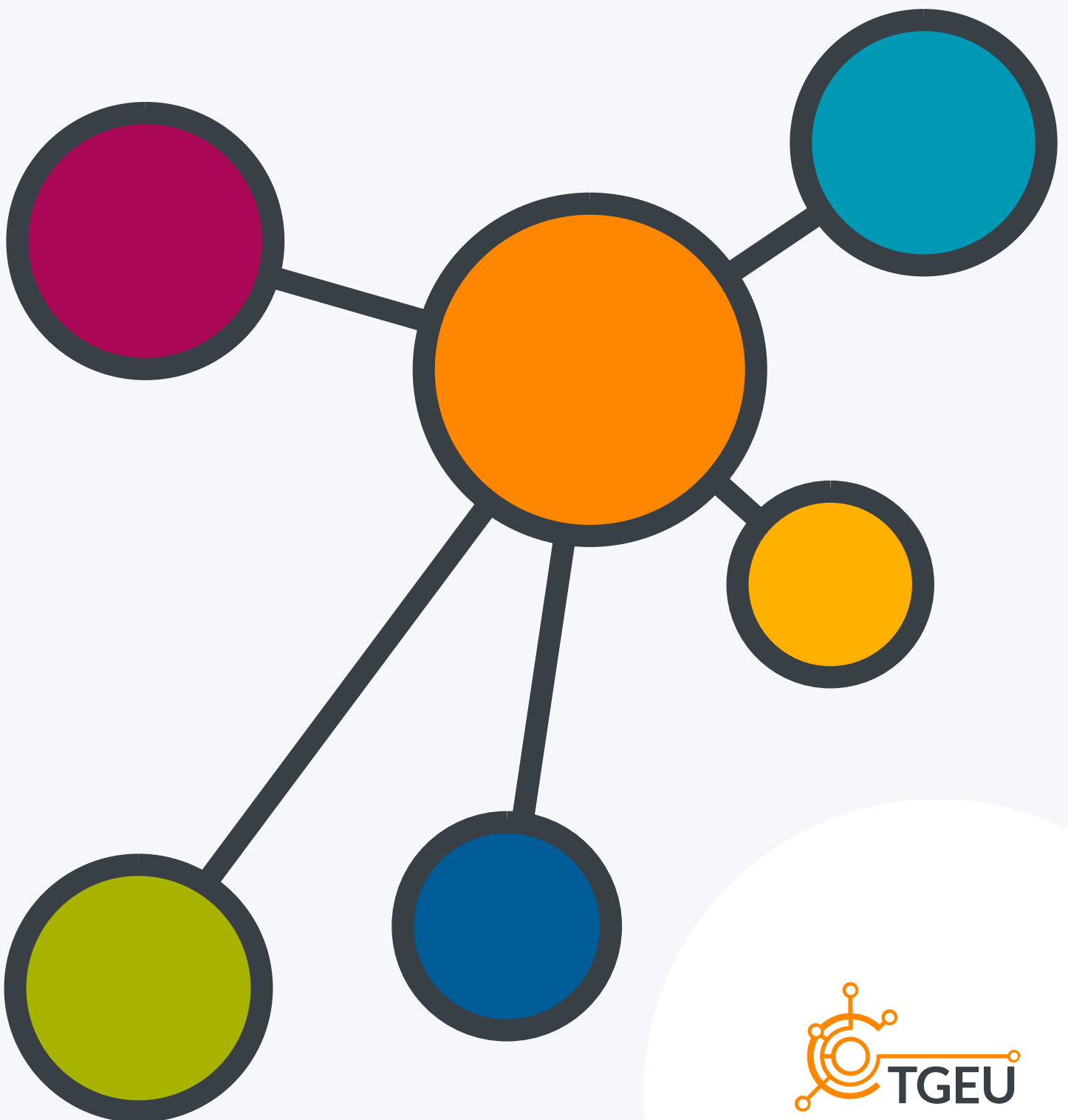


# STRATEGIC PLAN 2023-2025



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# INTRODUCTION

This Strategic Plan is designed to guide TGEU's work from May 2023 through the next General Assembly in 2025. Because TGEU's 2020-2022 Strategic Plan was considered still relevant at many levels, the Board of TGEU decided to extend and update it. The updates and changes suggested to the membership of TGEU are based on membership sessions held during TGEU's 2022 Council (a "Membership feedback" session and an "Activity Updates" one) and consultations with the TGEU Board and staff throughout 2022.

In the same spirit as TGEU's 2020-2022 Strategic Plan, this Strategic Plan focuses on stability and sustainability for TGEU and our members in increasingly hostile context. On 11 March 2023, the Membership is invited to discuss and vote upon this Strategic Plan.



# Our assumptions

## *Internal to TGEU*

- TGEU has significantly grown in the last 2 years and will need to continue to focus on strengthening its staff and stabilising its operations in the next 2 years.
- TGEU's work is strongest when our community and advocacy work are aligned.
- With a newly hired permanent Executive Director driving the organisation, TGEU's leadership will evolve and stabilise in the next 2 years.
- In hostile and rapidly changing environments, impacting harshly those further marginalised, TGEU's Boards made of volunteer activists from diverse backgrounds will face increasing difficulties in serving their mandates.

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## *External to TGEU*

- As consequences of the COVID-19 crisis, the increasing resistance against trans rights, and the impact of the war in Ukraine on the region and our movement, some funders and governments are moving resources away from trans groups and towards climate justice and economic recovery.
- Funding challenges, anti-trans backlash, COVID-19's aftermath, the war in Ukraine, and the resulting economic, political, and energy crises will continue to impact trans groups and activists for the next two years. All trans groups are impacted by these challenges, and the most marginalised (and those experiencing intersecting oppressions) will be disproportionately affected.
- Spaces for civil society are shrinking, resulting in fewer opportunities to influence policies and partners.
- Increasing resistance against trans rights and rising authoritarianism will make continued progress more challenging, and we will need to defend our rights in multiple countries.

# VISION

TGEU envisions a world free from discrimination where gender diversity is celebrated, where trans people are valued, and where trans movements are self-aware, intersectional, and evolving to meet the needs of a diverse and resilient community.

# MISSION

TGEU's mission is to strengthen the rights and wellbeing of all trans people in Europe and Central Asia.

We strive to represent the diverse needs of our members within human rights mechanisms, build the capacity and skills of our members to meet the needs of local communities, and develop intersectional and decolonised programmes to build more resilient and connected trans movements.

# GOALS AND OBJECTIVES

Throughout this plan, we use “goals” to describe high-level results TGEU wants to achieve in the long term - TGEU’s top priorities during the period of the Strategic Plan. We use “objectives” to describe our focus and plans to help achieve our overall goals:



# Goal 1: Stabilise and sustain TGEU

*To continue improving and stabilising TGEU. This will include work in four areas: (1) Organisational development, including staffing, operations, and finances; (2) Fundraising; (3) Board development; and (4) Staff Culture.*

## Objective 1

Engage in organisational development to ensure TGEU has strong and stable operational structures, resources, and staff with the capacity and skills to achieve our goals.

### Staffing

- Finalise the organisational chart as well as line management and reporting structures
- Stabilise the staff growth and strengthen junior staff's development through continuous staff training and improved onboarding processes
- Ensure stable leadership by onboarding TGEU's new permanent executive director and strengthening senior management
- While adhering to host country work regulations, review and adopt compensation plans that attract and retain diverse and skilled staff and consultants

### Operations

- Implement TGEU updated policy regarding remote work by exploring tools and streamlining processes to hire outside of Germany
- Explore possible relocation of TGEU in Brussels, Belgium.
- Strengthen already-existing Knowledge Base system to optimise TGEU's work and ensure a repository of institutional memory

- Increase accessibility of TGEU resources by adding language options to the website, preparing publications for text-to-speech readers, and providing captioning for online events
- Ensure English/Russian translation and interpretation throughout TGEU's programmes when applicable

### *Finances*

- Budget conservatively in times of uncertainty
- Strengthen the knowledge of the operations team on finances, budgeting, and accounting
- Ensure full capacity of the operations team (at least 2 full-time staff) to strengthen the quality of the administrative work and financial reporting
- Ensure strong financial controls by experienced tax consultants

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### **Objective 2**

Secure at least €1.200.000 annually from government and private donors to maintain TGEU operations and programmes.

### *Fundraising*

- Strengthen relationships with donors
- Raise funds to maintain a stable budget and ensure core funding remains at the level needed for sustainably running the organisation
- Do what we promise (and don't overpromise)
- Build grant writing and reporting skills on staff
- Prepare applications to the EU and other government funders
- Diversify/amplify donor and funding pool for TGEU



## Objective 3

Ensure the Board has the skills and capacity to govern the organisation.

### *Board Development*

- Elect and support the 2023-2025 Board, Co-Chairs, Auditors, and Pre-Election Committee
- Define the role and processes of the Pre-Election Committee, and strengthen its members' capacity
- Organise at least 4 Board meetings each year, including 1-2 in person, and trainings on Board governance, ethics, decision making, and conflict resolution
- Organise at least 1 joint Board-staff meeting on a topic relevant to TGEU's mission
- Conduct annual training on anti-oppression and intersectionality
- Lead planning and consultations for next Strategic Plan

## Objective 4

Improve the working culture of TGEU and put into action our commitment to anti-racism, anti-sexism, decolonisation, and accessibility.

### *Staff Culture*

- Conduct yearly assessments of staff culture and develop tailored action points to further improve trust, wellbeing, and working relationships among staff
- Strengthen TGEU's internal intersectionality working group by streamlining its 2022 implementation plan, involving all staff members on a rotating basis, and allocating resources for external support
- Provide training on conflict management and individual counselling sessions to address secondary trauma among staff
- Elect a staff representative to hold regular non-executive Staff meetings and attend Board meetings

## Goal 2: Protect our rights

*To defend and advance protections for trans people throughout Europe and Central Asia.*

### Objective 5

Maintain and improve legal protections for trans people, including with respect to non-discrimination, legal gender recognition, healthcare access, asylum, as well as HIV and sexual and reproductive health and rights.

#### Healthcare

- Develop a strategy for depathologisation and ICD-11 implementation, and support members' ICD-11 implementation and depathologisation efforts
- Support members and trans healthcare advocates through convenings of the Trans Health Network
- Engage in advocacy around UN Sustainable Development Goal 3 (Ensure healthy lives and promote wellbeing for all at all ages), to support Universal Health Care and trans inclusion in the international COVID-19 response

#### Legal Gender Recognition

- Contribute to LGR reform processes in at least 3 countries
- Defend against attempted rollbacks of LGR protections

#### Non-discrimination and intersectionality

- Raise awareness among national- and European-level stakeholders of issues facing trans people and potential remedies to address them
- Submit interventions in EU and Council of Europe processes impacting intersectional issues, including the rights of children, migrants and asylum seekers, sex workers, and women

## **Asylum**

- Develop TGEU's capacity regarding asylum advocacy for trans people and community building
- Work with relevant stakeholders, including EU institutions and EU member states, on the reform of the European asylum system
- Develop and implement trainings for diverse actors, such as national migration authorities and LGBTI organisations

## **HIV and sexual and reproductive health and rights (SRHR)**

- Develop TGEU's capacity about HIV and SRHR trans-specific advocacy and research
- Together with regional and global partners, develop a global HIV advocacy agenda reflecting the needs and priorities of trans, gender diverse and intersex people
- Advocate with strategic bodies at the regional, and global level (e.g. EU, CoE, UN)

## **Objective 6**

Take on our opposition.

## **Strategic Litigation**

- Submit Third-Party Interventions to the European Court of Human Rights to defend existing protections and counter anti-trans actors

## **Communications and resources**

- Use research-based strategic communications to increase support for trans rights and counter anti-trans narratives
- Collaborate with other organisations and allied networks to respond to anti-gender rhetoric and actions
- Develop communications strategies to reduce stigma, violence, and discrimination
- Provide platforms to increase visibility to TGEU members and amplify their voices

## Objective 7

Ensure trans inclusion and implementation of the EU LGBTIQ+ Strategy and other regional processes.

- Support members in the EU in implementing the EU's LGBTIQ+ Strategy to the national level
- Facilitate participation of trans-led and trans-serving groups within international human rights mechanisms and regional networks

# Goal 3: Protect our people

*To protect and empower trans activists in Europe, Central Asia, and around the world with research, resources, and training.*

## Objective 8

Help trans groups and activists respond to the consequences of the COVID-19 crisis and the war in Ukraine, as well as to survive the economic downturn.

- Monitor the impact of the war in Ukraine on trans community in Ukraine and abroad, as well as in neighbouring countries
- Adapt TGEU's Ukraine Emergency Response to longer-term strategies, including violence and rights violation monitoring
- Maintain and update trans-specific Ukraine resources on our website and member communication
- Collaborate with member organisations, peer human rights organisations, and humanitarian organisations to further address the gaps between the international development and human rights sectors

## Objective 9

Provide trans activists and regional/national stakeholders with tools to respond to intersectional issues, discrimination, and violence impacting trans people.

- Update and publish the Trans Rights Index and Maps documenting current protections in Europe and Central Asia
- Update and publish the Trans Health Map documenting the state of trans healthcare in the EU Member States and explore the

possibility of expanding it to all countries in Europe and Central Asia

- Collect data, develop publications, and disseminate already -existing resources on under-reported socio-economic topics, such as poverty and economic insecurity, homelessness and housing insecurity, or employment and access to the labor market
- Conduct research on the capacity building needs of Central Asian groups and use the findings to create and implement a regional development plan

## Objective 10

Increase awareness of violence against trans people and violence-reduction strategies.

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- Strengthen and adapt anti-trans violence monitoring and reporting by (1) assessing, restructuring, and identifying funding opportunities to properly resource the Trans Murder Monitoring global project, and (2) strengthening the Anti-Trans Violence project monitoring and reporting cases of anti-trans violence in Europe and Central Asia
- Develop anti-violence campaign each year for Trans Day of Remembrance including the development of materials for members
- Advocate for trans inclusion in anti-violence and decriminalisation efforts at national, regional, and international levels
- Develop strategies and resources to support the wellbeing of activists working on anti-trans violence

## Goal 4: Support our members

*To increase the engagement, capacity, and support of TGEU's organisational members throughout Europe and Central Asia.*

### Objective 11

TGEU's membership is equipped with skills and resources to effectively respond to intersectional discrimination and advance the fundamental rights of diverse trans communities across Europe and Central Asia.

- Organise multi-day in-person training for trans activists to gain leadership, community organising, and fundraising skills, as well as online trainings on communication and advocacy to challenge anti-gender narrative, discrimination, violence, and criminalisation
- Develop tailored capacity building opportunities for member organisations led by trans activists from further-marginalised background (e.g. trans women and feminine people, TBPoC)
- Further develop targeted capacity building support for groups in Eastern Europe and Central Asia
- Strengthen intra-membership networking by arranging direct connection and organising regular membership meet-ups
- Organise 1-2 yearly in-country visits to member organisations in Europe and Central Asia
- Further develop and disseminate TGEU Trans Leaders Academy's e-learning platform to give access to learning materials
- Conduct country context research to document the current social and economic status and needs of trans communities in Central Asia

## Objective 12

Members feel supported and are engaged in TGEU's work.

- Offer continuous and tailored capacity building and networking support in English and Russian to all members
- Consult with members and update membership database for monitoring, and tailored engagement purposes
- Increase TGEU's capacity to engage with and support members across all teams
- Organise the European Transgender Council 2024 with member-informed and member-led sessions
- Attend national and regional gatherings for trans activists



# Goal 5: Strengthen our networks

*To increase engagement of trans groups and activists within TGEU and other intersectional networks.*

## Objective 13

TGEU's network of individual and organisational members represents the full diversity of trans communities in Europe and Central Asia.

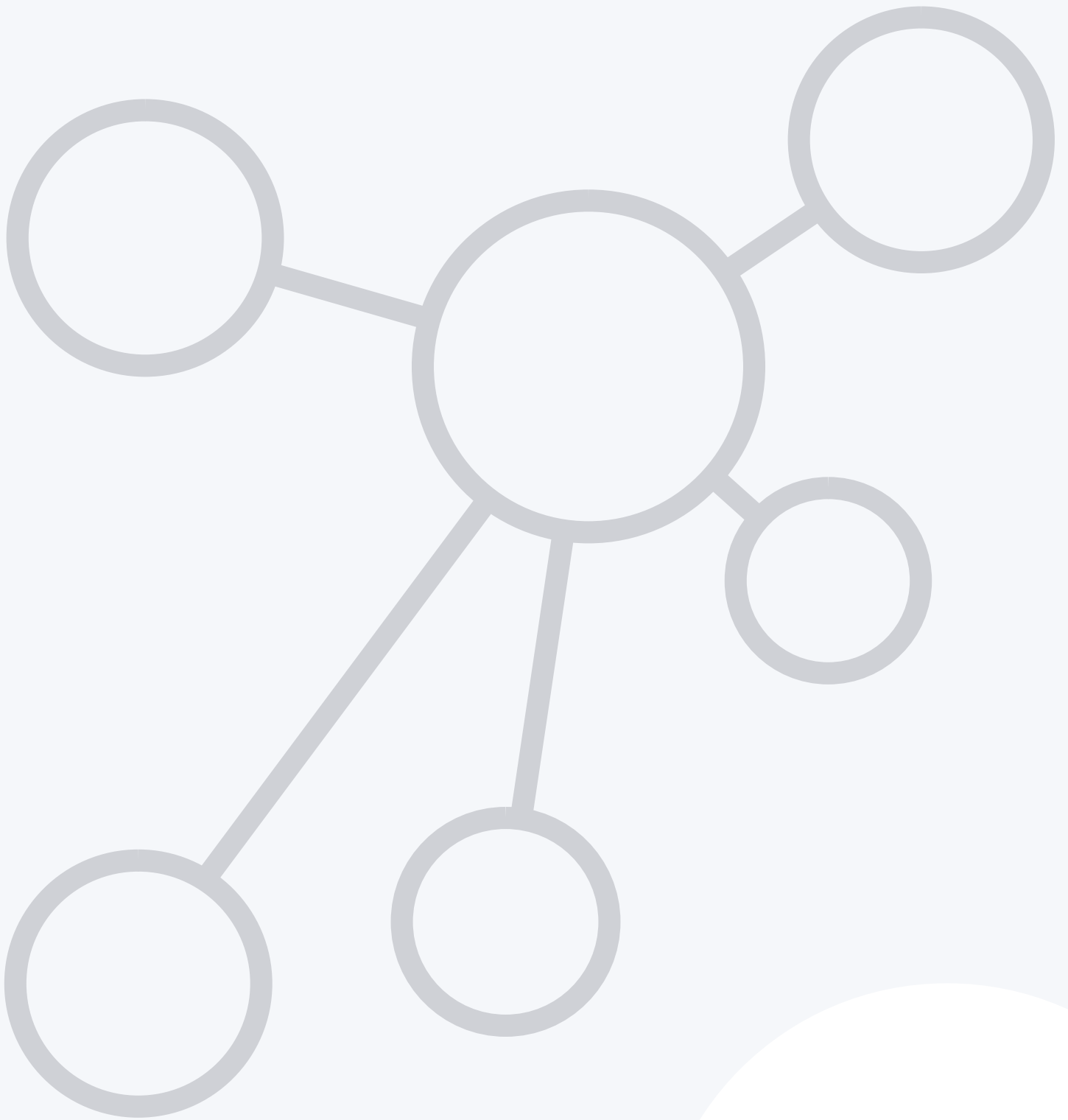
- Maintain and update with relevant qualitative and quantitative info (e.g. demographics, latest developments...) TGEU's membership database (CiviCRM)
- Expand TGEU's current members, and connect with countries where TGEU does not have yet any member
- Improve recruitment, engagement, and support of groups led by further marginalised trans communities or based in further underrepresented countries by streamlining policies prioritising the access to TGEU's resources to those further marginalised
- Develop an outreach strategy to reconnect with historic members
- Recruit at least 20 new organisational members with a focus on further marginalised communities and underrepresented regions
- Maintain and grow our current networks (Trans Health Network, Trans Legal Network, Trans Refugee Network) and organise at least one convening each

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## Objective 14

Increase active support and allyship from other movements and networks.

- Participate in at least 3 civil society networks
- Attend gatherings/conferences organised by other networks
- Collaborate with at least 10 regional human rights networks



[tgeu.org](http://tgeu.org)