



# STRATEGIC PLAN 2020-2022



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# INTRODUCTION

This strategic plan is designed to guide TGEU's work from November 2020 through the next General Assembly in 2022. The plan has been developed based on a planning session with members in October 2019 and consultations with the TGEU Board and staff throughout 2020.

Because of the uncertainty presented by COVID-19 and the need for continued organisational development at TGEU, the Membership adopted a streamlined 2-year plan focused on stability and sustainability for TGEU and our members.

## Our assumptions

- TGEU is in a rebuilding phase and will need to continue to focus on stabilising its operations in the next 2 years.
- The COVID-19 pandemic creates uncertainty and we cannot know how long the organisation, its staff, and its members will be impacted.
- Some funders and governments may move resources away from trans groups and towards COVID-19 responses and economic recovery.
- Government contracts are critical to TGEU's financial stability. If we do not receive renewed government funding for 2022-2026, this will significantly change TGEU's capacity beyond 2022.
- Funding challenges, backlash, and COVID-19 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.
- TGEU's work is strongest when our community building and policy advocacy work together.
- 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.

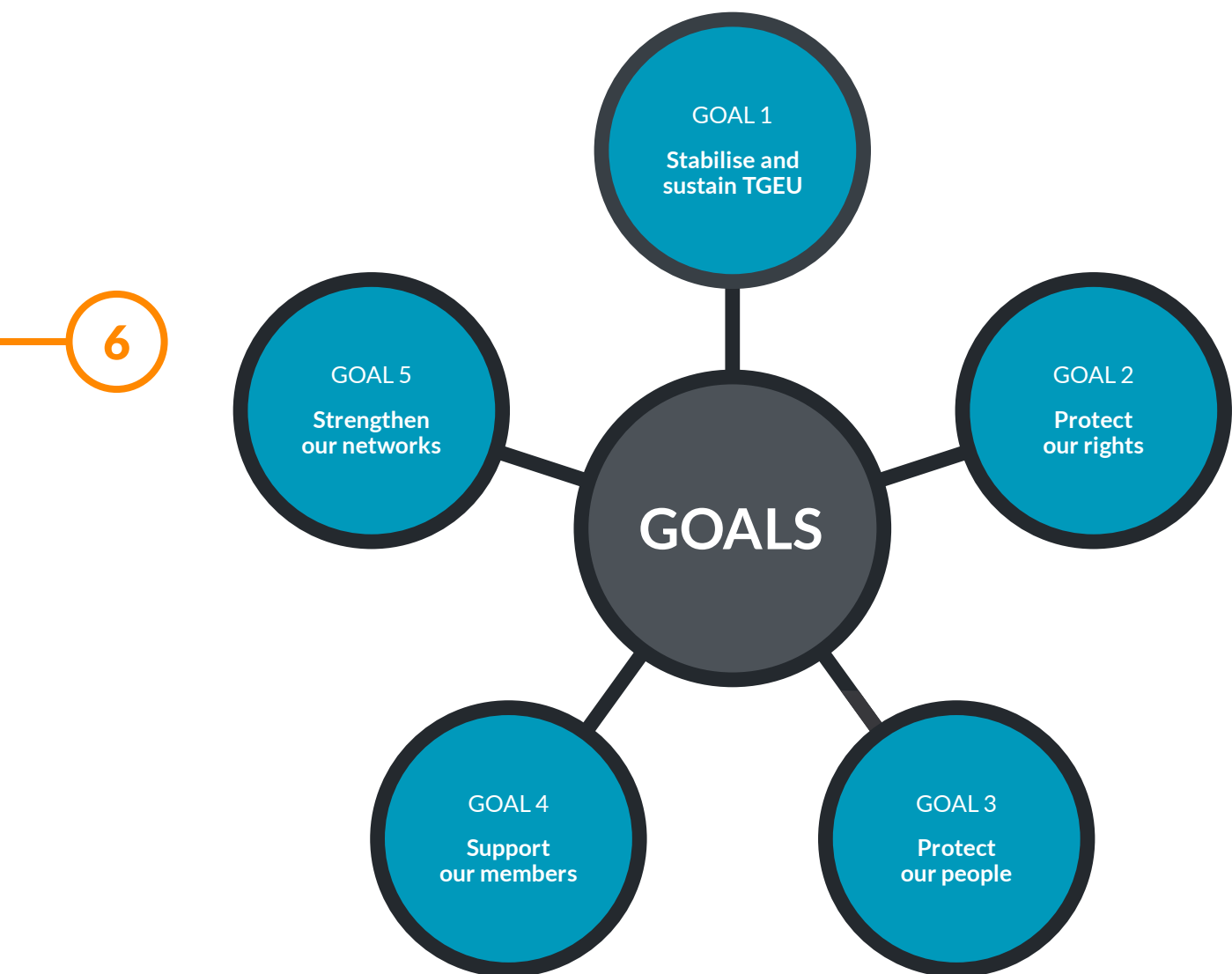
# MISSION

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

- Review, assess, and restructure staffing to strengthen TGEU's operations and programmes
- Develop improved onboarding and continuous staff training processes to better support and develop staff
- While adhering to host country work regulations, review and adopt compensation plans that attract and retain diverse and skilled staff and consultants
- Plan for a permanent executive director to ensure stable leadership

### Operations

- Update TGEU policies regarding remote work
- Explore possible relocation of TGEU and/or having staff working from different countries
- Develop a Knowledge Base system to optimise TGEU's work and create 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

### **Finances**

- Budget conservatively in times of uncertainty
- Improve and speed up payment processes
- Improve financial reporting
- Ensure strong financial controls

## **Objective 2**

Secure at least €850,000 annually from government and private donors to maintain TGEU operations and programmes.

### **Fundraising**

- Strengthen relationships with donors
- Raise funds to maintain stable budget
- Do what we promise (and don't overpromise)
- Build grant writing and reporting skills on staff
- Prepare an application for the new EU framework (2022-2026), and applications to the EU and other government funders
- Diversify/amplify donor and funding pool for TGEU

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## **Objective 3**

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

### **Board Development**

- Elect and support the 2020-2022 Board, Co-Chairs, Auditors and Pre-Election Committee
- Organise at least 4 Board meetings each year, including 1-2 in person if/when travel restrictions are lifted, and trainings on Board governance, ethics, decision making, and conflict resolution
- Organise at least 1 joint Board-staff meeting to review the implications of the LGBTI Equality Strategy on TGEU's strategies,



members, work plans, and staffing

- 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 an assessment of staff culture and develop a plan to improve trust, wellbeing, and working relationships among staff
- Convene an internal working group to lead mutual learning and implementation of best practices regarding intersectionality and racial, gender, and disability justice
- Provide training on conflict management and individual counselling sessions to address secondary trauma among staff

## 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, including non-discrimination, legal gender recognition, and healthcare access for trans people.

#### 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

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#### 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
- Develop report on discrimination impacting trans people based on disaggregated data from the 2020 FRA survey
- 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

## 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 COVID-19 pandemic and survive the economic downturn.

- Participate in Joint Research Initiative on COVID-19 to assess the impact of the pandemic on trans communities
- Organise training series to help activists and organisations survive the COVID-19 pandemic
- Maintain and update trans-specific COVID resources on our website and member communications

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### 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
- Conduct homelessness and housing insecurity report
- Conduct an employment and economic insecurity study
- Develop publications on freedom of movement, including its impact on trans parenthood, migration, and LGR
- 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.

- Assess and restructure the TvT Trans Murder Monitoring Project to streamline data reporting and reduce the project's impact on its staff and partners
- Continue to monitor and report on anti-trans violence
- 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.

- Provide community and capacity building support to help members address discrimination, violence, and criminalisation
- Conduct trainings on communications and public speaking to help members challenge anti-gender narratives
- Sustain capacity building support for groups in Central Asia
- Maintain strategic partnerships with 2-3 groups to support the goals and needs of local trans communities
- Organise multi-day in-person training for trans activists to gain leadership and community organising skills
- Conduct country context research to document the current social and economic status and needs of trans communities in Central Asia

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### Objective 12

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

- Consult with members and create a plan to increase engagement and support of members
- Hire Community Building Intern to learn about trans advocacy and support member outreach and programmes
- Organise the European Transgender Council 2022 with member-informed and member-led sessions

# 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 TGEU's current members, and recruit 10 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, Refugee Network

## Objective 14

Increase active support and allyship from other movements and networks.

- Participate in at least 3 civil society networks
- Organise or host annual Legal Practitioners' Convening







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