
TGEU Proposed Strategic Plan 2026 – 2029

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Methodology

This strategic plan has been written between April 2024 and November 2024. It is based on input and reflections from the board of TGEU, the staff team, the membership and other key stakeholders. Before the first draft was produced there were meetings with all staff members, meetings with all of the board, a survey sent around the membership (with 16 responses) and two opportunities for the membership to attend meetings to share their thoughts. Then a first draft was produced. Following this, there were meetings with the staff team and written comments gathered. Following the production of a second draft there were meetings with the board and written comments from the staff team before the document was finalised. There will be further work done to create an operational plan with KPI's and actions allocated to teams which can be regularly reported on. This document sets out the work of TGEU from 2026 - 2029. It was not envisaged as a reflection of the work completed in the previous strategic planning cycle.

Vision, Mission, Values

Vision

TGEU envisions a world free from discrimination, where gender diversity is celebrated, trans people are valued, and trans movements are intersectional and inclusive, strong and adaptable to the needs of a diverse community.

Mission

TGEU's mission is to protect and enhance the rights and wellbeing of trans people in Europe and Central Asia. We amplify trans voices in human rights and political forums, provide targeted training and resources to empower local trans communities, and foster collaboration across the region through intersectional and decolonial approaches. By building skills in advocacy, community organising, and hosting regional gatherings, we aim to strengthen and unify trans movements while advancing systemic change.

Values

We are committed to fostering an environment of empathy, kindness, trust, safety, appreciation, and cooperation, where resilience and diversity within our communities are celebrated. Guided by a focus on wellbeing, we work to ensure that those directly impacted by the issues we address are central to our strategy. Our commitment to community involvement drives us to measure our success by the tangible improvements in advocacy, support, representation, and resources for trans communities across Europe and Central Asia.

Community Involvement

We prioritise community engagement, ensuring trans communities are central to our actions and decision-making. By collaborating with and amplifying the diverse voices of trans individuals and communities, we collectively work to identify shared goals, advocate for solutions, and enhance community resources and access.

Intersectional Approach

We adopt an intersectional approach, addressing overlapping forms of oppression to centre and empower the most marginalised groups within our work. Particularly trans people who are refugees, migrants, asylum seekers, sex workers, BPOC, transfemme, older persons, D/deaf and disabled, young people and sexworkers. By prioritising diverse lived experiences, we aim to create inclusive processes and amplify the voices of those most impacted by systemic inequities. Our vision is rooted in collaboration. We strive to build alliances and foster mutual support, working hand-in-hand with movements and causes that share our values. Together, we amplify our collective impact and drive meaningful change.

Decolonial Approach

We recognise that trans identities are shaped by historical and ongoing impacts of racial violence, climate change and colonialism. We commit to challenging Eurocentric perspectives and gender norms, and addressing the colonial and racialised roots of trans marginalisation to unlearn, reimagine, and build equitable and intersectional collaborations that dismantle ongoing power imbalances.

Wellbeing Focus

We commit to fostering wellbeing, collective care and sustainability within our organisation and the communities we serve. By prioritising both individual wellbeing and collective care, we address the emotional and mental toll of systemic oppression and work towards creating supportive, healthy and sustainable environments within our organisation, and for our communities.

Theory of Change

The Change TGEU Aims to Achieve:

TGEU envisions a world free from discrimination, where gender diversity is celebrated, trans people are valued, and trans movements are intersectional, evolving, and grounded in the diverse realities of our communities.

The Challenges:

Trans people across Europe and Central Asia face escalating anti-trans aggression, reduced funding and decreasing political support. Whilst trans visibility might still be historically high, an overall rollback on rights, values and democracy threatens trans people's access to rights, healthcare, and wellbeing, resulting in poor mental health outcomes and threat to lives. In many regions, trans rights remain absent or precarious. Internally, TGEU grapples with funding constraints, capacity limitations, and the need for proactive membership engagement.

The Strategic Priorities:

To address these challenges, TGEU focuses on the following interconnected goals:

1. **Organisational Sustainability:**
TGEU will strengthen its governance, sustainability, and inclusivity, becoming a fully accountable, transparent, resilient and intersectional membership organisation.
2. **Community Empowerment and movement building:**
TGEU will invest in strengthening the capacity, skills, resilience and wellbeing of trans communities at the local level.
3. **Policy Advocacy:**
TGEU will protect, advance and uphold the rights of trans people, across Europe and Central Asia, fostering resilience and hope against anti-equality forces to ensure trans people can thrive.
4. **Research:**
TGEU will produce data-driven insights and knowledge on the diverse lived realities of trans people in the region, and globally, to inform and guide our work.

How We Work:

Our strategic priorities are guided and shaped by our core values:

- **Community Involvement:**
We work in, for and with trans communities, amplifying their voices and driving collective action.
- **Intersectional Approach:**
We address overlapping forms of marginalisation and centre the experiences of the most impacted.
- **Decolonial Approach:**
We challenge Eurocentric power dynamics, unlearn colonial practices, and amplify trans histories and realities.
- **Wellbeing Focus:**
We are committed to fostering wellbeing and sustainability within our organisation and the communities we serve by prioritising individual wellbeing and collective care and accountability.

SWOT Analysis

Strengths

- **Membership:**
With over 550+ individual and group members in 50 countries across Europe and Central Asia, TGEU has a wide-reaching, diverse membership that actively engages in trans rights advocacy, community organising and cross movement building. There is an opportunity to further strengthen TGEU's connection with its members through enhanced communication channels and regular feedback mechanisms.
- **Staff Team:**
TGEU's dedicated and diverse staff, now under new executive leadership, provides a solid foundation for internal improvements. The new Executive Director can focus on enhancing internal communication, collaboration, and fostering a supportive work culture.
- **Network and Partnerships:**
TGEU has established relationships with donors, partner organisations, and allies, providing a solid basis for collaboration. Expanding these strategic networks can increase TGEU's impact and support for members.
- **Funding:**
Funding is currently stable with long-term grants in place.

Weaknesses

- **Intersectionality:**
TGEU acknowledges that its current activities do not fully reflect the diversity within trans communities, particularly those with experience of multiple marginalisation. To address this, TGEU will work on collaborating with and centering the voices of these communities in developing more inclusive space, programming and leadership.
- **Strategic Focus:**
Limited strategic focus has led to resource constraints and challenges in achieving objectives. TGEU plans to create a more streamlined and prioritised strategy, clearly outlining achievable goals and allocating resources effectively to prevent over-extension.
- **Sustainability and Capacity:**
High workloads and a lack of staff development have impacted TGEU's capacity. To address

this, TGEU will invest in staff training and development, prioritise wellbeing, and explore options for hiring from a global workforce including non-German residents to diversify talent.

- **Fundraising:**
Without a dedicated fundraising role, TGEU's efforts to secure diverse funding sources are limited. Hiring a fundraising specialist will enable TGEU to focus on securing sustainable, flexible funding, especially for underserved regions like Central Asia.
- **Membership Engagement:**
TGEU will implement new initiatives to increase active engagement from its members, including regular consultations, more regional meetings, and platforms for member exchange.

Opportunities

- **Digital Rights and Online Safety:**
There is growing global concern about digital rights, privacy, and cybersecurity. The rise of online hate, misinformation, and the impact of AI on marginalised groups is an area where TGEU could be doing more work.
- **Mental Health:**
Increased awareness around mental health and the recognition of the specific needs of marginalised communities provide a chance to push for better mental health resources tailored to trans individuals.
- **Anti-Gender Movements:**
Whilst the rise in Anti-Gender Movements is of great concern, opportunities exist to form stronger alliances with human rights organisations, other marginalised groups, and media outlets to counter misinformation.
- **Strategic Litigation:**
Strategic Litigation has been used successfully to set precedents leading to changes in national laws and influencing broader regional norms. It also raises public awareness of discrimination and human rights violations, making it easier for civil society groups to advocate for legal reforms.
- **Expanding Work in Central Asia:**
The growing international focus on Central Asia's human rights situation, including the rights of LGBTQ+ individuals, provides an opportunity to secure funding and political support for trans rights. TGEU's members in Central Asia are keen to develop their advocacy work and build connections.
- **Building Strategic Partnerships:**
The increasing focus on intersectionality in human rights work and responding to the rise in illiberal democracies provides an opportunity for TGEU to deepen relationships with LGBTI networks, UN agencies, and organizations working on other justice issues such as racial justice, refugee justice, disability justice, climate justice and sex worker rights.
- **Expanding Research and Thought Leadership:**
The increasing demand for data and evidence-based approaches to policy and advocacy presents an opportunity for TGEU, particularly around needs assessments and the impact of intersectional discrimination on trans communities. TGEU is seen as a leader in trans

advocacy and there is an opportunity to strengthen TGEU's position as a thought leader influencing policy and public discourse on trans rights.

Threats

- **Anti-Gender Movements:**
TGEU will continue monitoring and analysing the rollback enforced by anti-rights and anti-equality actors, preparing counterstrategies that include education campaigns, legal responses, and collaborative efforts with other human rights organisations.
- **Digital Risks:**
The rapid rise of the use of AI and digital technologies poses new risks for trans communities. TGEU will prioritise the development of digital literacy programs and online security protocols to protect trans people from harassment and exploitation in digital spaces.
- **Funding Instability:**
The funding landscape is severely changing, with traditional private and public funders withdrawing for different reasons. To compensate for potential funding shortfalls, TGEU will diversify its funding by focusing on grants, individual donors, foundational, and corporate partnerships and hiring a dedicated fundraising/grants development staff member.
- **Global Instability:**
In light of geopolitical shifts towards illiberal democracies, increased risks for armed conflict and forced displacement in our region, TGEU will establish crisis response protocols. These will support members and staff in affected regions and secure alternative communication and funding channels where needed.

Stakeholder Analysis

We recognise the importance of engaging and collaborating with diverse stakeholders to achieve our mission and amplify our impact and we will prioritise the cultivation of these relationships to align our efforts, resources, and advocacy for the advancement of trans rights across Europe and Central Asia.

1. Trans Communities and TGEU Members

TGEU's work centres on trans communities as the ultimate beneficiaries, including member organisations, individual members, and trans individuals not directly involved in activism. We aim to strengthen our relationship with these communities to address their needs and ensure our strategies remain inclusive and relevant.

2. Funders and Donors

Financial sustainability is driven by strong partnerships with institutional donors, government agencies, development bodies, embassies, private foundations, and future corporate sponsors. In order to compensate for the withdrawal of public and private funders in the area of equality, TGEU will expand work with existing donors and explore potential new donors to ensure TGEU continues to deliver impactful programs and expands its reach.

3. Policymakers and Advocates

Engaging policymakers, experts, and decision-makers is critical for protecting and advancing trans rights and wellbeing. Collaborating with allies in institutions ensures trans voices are

amplified and our advocacy is impactful and resilient in influencing laws, policies, and societal attitudes to ensure trans people can thrive.

4. **Intersectional Allies**

Collaboration with intersectional human rights movements—including LGBTI, women's rights, anti-racism, disability rights, sex workers, harm reduction, HIV advocacy, and refugee justice networks—strengthens collective action and amplifies shared goals.

5. **Media and Communication Specialists**

Having the media cover our advocacy points is key for TGEU's advocacy work while constant visibility in press is important to reach out to the movable middle, establish TGEU as an expert in the media landscape and maintain credibility for the broad audiences.

Our Role & Commitment To LGBTI Rights

TGEU plays a unique role as the only trans membership organisation dedicated exclusively to trans rights in Europe and Central Asia, ensuring trans issues remain at the forefront of LGBTI advocacy.

We will continue to address diverse and intersecting oppressions faced by trans communities, including those related to sex work, HIV, migration, disability, racial equity, and more.

We will continue to work intersectionally by collaborating with strategic partners in the wider LGBTI movement, including the intersex, sex worker, racial justice, climate justice, and refugee movements, to advance shared goals.

Strategic Goal 1: TGEU is a sustainable, inclusive, intersectional and accountable membership organisation

Expand TGEU's income base by securing at least three new funding streams outside of the EU over the next strategic period. This includes actively pursuing grants from international foundations, developing partnerships with private sector entities, and exploring revenue opportunities through community-based fundraising efforts.

Outcomes

- TGEU is a sustainable organisation with long-term funding from a diverse range of sources
- TGEU has a suitable level of skilled staff members and a Board who are representative of the communities they serve
- TGEU has robust governance systems and procedures that support its memberships, staff team and Board

Implementation Strategies

Finance

- TGEU aims to expand its geographical fundraising efforts and diversify income by engaging with non-EU partners, enhancing relationships with public and private donors, and employing dedicated staff for grant management.
- TGEU will also seek to improve cost recovery and margins through better budgeting, pricing, and focused business development.

HR / Internal Operations

- TGEU aims to enhance organisational resilience and effectiveness by prioritising staff wellbeing, strengthening governance frameworks, and optimising operational processes, including IT, HR, and remote work policies.
- Strategic investments will focus on developing a skilled, diverse, and intersectional workforce through targeted leadership training, capacity-building programs, and structured pathways for community engagement and professional development.

Governance

- TGEU will strengthen board capacity through comprehensive onboarding, training, and support initiatives, ensuring members are equipped for effective governance.
- TGEU will work with its Board to conduct a strategic review of board composition to prioritise a balance of community representation with expertise in critical areas such as legal, finance, governance, strategic planning, HR, and fundraising.

Strategic Goal 2: Supporting, Empowering and Connecting Trans Communities and Movement building

TGEU aims to strengthen and connect its membership and broader trans communities, ensuring activists are supported, empowered, resilient and equipped for sustainable, intersectional organising. In prioritising engagement with underrepresented regions and marginalised groups, TGEU contributes to a resilient and inclusive trans movement across Europe and Central Asia. We do this by centering community involvement through an intersectional and decolonial approach, to advance the collective resilience and sustainability of the trans movement. TGEU will also foster leadership development within further marginalised communities, amplifying their contributions to community organising and intersectional cross movement building.

Outcomes

- A stronger, more inclusive trans movement centred on the needs of marginalised communities.
- Greater collaboration between trans activists and allied movements addressing intersecting issues.
- Increased member engagement with members actively shaping and contributing to TGEU's work.
- Enhanced leadership representation of marginalised groups, fostering sustainable and intersectional activism.
- More trans-led groups from underrepresented regions joining and leading within TGEU.

Implementation Strategies

- **Tailored Capacity Building:**
Offer region and community-specific programs to address unique needs, such as legal advocacy in Central Asia and responding to the rollback of rights in Western Europe. This will also support

Leadership development and capacity-building opportunities through Councils, General Assemblies, and mentorship programs.

- **Membership engagement strategy:**
Develop an annual membership engagement strategy to strengthen connections and involvement in governance. Build a sense of solidarity and collective care among members to bolster resilience against emergencies and rising hostilities, such as anti-trans backlash or regional conflicts.
- **Member Governance Pathways:**
Establish member-led working groups and a community advisory board to integrate diverse perspectives into strategic decisions.
- **Operationalise Intersectionality:**
Design programs targeting further marginalised regions, like Central Asia and communities like refugees, BPoC, sex workers, and D/deaf and disabled trans people to address multiple layers of marginalisation.
- **Monitoring and Evaluation:**
Implement SMARTIE indicators and annual evaluations to track progress and ensure responsiveness to members' evolving needs.
- **Financial Sustainability:**
Develop a fundraising strategy to secure resources for capacity-building programs, leveraging international partnerships and grants.

Strategic Goal 3: Protecting and advancing the rights of trans people, across Europe and Central Asia, fostering resilience and hope against anti-equality forces.

TGEU centres its advocacy and policy reform work to protect and advance the rights of trans people across Europe and Central Asia, adapting to an increasingly hostile environment marked by anti-trans rhetoric, right-wing populism, and diminishing support from traditional funders. Our work is rooted in the experiences of trans activists, particularly those facing heightened risks under authoritarian and illiberal regimes. TGEU's advocacy seeks to create a legal and social environment where trans people can live with dignity, safety, and equal opportunities, regardless of the political context.

This is a rapidly shifting landscape, including potential escalation of military conflicts in Europe, Central Asia and other legacy human rights conflict zones globally, our efforts are focused on defending existing trans community rights, preventing backsliding, and advancing protections where possible. We aim to build alliances with other marginalised groups, human rights defenders, and social justice movements to confront shared threats and ensure our advocacy is sustainable, intersectional, and resilient.

Outcomes

- **Preventing Rights Erosion:**
Protecting access to essential services such as medical and legal transition, safe educational

environments, and protection of freedom of expression, and freedom from bias-motivated violence.

- **Advancing Legal Recognition and Protections:**
Prioritising self-determined legal gender recognition (LGR), healthcare access, asylum protections, economic and social rights, and protections against gender-based violence.
- **Responding to Emerging Challenges:**
Addressing new threats and policy areas, including online safety, digital rights, conversion practices, and trans participation in sports.
- **Strengthening Representation:**
Amplifying trans voices from marginalised backgrounds and those in illiberal and authoritarian contexts, within decision-making spaces like the EU, Council of Europe, and other international forums.
- **Supporting Community-Led Advocacy:**
Ensuring decision-making on trans issues is informed by intersectional, community-based research conducted by trans people.
- **Reinforcing TGEU's Position:** Establishing TGEU as the leading organisation for trans advocacy in Europe and Central Asia, with an engaged membership actively shaping and supporting our advocacy work, and a strong allied network.

Implementation Strategies

- **Member and Community Consultation:**
Regularly engaging with members to identify priorities, threats, and strategic opportunities, particularly focusing on the needs of communities facing the greatest risks.
- **Evidence-Based Advocacy:**
Conducting targeted evidence based advocacy at international, regional, and national levels, focusing on both legislative and policy areas.
- **Strategic Litigation:**
Engaging in strategic litigation, especially at the European Court of Human Rights and the EU Court of Justice, and selectively supporting national cases to protect or advance precedents for trans rights.
- **Building Cross-Sector Alliances:**
Strengthening solidarity with LGBTI, feminist, and human rights organisations, as well as marginalised groups, to advance shared values of democracy, equality, and bodily autonomy in response to rising authoritarianism.
- **Proactive Strategic Communications:**
Countering misinformation and anti-trans narratives with strong, proactive messaging, equipping the trans community with communication tools and resources to navigate hostile political climates. Strategic communications will focus on advocacy-driven communications, public awareness efforts, and organisational storytelling.
- **Mobilising Resources for High-Risk Regions:**
Prioritising advocacy and resource allocation for trans communities in Central Asia and other high-risk areas, ensuring their needs are represented and their resilience is strengthened in the face of increasing adversity.

Strategic Goal 4: Evidence-Based Research

TGEU will produce rigorous, evidence-based research on the lived realities of trans people to inform advocacy and decision-making processes which advance trans rights and wellbeing. This research will empower trans communities and TGEU members with data driven tools to help their own advocacy efforts by amplifying underrepresented voices and prioritising intersectional and community-driven approaches, TGEU's research will drive impactful policy changes and strengthen its role as a thought leader on trans issues across Europe and Central Asia.

We will integrate TGEU's values of community involvement, intersectionality, and a decolonial approach to ensure that research contributes towards meaningful action and progress such as changes to the law offering legal protection and reduction in cases of trans violence.

Outcomes:

- Decision-making spaces are informed by intersectional, community-based research conducted by and for trans people.
- A comprehensive research strategy prioritises underrepresented trans voices, focusing on areas, such as healthcare access, asylum and migration, anti-trans violence, and digital safety.
- Continuation and expansion of core research projects, including the Trans Rights Index and Map, Trans Murder Monitoring and the Trans Health Map.
- TGEU strengthens its position as a thought leader, influencing public discourse and policy with evidence-based insights.
- TGEU's membership actively contributes to and benefits from tailored research initiatives, enhancing advocacy skills and knowledge within the trans community.

Implementation Strategies:

- Develop and execute a research strategy focusing on key issues, including healthcare disparities, anti-trans violence, digital safety, and the impact of socio-political factors on trans wellbeing.
- Produce community-driven data to equip policymakers with evidence-based recommendations for legal and policy reforms.
- Expand education and training programs for TGEU members based on research findings, supporting their advocacy and organising efforts.
- Strengthen engagement with TGEU membership to ensure research priorities align with community needs and lived experiences.
- Monitor emerging challenges such as AI-enabled violence and climate resilience to address the evolving realities of trans communities.
- Continue global monitoring and reporting on anti-trans violence, providing actionable insights to inform prevention efforts and support for victims.