Strategic Plan
2014 – 2020

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Introduction

Transgender Europe’s envisions
• a Europe free from all discrimination – especially including discrimination on grounds of gender identity and gender expression;
• a Europe where trans people and their families are respected and valued;
• a Europe where each and every person can live freely according to their own gender identity without interference and based on self-determination;
• a Europe where each and every person can freely express any gender without interference, with the full support of society.

The mission of TGEU is to work for the improvement of the situation of trans people and their families across Europe. TGEU implements its mission by:
• representing trans people in Europe;
• advocating for the fulfilment of trans people’s human rights;
• being the primary source of information and advice on transgender issues on a European level;
• having a leading role in raising awareness within European and international institutions of transgender issues;
• supporting a strong trans movement and enabling trans persons at all levels of organisation;
• working together with academic researchers who study issues relevant to trans lives and putting this research to use for the benefit of trans people;
• supporting the international trans movement.

1) TGEU's mandate covers all the geographical area of Europe and countries of the former Soviet Union.
2) We understand ‘gender identity’ to refer to each person’s deeply felt internal and individual experience of gender, which may or may not correspond with the sex assigned at birth, including the personal sense of the body (which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical, or other means) and other expressions of gender, including dress, speech, and mannerisms. (Yogyakarta Principles 2007)
3) The term ‘trans’ used in this document describes all people who have a gender identity or gender expression which differs in some way from societal expectations or from the assumptions made about them based on the sex or gender they were assigned at birth.
Strategic Plan
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Advocacy

**Goal:**
Trans people in Europe can live freely according to their gender identity without interference, enjoy their human rights, and share full equality in all spheres of life.
2. Advocacy

In order to achieve the above goal TGEU works towards improving the legal, medical, and social situation of trans people across Europe, especially in the fields of:

1. Legal Gender Recognition
2. Healthcare for Trans Persons and Depathologisation of Trans Identities
3. Trans People’s Safety
4. Equality and protection from discrimination
5. Fighting Stigma and Backlash
6. Trans Groups at Risk and Intersectionality with other Personal Characteristics
7. Trans family rights
8. Protection of Privacy

Within all these fields, TGEU will address the needs of groups at risk within the trans community and take an intersectional approach.

2.1. Legal Gender Recognition

TGEU will work towards the following objectives:

• quick, accessible, and transparent legal gender recognition based on self-determination in an increased number of states
• stakeholders on the national level are supported and empowered to instigate legislative change
• privacy protection throughout and after the process of legal gender recognition has improved

To this end TGEU will

• campaign and raise awareness
• provide legal analysis, advocacy material, and tools
• work together with TGEU member and other trans rights organisations as well as other stakeholders
• advocate for political support for quick, accessible, and transparent legal gender recognition based on self-determination at the level of European Institutions

Goal:
ENSURE THAT EVERY PERSON IN EUROPE CAN CHANGE THEIR NAME AND/OR GENDER IN OFFICIAL DOCUMENTS WITHOUT ANY INTERFERENCE BASED ON SELF-DETERMINATION.
2.2. Healthcare for Trans Persons and Depathologisation of Trans Identities

TGEU wants to work towards the following objectives:

- The awareness in European and national healthcare institutions regarding trans issues and specific barriers trans people face in accessing general and trans related health care services has increased.
- Classifications of trans identities are removed from the mental health section of the International Classification of Diseases, those relating to trans children are abolished completely.
- TGEU’s members and other trans rights organisations are empowered and supported in their work to depathologise trans identities on a national level.

To this end TGEU will:

- Build TGEU’s capacity in the field of trans related and general health care and seek cooperation with other organisations working in health and health related fields.
- Engage with European Institutions and other stakeholders in addressing gaps in access to healthcare for trans people.
- Feed TGEU policy into relevant processes regarding the ICD reform and support TGEU member and other trans rights organisations working on depathologisation.
- Support the development of non-stigmatising access models to trans related and general health care.

Goal: Ensure that trans people attain the highest attainable standard of trans related health care, have equal access to general healthcare, and that trans identities are no longer considered mental health conditions.

2.3. Trans People’s Safety

TGEU will work towards the following objectives:

- Public authorities, decision makers, and other stakeholders have an improved understanding of the specific violence trans people face in order to develop and implement effective responses.
- Member states increase their explicit commitment under international agreements targeting violence and hate crime and supporting victims such as the Istanbul Convention, the Committee of Minister Recommendation (2010) 5, and the EU Victims’ Rights Directive.
- Support its members and other stakeholders in advocating for the effective protection of trans people from violence and hate speech in their national context.
- Support its members and other stakeholders in establishing support for trans survivors of violence.
- Advise and inform public authorities, decision makers, and other stakeholders of trans people face, measures to protect trans people from violence, and on effective responses.
- Advocate towards a EU legal framework that is inclusive of gender identity and gender expression to address the issue of hate crime and hate speech in the member states.

Goal: Trans people are no longer targeted by prejudice-based violence and hate speech.
2.4. Equality and Protection from Discrimination

**Goal:** Achieve full equality and explicit protection from discrimination for trans people in all spheres of life.

TGEU will work towards the following objectives:
- There is an increase in the explicit protection on grounds of gender identity and gender expression in European and national level anti-discrimination legislation.
- A comprehensive strategy of the European Union to fight discrimination and work towards equality for LGBTI people in Europe has been adopted.

TGEU will:
- Advocate for an explicit reference to gender identity and gender expression in relevant policy and legislative documents at the Council of Europe, the European Union, and national level.
- Advocate for comprehensive anti-discrimination frameworks, contribute to the joint efforts for a comprehensive LGBTI strategy of the European Union, and support their implementation.

2.5. Fighting Stigma and Backlash

**Goal:** Trans people are respected and valued in their gender identities and expressions and can comfortably be visible in their every-day lives.

TGEU will work towards the following objectives:
- Public figures and the media increasingly promote positive attitudes towards, and respect of, trans people.
- Positive and diverse representation of trans people has increased on a European level.
- TGEU and its members are better prepared to counter political backlash.

To this end TGEU will:
- Strive to be the primary source of information regarding trans issues on a European level.
- Further develop its media work.
- Develop a strategy for how to counter political backlash.
2.6. Trans Groups at risk and Intersectionality with other Personal Characteristics

TGEU will work towards the following objective:

- TGEU takes full account of the needs and perspectives of groups at risk, takes an intersectional approach to its work, and reflects privileged positions.

To this end TGEU will:

- develop a policy on trans people in sex work
- develop co-operation with organisations working on migration, asylum, and sex work
- continue and intensify collaboration with intersex groups and organisations
- identify the needs of and specific challenges faced by further marginalised groups, such as people living with HIV, people with disabilities, sex workers, ethnic minorities, people of colour, migrants, and asylum seekers as well as children, youth, and the elderly

Goal:

Trans groups at risk and those with intersectional identities are visible and represented within the trans community and enjoy equal rights and respect in general society.

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2.7. Trans family rights

TGEU wants to achieve the following objectives:

- TGEU has gained insight into the different challenges trans families face in Europe
- parental and next of kin issues are included in TGEU’s work

To this end TGEU will:

- collect information and raise awareness on the situation of trans parents and their children in Europe, including the collection of positive cases, in order to effectively advocate for their rights in cooperation with other organisations working for trans family rights

Goal:

Trans parents and their children enjoy equal rights, including having documentation of their family status without restriction based on their gender identity or expression.
2.8. Protection of Privacy

**Goal:**

Trans people and their families enjoy full privacy.

TGEU wants to achieve the following objective:

- TGEU has gained sound knowledge of the right to privacy and how it relates to gender identity and gender expression

To this end TGEU will:

- consolidate its knowledge of the right to privacy
- improve its argument for the right to privacy
Trans communities in Europe are well and sustainably resourced and empowered to advocate effectively for the rights of trans people and to support the trans community in Europe.

**GOAL:**

Trans communities in Europe are well and sustainably resourced and empowered to advocate effectively for the rights of trans people and to support the trans community in Europe.
### 3. Capacity of the European Trans Community

#### 3.1. Funding and resources of trans organisations

**Goal:** Trans organisations across Europe have the necessary financial, human, and other resources to effectively advocate for trans rights and support the trans community.

In order to work towards this goal TGEU seeks to:
- support trans organisations in improving their resources and organisational structures
- help develop sustainable trans organisations on a national and local level
- support trans organisations in their national or local advocacy work
- support cross national networking of and co-operation between trans communities
- take an intersectional approach in all of these areas

#### 3.2. Increasing sustainability of organisations and community organising

**Goal:** There is strong and sustainable trans organising in every state in Europe.

In order to work towards the above goal, TGEU will:
- support national and local trans organisations in developing their organisational skills
- identify countries in which no or few trans community organising happens and support self-organisation
- provide opportunities for the European trans community to meet, exchange, and learn
- reach out to trans groups at risk and encourage intersectional organising within member organisations

#### 3.3. Effective Trans Advocacy and development of policy skills

**Goal:** Trans organisations across Europe are effective in advancing the rights of trans people.

In order to work towards the above goal, TGEU will:
- provide training for trans activists and their organisations on advocacy and engagement with stakeholders and decision makers
- support national advocacy by providing advocacy resources and direct support to engage with national governments

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**Goal:** There is strong and sustainable trans organising in every state in Europe.

**Goal:** Trans organisations across Europe have the necessary financial, human, and other resources to effectively advocate for trans rights and support the trans community.

**Goal:** Trans organisations across Europe are effective in advancing the rights of trans people.
TGEU in the Global Framework

Strategic Objectives:

4) We are using the term "gender diverse" here because the term "trans community" falls short in describing the whole community in global contexts.

1. A strong and well-connected global trans and gender diverse community advocates effectively on an international level.

2. Knowledge of the human rights situation of trans and gender diverse people is well established in international community frameworks and institutions.
4. TGEU in the Global Framework

In the next three years TGEU wants to achieve the following objectives:

- Knowledge regarding the human rights situation of trans and gender diverse people at regional and global UN bodies has increased.
- TGEU learns from the experiences of trans and gender diverse communities across the globe.
- TGEU’s partner organisations in the Global South and East are supported in their fact-based advocacy work.
- European trans communities are represented in global level processes.

To this end TGEU will:

- Provide up-to-date information, knowledge, and analysis regarding significant aspects of the human rights situation of trans and gender diverse people globally.
- Together with its partners in the Global South and East carry out research on the experiences of trans and gender diverse people, develop country-specific advocacy tools, and provide capacity-building trainings.
- Advocate for the protection of the human rights of trans and gender diverse people through relevant EU external mechanisms where appropriate.

- Increase TGEU’s knowledge and educate the trans and gender variant community on relevant UN mechanisms and how to use those for the benefit of the community.
- Work in partnership with other trans-led organisations on global or regional level as well as NGOs engaged in advancing human rights.
Organisational Development of TGEU

STRATEGIC OBJECTIVE:

• TGEU is recognised as the primary European level Trans organisation.

• TGEU has stable and sufficient resources procedures and structures.
5. Organisational Development of TGEU

In order to achieve the strategic objective TGEU will develop the organisation in the following areas:

1. Financial Resources
2. Communication
3. Governance
4. Management and Staff Development
5. Policy Framework
6. Membership

5.1 Financial Resources

TGEU will
- strive to obtain operational and project funding
- strive to diversify its financial resources, both by increasing the number of donors and increasing its non-donor based income
- build a financial buffer to counter cash flow difficulties more effectively

5.2 Communication

To this end, TGEU will
- develop and implement a strategy for internal and external communication
- improve the media coverage of TGEU’s work in quantity and quality
- improve internal transparency by clear communication with members

5.3 Governance

To this end, TGEU seeks to
- stabilise and document the organisation’s internal procedures, including the operational manual
- develop annual work plans for the Steering Committee and the staff
- manage the organisation’s risks in a systematic way
- introduce concepts of organisational learning
- improve the long-term recruitment of Steering Committee members
- train Steering Committee members on intersectional approaches and reflecting on positions of privilege

Strategic Objective:
TGEU strives to acquire sufficient and stable financial resources.

Strategic Objective:
TGEU has effective internal and external communication.

Strategic Objective:
TGEU’s governing bodies, staff, and volunteers are well-aware of their roles and responsibilities and have access to transparent and well-documented procedures. The Steering Committee is committed and skilled and maintains sustainable leadership.
5.4 Management and Staff Development

**STRATEGIC OBJECTIVE:**
TGEU has a management and staff able to take the organisation successfully forward.

To this end, TGEU will
- introduce concepts of organisational learning
- strive to increase the number of staff to be adequately staffed
- regularly train members of staff in their fields of work to maximise staff performance
- train staff members on intersectional approaches and reflecting on positions of privilege

5.5 Policy Framework

**STRATEGIC OBJECTIVE:**
TGEU has policies in relevant areas, which guide members of the Steering Committee and staff.

To this end, TGEU will
- establish a Policy Advisory Group
- develop policies in key areas of work including a policy on trans persons and intersectionality
- educate and train Steering Committee members and staff in TGEU’s positions

5.6 Membership

**STRATEGIC OBJECTIVE:**
TGEU seeks to increase its membership, in terms of numbers and regional representation as well as members’ engagement with the organisation.

To this end, TGEU will
- increasingly engage a wide range of trans organisations and groups in TGEU’s work and promote the benefits of TGEU membership
- seek to engage more volunteers in TGEU’s work
- regularly train TGEU’s volunteers
- increasing engage member organisations in TGEU’s European level advocacy work