



spektra



*Slavimo ljudske identitete i tijela,
slavimo ljudsku raznolikost!*

*We celebrate human identities
and bodies, we celebrate
human diversity!*

STRATEGIC PLAN OF NONGOVERNMENTAL ORGANIZATION ASSOCIATION SPECTRA 2020-2022

October 2019

CONTENT

1. Introduction – description of the design process of the Strategic plan	Error! Bookmark not defined.
2. Organization's history	Error! Bookmark not defined.
3. Association Spectra's programs	6
4. Cooperation	9
5. Financial statements and organizational structure	9
6. Vision	10
7. Mission	10
8. The values of the Organization	10
9. Analysis of environmental impact factors	Error! Bookmark not defined.
10. Direct and indirect users of the NGO Spectra	19
11. Key problem areas.....	19
10. Strategic and operational goals.....	21
10. Operative plan.....	22

1. Introduction – description of the design process of the Strategic plan

NGO "Spectra" started its work in 2017 by defining the Vision, Mission, goals and priorities of the organization. After two years of activity and implementation of activities in accordance with the Statute, there was a need to analyze the performance of the organization and adopt a document that would upgrade the existing acts and provide more precise guidelines for work. The NGO "Spektra" has decided to develop its strategic work plan for a period of 3 years (2020-2022) in a participatory way and started taking the first steps in this process in September 2019.

The organization's planning team was responsible for implementing the process and developing a strategic plan.

A questionnaire was sent to the members of the Organization aimed at exploring the needs of the members.

The questionnaire was sent to all members, and 15 of them answered. The questionnaire was intended to:

1. help better understand the past performance of the organization in achieving the goals for which it was founded
2. help to better understand the needs of the members of NGO "Spectra".

The questionnaire examined the views of members of the Organization in relation to membership expectations, the evaluation of activities carried out in the previous period, and the suggestions of members regarding possible improvements in activities in the areas defined in the Statute.

The questionnaire showed that members of the Organization give priority to the implementation of past activities with a focus on providing support services.

From October 15 to October 28, 2019, two workshops were held in Podgorica on which analyses were made based on which further strategic and operational goals and activities of the Organization were defined for the period 2020-2022. Representatives of the Organization participated in the workshop.

After the workshop, a draft Strategic Plan was prepared and submitted to the Assembly of the Organization for adoption.

For the purpose of drafting the Strategic Plan, an external consultant was hired to methodologically guide the process and prepare a draft document based on inputs from all the previously described steps in the process.

2. Organization's history

Association "Spectra" is an organization that deals with the protection and promotion of human rights of transgender, gender-variant and inter-sex persons. It was established in March 2017 and registered in June 2017 under ordinal number 8650.

The goals of the Association are:

- Achieving full gender equality, which includes equal opportunities and respect for the human rights of all citizens, regardless of gender identity, gender expression and / or physical / gender characteristics
- A Montenegrin movement of trans, inter-gender, gender-variant and queer (TIRVQ) persons has been established, who will actively and permanently fight for the protection of their human rights;
- Full visibility of TIRVQ persons in Montenegro and their presence in public activity;
- Full participation of TIRVQ persons in the decision-making and policy-making processes concerning human rights of TIRVQ persons;
- Achieving full legal and social equality of TIRVQ persons in Montenegro;
- Adequate, accessible and free health care, as well as improving the physical and mental health of TIRVQ persons
- Economic empowerment of TIRVQ persons;
- Full acceptance of TIRVQ persons by the general population in Montenegro and suppression of discrimination based on gender and sex identities, gender and physical characteristics and gender expression, sexuality, skin color, ethnic, religious or national origin, class, mental / physical ability, work or educational status and other characteristics;
- Public sensitization on TIRVQ topics, trans-feminism, gender, gender expression, sex characteristics;
- Developed community of trans, inter-gender, gender-variant and queer persons in Montenegro;
- Contributing to the development of the TIRVQ regional and international community as well as LGBTQ people;
 - Developed solidarity within the TIRVQ as well as the LGBTIQ community and the women / feminist movement;
 - Developed solidarity between human rights associations;
 - Continuous development of art and culture aimed at questioning gender, sex and gender norms;

The activities of the Association are:

- Public advocacy and protection of human rights of TIRVQ persons at local, national, European and international levels;
- Organizing, supporting and participating in the organization of public gatherings of TIRVQ persons, with the aim of increasing the visibility of TIRVQ persons and advocating for the protection of human rights of TIRVQ persons;
- Sensitizing the public to promote interests and improve the position and quality of life of TIRVQ persons;
- Promoting feminist principles;
- Collaboration and provision of expertise, organization of seminars, trainings and consultations with the media and journalists;
- Collaboration with the public and the media
- Encouraging the self-organization of young TIRVQ persons to exercise their rights;

- Activities aimed at promoting, improving and protecting the rights of young people;
- Activities aimed at advancing the rule of rights and human rights;
- Activities aimed at preventing and addressing hate crimes and hate speech;
- Activities aimed at promoting and achieving gender equality;
- Activities aimed at preventing and addressing domestic violence;
- Activities aimed at preventing and addressing sexual violence;
- Activities aimed at preventing and solving the problem of violence in relationships or partnerships;
- Providing free legal assistance, psychosocial support and peer counseling to TIRVQ persons;
- Activities aimed at improving the health services and mental / physical health of TIRVQ persons;
- Promoting healthy lifestyles;
- Activities aimed at preventing and addressing the use of tobacco products;
- Promoting and protecting the human rights of people living with HIV / AIDS;
- Prevention of HIV / AIDS and other sexually transmitted infections;
- Activities aimed at reducing harm to TIRVQ drug users;
- Organization of workshops, courses, lectures, seminars, forums, congresses and other activities in accordance with the goals of the Association;
- Collaboration with educational institutions;
- Informal education;
- Activities aimed at preventing and addressing peer violence;
- Activities aimed at the economic empowerment of TIRVQ persons;
- Activities aimed at social entrepreneurship and promoting social entrepreneurship;
- Activities aimed at promoting and promoting workers' rights, equality in the workplace and combating discrimination against TIRVQ persons in the workplace;
- Activities aimed at fostering trade union association as a way of fighting for workers 'rights and activities aimed at working with trade union associations and organizations to promote workers' rights;
- Activities aimed at preventing and solving mobbing problems;
- Activities aimed at working with employers and employers' associations to promote and ensure equality in the workplace;
- Activities to prevent and address homelessness;
- Organizing and conducting research into the views of TIRVQ persons, the general public and / or certain social groups, with respect to human rights issues of TIRVQ persons, and other topics;
- Organizing cultural and artistic events;
- Developing and encouraging volunteerism;
- Fostering critical debate in the public on gender and sex diversity and related topics, and forming affirmative views on the TIRV population;
- Promoting ecology, ecological culture, maintaining a healthy environment, recycling waste and responsible environmental management;
- Collaboration with national and international organizations, associations, networks, and individuals dealing with the same and similar issues in order to strengthen the national, regional and international TIRV movement;
- Monitoring and proposing legal and medical practices and solutions based on human rights principles concerning transgender, intersex, gender variant and queer persons;
- Carrying out education and publishing activities on gender and sex diversity and related topics, and on the protection and promotion of human rights of transgender, intersex and gender-variant persons;
- Creation and maintenance of the Association's websites;
- Creating and maintaining TIRVQ web portals on topics and policies, culture and other content.

3. Association Spectra's programs

1. COMMUNITY BUILDING PROGRAM

The main objective of the program: Empowering transgender and gender-variant persons for adequate access to human rights

Specific goals:

- Provision of social services to transgender and gender-variant persons (self-support group, peer counseling, support for victims of violence and in cases of discrimination)
- Educating transgender and gender variant people for human rights activism
- Easier access to institutions and system services

The most significant results achieved :

- During 2017, 28 trans and gender-variant people were supported through social services
- During 2018, support for over 40 trans and gender variants was provided through social services
- During 2019, 57 trans and gender-variant people were supported through social services
- Through social services, support has been provided to trans women, trans men, non-binary and gender-variant persons, people living with HIV, sex workers, victims of domestic violence, the poor, people from rural areas, asylum seekers / refugees, people and displaced persons, as well as persons belonging to ethnic minorities.
- Establishment of a self-support group service, which is held once a week and brings together up to 20 trans and gender-variant people continuously, aiming to create a safe space for the empowerment of trans people in the group.
- Peer counseling is conducted 2 times a week by 2 trans activists, as well as through social networks and online tools, and through this service information on transition, human rights, mechanisms of protection against violence, as well as support in self-acceptance, transphobia, ways of reporting discrimination and other topics of importance.
- Continuation of facilitation of contact with healthcare professionals in the transition process, support in reporting violence as a confidential person, support in court processes, support in accessing the social protection system
- Supporting transgender and gender-variant persons in reporting and prosecuting cases of violence as a confidential person
- Implemented a series of workshops aimed at educating and empowering trans and gender variant activists
- Implemented a series of accredited trainings for trans and gender variant persons to raise capacity for activism, including accredited training such as:

- ❖ The Live Library by the Pedagogical Center
- ❖ “Basic Training Program for Professional Workers, Professional Associates and Members of Multidisciplinary Teams for Protection against Domestic Violence and Violence against Children” by SOS Podgorica
- ❖ “Coach Training” by the Pedagogical Center
- ❖ "My Values and Virtues" by the Pedagogical Center and the Institute for Education

2. PUBLIC ADVOCACY PROGRAM

The main objective of the program is to contribute to the creation of laws and policies that will fully respect the human rights of transgender, gender-diverse and inter-sex persons.

Specific goals:

1. Advocacy for legal recognition of gender based on self-determination
2. Advocacy for the depathologization of transgender identities and intersex persons
3. Advocating for respect for physical and personal integrity in all spheres of life, and abolishing medical interventions against intersex persons without informed consent
4. Advocacy for creating an adequate social and health care system for transgender, gender-variant and inter-sex persons
5. Advocacy for achieving social equality of transgender, gender-variant and intersex persons in Montenegrin society

The most significant results achieved:

- Contributing to the drafting of the Law on Gender and Sex Identity, presented in front of the organizations Institute for Legal Studies, NGO Juventas and Queer Montenegro;
- Organizing meetings with the Ministries (M. for Human and Minority Rights, M. Justice, M. for European Integration, M. Labor and Social Welfare, M. Health, M. Internal Affairs), and the Institutions of the Protector of Human and Minority Rights, for the sake of launching a discussion on the process of creating the Gender Identity Law
- Participation in various conferences, panels and discussions aimed at representing the human rights of transgender people
- - Created a shadow report on the implementation of Recommendations of the Committee of Ministers of the Council of Europe REC / CM (2010) 5 on combating discrimination based on sexual orientation and gender identity in Montenegro and submitted to the Council of Europe
- Contributing to the creation of the Transgender Health Commission within the CHCM
- Signed Memorandums about cooperation with the Public Health Center Podgorica and Clinical Hospital Center of Montenegro (CHCM)
- Participation in the work of the Trust Team of the Police Directorate and the LGBTI community
- Participation in the work of the National Team for Coordination of Monitoring the Implementation of the Strategy for Improving the Quality of Life of LGBTI Persons in Montenegro for the Period 2019 – 2023
- Addressing systemic discrimination issues, the most significant of which are the following reported discrimination cases:
 - ❖ Violation of the right of a trans woman to change her personal name in documents by the Ministry of the Interior (Case received a positive recommendation by the Institution of the Protector of Human Rights and Freedoms), in cooperation with Queer Montenegro
 - ❖ Violation of the right to privacy of a trans woman at the Public Health Center Podgorica (The case received a positive recommendation from the Institution of the Protector of Human Rights and Freedoms, and a meeting was organized, followed by cooperation with the Public Health Center)
 - ❖ The case of violence against trans woman in September 2017, concluded with the first judgment of hate crimes in February 2019, in cooperation with the Center for Women's Rights, which has provided free legal aid

3. PUBLIC RELATIONS PROGRAM

The main objective of the program is to raise the visibility and awareness of the human rights of transgender, gender-diverse and inter-sex people.

Specific goals:

1. Achieving a high degree of visibility of trans, gender-variant and intersex persons in the public sphere of Montenegro
2. Raised awareness of problems, topics and human rights of trans, inter and gender variants in Montenegro
3. Reducing the degree of transphobia and interphobia in the institutions of the system as well as the general public

Results achieved:

- Increased number of publicly visible trans and gender variant persons in society (Visible 11 trans and gender variant persons)
- increased number of media reports on trans and inter topics
- Enhanced reporting among trans journalists on trans and inter topics
- 8 videos created and published in which trans and gender variant persons talk about their experiences (one video aired in the Morning program RTCG);
- the first exhibition of photos of trans persons "Visible" created to mark the International Day of Visibility of Trans People;
- created a website www.asocijacijaspektra.org.
- created an exhibition of photos of trans people and women "When it dawns" on the 8th of March, and presented to the public within the 8th of March program of the Center for Women's Rights and NGO ANIMA
- Organized performance of "Maske" on Independence Square on the occasion of International Day of Remembrance of Transphobia Victims 17.11.2018. as part of Montenegro Pride Week, as the first public gathering of trans people in Podgorica
- Organized performance of "Maske" in Kolasin within the pride month of Montenegro Pride 2019, as the first public gathering of trans people in Kolasin
- Organized V Transposium in Zagreb (the only regional event that brings together trans, inter and gender variant persons) in cooperation with Trans Aid and the Trans Balkan Network
- The first Balkan Trans Inter March organized in Zagreb - the first Pride Parade of transgender, gender-diverse and intersex people in the Balkans, in cooperation with Trans Aid and the Trans-Balkan Network
- Live Library organized 4 times - on Independence Square on the occasion of European Independent Living Day in cooperation with the Association of Youth with Disabilities; at KIC Podgorica, as part of the Pride Week Montenegro Montenegro Pride 2018; at the Petrovic Castle Park on the occasion of IDAHOBIT 2019; in front of the library "Radosav Ljumovic" to mark the month of pride, in cooperation with Queer Montenegro
- Performance "331 Reasons" organized in Podgorica to commemorate International Day of Remembrance of Transphobia Victims 2019.

1. EDUCATION PROGRAM

The aim of the program is to raise the level of knowledge and awareness of the human rights of transgender, gender-variant and intersex persons among institutions, political parties, decision-makers, and other interested parties.

Results achieved:

- Spectra activists were educators on trainings organized by NGO Queer Montenegro and NGO Juventas for medical workers, police officers, educators, social workers, journalists and psychologists
- 6 workshops were held for high school students in Podgorica, Danilovgrad, Kotor and Herceg Novi through cooperation with NGO Center for Civic Education
- Presentation of the first research on discrimination against transgender and gender-variant students in secondary schools in Montenegro "Da odzvoni nasilju", and created guidelines for secondary schools to create a safe environment for gender diversity
- Cooperation with the Mirko Vesovic School

4. Cooperation

Organization Association Spectra is a member of the umbrella European transgender human rights organization TGEU, the European organization dealing with the human rights of young LGBTIQ people "IGLYO", as well as the regional LGBTIQ organization ERA - Equal rights association.

Association Spectra has established cooperation with the following regional LGBTIQ organizations: Sarajevo Open Center, Trans Aid, Trans Balkan Network, Gayten LGBT, Transforma, Alleanca LGBT, Tuzla Open Center, Autuj.se.

Since its establishment, Association Spectra has received the support of the following donors for its activities: Planet Romeo Foundation, Transgender Europe (TGEU), FRIDA - The Young Feminist Fund, Active Citizenship Fund, NGO Juventas, Ministry of Human and Minority Rights, Trace Foundation. Ministry of Culture, US Embassy, RYCO - Regional Youth Cooperation Office, Media Institute, Stonewall International.

5. Financial statements and organizational structure

The financial statements of organization Spectra can be found at the following links:

❖ Financial report for 2017:
<https://asocijaciaspektra.files.wordpress.com/2018/10/potvrda-o-podnoc5a1enju-finansiskih-iskaza-i-bilans-stanja-i-uspjeha.pdf>

❖ Financial report for 2018:
<https://asocijaciaspektra.files.wordpress.com/2019/01/potvrda-o-podnosenju-fin-izvj-aneks-bilansi.pdf>

The bodies of the Association are the Assembly, the Management Board and the person authorized to represent.

The Executive Director and the person empowered to represent is Jovan Ulicevic.

6. Vision

The vision of NGO "Spectra" is - A society in which all persons enjoy equal rights, in which all identities and bodies are respected and differences are celebrated.

7. Mission

The mission of Spectra is to eradicate gender-based violence in Montenegro through the creation of a strong, visible movement, advocacy, education and active involvement of trans, gender-diverse and intersex persons in the creation and implementation of policies that ensure equality and respect for diversity.

8. The values of the Organization

1. *Pacifism* - We believe in existence without practicing violence in any form. We strongly oppose any practice that constitutes physical, psychological, sexual and / or systemic violence.
2. *Self-determination* - We believe that every person has the exclusive right to define their own identity (s), and we advocate for the legal recognition and respect of the same identities.
3. *Feminist principles* - We believe in gender equality for persons of all gender identities and / or sex characteristics.
4. *Intersectionality* - In our activism, we are guided by the principle of intersectionality, which recognizes that we all have multiple identities, and that we can experience oppression based on multiple personal characteristics and / or belonging to different groups, without giving primacy to any of them.
5. *Respect for identity, personal integrity and experiences* - We believe in the authenticity of everyone's identity and experience, without questioning them. We believe that personal integrity is an inviolable right of every human being, and we are especially committed to protecting it.
6. *Work transparency* - We are committed to actively and continuously communicating with the TIRVQ community and the general public, with the goal of keeping our work fully transparent. We believe that a transparent way of working is necessary so that the community we are committed to is aware at all times of our activities and the reasons behind them..
7. *Teamwork and dialogue culture* - We believe in activism that comes from assertive communication, responsibility sharing, and shared decision making. We do not retreat in the face of difficulties and conflicts, but rather solve them together.
8. *Critical thinking* - We actively participate in issues of importance to the TIRVQ community and the general public, with a critical approach and encouraging critical

thinking. We also readily welcome criticism of our work and are actively working to improve it.

9. *Integritet* - We make decisions in accordance with the values and goals of the organization, not allowing compromises that can violate them. We do not accept political pressure, we do not trade with human rights, we do not support those who do not share our values.

9. Analysis of environmental impact factors

LEGISLATIVE IMPACT FACTORS

The legal framework in Montenegro in relation to the rights of LGBTI persons has progressed significantly in the last 10 years, since an intense public discussion on the human rights of LGBTI persons has begun. This progress is reflected in a significant degree of reduction of the level of discrimination and violence against LGBTI persons, as well as a much higher level of acceptance of LGBTI persons in the society of Montenegro. However, the legal framework for respecting the human rights of TIRVQ persons is still incomplete. Legal recognition of gender is still possible only with sterilization, and the right to self-determination is prohibited. Gender normalization operations are still being carried out on intersex children, and protection of their physical integrity is lacking. LGBT people who are TIGVQ do not have the opportunity to achieve equality with their partnerships, just like heterosexual persons.

The following is an overview of legislation that provides protection for human rights to transgender and intersex persons, as well as cases of violation of those rights that are still present in Montenegrin society, both at the social and institutional levels.

The Constitution of Montenegro guarantees the protection of human rights and freedoms (Article 6), prohibits the incitement of hatred on any grounds (Article 7), as well as direct and indirect discrimination on any grounds (Article 8), thereby creating and the basis for the protection of the human rights of LGBTI persons, and reaffirms Montenegro's obligation to respect international standards in this context (Article 9). The Constitution also guarantees that temporary restrictions on human rights and freedoms may in no case be exercised on the basis of sex, gender, nationality, race, religion, language, ethnic or social origin, political or other beliefs, property status or any other personal property (Article 25), and also prescribes the right to private and family life (Article 40), and the protection of human dignity and security, as well as of physical and psychological integrity (Article 28)

The Anti-Discrimination Law strictly prohibits discrimination on the basis of sexual orientation, gender identity and intersex characteristics (Article 19), with a clear explanation of these terms. In addition, the same law defines hate speech as a specific form of discrimination on the aforementioned grounds (Article 9a).

The Criminal law defines sexual orientation and gender identity as aggravating circumstances in cases of hate crime as well as hate speech (Article 41a and Article 443).

The Law on Gender Equality also guarantees protection on the basis of gender identity, through the protection not only of men and women, but also of "persons of different gender

identities” equally in all spheres of social life, and prohibits discrimination against a person on the basis of “gender change” (Article 1 and Article 4).

The Law on Social and Child Welfare stipulates that social and child protection aims at improving the quality of life and empowerment for the independent and productive life of the individual and family, and in the achievement of the goals of social and child protection guarantees special protection for the child, the young person and then the adult and the elderly who is a victim of abuse, neglect, domestic violence and exploitation or who is at risk of falling victim; who, due to special circumstances and social risk, needs an appropriate form of social protection (Article 4). The principles of social protection are based on: respect for the integrity and dignity of beneficiaries of social protection, prohibition of discrimination, informing beneficiaries, individual access, active participation of beneficiaries in the creation, selection and use of social and child welfare rights, respect for the best interests of beneficiaries, prevention institutionalization and accessibility of services in the least restrictive environment, pluralism of services and providers, partnerships and associations of different operators and programs, especially at local level, transparency (Article 7).

The Health Care Law guarantees the right to health care "in accordance with the highest possible health standards and achievements of modern medical theory and practice", prohibiting discrimination on the basis of sexual orientation and gender identity (Articles 4 and Article 5).

The Law on Patient Rights provides for the right to human dignity, physical and mental integrity and respect for human rights (Article 1).

The Law on Health Insurance grants the right to transgender persons to health care with regard to the gender adjustment process, which is covered by compulsory health insurance in the amount of 80% of the total cost (Article 18).

The Rulebook on Determining Medical Reasons for Sex Change was adopted by the Ministry of Health and defines the criteria for access to the right to cover the costs of the process of gender adjustment through compulsory health insurance. On the basis of the rulebook, medical reasons for changing the sex of the insured person are determined by: examination at the level of primary health care, examination and diagnosis of doctors of internal medicine specialist (general internal medicine, endocrinology), doctors of surgery specialist (general surgery, plastic and reconstructive surgery, urology and gynecology), as appropriate, other specialist doctors or specialists in the narrow field of medicine, a report by a psychiatrist and psychologist, and a social history of the social worker. Opinion on the existence of medical reasons for changing the sex of the insured person is provided by a medical doctor's office of the relevant specialty of the Clinical Center of Montenegro. The Ordinance provides for the possibility of accessing the process of gender adjustment for transgender persons over 16 years of age.

Legal gender recognition in Montenegro is taking place through the implementation of **The law on National Registers (Article. 6)** which allows trans people to change their gender, but without clear guidelines about the procedure itself, which in practice prevents transgender people from changing their gender without having previous **sterilization**. Such a practice is completely contrary to international law and the judgments of the European Court of Human Rights, which in 2017 ruled that sterilization and all interventions that may lead to sterilization, including hormone therapy, as a precondition for legal recognition of gender, is a clear violation of human rights. It is for this reason, new **Strategy for Improving the Quality of Life of LGBTI Persons in Montenegro for the Period 2019-2023.**, defines creation of **The Law on gender Identity** as one of the strategic goals, which will be fully aligned with international law and obligations. The Bill on

Gender Identity, presented by the LGBTIQ Association of Queer Montenegro, NGO Juventas and the Institute for Legal Studies, and in consultation with the Association Spectra, proposes a model for the legal recognition of gender without medical interventions as a prerequisite, and explicitly prohibits the implementation of gender corrective surgery (not medically indicated) over intersex children and adults without their consent.

The Strategy for Improving the Quality of Life of LGBTI Persons in Montenegro for the Period 2019-2023, is another strategic document that deals specifically with the human rights of LGBTI persons in Montenegro. The Strategy has a comprehensive approach to the human rights of LGBTI persons in Montenegro and defines strategic goals and activities in the following areas: LGBTI social acceptance, security and protection of LGBTI persons' human rights, employment and access to work, health care, social protection and LGBTI tourism.

International documents are of great importance for the human rights of transgender and intersex persons, which are the basis for respect for human rights of transgender and persons with different sex characteristics, and on which the legal and strategic documents of Montenegro are based:

European Convention for the Protection of Human Rights and Fundamental Freedoms (Rome 04.11.1950), which regulates the prohibition of discrimination and the enjoyment of rights and freedoms without discrimination on any grounds, such as gender, race, color, language, religion, political or second opinion, national or social origin, connection with a national minority, wealth, birth or other status;

Recommendation of the Committee of Ministers of the Council of Europe to Member States no. (2010) / 5, on measures to combat discrimination based on sexual orientation or gender identity, recommending the abolition of legislative and other measures that result in discrimination against LGBT persons, and to adopt and implement measures that will serve to combat discrimination, respect human rights and promoting tolerance;

European Parliament resolution on the rights of intersex persons (2018 (2878) (RSP)), calling on all European Commission and all Member States to create legislation that will regulate the human rights of intersex persons, strongly condemns the "normalization" of intersex persons, the need to ensure adequate health and social protection, calls for the de-pathologization of intersex persons, and points to the importance of cooperation between Member States and organizations dealing with the protection and promotion of human rights of intersex persons, and to support the work of such organizations;

Council of Europe Parliamentary Assembly Resolution 2191 (2017) on the promotion of human rights and the elimination of discrimination against intersex persons, calls on Member States to work to raise awareness of discrimination against intersex persons, to prohibit medical intervention "normalization" without the prior consent of intersex persons who are not medically indicated, improve access to intersex persons' health care, secure gender-based recognition of self-determination, and further work to eliminate discrimination against intersex persons through conducting research and awareness campaigns;

Council of Europe Parliamentary Assembly Resolution 2048 (2015): Discrimination against Transgender People in Europe, calls on Member States to provide adequate mechanisms to combat transgender discrimination, conduct research on discrimination against transgender persons, involve organizations dealing with the protection and promotion of transgender human

rights in designing and implementing policies concerning the human rights of trans persons, and to provide adequate access to legal protection, legal recognition of gender on the basis of self-determination, as well as to conduct awareness campaigns and education of professionals of different professions regarding the human rights of transgender persons;

CEDAW - The Committee on the Elimination of Discrimination against Women, in its 2017 Concluding Recommendations to Montenegro, states that it is necessary for the Government to show zero tolerance of discrimination and violence against LBT women, with adequate penalties for perpetrators / offenders.

SOCIAL INFLUENCE FACTORS

In Montenegro, there are no data on discrimination against transgender and intersex persons, except for studies that examine the perceived discrimination of LGBT persons by the general population or the general population's views on LGBT persons. One survey that included a specific gender identity issue was a survey on the views of candidates for parliamentary positions of importance to the LGBT population in Montenegro, conducted by CEMI, NGO Juventas and Queer Montenegro, which indicates that 40% of respondents do not know if it is transgender disease, only 8% of them know the trans person; 79.3% said they did not know whether trans persons should be entitled to change their gender mark without undergoing gender adjustment surgery. Questions for trans people in this research generally indicate a lack of information among decision makers / decision makers and an ignorance of the problems that the transgender community in Montenegro is facing. A 2016 survey conducted by NGO Juventas and LGBTIQ Association Kvir Montenegro also indicates a high level of misinformation when it comes to transgender and intersex people - as many as 90% of citizens believe that members of the LGBTI community are only gay men and lesbians, 31% of whom had never heard of the term "intersex" and 19% of the term "transgender."

A survey on the experiences of LGBTI persons in Southeast Europe indicates that 80% of transgender persons experienced discrimination in 2017 in the Western Balkan countries. Of this number, only 8% of respondents reported a discrimination case. The most common reasons for not reporting discrimination are skepticism that anything will change or be done (60%), resistance to disclose their identity (39%), and fear of discrimination and ridicule (38%). Most often, those who reported the case reported to the police (only 36% of reported cases). The same study indicates that only 18% of LGBTI people are open about their sexual orientation or gender identity at work, while 38% of transgender people say they have experienced discrimination at work due to the fact that they are trans.

In the last 2 years, there have been multiple cases of human rights violations against transgender persons, with only a few reported and prosecuted.

Case 1: Assault on H.K. trans woman in September 2017, in Podgorica. - the first case to end with a hate crime verdict in February 2019, however, with a sentence shorter than the minimum prescribed period of 4 months (minimum 6). The verdict was overturned in the High Court by a suspended sentence of 2 years.

Case 2: Violation of the right to privacy of H.K., a trans woman at the Public Health Center "Novi blok", Podgorica in October 2018 - discrimination found by the Protector of Human Rights and Freedoms

Case 3: Attack on transgender student N.I., an activist of the Spectrum Association, in March 2018 - case closed with court admonitions for two assailants

Legal gender recognition

Transgender persons do not have the possibility of legally recognizing gender without first subjecting themselves to medical interventions involving sterilization. Such a practice is completely contrary to international law and the judgments of the European Court of Human Rights, which in 2017 ruled that sterilization and all interventions that may lead to sterilization, including hormone therapy, as a precondition for legal recognition of gender, is a clear violation of human rights. rights.¹

This situation puts trans people in a position of inevitable choice between the integrity of their body and personality, and the potential health risks and access to the right to change the gender mark in documents, that is, a lived life where the discrepancy between documents and gender expresses violence and discrimination in any situation that requires providing personal documents for inspection (crossing the border, visiting a bank, going to a post office, seeking health services, accessing institutions, etc.).

Educational system

The first and only Survey on Discrimination against transgender and gender diverse students in Montenegro was conducted by the Spectrum Association in 2019².

Survey results show that high school students share opinions about whether gender and sex are the same - 46% think they are the same, while 42% said they think gender and sex are not the same, indicating a lack of knowledge that is a prerequisite for understanding transgender and intersex persons. The survey indicates that 31% of respondents think trans people are the same as gay people, while 23% say they don't know if trans and gay people are the same. 46% of high school students say they don't want or think they don't want to know more about transgender people. 46% also think that LGBT topics should not be covered in curricula.

When asked about gender roles and gender expression, 86% of high school students stated that men should be "masculine" and 88% said that women should be "feminine". In addition, 42% of respondents stated that it was unacceptable for a man not to act masculine, and 39% stated that it was unacceptable for a woman not to act feminine, which directly reflects their views on the gender expression of transgender persons whose gender expression is perceived through gender attributed at birth. 67% of high school students think that men who are perceived as feminine are exposed to physical violence, 75% think they are exposed to ridicule, and 45% think that men who are perceived as feminine have no companions at school. 34% of high school students believe that girls perceived as masculine are exposed to physical violence, 51% think they are exposed to ridicule, 21% think they have no companions at school and 27% think they have no girl friends at school.

Their views on transgender persons also indicate a high degree of ignorance and prejudice. 47% of students think transgender people should not be eligible for free sex change. Every other high school student thinks that transgender people are mentally disturbed, while 38% believe that

¹ Gattineau-Fattaccini, Thouin-Palat, Boucard, Fournier, J., & Pierrat, E. (2017). *Affaire A.P., Garçon et T Nicot c. France*

² M. Vlahović, J. Ulićević. Da odzvoni nasilju: Guidelines for creating a safe school space for gender diversity. Report on discrimination against transgender and gender-variant students in secondary schools in Montenegro. Spectrum Association. 2019. Available online at: <https://asocijacijaspektra.files.wordpress.com/2019/10/izvjestaj-da-odzvoni-nasilju-press-final.pdf>

it is not normal for a person to change their gender. 40% of them think that the existence of men and women will be threatened if society accepts transgender people.

According to the Association Spectra, only 3 transgender people who have used or are using social services are in the process of getting a higher education, only one of whom freely lives in their gender identity. In 2019, 3 trans people dropped out of regular high school due to violence and discrimination. Because of the experience of violence they experienced, trans people who participated in the research stated that their experience in high school was "traumatic, painful", "stressful and boring", "brutal", "catastrophe, horror, sad in every case". Reasons for not contacting a professional service are: distrust, fear of revealing their identity, fear of their parents not knowing their gender identity or sexual orientation, and lack of accessibility to the support systems provided by schools to students.

Social protection

Montenegro does not have any established systemic social support services for transgender and intersex persons, and therefore all services are provided exclusively by LGBTIQ organizations. Available services through NGOs are:

- NGO Juventas Drop in Center, opened in February 2011, as well as the first and only center of this type in Montenegro, in which LGBTIQ people have access to a doctor, psychological support, HIV and sexually transmitted infections prevention service and (in collaboration with Queer Montenegro), social workers and peer support with the primary HIV prevention and sexually transmitted infection service among a population of men who have sex with men.
- Free legal assistance and support in the form of a confidential person, provided by Queer Montenegro.
- Social services for transgender persons, such as self-support groups, peer support as well as support in the form of a confidential person

Health care

In Montenegro, trans persons have access to experts in the fields of psychiatry, mental health, endocrinology and doctors who perform mastectomy (breast removal). Genital reconstructive surgery is still underway in Belgrade, in collaboration with the Health Insurance Fund and a surgical team operated by Dr. Miroslav Djordjevic. However, trans persons are not yet entitled to choose between different reconstructive surgery procedures, such as metoidioplasty or phalloplasty, and are not entitled to breast augmentation, since the signed contract only includes "basic procedures". This situation clearly violates the Patient Rights Act, which guarantees the patient's right to "freely decide between several possible forms of medical intervention offered by a medical doctor."

In addition, despite the fact that the Positive Medication List includes hormone therapy used in the process of gender adjustment (testosterone, estrogen, androgen blockers), the transgender community is facing a shortage of hormone therapy prescribed to trans women in the transitioning process (estradiol). Despite numerous efforts by the Association Spectra and Queer Montenegro to address this issue, initiating communication with the Hospitals, Ministry of Health, Montefarm, the Health Insurance Fund and the Protector of Human Rights and Freedoms between June 2017 and December 2018, the issue has not been resolved, for reasons of inadequate communication and transfer of responsibilities between competent institutions. This situation forces many trans people to access hormone therapy through the black market, exposing them to risks, both health related as well as legal.

The issue of the intersex community within the health care system was raised in 2017, when Dr. Miljanic made an official statement to the KCCG (Clinical Center of Montenegro) that "Only after complex diagnostic process, which is multidisciplinary, with the involvement of experts of numerous subspecialties, the sex of the child is determined and in accordance with the results obtained. Examinations provide parents with recommendations on raising the child, perspectives on monitoring growth and development, psychological orientation and family support, and planning for surgical corrective treatments, which is indicative of the fact that gender corrections are being done. Such practices are contrary to the recommendations of both the European Parliament and the Council of Europe, which point to the need to obtain consent from intersex persons before conducting surgical procedures on them that are not medically necessary, and call for the de-pathologization of intersex persons and the provision of adequate social and health care; but also to what intersex activists stand for. The number of these operations is not yet available. The data is a clear indication of the need for further education of health care professionals on the topic of human rights of intersex persons, as well as for the state to provide a clear protection of the right to self-determination and protection of the physical integrity of intersex persons. On the basis of the statement given, it is clear that these rights are being violated in the case of intersex persons, despite the fact that the Anti-Discrimination Act clearly prohibits discrimination on the basis of intersex characteristics. Although no specific mention is made of intersex persons, the Law on Patient Rights guarantees the right of a person to have timely access to all types of information about their health status and illness, as well as the way health services were provided and their of their purpose. The same law states that a patient has the right to receive a timely notice, from the healthcare professional, required to make a decision to accept or reject a proposed medical intervention. However, medical intervention on a minor may be undertaken with the consent of the parent / guardian, which in practice often means that intersex persons do not make decisions about gender correction interventions.

Media

Despite the high media visibility of transgender people in the last 2 years, since the very establishment of Spectra, media coverage is still not respectful to transgender people, and sensationalist headlines such as: "He went through hell to become a man from being a woman" (Vecernje Novosti, 27.11.2018); "Second case in Montenegro: Medical fund paid €11,000 for changing sex of a man" (Fos media, 10/11/2018); "Two-sex-born baby born in Pristina" (CDM, 04/09/2019), as well as unregulated hate comments on portals and social media networks, indicate the necessary education for media editors, journalists and portal administrators and social networks, In order to actively and continuously work on eliminating gender prejudices and stereotypes, the total transphobia and interphobia, as well as misogyny in society should be reduced and the position of transgender, gender diverse and intersex persons improved.

Activism

In the past few years, the visibility of transgender people within the LGBTIQ community and in society at large has increased significantly. Increasing visibility of trans people in society was achieved through media coverage of topics related to human rights of trans persons, media appearances of transgender persons, as well as activities implemented within the social services provided by non-governmental organizations to trans persons, and finally by forming the first advocacy organization for the Human Rights of transgender, gender diverse and intersex people – Association Spectra. This has led to their empowerment and encouragement to be involved in the processes affecting their human rights, resulting in the gradual creation of an ongoing trans community. However, the intersex community in Montenegro is still invisible.

Within the organization "Spectra" there is a self-support group trans and gender diverse people, whose meetings are held continuously once a week. The self-support group is a safe space for trans people to discuss various topics with the aim of empowering trans people and solving problems they encounter. Also, a peer support system was established through individual consultations, which are held at least twice a week, and implemented by 2 trans persons.

Prior to the formation of Spectra, in early 2017, the informal „Transovci“ group formed by Spectra, which was part of the Queer Montenegro LGBTIQ Association, hosted a regional Transposium event bringing together over 60 transgender, gender-variant and intersex from the countries of the former Yugoslavia. Spectra also organized the first public gathering of trans people in Podgorica, as well as Kolasin, performance "MASCS", as well as several photo exhibitions featuring transgender people and public events such as the "Live Library". Also, Spektra organized the first exhibition of photographs of transgender persons "Visible", authored by Marija Jovanovic, and an exhibition "When it dawns", which dealt with the link between women and trans people experiencing oppression in relation to their bodies, which was part of the "8th of March" program organized by the Women's Rights Center and ANIMA. In December 2018, Spektra received the Human Rights Contribution Award presented by the Center for Civic Education, during the opening of the „Speed up“ Human Rights Film Festival.

ECONOMIC FACTORS OF IMPACT

In Montenegro, there are no data on the economic status and employment rate of transgender and intersex persons. Data from the Association Spectra indicate that most transgender people are unemployed or employed in the black labor market, with a large number hiding their gender identity from employers. Lack of protection in education leads to a high unemployment rate for trans people, who are often discriminated against by employers who refuse to provide them with employment due to the mismatch between a persons documents and gender expression, or to protect them in the workplace from different a forms of violence. Consequently, according to the Association Spectra, most trans people find jobs in the black market, while some of them engage in sex work as the only means of providing the means necessary for their livelihood. In any case, protection is lacking, and trans people are further marginalized, faced with the inability to integrate in society and exposed to additional stigma, physical, psychological, sexual and economic violence, and various health risks.

10. Direct and indirect users of the NGO Spectra

Direct users of the organization are transgender, intersex and gender variant persons, institutions, NGOs, media, general public.

Indirect beneficiaries are families, partners, friends of transgender, gender variant and intersex persons.

11. Key problem areas

Key problems that are recognized in the environment in which TIRV people live, but also problems related to the work of the organization itself are:

Key problem 1 - Inadequate health care for TIGV persons

This problem is manifested by the lack of education of medical professionals, caused by the lack of initiative by health institutions to improve the level of knowledge of medical professionals in relation to trans and inter topics. The issue of the disadvantages of trans-specific health services was also raised, while at the same time the problem of conducting surgical interventions for gender correction over intersexual babies and children was visible. This situation is partly caused by the lack of information from medical professionals about human rights, but also from the lack of information from parents about intersexual persons.

Trans people themselves are uninformed about health care procedures and mechanisms, as a result of the insufficient number of workshops and other health-related information systems.

Key problem 2 - Poor economic status of TIGV persons

This problem is due to employers' lack of information about trans people, which is a consequence of the lack of information campaigns for employers about trans persons. The fact is that there is no incentive policy in hiring trans people. The issue of lack of information regarding the economic situation of trans persons was also raised.

Key problem 3 - Social exclusion of TIGV persons

This problem exists because of an inadequate educational system in the field of gender equality, because educational programs in primary, secondary schools and universities are

inadequate in relation to gender equality. Also, the need for education staff and psychological and pedagogical services on gender equality and gender and gender issues was expressed, as well as the lack of internal procedures - anti-discrimination policies in educational institutions. The system of support services for TIRV persons is not satisfactory and some services are entirely lacking: adequate shelters, socio-psychological support for TIRV persons and their families, an information point on the rights of trans and inter persons.

Key problem 4 - Violence against TIGV persons

The application of legislation in the field of violence is not adequate because it is inadequate to inform the judicial system about the application of legislation and sanctioning of hate crimes and hate speech.

High levels of peer violence in primary and secondary schools are caused by inadequate procedures for sanctioning peer violence. On the other hand, there is a high level of acceptance of violence in public. The complexity of this problem is compounded by the inadequate criminal sanctioning of perpetrators of violence.

Key problem 5. - Insufficient capacity of the organization

The organization has underdeveloped administrative procedures (there are no written procedures) while the quality of customer support is at a level that needs to be improved. Knowledge and skills regarding fundraising, running public advocacy campaigns and drafting practical policies are lacking. Further development of the organization requires documents such as staffing and volunteer work policies.

12. Strategic and operational goals

STRATEGICAL GOAL 1: Affordable and adequate health care for TIRV people

Operational goal 1.1. Improved education of medical professionals for sensible work and provision of health services to TIGV persons

Operational goal 1.2. Established system of providing trans and inter-specific health services in the healthcare system of Montenegro

Operational goal 1.3. Established public policy to ensure that corrective surgical interventions are discontinued against infants and children

Operational goal 1.4. Improved awareness of trans and inter persons about health care procedures and mechanisms

STRATEGICAL GOAL 2: Improving the economic position of TIGV persons

Operational goal 2.1. Improved awareness of employers on trans topics and employment of trans persons

Operational goal 2.2. Improved Incentive Policy for the Employment of Trans Persons

Operational goal 2.3. Increased amount of information on the economic situation of trans persons in Montenegro

Operational goal 2.4. Improved educational opportunities for trans people on the labor market

STRATEGICAL GOAL 3. Increasing social inclusion of TIGV persons

Operational goal 3.1. Improved educational system in the field of gender equality

Operational goal 3.2. Improved support system for TIGV people

Operational goal 3.3. Improved legislation in the area of legal gender recognition

Operational goal 3.4. Improved awareness of citizens about TIGV persons

Operational goal 3.5. Improved level of affirmation of socially engaged art dealing with gender and gender issues, and overcoming gender / sex norms

STRATEGICAL GOAL 4. Reduced violence against TIRV

Operational goal 4.1. Reduced peer violence in primary and secondary schools

Operational goal 4.2. Reduced public acceptance of violence

Operational goal 4.3. Tougher criminal sanction of perpetrators of violence

STRATEGICAL GOAL 5. Improving the capacity of the organization

Operational goal 5.1 Improved administrative procedures in the organization

Operational goal 5.2 Improved community support

Operational goal 5.3 Increased fundraising capacity

Operational goal 5.4 Improved personnel capacity of the organization

Operational goal 5.5 Strengthened capacity to influence public policies

13. Operative plan

STRATEGIC GOAL 1: Accessible and adequate health care for TIGV persons

Operative goal 1.1. Improved knowledge of medical workers for sensible work and providing health care services for TIGV persons

<i>Activities</i>	<i>Indicators</i>	<i>Responsible person</i>	<i>Timeframe</i>
1.1.1 Organizing educations for trans activists for implementation of trainings for medical workers	At least 2 activists educated for being trainers for medical workers	Project coordinator	IV quartal 2021
1.1.2 Creation of accredited program for education of medical workers	Program accredited by responsible institution	Director	IV quartal 2022
1.1.3 Cooperation with NGOs which have accredited programs for education of medical workers on topic human rights of LGBTI persons	In cooperation with NGO which has accredited program, organized at least 1 educational training for medical workers	Director	2020-2022 yearly
1.1.4 Organizing workshops for medical workers	2 workshops for minimum 20 medical workers (per workshop) organized	Project coordinator	2020-2022 yearly
1.1.5 Organizing meetings with healthcare institutions for the purpose of improving cooperation (Clinical Centre, Institute for public health, Health Care Centers, Ministry of Health)	Minimum 1 meeting organized with representatives of health care institutions	Director	2020-2022 yearly

1.1.6 Informative campaigns for medical workers on transgender and intersex persons and their needs in health care system	Printed and distributed 5000 leaflets, 500 brochures, 100 posters for medical workers on transgender and intersex persons and their needs in health care system	Project coordinator	2020-2022 yearly
1.1.7 Campaigns on mental health	Printed and distributed 5000 leaflets, 500 brochures, 100 posters for medical workers on mental health	Project coordinator	2020-2022 yearly
Operative goal 1.2. Established system of providing trans and intersex specific health care services in health care system of Montenegro			
1.2.1 Organizing of periodic meetings with members of Commission for transgender health of Clinical Centre of Montenegro	Minimum 2 meetings per year held with members of Clinical Centre of Montenegro	Director	2020-2022 yearly
1.2.2 Participation of representatives of organization in work on creation of internal procedures for process of medical transition of transgender persons in health care system of Montenegro	Minimum 1 representative of organization participated in work on creation of internal procedures for process of medical transition of transgender persons in health care system of Montenegro	Director	II - IV quartal 2020
1.2.3 Organization of round table for health care practitioners on topic of human rights of TIGV persons in health care system	Minimum 40 participants, representatives of institutions, NGOs, international organizations, attended round table for medical workers on topic of human rights of TIGV persons in health care system	Director Project coordinator	II quartal 2020
1.2.4 Organizing a meeting with Fund for healthcare insurance	Meeting with director of Fund for healthcare insurance organized; established agreement on cooperation on topic of securing continuous access to the process of medical transition for TIGV persons	Director	I quartal 2020

1.2.5 Creation of an initiative to register estradiol therapy which is prescribed by positive list of medications of Montenegro	Initiative delivered to the Fund for healthcare insurance	Director	I quartal 2020
1.2.6 Creation of an initiative to regularly reimburse the expenses of hormonal therapy which is prescribed by positive list of medications of Montenegro, but not available in the country	Initiative delivered to the Fund for healthcare insurance	Director	I quartal 2020
Operative goal 1.3. Public policy which ensures banning of performing corrective surgical interventions on intersex babies and children established			
1.3.1 Complement the analysis of the legal framework governing the human rights of intersex persons	Complementary to the analysis of the legal framework governing the human rights of intersex persons with a review of comparative practice	Director	IV quartal 2020
1.3.2 Creating an Initiative to pass a Legal Decision to Ban Corrective Surgical Interventions Against Intersex Babies and Children	Initiative submitted to the Ministry of Health	Director	IV quartal 2022
1.3.3 An information campaign for parents on the consequences of corrective interventions on intersex babies and children	Filmed and aired on TVCG, TV News is a documentary about the effects of corrective interventions on babies and children	Project coordinator	IV quartal 2020
Operative goal 1.4. Improved awareness of trans and intersex persons about health care procedures and mechanisms			

1.4.1 Organizing educational workshops on health and health care for transgender and intersex persons	3 workshops per year with participation of at least 10 trans and intersex persons (per workshop)	Project coordinator	2020-2022 yearly
1.4.2 Creation of information materials for trans and intersex persons on health and healthcare	100 information materials for trans and intersex persons on health and health care distributed	Project coordinator	2020-2022 yearly
1.4.3 Continuous provision of telephone counseling, online tools and one-on-one consultation	Provided at least 500 consultations a year by telephone, online tools and one-on-one consultation	Peer consultant	2020-2022 yearly
1.4.4. Organizing educational workshops on harm reduction for transgender and intersex people	3 workshops per year with participation of at least 10 trans and intersex persons (per workshop)	Project coordinator	2020-2022 yearly
STRATEGIC GOAL 2: Improvement of economic position of TIGV persons			
Operative goal 2.1. Improved awareness of employers on trans topics and employment of trans persons			
2.1.1 Information campaign for employers on trans topics and employment of trans persons	Distributed at least 10,000 leaflets to employers on trans topics and employment of trans persons	Project coordinator	IV quartal 2021

2.1.2 Holding meetings with the Employment Service with the purpose of jointly interviewing employers on the readiness to employ trans persons	Meeting held with the Employment Service for the purpose of joint survey of employers on readiness to employ trans persons and agreement reached on joint interviewing of employers	Director	II quartal 2021
2.1.3 Holding meetings with the Union of Employers and the Union of Free Trade Unions	A meeting was held with the Employers Union and the Union of Free Trade Unions and the employment opportunities for trans persons were presented	Director	II quartal 2021
Operative goal 2.2. Improved Incentive Policy for the Employment of Trans Persons			
2.2.1 Launching an initiative to create a new policy to support the employment of trans persons	The initiative was submitted to the Prime Minister, the Minister of Labor and Social Welfare and the Minister of Economy	Director	IV quartal 2022
Operative goal 2.3. Increased volume of information on the economic situation of trans persons in Montenegro			
2.3.1 Conducting an analysis on the economic situation of trans persons in Montenegro	Analysis on the economic status of trans persons in Montenegro presented to decision-makers in the Government, the Parliamentary Assembly, state bodies	Director	IV quartal 2020
Operative goal 2.4. Improved educational opportunities for trans people on the labor market			
2.4.1 Organizing meetings with organizers of trainings in the public works program of the Employment Service	At least 15 meetings with the organizers of trainings in the public works program of the Employment Bureau were held	Director	IV quartal 2022
STRATEGIC GOAL 3. Increasing social inclusion of TIGV persons			

Operative goal 3.1. Improved educational system in the field of gender equality			
3.1.5 Creating an initiative to change educational programs	Initiative for changing educational programs submitted to the Minister of Education, the Institute for Education, Education Council	Director	II quartal 2021
3.1.6 Initiating an initiative with the Ministry of Education to develop anti-discrimination policies in primary, secondary schools and universities	Initiative for developing anti-discrimination policies in primary, secondary schools and universities submitted to the Minister of Education	Director	IV quartal 2022
3.1.7 Elaboration of the Analysis of the degree of discrimination of intersex persons in secondary schools	Analysis of the degree of discrimination of intersex persons in secondary schools prepared and presented to the representatives of the Ministry of Education, educational institutions	Director	II quartal 2022
3.1.8 Analysis of the degree of discrimination of transgender and intersex persons in universities	Analysis of the degree of discrimination of intersex persons at universities prepared and presented to the representatives of the Ministry of Education, educational institutions	Director	IV quartal 2022
Operative goal 3.2. Improved support system for trans people			
3.2.1 Hiring a psychologist to provide psychological support to trans people	Psychologist and social worker for providing psycho-social support to trans contracted persons	Director	IV quartal 2020

3.2.2 Continuous provision of individual and group peer support and counseling services for trans and intersex persons	At least 30 TIGV people have used annual individual and group peer support and counseling services for trans people	Project coordinator	2020-2022 yearly
3.2.3 Organizing training for activists on communication and peer support	At least 1 workshop per year with the participation of at least 5 activists	Project coordinator	2020-2022 yearly
3.2.4 Organization of training for the activists on the prevention of burnout	At least 1 workshop per year with the participation of at least 10 activists	Project coordinator	2020-2022 yearly
3.2.5 Organization of training for activists on working with victims of violence	At least 1 workshop per year with the participation of at least 10 activists	Project coordinator	2020-2022 yearly
3.2.6 Organizing training for activists on the provision of prevention services for HIV and STDs	At least 1 workshop per year with the participation of at least 10 activists	Project coordinator	2020-2022 yearly
3.2.7. Creating support systems for trans and gender-variant sex workers	Hire 1 outreach worker to work with TIGV sex workers	Director	IV quartal 2020

3.2.8. Creating support systems for trans and gender diverse people using drugs	Hire 1 outreach worker to work with TIGV people using drugs	Director	IV quartal 2021
3.2.9 Engaging a social worker to provide sociological support to trans persons	Social worker hired for providing social support to trans persons	Director	IV quartal 2022
Operative goal 3.3. Improved legislation in the area of legal gender recognition			
3.3.1 Participation in the Group for the Analysis of Gender Legal Recognition and Preparation for Drafting Legal Decisions in the Field of Gender Legal Recognition	One representative of the organization participated in the Gender Legal Analysis and Working Group for drafting a legal solution in the field of Gender Legal Recognition	Director	IV quartal 2020
3.3.2 Holding meetings with Ministries relevant to the legal recognition of gender (M. for Human and Minority Rights, M. Justice, M. Home Affairs, M. Health, M. Labor and Social Welfare, M. Public Administration and Protector of Human Rights and Freedoms)	Meetings were held with Ministries relevant to the legal recognition of gender (M. for Human and Minority Rights, M. Justice, M. Home Affairs, M. Health, M. Labor and Social Welfare, M. Public Administration and Protector of Human Rights and Freedoms)	Director	IV quartal 2020
3.3.3 Information campaign on legal gender recognition	Information campaign strategy completed and campaign implemented	Director	2020-2022 yearly

3.3.4 Holding advocacy meetings with gender decision makers	Meetings were held with members of the Assembly, directors of directorates in the ministries responsible for launching the gender recognition initiative	Director	2020-2022 yearly
Operative goal 3.4. Improved awareness of citizens about TIGV persons			
3.4.1 Broadcasting of media contents with TIGV persons	At least 5 articles about TIRV people recorded and aired on RTCG, TV News	Director	2020-2022 yearly
3.4.2 Record videos for promotion on social networks	Recorded at least 4 videos about TIGV people and aired on social networks	Project coordinator	2020-2022 yearly
3.4.3 Creating infographics for social networks	Created at least 2 infographics for social networks	Project coordinator	2020-2022 yearly
3.4.4 Organizing a live library	A living library organized in 2 cities a year	Project coordinator	2020-2022 yearly
3.4.5 Organizing discussions and public hearings on TIGV persons	2 public discussions held on TIGV topics per year	Project coordinator	2020-2022 yearly
3.4.6 Organization of public gatherings of TIGV persons	At least one public gathering of TIGV persons held annually	Project coordinator	2020-2022 yearly
Operative goal 3.5. Improved level of affirmation of socially engaged art dealing with gender and sex issues, and overcoming gender/sex norms			
3.5.1. Organization of exhibitions with TIGV topics	At least one exhibition per year	Project coordinator	2020-2022 yearly
3.5.2. Organizing public performances dealing with TIRV topics	At least one performance per year	Project coordinator	2020-2022 yearly
3.5.3. Organizing a screening of a TIGV-themed movie	Organized screening of at least 1 movie per year	Project coordinator	2020-2022 yearly

3.5.4. Empowering amateur TIRV artists to engage in socially engaged art	Contest for amateur TIRV artists organized	Project coordinator	II quartal 2020
STRATEGIC GOAL 4. Decreased violence degree towards TIGV persons			
Operative goal 4.1. Reduced peer violence in primary and secondary schools			
4.1.1 Organizing education for elementary school students on prevention of peer violence against TIGV persons	At least 1 workshop was held with the participation of at least 20 students	Project coordinator	IV quartal 2022
4.1.2 Organizing trainings for high school students on prevention of peer violence against TIGV persons	At least 2 workshops per year with participation of at least 20 students	Project coordinator	2020-2022 yearly
4.1.3 Organizing youth camps to prevent peer violence against TIGV persons	A youth camp organized once a year to prevent peer violence against TIGV persons with the participation of 30 people	Project coordinator	2021-2022 yearly
4.1.4 Information campaign on prevention of peer violence in high schools	Distributed at least 10,000 leaflets, 200 pieces of research on discrimination against trans students, 100 posters on prevention of peer violence in secondary schools. Video about violence prevention made and broadcast on social networks	Project coordinator	II quartal 2020
4.1.5 Participation in the work of the Alliance of Youth Organizations	The representative of the organization participated in 80% of the meetings of the Alliance.	Director Project coordinator	2022-2022 yearly
Operative goal 4.2. Reduced public acceptance of violence.			

4.2.1 Initiating meetings with NGOs dealing with violence reduction with the aim of establishing cooperation	A meeting of NGOs dealing with violence reduction was held and an agreement was reached on the establishment of the Network	Director	IV 2020
4.2.2 Violence awareness campaign	Campaign implemented	Director Project coordinator	2020-2022 yearly
Operative goal 4.3. Tougher criminal sanction of perpetrators of violence			
4.3.1 Continuous response in cases of inadequate enforcement of sanctions provided by law for perpetrators of violence	Responding to the organization in 100% of cases where the sanctions against the perpetrators of violence are not legally enforced	Director	2020-2022 yearly
4.3.2 Submitting an initiative to amend the Criminal Code of NGOs dealing with the topic of violence	Initiative to amend the Criminal Code submitted to NGOs dealing with the topic of violence	Director	I quartal 2020
STRATEGIC GOAL 5. Increased capacities of organization			
Operative goal 5.1 Improved administrative procedures in the organization			
5.1.1 Preparation of written procedures regarding administration and finances	A written procedure regarding the administration and finances developed	Director	I quartal 2020
Operative goal 5.2: Improved quality of social support services			

5.2.1 Implementing the licensing process for trans people support services	2 services of social support licenced	Director	IV quartal 2022
5.2.2 Implementation of the process of introducing quality standards in the work of the organization	ISO 9001 standard introduced	Director	IV quartal 2022
5.2.3 Training for employees to acquire expertise in support services	2 members of the organization trained to perform professional tasks within the support service	Director	II quartal 2021
5.2.4 Developing written procedures and mechanisms to determine the needs of the target group	Written procedure describing the tool for identifying the needs of the target group adopted	Director	III quartal 2020
5.2.5 Development of written procedures for monitoring the implementation of support services	Written procedure for monitoring the implementation of support services adopted	Director	III quartal 2021
Operative goal 5.3: Increased capacities for fundraising			
5.3.1 Employee engagement in project writing and fundraising training	At least 3 members of the organization have been trained in project writing and fundraising	Project coordinator	2020-2022 yearly
5.3.2 Development of written procedures for project preparation	Written procedure for project preparation of the organization adopted	Director	II quartal 2020
Operative goal 5.4 Improved personnel capacity of the organization			

5.4.1 Development of the personnel policy of the organization	Written personnel policy adopted by the organization	Director	II quartal 2022
5.4.2 Developing a policy for working with volunteers	Written policy for volunteer work adopted	Director	II quartal 2022
5.4.3 Participation of organization representatives in organizational management training	At least 3 members of the organization have undergone organizational management training	Project coordinator	IV quartal 2021
Operative goal 5.5 Strengthened capacity to influence public policies			
5.5.1 Employee participation in public advocacy training	At least 3 members of the organization have undergone public advocacy training	Project coordinator	IV quartal 2021
5.5.2 Participation of employees in training for drafting practical policies	At least 3 members of the organization have received training in drafting practical policies	Project coordinator	IV quartal 2021