



association spectra

Strategic Plan

2023-2026

Introduction

With this strategic plan, we will present the key factors of Spectra's development for the planned period from 2023 to 2026, as well as the goals of work with which it will be transparent, consistent, and clear. This document describes the organization and its operation, the values from which we act, the context in which we work, and lastly the identified problems and our contribution to their resolution. We created the document based on the team's strategic planning that was carried out in February 2023, using the "7S" methodology and the available analysis of the political landscape.

With this strategic planning, we note the fulfilment of the previous Strategic Plan in 98%, and satisfaction with the evolution of Spectra from a small organization, focused exclusively on the human rights of TIGV persons, into a larger and stable organization, whose activities are guided by TIGV persons and focused on democracy, social justice, feminism, anti-fascism, and human rights.

We also recognize the significant challenges we have faced, from the health, economic, and political crisis in Montenegro that followed after 2020, to internal challenges, which are an indispensable part of the growth of any team.

Dedicated to social and collective care, transparency, consistency, and, above all, activism, we bring this Strategic Plan for the period 2023-2026, with the aim of even more active, unwavering action in Montenegrin society.

SPECTRA: Who are we?

Association Spectra is a feminist non-governmental organization registered in 2017 with headquarters in Podgorica, Montenegro, which operates throughout the country, and our work team consists of 7 people. Transgender and gender variant individuals lead this organisation with a mission to promote primarily gender equality with a special focus on the needs and contributions of the trans, inter, and gender variant (TIGV) community. Our work is based on the principles of feminism, anti-fascism, and intersectionality.

We carry out our activities through 3 programs:

An advocacy program;

A Program for work with the community;

And a Feminist program.

OUR VISION AND MISSION

Our vision is a society where all people enjoy equal rights, where all identities and bodies are respected and where differences are celebrated.

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

OUR VALUES

De-colonialism - Spectra strongly opposes wars and militarisation. We believe in resolving conflicts of smaller or larger dimensions by peaceful means. We also believe in respecting people's self-determination and respecting culture and country. We believe in resistance to hatred, occupation and colonisation. We fight against exploitation and genocide.

Anti-violence - We believe in a proactive and transformative approach to justice, which is not only based on harm reduction but also on educated understanding and prevention of hatred, prejudice and oppression in society. When we confront and question prejudices and biased behaviours in ourselves, others and institutions, we can stop the escalation of prejudice and make it difficult for discrimination and hatred to flourish.

Pacifism and Anti-militarism – We believe in existence without the practice of violence in any form. We strongly oppose any practice that represents

physical, psychological, sexual, and systemic violence.

Self-determination - We believe that every person has the exclusive right to define their own identity/identities, and we stand for the legal recognition and respect of those identities.

Feminist principles - We believe in gender equality for people of all gender identities and sexual characteristics. We believe in the equality of all people, in an egalitarian society in which personal characteristics do not diminish equal opportunities.

Intersectionality - In our activism, we are guided by the principle of intersectionality, which recognises that we all have multiple identities and that our life experiences are complex and shaped based on various personal characteristics and belonging to different groups, without prioritising any of them. We believe in intersectionality as an enlightening and empowering concept, and we oppose using it for patronising and (auto)victimising purposes.

Responsibility - We believe in individual and collective responsibility, in the principle of caring towards work tasks, resources, ourselves, team members, the community we work for, and society at large.

Holism - We believe in a systemic approach to solving problems, observing the system as a whole, and each person as a part of the system in which they participate, and therefore to whom they have a responsibility.

Trust - We believe in giving trust by assigning responsibility. We assume the best intentions and are guided by standards of ethical behaviour. If trust is breached, we create space for it to be re-established.

Autonomy - We believe in the idea that people's conscious and informed decisions must be respected and must not be rejected, to the extent that they do not endanger the life of either the decision-maker or other people. Personal autonomy is, at a minimum, self-management – free from con-

trolling interference and constraints that prevent meaningful choice.

Respect for identity, personal integrity and experiences - We believe in the authenticity of everyone's identity and experiences, without questioning them. Personal integrity is an inviolable right of every human being, and we are particularly dedicated to protecting it.

Integrity - We make decisions following the values and goals of the organisation, not allowing compromises that may undermine them. We do not agree to political pressure, we do not trade with human rights, we do not support those who do not share our values.

Care - For us, care implies the concept of “All for one, one for all”, and care for the community, for ourselves, according to our resources, for the collective, and for the values we represent. We perceive care as a political concept, not only as empathy, and we actively work to create safe, but also brave spaces where we can practice the ethics of care and solidarity.

Empowerment - We believe in providing and redistributing resources where they are most needed. We do not agree to (auto)victimising positions and actively work to dismantle them as instruments of oppressive systems.

Solidarity - We believe in unbiased advocacy for true values and political solidarity transcending subjectivity. We believe in equal practice that comes from value, not character assessment.

Consistency - We show responsibility by having a practice we follow, and justified exceptions that confirm the practice. We know why we do what we do and believe in equal practice that comes from value, not situational assessment.

Service - We believe in service to the community we represent and the idea we defend and fight for. We do not serve imposed oppressive authorities, nor those who occupy a false position of authority over our personalities, values and struggles. We believe in values greater than ourselves.

Purpose - We work for values greater than ourselves.

Groundedness - While guided by values and ideas, we stand firmly on the ground and keep a perspective on the real, complex problems that the community faces. We are guided by ideals, acting strategically and for the best interests following the values we represent.

Diversity - We respect and support diversity, reinforcing the idea that people are not one-size-fits-all. We respect the diversity of bodies, faces, skin and hair colour, opinions, experiences and perspectives. Anti-perfectionism - We believe it is human to make mistakes, we believe in the potential to learn from them, and remain oriented to responsibility, lessons, and the result.

Feminist Honour - Honor is described as a code of duties of individuals and individuals within a social group. Thus, patriarchal norms regulate social duties within often harmful and oppressive patterns. Feminist honour redefines these duties following feminist values.

Transparency in work - We are committed to active and continuous communication with the feminist and TIGV communities and the general public, intending to keep our work fully transparent. A transparent way of working is necessary so that the community we stand for is always aware of our activities and the reasons behind them.

Teamwork and a culture of dialogue - We believe in activism that comes from assertive communication, sharing responsibility, and joint decision-making. We do not shrink from difficulties and conflicts but solve them together.

Critical thinking – We actively participate in issues of importance to the TIGV community and the general public, with a critical approach and encouraging critical thinking. We also welcome criticism of our work and actively work to improve it.

HOW DO WE FUNCTION AS A TEAM?

Spectra has clearly defined workplaces in the Rulebook on internal organisation and systematisation of workplaces. The executive director has the position of a legal person responsible for the organisation to whom all others in the team answer, directly or through the competent program coordinator. The employees who are directly responsible are the financial manager, program coordinators, and project coordinators. Program assistants report directly to program coordinators, and indirectly to the executive director.

What is the context in which we live and fight?

GENERAL CONTEXT

Montenegro is a country in the Balkans, a region long affected by conflicts that have left it in poverty, and national, religious and political divisions, that created fertile ground for misogyny, homo/transphobia, racism and classism to prevail in our culture. The region is becoming radicalised, wars are often mentioned, as well as the unresolved issues of the 1990s, conflicts between states, and anti-gender and nationalist rhetoric are strengthening. Montenegro's political path has come to a major halt because the right-wing party and centre are now dominant in the Parliament and the Government, while the left does not exist. That structure has a record of inciting hate speech against LGBTI people, as well as very problematic attitudes towards feminism and gender equality, especially towards communities that deviate from gender norms. TIGV and queer people are deeply affected by all these circumstances. Despite the existing legal framework, no attacks on trans people have been adequately sanctioned, although two have been prosecuted as hate crimes.

Hate speech, especially from religious and public officials, also represented in the Parliament of Montenegro, is not addressed, while the general public is anaesthetised and used to this type of public discourse. For the most part, violence remains unreported, due to distrust in institutions. The political crisis, which is now normalised, makes it impossible to effectively advocate for legal gender recognition, as well as other topics of importance for democracy and human rights. Young trans people drop out of school or hide their gender identity because of the lack of protection in the education system. The COVID-19 crisis and subsequent inflation have increased poverty, the risk of homelessness and reduced access to public services. The inflation rate measured by the consumer price index in October 2022 is 18.5% when compared to the same month in 2021, while the inflation rates for food and non-alcoholic beverages are 31.2%, and the prices of housing, water, electricity, gas and of other fuels 15% taking into account the comparison of the same two periods as with general inflation. The projected economic decline in December 2022 is a staggering 17%,

with a very slow recovery and stabilisation in 2023. Most trans and intersex people have lost their jobs. The lack of hormone treatment for trans women and the complete lack of access to the healthcare system is a significant problem. Mental health services are almost completely unavailable, leading to an increase in suicide attempts, self-harm, and increased drug and alcohol use. The space for financing trans-initiatives has been significantly reduced, so the viability of the trans movement is greatly threatened.

SOCIO-POLITICAL SITUATION

After more than a decade of Montenegro's negotiations with the EU around the accession process and eleven years since the organisation of the first Pride Parade, Montenegro cannot pride itself on adequate gender equality policies. During that time, Montenegro exaggerated its position as a "leader in the region" in respect of the human rights of LGBTIQ persons, which enabled pinkwashing. A striking example of this practice is the Public Service's (RTCG) attempt at instrumentalisation of the Pride Parade to justify the broadcast of the enthronement of Serbian Orthodox Church metropolitan Joanikije on the Parliamentary channel. Despite the declarative leadership position, Montenegro very quickly became a country where at least five women were killed in nine months, a debate on the right to abortion was organised by the Public Service, in which not only was the opinion of the Serbian Orthodox Church and representatives of the Islamic community heard, but the priest Gojko Perović was one of the loudest speakers. In addi-

tion, Jakov Milatović, the former Minister of Economy and the current President of the State as of 2023, asked for consultations with the Metropolitan of the Serbian Orthodox Church concerning a birth rate policy creation. In addition, hate speech present in [the Parliament of Montenegro](#) has increased on all grounds, especially targeting women, LGBTIQ persons and persons with disabilities. The high tolerance degree and reluctance to condemn such attitudes have strengthened a hostile atmosphere, in which MPs refuse to apologise [for the spoken word or assume any responsibility](#). These are just some of the events of the last few years, which show the strengthening of anti-gender narratives, while at the same time, the wider (re)action of the feminist movement is scarce and reduced to a few active, tireless, and loud feminist organisations.

One of the most significant challenges faced by the TIGV community is precisely the strengthening of right-wing politics, and the evident strengthening of clericalism and the influence of the church. Protests due to the adoption of the Law on Freedom

of Religion in 2019 showed the power of the Serbian Orthodox Church concerning the mobilisation of the population and its influence on political issues, as well as on the outcome of parliamentary elections, according to church officials. Despite certain problematic messages of support, which are described in this text, the strengthening of such ideologies represents a significant danger for achievements in the field of human rights of women, human rights of TIGV persons and the LGBTIQ community, as well as democracy in general.

Anti-gender movement strategies present in Montenegro have produced results around the world, regressing democracy, and bringing right-wing, clerical currents into positions of power, which instrumentalise the violation of the human rights of women and LGBTIQ persons for not only political but also material profit.

ATTITUDES

In Montenegro, a small amount of research covers issues of gender identity, while most research dealing with gender equality addresses cisgender heterosexual women, and research dealing with the LGBTI community usually views it as a homogeneous group, without addressing the specifics of sub-communities within this whole.

One of the relevant studies that have questions about trans people is **the Study on the attitudes of candidates for parliamentary positions on the LGBT population**, conducted by CEMI, NGO Juventas and Queer Montenegro, in 2016, which shows that 40% of respondents do not know whether being transgender is a disease, 79.3% answered that they do not know whether trans people should have the right to change their gender marker in documents without gender reassignment surgery. **Monitoring of the experiences of LGBTI people in Southeast Europe** shows that 80% of transgender people experienced discrimination in 2017 in the countries of the Western Balkans.

In a period of only three months, from November 2022 to February 2023, a significant jump occurred when it came to negative attitudes towards the LGBT population in Montenegro. According to CEDEM research from 2022, only 33% of the respondents agreed with the statement “Homosexuality is a disease and should be treated”, concerning Damar’s and CDT’s research from 2023. On the other hand, 51% agreed with the statement “Homosexuality is a disease and a mental disorder”. Both surveys were conducted on approximately 1000 respondents.

During September and October 2023, Spectra hired Damar, a research agency, to research on its behalf about the attitudes and understanding of transgender people and gender identity in Montenegro. Research aimed to show the attitudes of citizens towards transgender and non-binary persons, their rights, challenges and general position in society.

Research shows the following:

- There is stable support for transgender people in the percentage between 15-20%, i.e. every 4th or 5th person supports trans people. Through this support, the active participation of trans people in socially important issues is recognised (20.8%), and the connection between the fight for the rights of a certain group for the benefit of the whole society is recognised (23.6%)
- On a scale of 1 to 10, respondents rate their knowledge of trans people with an average score of 3.4, i.e. not particularly good
- **Only 20.2% of people** correctly define the term “transgender person”, while 28.6% do not know, and all the others give answers that incorrectly define trans people
- **17.2% of people** recognise the existence of several gender identities, outside the framework of male/female, and this category mainly includes young

people (18-35 years old), people with higher educational qualifications and women

- **A third of respondents** understand the difference between sexual orientation and gender identity

- 69.1% do not fully understand the difference between gender and gender identity, 80.01% do not understand non-binary identities, but there is a smaller percentage of those who do not believe that non-binary people do not exist (71.9%)

- About a third of respondents do not know how it would feel if a close friend or family member came out as a trans person, while a quarter do not know if they would support them

- 42.8% of respondents do not feel comfortable talking about transgender people, while 36.5% are not sure (women, the young and the highly educated feel more comfortable). About a third do not want to state the reason for the discomfort, while the rest do not know or state prejudice and lack of support towards trans people

- 45.3% do not see the direct benefit of the fight for the human rights of one group as a benefit for the whole society, while 31.1% do not know

- Supporting the right to bodily autonomy can be interpreted as the support for trans people to access the gender reassignment process (24.6%) and the right to abortion (51.3%), while the percentage of those who are not sure is between one-fifth (for abortion) and one quarter (for gender reassignment process). However, half believe that people should have the right to make decisions about their bodies, while a fifth are not sure.

All of the above data shows that at least 30% (in some cases more) of participants do not have an opinion, and show some degree of openness to learn more about transfeminist topics. Considering they are predominantly women, young and highly educated, they should be the main target group in the fluid middle with whom we should communicate, while of course not writing off other groups. These groups are also not homogenous, so further research is needed to effectively reach them with appropriate messages.

SUPPORT SYSTEMS: PSYCHOSOCIAL PROTECTION AND EDUCATION

Montenegro does not have established institutional psycho-social support and information services for LGBTIQ persons, all support services are provided exclusively by civil sector organisations. Psycho-social support service specific to TIGV persons is organised and provided by Association Spectra. During 2022, we held **35 self-support groups for 25 TIGV persons**. The group covered topics of socialisation and creativity, mental health as a set of habits and the power of sharing; as part of these topics, the group also dealt with the following topics: coming together in the community, discussions about community needs, personal abilities, individual and group strength, problem-solving, opportunities, body acceptance and healthy lifestyles through recreation and sports, awareness of gender stereotypes, personal perception of the trans experience, setting boundaries, coming together in the community, oppression and oppressors, working on yourself, building relationships, movie nights,

creativity, dealing with pain, toxic masculinity, gender-based violence, rights guaranteed by law, health, togetherness, solidarity, caring for yourself and others. In total, during 2022, we conducted **544 individual consultations for 27 people** and organised numerous activities to increase the capacity of the TIGV community.

In 2022, Association Spectra also carried out the [monitoring of the necessary psycho-social services for TIGV victims of violence](#). The results of this research showed that almost all participants (93.8%) personally felt that their gender identity was the basis for discrimination or harassment. The research showed that all participants, i.e. **100% of the sample, testified** that in the last 5 years, they were personally **mistreated** by someone or a group for any reason, in a way that greatly offended or disturbed them. The same research shows that concerning lived experiences of violence, 62.5% of respondents state that they have experienced threats of physical violence, 37.5% of respondents experienced attempted physical violence or physical violence, such

as hitting, kicking and beating, as well as throwing things at them, 31.3% of respondents experienced threats over the phone, damage or theft of personal property was experienced by 25% of respondents, while 12.5% of them experienced **threats with weapons**. Experiences of attempted rape or other sexual violence were reported by one-quarter (25%) of respondents, and slightly less than a fifth (18.8%) of them experienced **rape** or sexual violence. Among the problems which they consider should be the first to be processed and solved, and which concern the TIGV community, for the largest number of participants in the research, was the passing of **a law on gender identity (81.3%)** and better application of the law on prohibition of discrimination (81.3%). Furthermore, the same survey shows that **62.5% of those surveyed need more employment opportunities**, as well as that they believe that further **fighting against discrimination in the workplace is necessary (75%)**.

In addition, data from Association Spectra show that: most transgender people are unemployed

or employed on the black market; most hide their gender identity from employers; there is almost no protection in education; trans people often face discrimination from employers who refuse to offer them a job because of the discrepancy between the gender marker in documents and gender expression; trans women are often forced to engage in sex work, which further marginalises them; the difficulties that trans people face in the field of employment put them at greater risk of homelessness, resulting in the decision to stay in a family home where they experience violence. Exclusion and violence in the educational system additionally lead to insufficient involvement of TIGV persons in civic activism and democratic processes. All the mentioned problems indicate the exceptional importance of strengthening the community's resilience, as well as its activist engagement, which will reduce violence and discrimination in all areas and intensify the active contribution of the TIGV community in Montenegrin society.

ECONOMIC SITUATION

Economic marginalisation is seriously affecting trans communities across Europe. Over the past two years, the COVID-19 pandemic has worsened and thus shed light on many of the structural inequalities that are the causes of this marginalisation. Structural exclusion from legal and formal employment leads to a high prevalence of trans people working in criminalised and/or informal settings, for example, sex work or care work. The criminalisation of sex work increases the vulnerability of trans people to discrimination, violence, exploitation and HIV. The lack of official recognition of sex workers as workers also means that sex workers are not entitled to social benefits, such as sick leave, parental leave or pension schemes. Many trans people want to go through legal gender recognition, which could make it easier for some to find work. The lack of legal gender recognition affects the financial stability of trans people, as well as their physical and mental well-being and can expose them to further discrimination. Many trans people need to access

trans-specific health services (hormones, surgeries, etc.), which are not always available in the public health care system. This can also lead to financial instability for trans people and can threaten their physical and mental well-being¹.

The Montenegrin legal and economic systems fail to provide adequate support to members of the TIGV community during employment. Numerous laws, primarily the Labor Law², prohibit discrimination based on gender identity. However, no one guarantees that a member of the TIGV community will not experience discrimination at the workplace, and most importantly - during education, or that the committed discrimination will be adequately sanctioned.

Rejection by family and society results in trans young people suffering from mental health problems, loneliness, low self-esteem, and withdrawal,

¹ <https://tgeu.org/wp-content/uploads/2021/11/TGEU-trans-poverty-report-2021.pdf>

² Labor Law, “Official Gazette of Montenegro”, no. 074/19 from 30.12.2019, 008/21 from 26.01.2021, 059/21 from 04.06.2021

which often leads to leaving the education system very early or to a lack of active participation in school programs and extracurricular activities that imply a high degree of socialisation and visibility. All this leads to a lack of suitability for the increasingly complex requirements of the labour market, and trans people, in addition to fear of discrimination and violence, are faced with a total lack of qualifications for many conventionally desirable jobs³.

According to the data available to Association Spectra, only 3 transgender people out of 57 who use or have used social services in 2019 are in the process of obtaining a college degree. Of those three, only one person freely lives their gender identity. The internal data available to the Association Spectra until 2022 does not indicate a change in this data.

In 2019, 3 young trans people dropped out of regular high school due to violence and discrimination, along with the lack of an adequate protective response

³ Available at: <https://tgeu.org/wp-content/uploads/2021/11/TGEU-trans-poverty-report-2021.pdf>

from the school administration. Due to the experience of violence, the trans people who participated in the research stated that their experiences in high school were “traumatic, painful”, “stressful and boring”, “brutal”, as well as “disaster, horror, sad in any case”⁴. Spectra’s cooperation with educational institutions is one of the types of support aimed at the economic empowerment of young people.

Many trans children and youth face rejection from an early age and violence because of their trans identity. This greatly increases the risk of being kicked out of family homes and being forced to leave, leading to homelessness and almost certainly falling below the poverty line. The Association Spectra often covers rent and bills for those at risk of homelessness, which was especially relevant during the pandemic, when a large number of community members lost their jobs and were forced to return

⁴ L. Milikj, L. Mustafa, J. Ulićević, A. Milanović, V. Cipurković, L. Zotrija (Self)organizing trans communities in the Western Balkans (2020) ([SELF\)ORGANIZING THE TRANS COMMUNITY IN THE WESTERN BALKANS REGION](#) , Association Spectra

to their parents/guardians (who are violent toward them).

During 2021 and 2022, inflation led to an increase in real estate prices and rents and trans people who have no secure employment or none at all, were and remain at constant risk of homelessness. The prices of necessities have risen dramatically and this trend continues, so a potential shelter or temporary housing solution is not enough to overcome the financial crisis. The inflation rate measured by the consumer price index in October 2022 is 18.5% when compared to the same month in 2021, while the inflation rates for food and non-alcoholic beverages are 31.2%, and the prices of housing, water, electricity, gas and of other fuels 15%, taking into account the comparison of the same two periods as with general inflation. Additional evidence supporting the above can be found on the Monstat website⁵.

⁵ COMMUNICATION 157/2022, Consumer Price Index 2022, MONSTAT, Available at the link: <https://www.monstat.org/uploads/files/cijene/CPI/2022/10/CPI CG Oktobar 2022.pdf>

Trans people face multidimensional structural barriers to employment. A more recent example of the lack of adequate support or its total absence when it comes to TIGV people was shown during the pandemic and economic recovery programs. Numerous benefits and social benefits, as measures against the recessionary consequences of the pandemic, bypassed those who, due to the impossibility of finding a job, are forced to work on the black market or sex work, which is not legally regulated in Montenegro.

The UN in Montenegro states in its report⁶ that 50% of LGBTI respondents have completely lost their income or their income has been reduced by more than 50%. More than half (56%) expressed concern about their economic situation, 25% identified food as the most important need during the crisis, while

⁶ Report on the Rapid Social Impact Assessment of the COVID-19 outbreak in Montenegro, April-June 2020, UN system Montenegro. Available at: <https://montenegro.un.org/en/90471-report-rapid-social-impact-assessment-covid-19-outbreak-montenegro-april-june-2020>

17% singled out shelter. This research was conducted before the rise in prices.

Considering the frequency of low qualification levels, many TIGV persons in Montenegro manage to find legal employment in customer service. Accordingly, it is important to note that through the “Europe Now” program, the minimum wage in Montenegro from 2022 is officially 450 euros. However, problems began to arise very early on, especially in the service sector, when workers complained about employers’ demands that they must return an increased part of their wages⁷. It is not rare for workers to receive a part of their salary in cash, while they officially receive the minimum wage or are registered for several working hours lower than full-time.

The efforts of Spectra and partner LGBT organisations prioritise finding lasting solutions regarding the financial independence and stability of the trans community. One of the public campaigns that

⁷ Data from Association Spectra - experiences of TIGV persons employed in the hospitality industry

addressed this topic was “My Right to Work”⁸. This is one of the few visible initiatives that has highlighted the problems that trans people face in the workplace, as well as the invisible barriers that prevent them from getting and keeping a job.

According to the data available to the TGEU, legal gender recognition can help prevent discrimination and violence, and when these legal procedures are available, accessible, clear and based on self-determination, a whole range of other rights can be opened up for the enjoyment of trans people. For example, having the right documents can make it easier to get an education, get and keep a job, open a bank account, find housing, and have easier access to health care - all of which lead to increased economic stability for a trans person. To broaden the context of legal gender recognition based on self-determination as an important step in the process of financial security for trans people, it is important to point out that in almost half of the mem-
⁸ More about the campaign “My right to work” - Association Spectra , available at: <https://asocijacijaspektra.org/2021/11/01/moje-je-pravo-da-radim/>

ber states of the European Union, the process of obtaining appropriate documents and health care ranges between 80 and 822 euros. According to these data, the costs of legal gender recognition are the lowest in member countries where legal gender recognition is based on self-determination, while they are the highest in member countries that require medical interventions, including sterilisation⁹ as is the case in Montenegro.

Additional recommendations concern access to health care and hormone therapy. The concrete links with economic stability are multiple. Example: At the TGEU panel discussion, TransCore, a non-profit organisation dealing with trans rights from Romania, reported based on a case study, that, while the minimum wage in Romania was an average of 300 euros per month¹⁰, the monthly costs of buying legal hormones, regular extractions and regular doctor's appointments are over 100 euros per month.

⁹ Available at: <https://tgeu.org/wp-content/uploads/2021/11/TGEU-trans-poverty-report-2021.pdf>

¹⁰ Available at: <https://tgeu.org/wp-content/uploads/2021/11/TGEU-trans-poverty-report-2021.pdf>

In Montenegro, transgender women for many years, and at the time of writing this report, do not have access to hormone therapy with estradiol, which inevitably forces them to purchase it on the black market, where, in addition to the general risks of drug verification, they pay a much higher price¹¹.

Per the aforementioned data, it is important to note that there is a lack of significant research at the level of Montenegro that would provide adequate data for the improvement strategies for the economic position of the TIGV community and solving visible structural and systemic problems. It is necessary to scratch below the surface and determine the method of real inclusion of the TIGV community in the labour market, which, in addition to financial security and stability, would also mean the complete disappearance of invisible barriers that trans people have on their desired career paths. At the end of

¹¹ Equally - Coalition for the Rights of LGBTIQ+ Persons: Solve the problem of hormone therapy shortage as soon as possible, Vijesti, 21.06.2022, available at: <https://www.vijesti.me/vijesti/drustvo/609888/problem-nestasic-hormonske-terapije-with-estradiol-solve-the-hundred-before>

this chapter, it is important to note that the work of the NGO sector can only go to a certain limit when it comes to the power of change and evolution of the economic system. Until the system of the social justice state sets a fair starting line for all its citizens, inequalities will leave deep holes and a burden that, justifiably, not everyone will be able to bear.

HEALTH PROTECTION

People seeking trans-specific health care face a lack of sensitisation by medical workers, high-quality health care, and hormone therapy, but also numerous surgical interventions and procedures, many of which violate basic human rights.

Despite what has been achieved, **the 2018 report of the European Commission on the progress of Montenegro** (Report of Montenegro 2018, European Commission, Strasbourg, 17.4.2018, SWD (2018) 150 final, page 83) indicates the need to improve the equality of LGBTI persons in access to health services. The reasons for the continued presence of discrimination of LGBTI persons in access to health services should be sought in the insufficient knowledge of the medical staff about the human rights of LGBTI persons, and their insufficient training for adequate work with them. Also, prejudices about LGBTI persons among medical personnel contribute to a certain extent. **Strategy for improving the quality of life of LGBTI persons in Montenegro for**

2019-2023 points out that it is necessary to pay special attention to fully informing medical workers about an adequate approach in working with a particularly vulnerable part of the LGBTI community, i.e. transgender and intersex people, to ensure that they are adequately treated during the provision of health care services. The strategy recognises the vulnerability of intersex and transgender persons in the health system and emphasises:

“In the case of maintaining the status quo and not taking the established measures, the positive trend of reducing discrimination against LGBTI persons in the health sector may take on a regressive character, especially in the context of the most vulnerable parts of the LGBTI community (transgender and intersex persons) and result in cases of violation of their human rights.”

To a large extent, the health needs of transgender and intersex people do not differ from the health needs of the general population. However, due to gender identity and/or gender characteristics that

differ from gender roles and gender norms, there are still some specificities that require the development of adequate health care that fully respects the dignity, integrity and self-determination of transgender and intersex persons. Most often, problems are encountered in the fields of psychiatry, urology, gynaecology and dermatology, when gender-variant patients come with the need for health services, and encounter hetero- and gender-normative treatment, rejection, stigma, or even attempts at “curing” gender identity, and correction of gender characteristics that do not fit into socially acceptable norms (conversion therapy). The biggest risk for trans, inter and gender variant people is avoiding routine health care and regular and timely visits to the doctor. The main reason for this lies in the fear of the consequences of revealing gender identity to health workers due to their presumed insensitivity, previously experienced difficulties and inconveniences in communication with doctors and other medical personnel, as well as dissatisfaction with the service provided.

In addition, the systemic and social violence experienced by transgender people, including physical, psychological, social and economic violence, forces many trans people into sex work, and the use of psychoactive substances is particularly pronounced among young transgender people. This situation makes the population of transgender, gender variant and intersex people particularly stigmatised concerning HIV prevention activities, and vulnerable to HIV. Transgender women represent a particularly vulnerable group concerning HIV and are disproportionately affected by HIV infection worldwide. Certain pharmacokinetic studies indicate a potential causal relationship between oral estradiol therapy and certain components of antiretroviral therapy (such as protease inhibitors, non-nucleoside reverse transcriptase inhibitors, as well as cobicistat that show interaction with ethinyl estradiol, the key estrogenic component of oral contraceptives). Additionally, from MSM programs¹² that include transgender people as a vulnerable population con-

¹² HIV and sexually transmitted infection prevention programs among men who have sex with men

cerning HIV, very often a specific approach to the transgender community is missing, thus missing an adequate systemic approach to HIV prevention in the TIGV community.

Research on the treatment of transgender and gender-variant people in the health systems of 5 European countries, conducted by the largest European organisation for the protection of the human rights of transgender people, Transgender Europe (TGEU), showed that over 50% of transgender people delay seeking health care due to fear of disclosure gender identity, due to fear of prejudice among health workers, as well as insufficient trust in health workers. Research conducted in Croatia shows that 74% of transgender people have never sought psychological help/support because of their gender identity. The most common reasons for this are: people think they don't need help/don't want help, they don't dare, they don't trust the services provided, they are afraid of the prejudices of service providers, they have previous bad experiences with service providers and others.

A 2021 study [“The Burden of HIV in Transgender People Worldwide: An Updated Systematic Review and Meta-Analysis”](#) conducted by four social psychologists from the Netherlands shows, based on 98 different studies, that the **prevalence of HIV among transgender women is as much as 19.9%, which is far more than in the general population (it is estimated that about 0.27% of adults in this category are living with HIV).**

The crisis caused by the COVID-19 pandemic has pointed to numerous challenges faced by transgender, gender variant and intersex people in Montenegro in terms of access to health care. The report created by the UN in Montenegro, in which 16 transgender people participated, points to the fact that one of the three most expressed needs during the crisis was the need for medication, while the most needed services were psychological support (30%) and health care (22%), and that after concerns related to economic challenges, the most common concern among the respondents is health risks.

Despite the fact that the health system and coop-

eration with health institutions have been improved concerning specific health care for TIGV persons, the challenges that TIGV persons faced before the crisis have intensified during the crisis itself. The unavailability of hormone therapy with estradiol in Montenegro for transgender women was further complicated by the crisis, making them unable to obtain the necessary drugs, already inaccessible due to their price, even from the countries of the region, due to the closure of borders. In addition, global data shows that the treatments needed by people with HIV are being delayed or interrupted as a result of the health system being overwhelmed during the crisis caused by the COVID-19 pandemic. Most trans people did not have access to follow-up outpatient examinations by specialists and were not able to monitor their health condition, which is of particular importance for all those trans people who are in the process of transition and made all those HIV-positive people living with HIV especially vulnerable.

For transgender, gender variant and intersex people to receive adequate health care, and to improve the quality of their overall health, including physical, psychological and social, medical professionals must know about affirmative and inclusive approaches to patients who are gender/sexually different from the socially created categories of men and women. In this way, medical workers will be able to establish a relationship of trust, which will provide them with the necessary information about transgender, gender variant and intersex patients who need health care, and enable them to provide health care of the highest standards, guaranteed by the Law on Health Care. In addition, within the TIGV community itself, constant updates in education, empowerment and information are needed, so that transgender, gender variant and intersex people have adequate resources to take action in preventing HIV, as well as education about living with HIV, the possibilities of antiretroviral therapy, and improvements in sexual, reproductive and general health and well-being.

What is the legal framework regulating the human rights of the trans persons?

The Constitution of Montenegro¹ guarantees the protection of human rights (Art. 6) and prohibits inciting hatred on any basis (Art. 7), as well as direct and indirect discrimination on any basis (Art. 8), and thus creates the basis for the protection of the human rights of LGBTI persons, and confirms the obligation of Montenegro as a state to respect international gender standards in that context (Article 9). Also, the Constitution guarantees that temporary restrictions on human rights and freedoms may not be imposed on the basis of gender, nationality, race, religion, language, ethnic or social origin, political or other beliefs, property status or any other personal characteristic (Art. 25), prescribes the right to private and family life (Art. 40), and the protection of human dignity and security, as well as physical and psychological integrity (Art. 28).

The Law on Prohibition of Discrimination² expressly prohibits discrimination on the basis of sex-

¹ Constitution of Montenegro, Official Gazette of Montenegro, no. 1/2007 and 38/2013

² Law on Prohibition of Discrimination, Official Gazette of Montenegro, no. 46/2010, 40/2011 - other law, 18/2014 and 42/2017

ual orientation, gender identity and intersex characteristics (Article 9a), with a clear explanation of the mentioned terms. Also, the same law defines hate speech as a special form of discrimination on the aforementioned basis.

The Criminal Code³ defines sexual orientation and gender identity as an aggravating circumstance in criminal cases related to hatred and hate speech (Article 41a and Article 443).

The Law on Gender Equality⁴ also guarantees protection based on gender identity, through the protection of not only men and women, but also “persons of different gender identity” equally in all spheres of social life, and prohibits discrimination

³ Criminal Code, Official Gazette of Montenegro, no. 70/2003, 13/2004, 47/2006 and Sl. CG. no. 40/2008, 25/2010, 32/2011, 64/2011 - other law, 40/2013, 56/2013, 14/2015, 42/2015, 58/2015-other law and 44/2017

⁴ Law on Gender Equality, Official Gazette of Montenegro, no. 46/2007 and Sl. CG. no. 73/2010 - other law, 40/2011 - other law and 35/2015

against persons on the basis of “sex change” (Art. 1 and Article 4).

The Law on Health Insurance⁵ guarantees that transgender persons have the right to health care in the context of the transition process (Art. 16), which is covered by mandatory health insurance funds, with participation (Art. 17) prescribed by the Fund with the consent of the Ministry of Health.

Rulebook on establishing medical reasons for “sex change” (gender affirmation)⁶ was adopted by the Ministry of Health, and it defines the criteria for realising the right to cover costs in the process of gender affirmative treatment through mandatory health insurance. Based on regulations, the medical reasons of the insured person are determined by: examination at the level of primary health care, examination and diagnosis by a specialist in internal medicine (general internal medicine, endocrinology),

⁵ Law on Compulsory Health Insurance, Official Gazette of Montenegro, no. 6/2016, 2/2017, 22/2017, 13/2018 and 67/2019

⁶ Rulebook on determining medical reasons for sex change, Official Gazette of Montenegro, no. 14/2012

a specialist in general surgery (general surgery, plastic and reconstructive surgery, urology and gynaecology), and, if necessary, another specialist doctor or specialist in the narrower branches of medicine, as well as psychiatrists and psychologists, and by social anamnesis of the social worker. The opinion on the existence of medical reasons for gender-affirmative treatment in the council is given by medical doctors, and the decision to affirm the gender of the insured person is forwarded to the corresponding clinical specialist centre of Montenegro. The rulebook provides the possibility of access to the gender affirmative process for transgender persons over the age of 16.

Legal Recognition of Gender in Montenegro is carried out through the application of the **Law on Birth Registers** without clear guidelines on the procedure itself, which in practice makes it impossible for transgender people to change their gender marker without prior sterilization. Article 14 of the same law stipulates that the data entered in the register are changed, supplemented or deleted on

the basis of an executive or final decision of the institution responsible for deciding on the change of personal status. The adoption procedure and decision-making criteria are not prescribed by secondary legal acts, nor by legal procedure, which leaves a legal vacuum in the area of application of Article 6 of the Law on Birth Registers in the part concerning changing registers in case of “gender change”. The inadequacy of the legal framework indicates the non-compliance of the legal system with the standards of the ECHR and the necessity of regulating this issue by an urgent procedure. Additionally, in addition to the very fact of violating the rights of intersex persons, Montenegro could soon face criticism in the form of a judgment of the European Court of Human Rights against Montenegro.

The Personal Name Act⁷ stipulates the possibility of changing a personal name or only a surname or only a first name after a change in family or personal status (adoption, determination of paterni-

⁷ Law on personal name, “Sl. sheet of the Republic of Montenegro”, no. 47 of August 7, 2008, 40/11, 55/16

ty or maternity, marriage, divorce or annulment of marriage), so transgender identity is not prescribed as a personal status (Article 9). But there is room for changing the personal name at the request of a Montenegrin citizen. This provision, although unspecified, gives the possibility of a name change for a transgender person, but the decision on the request is left to the discretion of the decision maker. Changing the personal name of a minor is possible only with the consent of the parents and in the case when it is requested by a Montenegrin citizen. On the other hand, the Rulebook on establishing medical reasons for “sex change” (gender affirmation) takes into account the possibilities of offspring and the status of minors older than 16 years. This additionally confirms the inadequacy of the entire legal system from the aspect of the right to legal recognition of gender.

LEGAL RECOGNITION OF GENDER

Legal Gender Recognition in Montenegro is only possible with proof of sterilisation. This practice represents an arbitrary interpretation of the Law on State Registers, which regulates the possibility of changing the birth certificate in the context of “sex change”, i.e. changing the personal data of transgender persons. Article 14 of the same law stipulates that the data entered in the register are changed, supplemented or deleted on the basis of an executive or legally binding decision of the authority responsible for deciding on the change of personal status. The adoption procedure and decision-making criteria are not prescribed by secondary legal acts, nor by the legal text, which leaves a legal vacuum regarding the application of Article 6 of the Law on the National Register in the part of changing the register in the case of “gender change”. In practice, such a regulation means that the Ministry of the Interior requires “proof of sex change” or proof of sterilisation of a trans person, which contradicts the practice of the European Court of Human Rights.

The strategy for improving the quality of life of LGBTI people in Montenegro for the period 2019-2023, which was adopted by the Government of Montenegro in April 2019, defines a measure that entails the adoption of a normative framework for legal gender recognition that will be in accordance with international standards and obligations as and best practices. The process of advocating for legal recognition of gender based on self-determination began in 2015 by the NGO Juventas as part of a project implemented in partnership with Queer Montenegro and the Program for the Promotion and Protection of Human Rights of Trans Persons, which operated within organisations and the Institute for Legal Studies. Spectra continued this process after its foundation, with the support of these organisations. This advocacy included the drafting of the Law on Legal Gender Recognition, cooperation with all relevant ministries, decision-makers and their education in order to understand trans identity, the right to self-determination and the importance of legal gender recognition. Taking into account the political changes in Montenegro, and the new govern-

ing structure in which there is a significant number of those who have a history of unsanctioned hate speech against the LGBTI community, it remains to be seen how the process of creating an adequate solution for legal gender recognition will unfold, i.e. how responsive will those in decision-making positions be to the obligations assumed by the Strategy.

In December 2021, we had a three-day meeting, which we organised with Queer Montenegro, where we educated several ministries and deputy ombudsmen about the human rights of trans people. We used this meeting to make an agreement with the Ministry of Human Rights on cooperation within the Working Group for drafting the Law on Legal Gender Recognition Based on Self-Determination, in the next 2 years, which was formed in **February 2022**. We made a rough plan for the work of the Working Group for 2022, which will be further developed into this strategy. In the period **from July 4 to 6**, Spectra organised the first training for the Working Group for Drafting the Law on Legal Recogni-

tion of Gender Based on Self-Determination, which was formed by the Ministry of Human and Minority Rights. The training was organised with the support of the Council of Europe and the EU delegation.

Given that we have a limited time frame for the drafting and adoption of the Law on Legal Gender Recognition based on self-determination, we consider this opportunity to be of crucial importance. Furthermore, the current position of Montenegro in the EU integration process is one of the most important opportunities for achieving changes, since there are coordinated efforts of international institutions to support the EU integration process, which is closely related to the improvement of human rights and the rule of law. This is an opportunity that will only be open for the next few years, and if not used in the right way, the EU accession process could be in great danger.

What problems do we want to solve?

SYSTEM SUPPORT PROBLEMS

Problem 1.1: High-quality trans-specific healthcare, social protection, education and employment are not available

PROBLEMS OF THE SOCIAL AND POLITICAL CONTEXT

Problem 2.1: Legal gender recognition based on self-determination, separate from the process of medical transition, is not available, but is based on an inhumane sterilisation process

Problem 2.2: Strengthening the anti-gender movement and endangering democracy in Montenegro

Problem 2.3: The rise of homo/transphobia, misogyny and nationalism in society with a reduced focus on human rights, democracy and European integration

PROBLEMS OF ACTIVISM AND CITIZEN PARTICIPATION

Problem 3.1: The TIGV community is not empowered for civil and political participation

Problem 3.2: Underrepresented feminist non-formal education

Problem 3.3: Spectra's capacities are still not developed enough to be a fully stable and strong organisation

Program for providing psycho-social support services to the TIGV community

Objective 1.1. STRENGTHENING OF PSYCHO-SOCIAL SUPPORT SERVICES TO THE TIGV COMMUNITY

Activity	How do we measure success?	What results do we expect?	When do we carry out the activity?
Organizing events to support trans people (“Trans Days”) once a week at the Drop in Center	Number of events Number of TIGV persons Degree of empowerment of TIGV persons	10 -15 TIGV persons on a monthly basis; Minimum 1 thematic event per month	Once a week, on Wednesdays from 4 pm to 8 pm
Organizing individual meetings with the TIGV community with the aim of empowering them for civic activism	Number of meetings Number of TIGV persons Degree of empowerment of TIGV persons	5 TIGV persons per month; TIGV persons more empowered to advocate for human rights and civil activism	Online and live as needed

<p>Empowering TIGV persons to facilitate self-support groups</p>	<p>Number of self-support groups, The number of TIGV persons attending the groups</p> <p>Number of TIGV persons facilitating groups</p> <p>Degree of empowerment of TIGV persons</p>	<p>7 TIGV persons per month; TIGV persons more empowered to advocate for human rights and civil activism</p>	<p>Once a month</p>
<p>Providing online support to TIGV persons with the aim of empowerment</p>	<p>Number of TIGV persons who received support</p>	<p>30 TIGV persons per month, 50-100 consultations per month; TIGV persons more empowered to advocate for human rights and civil activism</p>	<p>Continuously and as needed</p>
<p>Organizing self-defence workshops for TIGV persons</p>	<p>Number of workshops</p> <p>Number of TIGV persons attending</p> <p>Degree of empowerment of TIGV persons</p>	<p>10 TIGV persons per month; TIGV persons are more empowered to accept their bodies; TIGV people feel safer</p>	<p>Once a week</p>

<p>Organization of psychological workshops</p>	<p>Number of workshops</p> <p>Number of TIGV persons attending</p> <p>Degree of empowerment of TIGV persons</p>	<p>7-8 TIGV persons per month; improved mental health of TIGV persons</p>	<p>Once or twice a month</p>
<p>Provision of individual psychotherapeutic support for TIGV persons</p>	<p>Number of sessions</p> <p>Number of TIGV persons</p> <p>Degree of empowerment of TIGV persons</p>	<p>5-6 TIGV persons; improved mental health of TIGV persons</p>	<p>Once a week</p>

Objective 1.2. INCREASE ACCESS TO APPROPRIATE, HIGH-QUALITY, DEPATHOLOGIZED HEALTH AND SOCIAL PROTECTION FOR TIGV PEOPLE

Activity	How do we measure success?	What results do we expect?	When do we carry out the activity?
Presentation of the first research on discrimination and violence against TIGV people in Montenegro	Number of attendees Press clipping	A minimum of 20 people present at the presentation Published research Research results visible in the media	February 2023
Organizing a panel discussion on the right to healthcare of TIGV persons	Number of attendees Press clipping Degree of achieved cooperation with health institutions	A minimum of 20 people present at the event Established cooperation with the Ministry of Health and other health institutions	October 2023

<p>Organize meetings with the Ministry of Health and Clinical Centre of Montenegro with the aim of improving trans-specific health care services</p>	<p>Number of meetings Product of meetings</p>	<p>Established cooperation with the Ministry of Health and other health institutions</p> <p>Specific activities undertaken by the institutions with the aim of solving the problem of the shortage of hormone therapy, and improving health services for TIGV people</p>	<p>Continuously</p>
<p>Accredit the training program for social workers</p>	<p>Confirmation from the Institute for Social and Child Protection</p>	<p>Program accredited by the Institute for Social and Child Protection</p>	<p>in 2023</p>
<p>Organize training for social workers</p>	<p>Number of social workers present Degree of acquired knowledge</p>	<p>A minimum of 15 people attended Minimum of 2 expert lecturers</p>	<p>II quarter of 2024</p>

Objective 1.3. INCREASE ACCESS TO EDUCATION FOR TIGV PEOPLE

Activity	How do we measure success?	What results do we expect?	When do we carry out the activity?
Organizing educational workshops on gender, sex and gender roles in secondary schools	Number of workshop in schools Number of schools with which cooperation was achieved Number of students at the workshops Evaluations	Minimum of 10 workshops per year Minimum of 5 schools per year Minimum 150 students per year High level of acquired knowledge of the student	In the continuity of 2023-2026
Establishing cooperation with secondary schools	Number of schools with which cooperation was achieved	Minimum of 5 schools per year	In the continuity of 2023-2026
Establishing cooperation with higher education institutions	The number of higher education institutions with which cooperation has been established	Minimum of 2 higher education institutions per year	In the continuity of 2023-2026

Objective 1.4. TO INCREASE ACCESS TO THE LABOR MARKET AND THE PROTECTION OF LABOR RIGHTS FOR TIGV COMMUNITY

Activity	How do we measure success?	What results do we expect?	When do we carry out the activity?
Conducting the first survey of economic violence against TIGV people in Montenegro	Quality of research (expertise and experience of researchers who create it, number of covered areas)	Created a research report with pilot data on economic violence experienced by TIGV persons	IV quarter of 2023
Organizing the presentation of research on economic violence against TIGV persons in Montenegro	Number of attendees Number of media articles The expertise of the panellists participating in the presentation	At least 20 representatives of relevant institutions and organizations attended the presentation Minimum of 5 media articles published	First quarter of 2024

<p>Organizing workshops on labour rights for TIGV persons</p>	<p>Number of workshops</p> <p>Number of participating TIGV persons</p> <p>Degree of adopted knowledge about labour rights</p> <p>Evaluations</p>	<p>Minimum of 5 workshops per year</p> <p>A minimum of 7 TIGV persons were present</p> <p>High level of acquired knowledge</p>	<p>In the continuity of 2023-2026</p>
<p>Organization of training on human rights of TIGV people for union representatives</p>	<p>Number of participants</p> <p>Number of training sessions</p> <p>The degree of acquired knowledge about the labour rights of TIGV people</p> <p>Evaluations</p>	<p>Minimum 15 participants</p> <p>Minimum 1 training session per year</p>	<p>II quarter 2024 - 2026</p>

Advocacy program

Objective 2.1. IMPROVING THE HUMAN RIGHTS OF THE TIGV COMMUNITY THROUGH IMPROVING LEGISLATIVE FRAMEWORK, NATIONAL STRATEGIES AND POLICIES

Activity	How do we measure success?	What results do we expect?	When do we carry out the activity?
Contribution to the monitoring of the LGBT Strategy 2019-2023	Report on the implementation of the Action Plan for 2023 and the Strategy 2019-2023 Press clipping	Contributed to the report on the implementation of the Action Plan for 2023 and the Strategy 2019-2023, through cooperation with the Ministry of Human and Minority Rights and the Council of Europe	In the continuity of 2023
Contribution to the development of the new LGBTI Strategy for the period 2024-2028	Decision on the formation of the Working Group Number of meetings of the Working Group Text of the Strategy	Formed Working Group A satisfactory text of the Strategy was created and adopted	IV quarter 2023 - I quarter 2024

<p>Work in the working group for the creation of a Draft of the Law on legal recognition of gender based on self-determination</p>	<p>Text of the Draft Law</p> <p>The degree of cooperation within the Working Group</p>	<p>Draft Law finalized</p> <p>3 public hearings were held</p> <p>The draft law was adopted at the Government session and in the Assembly</p>	<p>Continuously in 2023 - 2024</p>
<p>Contribution to international reports on gender equality and the state of human rights (EC report 2023, EP report, Amnesty International, GREVIO, STATE Department report, etc.) and communication with international partners</p>	<p>Number of contributed reports</p> <p>Follow up meetings</p> <p>Degree of achieved cooperation with international organizations</p>	<p>A high degree of visibility of TIGV feminist topics and recognition of the degree of respect for the human rights of TIGV persons in international reports</p>	<p>In the continuity of 2023-2026</p>
<p>Contribution to national reports on gender equality and the state of human rights (Report on the Action Plan of the LGBTI Strategy, Report on the Action Plan for Gender Equality)</p>	<p>Number of contributed reports</p> <p>Follow up meetings</p> <p>Degree of achieved cooperation with institutions</p>	<p>Contributed to adequate reporting on the work of institutions in relation to the human rights of TIGV persons and the obligations assumed by strategic plans</p>	<p>In the continuity of 2023-2026</p>

<p>Organising public events on the right to self-determination</p>	<p>Number of events Number of attendees Press clipping</p>	<p>Increased visibility of the topic of the right to self-determination Contribution to the understanding of the importance of adopting the Law on Legal Gender Recognition based on self-determination</p>	<p>1-2 per year until the adoption of the Law on legal gender recognition based on self-determination</p>
<p>Monitoring of the gender component of parliamentary elections</p>	<p>Press clipping Monitoring report</p>	<p>Prepared monitoring report Increased visibility of the importance of gender equality during parliamentary elections</p>	<p>II quarter of 2023</p>

Objective 2.2. CONTRIBUTION TO THE PRESERVATION OF DEMOCRACY THROUGH ACTIVE ACTION IN THE PUBLIC SPACE

Activity	How do we measure success?	What results do we expect?	When do we carry out the activity?
Public response to violations of human rights and the principles of democracy and the rule of law	Press clipping Number of public reactions Public reactions	High level of response to violations of human rights and democracy Strengthened watchdog capacities of the organisation	In the continuity of 2023-2026
Participation in international and national conferences to advocate for democracy, human rights and gender equality	Number of events Degree of achieved cooperation	Increased understanding of the importance of including TIGV issues in broader issues of importance for democracy and human rights; Raised the visibility of human rights of TIGV persons in international areas	In the continuity of 2023-2026

Feminist program

Objective 3.1. INCREASED REPRESENTATION OF INFORMAL FEMINIST EDUCATION, AND VISIBILITY OF FEMINIST VALUES AND PRINCIPLES

Activity	How do we measure success?	What results do we expect?	When do we carry out the activity?
Organizing the Activist MasterClass workshops	Number of lectures Number of participants Evaluations	A minimum of 12 lectures per year Sustainability of the program and its development into a one-year program Minimum of 20 participants	1-2 times a month (annual program for each year)
Organizing an anti-fascist feminist school	Number of lectures Number of participants Number of lecturers Evaluations	First anti-fascist feminist school held in Montenegro Minimum of 20 participants Improved level of knowledge of the participants about anti-fascist and feminist topics	II quarter of 2024

Objective 3.2. INCREASED DEGREE OF UNDERSTANDING AND VISIBILITY OF THE TIGV COMMUNITY

Activity	How do we measure success?	What results do we expect?	When do we carry out the activity?
Organizing a campaign for legal gender recognition	Press clipping Reach Reactions	Minimum total reach of 50,000 on social networks A minimum of 10 media articles published on the contents of the campaign	Continuously in 2023-2024
Organizing a campaign to raise awareness about TIGV persons	Press clipping Reach Reactions	Minimum total reach of 50,000 on social networks A minimum of 20 media articles published on the contents of the campaign	In the continuity of 2023-2026
Organizing a campaign to mark various trans, feminist and anti-fascist dates	Press clipping Reach Reactions	Minimum total reach of 50,000 on social networks A minimum of 20 media articles published on the contents of the campaign	In the continuity of 2023-2026

<p>Organizing public events with the aim of promoting feminist and anti-fascist values</p>	<p>Press clipping Reach Reactions Number of participants</p>	<p>A minimum of 50 people participated in the creation, implementation and promotion of the event A minimum of 20 media articles about the events published</p>	<p>In the continuity of 2023-2026</p>
<p>Production of a play with a trans theme</p>	<p>Press clipping Reach Reactions Number of participants</p>	<p>A minimum of 10 people participated in the production A minimum of 5 TIGV persons consulted in the process of creating the play At least 80 people attended the performance A minimum of 5 media articles published per show</p>	<p>II quarter of 2025</p>

<p>Organizing public performances of TIGV persons, as well as other cultural events</p>	<p>Press clipping</p> <p>Reach</p> <p>Reactions</p> <p>Number of participants</p>	<p>A minimum of 10 people participated in the production of the event</p> <p>A minimum of 5 TIGV persons consulted in the process of creating the event</p> <p>At least 80 people attended the event</p> <p>A minimum of 5 media articles published about the event</p> <p>Social media posts related to the event have a minimum reach of 20,000</p>	<p>IV quarter 2024; minimum one event per year</p>
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<p>Launching and functioning of the publishing program</p>	<p>Issue number</p>	<p>Published at least one book per year in a minimum of 100 copies</p> <p>Published a minimum of 5 promotional contents on social networks</p> <p>Held at least one promotional event</p> <p>At least 30 people attended the promotion</p>	<p>IV quarter 2024 - 2026</p>
<p>Production of trans films and exhibitions</p>	<p>Press clipping</p> <p>Reach</p> <p>Reactions</p> <p>Number of participants</p> <p>Number of films/exhibitions</p>	<p>Minimum of 3 films/exhibitions created</p> <p>The minimum reach of activity promotion is 50,000 on social networks</p> <p>Minimum of 10 media articles published about films/exhibitions</p> <p>A minimum of 10 people participated in the creation</p> <p>A minimum of 5 TIGV persons consulted in the process of creating films/exhibitions</p>	<p>In the continuity of 2023-2026</p>

Objective 3.3. STRENGTHENING THE CAPACITY OF THE ORGANIZATION FOR ACTIVE, EFFICIENT AND PROFESSIONAL ACTION

Activity	How do we measure success?	What results do we expect?	When do we carry out the activity?
Recruitment of a new communications officer	<p>The number of quality applications for job vacancies</p> <p>Employed person</p>	<p>Employed person with adequate knowledge to perform the job</p> <p>Improved external communications of the organization</p> <p>Significantly greater presence in public space</p>	First quarter of 2023
Hiring a new field worker	<p>The number of quality applications for job vacancies</p> <p>Employed person</p>	<p>Employed person with adequate knowledge to perform the job</p> <p>Improved work within the Community Work Program</p>	First quarter of 2023
Mentoring for financial management	Quality of performing financial affairs	<p>One-year financial management mentorship provided</p> <p>An empowered person from the financial management community</p> <p>Improved financial management capacities of the organization</p>	Throughout 2023

<p>Update of existing procedures and regulations</p>	<p>Number of procedures</p>	<p>Amended Rulebook on work Amended Rulebook on internal organization and systematization of workplaces The Rulebook on the Protection of Trade Secrets was created Rulebook on internal and external communication created Amended Financial Procedures</p>	<p>IV quarter 2023 - until the end of 2024</p>
<p>Organizing mentoring education for providing psycho-social and peer support to TIGV victims of violence</p>	<p>Number of participants The degree of improvement of the program for work with the community Number of sessions</p>	<p>Improved operation of the Community Work Program</p>	<p>III and IV quarters of 2023</p>
<p>Work on the formation of unions within the organization</p>	<p>Number of discussions Documents for the functioning of the trade union</p>	<p>A trade union was founded Signed collective agreement Created documents for the functioning of the trade union</p>	<p>IV quarter of 2023 and until the end of 2024</p>

<p>Creation of organizational procedures for the provision of psycho-social support services to TIGV victims of violence</p>	<p>Quality of procedures (thoroughness and ethics)</p>	<p>Existence of procedures for providing psycho-social support services to TIGV victims of violence</p>	<p>First quarter of 2024</p>
<p>Organizing training for writing projects</p>	<p>Number of attendees The level of acquired knowledge</p>	<p>A minimum of 5 people attended the training and improved their knowledge of project writing One expert hired for knowledge transfer</p>	<p>II quarter of 2024</p>