



EATHAN
East Africa Trans Health & Advocacy Network



GATE



**THRIVE
CONSORTIUM
ORGANIZATIONAL
CAPACITY
PLAN**

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THRIVE

The THRIVE Consortium is composed of four trans-led networks: [EATHAN](#), [TGEU](#), [UCTRANS](#) and [GATE](#). The four networks came together under the THRIVE Consortium to collaborate and support each other in a shared HIV, human rights and health advocacy agenda. As part of the THRIVE Consortium grant from the Robert Carr Fund (RCF), a consultant was commissioned to help the members evaluate their organizational capacity needs and to develop a roadmap to strengthen key organizational priorities.

The individual and collective plans below are based on Consortium members' current organizational capacities as laid out in the survey and interview with the consultant, which focused on governance and management, financial management, sustainability and resource mobilization, human resources, and programs. Members' capacity was given a numeric score, and the consultant interviewed each of the members to gain further insight into various organizational indicators. Members' capacity and progress will be evaluated annually and members will also connect more informally on a quarterly basis to discuss progress and lessons learned.





**COLECTIVE
CAPACITY
BUILDING
PLAN**

Organizations rarely have high levels of capacity, as defined by a narrow Western management idea of organizational effectiveness, when they are constrained by time-bound, uncertain project support, which is also often accompanied by painstaking reporting and due diligence requirements. This funding discourages or inhibits the ability to dream, take risks, plan ahead or shift course in an ever evolving and continually challenging context. This is particularly critical for organizations that operate in challenging contexts where they face government repression or other threats, and organizations that have traditionally received a very limited amount of funding.

The impact of both a challenging context and uncertain, restricted funding clearly impacts trans-led organizations, and is evidenced by varying degrees in the experiences of each of the Consortium members.

While each organization could benefit from tailored capacity building support, a fundraising consultant would address some of the more common challenges across the organizations, by raising funds for each organization or supporting with the creation of some tools (proposal and reporting templates, one page brief about organization) and resources (donor mapping, elevator pitch) for fundraising. The priority would be to secure unrestricted or less restrictive, multi-year funding from private or public human rights-focused foundations that would, in turn, allow the organizations to invest more holistically in their organizational capacity and effectiveness.

The Consortium and/or individual members should also seek out opportunities to influence donor spaces when possible and continue to emphasize the call for unrestricted flexible funding for grassroots organizations and organizations led by the communities they seek to represent. Potential advocacy spaces include European and US human rights- and health-focused donor networks and conferences, such as [EDGE Funders Alliance](#), [Philanthropy Europe Association \(Philea\)](#) and the [Human Rights Funders Network \(HRFN\)](#).

In subsequent years, if funding allows, an additional consultant would be important to support some of the more recently established members to refine and further develop their financial and narrative reporting, as well as their monitoring and evaluation processes. As members secure additional, larger grants, this may also require more arduous and rigorous expectations on reporting and record keeping, so further support could allow members to meet donors' expectations more easily. To some degree, Consortium members can also provide one another with some support and training, although this should be compensated, at least, in the form of honorariums.



**INDIVIDUAL
CAPACITY
BUILDING
PLANS**



EATHAN – East Africa Trans Health and Advocacy Network is a network of trans*diverse activists and organizations in East Africa. They have 24 member activist representatives and organizations based in Burundi, Kenya, Rwanda, Tanzania and Uganda.

Their mission is to equip and enable East African trans* diverse individuals and institutions to organize and advocate for the improvement of their health, the recognition of their gender, and the protection of their human rights; utilizing informed research and documentation, particularly on health and HIV, and by enhancing their livelihoods through capacity strengthening and empowerment.

They work under 4 main pillars: Research; Advocacy; Capacity Enhancement; and Movement Building.

Capacity Building Plan

A fundraising consultant specifically for EATHAN would be a priority, and if the budget does not cover this, a secondary option would be for the Consortium-specific fundraising consultant to develop tools and templates that could lessen the reporting and proposal writing burden for the organization.

Another possible option to build capacity would be for EATHAN to do an exchange with another network or organization that has implemented an internship program for trans and non-binary people to acquire more experience and help to create a sustainable staff pipeline for the organization.

A second priority, after fundraising support, would be to have external support to develop some monitoring, evaluation and learning framework and tools, or a targeted training on developing simple, versatile monitoring, evaluation and learning tools that could bolster staff skills. These should focus both on the learnings from program implementation that donors request and the learnings that are useful for EATHAN and its community.

Capacity Building	Details	Priority
Fundraising consultant	<p>To seek additional funds and prepare documents and tools to support EATHAN to seek new sources of funding and meet current donors' requirements</p> <p>Indicators: Additional funding secured, greater percentage of flexible funding</p>	High
Learning exchange on internship/fellowship programs	<p>Connect EATHAN to a similar organization that has utilized an internship or fellowship structure to increase potential staff pipeline</p> <p>Indicators: Learning exchange or conversation with similar organization, pilot program for interns/fellows launched, number of people who go through internship program, and % who become staff</p>	Moderate
Monitoring, learning and evaluation trainings for staff	<p>This is already a part of EATHAN's work but could be useful to allow the organization to better systematize their learnings and go deeper</p> <p>Indicators: new tools developed, increased monitoring and evaluation meetings; percentage of staff that utilize newly acquired knowledge in regular tasks</p>	Moderate



[TGEU – Transgender Europe](#) is a member-based organization created in 2005. It has established itself as a legitimate voice for the trans community in Europe and Central Asia with 200 member organizations in 48 different countries. TGEU has an office in Berlin, Germany, as well as a team of 12 members of staff and a Board.

TGEU envisions a world free from discrimination where gender diversity is celebrated, where trans people are valued, and where trans movements are self-aware, intersectional, and evolving to meet the needs of a diverse and resilient community.

TGEU's mission is to strengthen the rights and wellbeing of trans people in Europe and Central Asia. They strive to represent the diverse needs of their members within human rights mechanisms, build the capacity and skills of their members to meet the needs of local communities, and develop intersectional and decolonised programmes to build more resilient and connected trans movements.

Capacity Building Plan

TGEU is a strong organization with a long-standing track record and robust funding. TGEU could provide some training and support for other organizations who want to utilize and systematize more intentional learnings and evaluations throughout project life cycles and, in exchange, they could receive a small stipend. This could include exchanges on strategic communications, fundraising, or learning and evaluation.

For TGEU, their own capacity building funds should ensure that the HIV Program Officer has the support and resources to delve more deeply into HIV advocacy and activism, given that her experience is from a more technical and less community and advocacy-based background.

Capacity Building	Details	Priority
<p>Trainings and professional development opportunities for HIV Program Officer</p>	<p>Opportunities for HIV Program Officer to delve more deeply into HIV advocacy and activism, given that her experience is from a more technical and less community and advocacy-based background</p> <p>Indicators: Trainings attended</p>	<p>High</p>
<p>Peer exchanges</p>	<p>For cost efficiency, exchanges between TGEU and other Consortium members could be useful. TGEU has extensive experience in fundraising, monitoring and learning, etc., and can provide support for other members. At the same time, the HIV Program Officer has a more technical background and could learn from other members' community-led and activist approaches</p> <p>Indicators: Number of trainings, pre- and post-evaluations from exchanges that indicate increased understanding/greater knowledge</p>	<p>Moderate</p>



UCTRANS – United Caribbean Trans Network is the first Caribbean trans initiative that will encompass community voices together to advocate on behalf of the Caribbean trans community to promote the protection and recognition of the human rights of trans persons in their region.

UCTRANS envisions a network that highlights issues experienced by all trans persons and wishes to ensure that trans-masculine and non-binary persons are represented.

They want to work in conjunction with their communities and government to champion the human rights protection and healthcare needs of trans persons as well as to provide support in leadership, governance and strategic guidance to the local transgender movements in the region, including those in The Bahamas, Barbados, Cayman Islands, Trinidad and Tobago, Belize, Guyana, Jamaica, Suriname, Dominican Republic, the Organization of Eastern Caribbean States (OECS) and Haiti.

Capacity Building Plan

UCTRANS is the first regional Caribbean trans initiative and, as a newer initiative in an underfunded region, they are currently reliant on limited, heavily restricted funding. This translates into very limited staffing, with accompanying organizational, operational and programmatic challenges. Currently, aside from the Executive Director and Policy and Program Officers, all other positions are precarious, part-time or volunteer-based. Restrictive grants also mean that most staff do not have comprehensive benefits. They currently are struggling to retain their Finance staff member and have only been able to offer a stipend (no salary) to date.

An urgent priority for the organization is to enhance its financial and administrative capacities so that they can meet donor requirements and attract new funding. While training and knowledge exchanges with the Consortium members would help, in this case designated funding to retain their Finance staff member would be the best capacity building option at the moment. Additionally, they could benefit from some support with fundraising strategies with the guidance and advice from a Consortium fundraising consultant, as well as any exchanges or support they can get from the other three Consortium members.

Capacity Building	Details	Priority
<p>Funding to guarantee permanent staffing for finance</p>	<p>It's essential that UCTRANS retains its finance staff. This may not be traditional capacity building, but without this staff member, the organization's capacity would be greatly diminished</p> <p>Indicators: Permanent compensated finance person in place, deadlines and requirements for financial reporting and obligations are met</p>	<p>High</p>
<p>Consultant, trainings and/or resources to improve and streamline fundraising</p>	<p>UCTRANS urgently needs to attract more funding, so working with a consultant or getting some training in resource mobilization could be helpful. However, this should also be coupled with training and support to improve finance, work planning and learning and evaluation so that they can meet the expectations of donors</p> <p>Indicators: UCTRANS staff show increased capacity and knowledge in resource mobilization, finance, work planning, strategic planning, learning and evaluation via surveys, pre and post tests, etc.; percentage of staff that utilize newly acquired knowledge in regular tasks</p>	<p>High</p>
<p>Monitoring, learning and evaluation trainings for staff</p>	<p>This is already a part of UCTRANS' work but it could be useful to allow the organization to better systematize their learnings and go deeper through more regular and comprehensive learning and evaluation tools</p> <p>Indicators: New tools produced and regularly utilized, increased knowledge measured via surveys, pre and post tests; percentage of staff that utilize newly acquired knowledge in regular tasks</p>	<p>Moderate</p>



[GATE – Global Action for Trans Equality](#) is an international advocacy organization campaigning globally for trans, gender diverse and intersex equality.

GATE seeks to ensure that trans, gender diverse, and intersex (TGDI) people can enjoy their human rights and achieve the highest level of health and wellbeing possible. We do this through advocacy, knowledge generation, movement building, and capacity building and training.

GATE focuses on advocating for the human rights of trans, gender diverse, and intersex people, while also playing a pivotal role in strengthening the global trans, gender diverse, and intersex (TGDI) movements through training, capacity building, resource mobilization and political mobilization. Additionally, GATE prioritizes its institutional strengthening to ensure that we can continue to grow and develop as the leading advocacy and expert organization advancing the rights, health, and well-being of trans, gender diverse, and intersex (TGDI) people in a sustainable way.

Founded in 2009 by Justus Einfeld and Mauro Cabral Grinspan, today GATE remains the only international organization focused on issues relating to gender identity, gender expression, and sex characteristics. GATE is registered in the US as a 501c3 nonprofit organization, with all our staff working remotely.

Capacity Building Plan

GATE has seen an increase in its budget this year, allowing the organization to expand to seven staff. The organization is an effective fundraiser although, like all the organizations in the Consortium, they lack dedicated fundraising staff. Restricted funding also means that a few staff are juggling multiple roles and greater administrative support would greatly benefit the organization, including for grants management, finance support, and board support. This would also allow the other staff to delve more deeply into learning and evaluation, resource mobilization, and building and strengthening other alliances. As the organization also expands its staffing across the globe, regular staff retreats are another priority for them as they build and strengthen team cohesion.

Capacity Building	Details	Priority
Administrative support (grants management, finance and board support)	<p>Additional staff or consulting support</p> <p>Indicators: new staff or consulting support hired, longer-standing staff note greater ability to focus on the tasks in job description, improved financial, admin and grants administrative procedures</p>	High
Staff retreat funding	<p>Given the expanded team and global nature of the work, in-person retreats are essential to enhance team cohesion and collaboration</p> <p>Indicator: Frequency of staff retreats, surveys and evaluations of retreats, new and/or effective ways of collaborating together</p>	High
Professional development opportunities for all staff	<p>Given the increase in staff, it would be ideal to increase the currently limited professional development funding to ensure staff have exposure to management, public speaking, and other useful skills</p> <p>Indicator: Professional development budget, skills and knowledge increase for staff (pre and post evaluation), staff put new learnings to use (e.g. through facilitation, public speaking)</p>	Moderate



THRIVE Consortium Organizational Capacity Plan

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