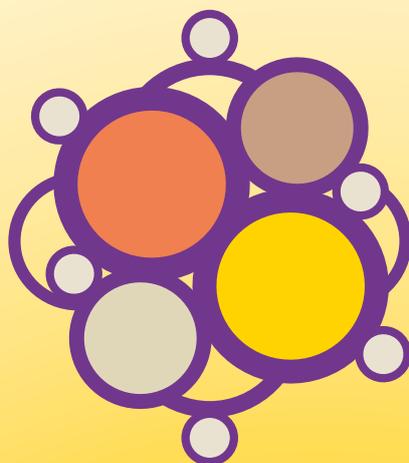


ORGANISATION INTERSEX INTERNATIONAL EUROPE

STRATEGIC PLAN

2019–2022

as adopted by the membership at the Extraordinary General Assembly on the 23rd of February 2019



oii
EUROPE



INTRODUCTION

■ OII Europe's vision

OII Europe's vision is of a world where the human rights of intersex people are fully implemented and where bodily autonomy, physical integrity, and self-determination of all people, including but not limited to intersex individuals, is guaranteed and intersex people are respected and celebrated as being part of human diversity and society.

■ OII Europe's mission

OII Europe works towards a world where

- everyone knows that intersex people exist
- sex is understood as a continuum
- intersex individuals can live in freedom and equality
- mutilating and 'normalising' practices are abolished
- safe and celebratory environments for intersex people and their families are provided
- diversity is celebrated with regards to sex, gender, abilities, ethnic backgrounds, spiritual & religious backgrounds and all other aspects that are part of being human in this world

■ Organisational Structure

OII Europe is governed by its Steering Board. The Steering Board consists of 10 Steering Board Members, including the two Co-Chairs, the Treasurer and the Secretary who make up OII Europe's Executive Board. The Executive Board is the body which is legally responsible for the organisation according to OII Europe's Statutes and German association law.

The day-by-day operations are performed by OII Europe's staff, which, as of February 2019 consist of the Executive Director, the Finance & Administration Officer and the Awareness & Campaigning Officer. The staff is supported by volunteer work offered by Steering Board Members and other intersex activists.

■ Short History of OII Europe

- OII Europe is the umbrella organisation of European human-rights-based intersex organisations, working on the promotion of self-awareness, visibility, and recognition of intersex people in Europe and worldwide, and further campaigns for legislations to protect intersex people.
- OII Europe was initially founded as an unregistered NGO of European OII affiliated organisations on Human Rights Day, 10th of December 2012, during the Second International Intersex Forum in Stockholm, to ensure the further adoption of Human Rights for intersex people all over Europe.
- The foundation of the network was preceded by four years of substantial advocacy on the European level (since 2009), performed by single activists and national intersex NGOs, that had already shown key results with regards to establishing awareness about the human rights violations intersex people face in Europe.
- On the 25th of September 2015, OII Europe was established as a non-profit organization in Germany and has been registered as a non-profit charitable NGO in Germany since 2016.
- OII Europe's office is in Berlin
- OII Europe's work is funded by public and private donors

■ Membership

Currently, OII Europe has member organisations in all Council of Europe sub-regions. Almost 100% of all existing, human rights-based, intersex-led intersex organisation in the Council of Europe region are a member of OII Europe.



Q&A

STRATEGIC PLAN

2019–2022

What is the Strategic Plan 2019–2022?

The Strategic Plan 2019–2022 is OII Europe's first strategic plan. The document brings together the collective ideas of our members, the Steering Board and of our staff. It articulates OII Europe's strategic objectives, together with means to achieve them. It helps us ensure that our work is aligned with the clearly defined strategies and is an impact measurement tool for our actions. It will guide us from the extra-ordinary General Assembly in 2019 and up to the General Assembly in 2022.

What has happened since 2015 and why do we need a Strategic Plan now?

OII Europe has gone through an incredible development in the past 3 years:

- Founding meeting as a registered NGO on the 25th of September 2015.
- Registration approved on the 23rd of May 2016
- member organisations in all Council of Europe sub-regions
- all of the Council of Europe sub-regions are represented in the OII Europe Steering Board.
- annual budget in 2015: 0,-€
- annual budget in 2018: 145.000,-€ (apprx. US-\$ 165,000,-)
- gained equivalency status* in 2018
- created 2,25 full time positions as of January 2019
- many successes in advocacy, awareness raising and community building
- increase of OII Europe's expertise and capacity to plan ahead.
- with now 3 staff members the organisation has the human resources and the expertise to fulfil a three-year strategic plan.

*Equivalency determination (ED) is a process by which a U.S. grant maker evaluates whether an intended foreign grantee is the equivalent of a U.S. public charity

How did we develop the Strategic Plan 2019–2022?

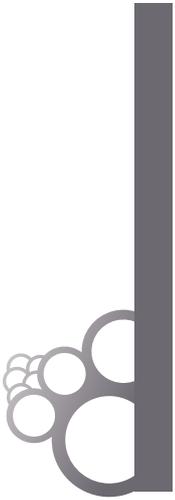
OII Europe's Strategic Plan for 2019-2022 was developed on the basis of

- the Malta Declaration; which contains the unanimous demands the international intersex human rights movement
- the Riga Statement; which contains core objectives of the European Intersex Movement
- the Vienna Statement; which reaffirms the demands of the Malta Declaration and the objectives of the Riga Statement and contains the detailed demands of the European Intersex Movement
- an analyses of OII Europe's work since 2012, including successful strategies and current opportunities
- two one-day Strategic Planning meetings of the OII Europe Steering Board in 2018, identifying priorities and gaps in the area of advocacy, community building, awareness raising and operational development
- the Strategic Planning session at the Intersex Pre-Conference to the ILGA Europe Annual Conference
- conversations with intersex activists at OII Europe's Community Events
- the minutes of workshops and trainings held by OII Europe at OII Europe's Community Events, which included brainstorming with intersex activists from all Council of Europe sub-regions



THE STRATEGIC PLAN

2019–2022



TERMINOLOGY

- **GOALS:** OII Europe’s long-term vision, how we want the world to be
- **STRATEGIC OBJECTIVES:** Objectives on the road towards the goal
- **OBJECTIVES:** Outcomes OII Europe envisions until the end of this Strategic Plan in 2022
- **MEASURES:** Activities OII Europe pursues to fulfil an objective

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Community • Movement Building p. 16

Organisational Development p. 20



ADVOCACY

POLICY CHANGE

FIELD OF WORK

change within the Council of Europe region

SPECIFIC AREAS OF WORK

discrimination of intersex people

violation of intersex people's human rights

lack of legal protection

OBSTACLES INTERSEX PEOPLE FACE

intersex considered a medical issue not a human rights issue

medical interventions without the intersex individual's fully informed consent

derogatory language and hate speech

education and access to goods and services

lack of adequate support

pathologisation

discrimination in employment

GOALS

OII EUROPE'S LONG-TERM VISION, HOW WE WANT EUROPE TO BE

STRATEGIC OBJECTIVES: Objectives on the road towards the goal

- IGM and other non-consensual medical and other treatment is abolished across Europe
Unless unconsented surgery and other medical treatment is not considered a violation of intersex peoples' human rights, intersex people are not safe and will still be pathologised
- Intersex people are protected explicitly under the protective ground of "sex" in EU anti-discrimination directives; or, depending on future developments within the EU, under the newly to create ground of "sex characteristics"
As a result of the current shrinking spaces and the right-wing backlash, re-opening the EU anti-discrimination directives to establish a new ground (sex characteristics) is currently unthinkable.
- Intersex people are protected against discrimination on national level under the protective ground of "sex characteristics"
"Sex characteristics" is referring to the specific discrimination and other human rights violations intersex people face, due to having an intersex body, and has already been established as a protective ground in some European countries.
- Rulings of the European Court for Human Rights and of the European Court of Justice establish protection of intersex people against discrimination and other human rights violations
Rulings of the European Court of Human Rights (ECHR) and the European Court of Justice (ECJ) serve as binding interpretations of the European Convention on Human Rights (ECHR) and European Union legislation. A successful case not only helps to ensure the human rights of an intersex individuals against their country but also create precedence that impact on future rulings as well as on European Union (EU) legislation and Council of Europe (CoE) Human Rights Standards.
- Data on the life-situation of intersex people is available across Europe
Comprehensive, non-pathologising, sociological, qualitative and quantitative human rights based data collection is key to increase the knowledge of the life situation of intersex people and to ensure that national as well as EU legislation and other measures serve intersex people's best interest.
- Intersex asylum seekers are welcome in Europe and their rights are legally protected

OBJECTIVES: Outcomes OII Europe envisions until the end of this Strategic Plan in 2022

- Intersex people and the protective ground of sex characteristics are included into EU and CoE anti-discrimination reports, as are sexual orientation and gender identity
- More countries in CoE region have installed legislation or have started concrete work on legislation that protects infants' physical integrity
- Human rights based research and better data collection on the quality of life of intersex people

**Intersex people
and their families
are protected
in all areas of life**

**Intersex people
enjoy a life
without
discrimination**

**Intersex people
enjoy full
bodily integrity
and bodily self-
determination**

MEASURES: Activities OII Europe pursues to fulfil an objective

Legislation and the right to be protected

- Advocating the European Parliament, the European Commission and other EU bodies towards an explicit inclusion of sex characteristics under the ground of sex into EU anti-discrimination directives
- Supporting national member organisations in advocating their governments towards establishing legal protection for intersex people through consultations, dissemination of the legal toolkit and checklist, the OII Europe intersex best practice map and through other advocacy means
- Working towards making OII Europe and its member organisations ready for coordinated strategic litigation
- Educating and working with networks of equality and anti-discrimination bodies on promoting and ensuring the human rights of intersex people
- Working with the SOGI Unit and the Office of the Commissioner for Human Rights of the Council of Europe to increase visibility of intersex people and of their human rights

Data Collection and Research

- Advocating for and collaborating with EU and CoE bodies on data collection and researching on the life situation of intersex people from a human rights perspective
- Engaging with universities and other research facilities to promote and support human rights based research on intersex people's life situations
- Using OII Europe's networks to disseminate human rights based research findings



AWARENESS **RAISING**

FIELD OF WORK

raising awareness on intersex issues

educating & changing the perspective of the general public

SPECIFIC AREAS OF WORK

educating the general public, policy makers and stakeholders on intersex issues

training allies

dissemination of human rights-based information on intersex issues

OBSTACLES INTERSEX PEOPLE FACE

misrepresentation in the media

intersex visibility is still scarce

pathologising language is still very common or the rule

society, professionals and politicians lack knowledge about intersex issues

GOALS

OII EUROPE'S LONG-TERM VISION, HOW WE WANT EUROPE TO BE

■ **STRATEGIC OBJECTIVES:** Objectives on the road towards the goal

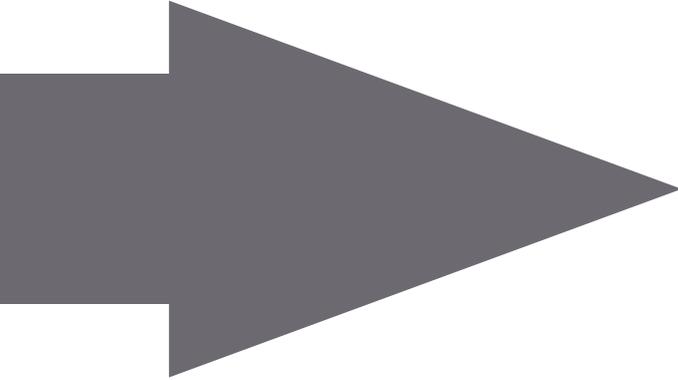
- Policy makers, stakeholder, professionals, the media and the general public are well educated on intersex issues from a human rights based perspective
- Intersex people and their families have comprehensive, low-threshold access to non-medicalized, empowering and human rights based information on intersex across Europe
- Intersex people can be increasingly open and visible
- Stigma and taboo have diminished

■ **OBJECTIVES:** Outcomes OII Europe envisions until the end of this Strategic Plan in 2022

- Policy makers, stakeholder, professionals, media and the general public are better educated on intersex issues from a human rights based perspective
- Intersex people are more aware of their human rights
- Parents of intersex children in the CoE region have non-pathologising and empowering information on intersex available in their own language
- Professionals working with intersex people are better educated on intersex issues

■ **MEASURES:** Activities OII Europe pursues to fulfil an objective

- Increase OII Europe's online awareness raising
- Publish a brochure with personal experiences of intersex people from CoE countries
- Publish information on intersex inclusion at school
- Publish information for professionals working with intersex refugees and asylum seekers
- Continue annual campaigning on Intersex Awareness Weeks



**Sex is understood
as a continuum
across Europe**

**Intersex
sex characteristics
are valued and
per se healthy
as male and female
sex characteristics**

**The existence of
intersex people is
common knowledge**
• part of society •
culture in Europe



COMMUNITY

MOVEMENT **BUILDING**

FIELD OF WORK

movement building

supporting intersex activists & intersex activism

OBSTACLES INTERSEX PEOPLE FACE

pathologisation

lack of peers and non-medicalized peer-contact

shrinking spaces

lack of role-models

lack of funding

lack of support mechanisms

Shame, stigma and taboo

lack of resources

the societal binary of sexes

GOALS

OII EUROPE'S LONG-TERM VISION, HOW WE WANT EUROPE TO BE

STRATEGIC OBJECTIVES: Objectives on the road towards the goal

- Substantial growth of the European Intersex Movement
- Strong, sustainable and well-resourced intersex organisations in every country in Europe
- Intersex people and their families are well-connected with other intersex families across Europe and in their own country
- The diversity of intersex people (in sex characteristics, gender identity and expression, sexual orientation, age, abilities, ethnic background, spirituality and faith, class, weight, citizen or residency status etc.) is visible and continuously represented within the European Intersex Community

OBJECTIVES: Outcomes OII Europe envisions until the end of this Strategic Plan in 2022

- **Support the growth of the European Intersex Community**
 - The OII Europe Community Event & Conference has significantly increased as of 2022
 - The number of countries with intersex-led intersex human rights organisations has significantly increased
 - OII Europe has enough funding to ensure accessibility. This is a key principle to OII Europe's events, website and products
- **Build Intersex Youth Leadership**
 - Significant growth of the intersex youth movement
 - Young intersex activists will feel empowered and welcomed in the global intersex movement
 - More young voices are being heard and more young intersex people are coming out
- **Strengthen voices of intersex people age 50+**
 - More data will be available on the life situation of the first generation of intersex people that were subjected to IGM and other unconsented medical and other treatment
 - Awareness of health and other needs of intersex people of intersex people age 50+ has increased
 - Experiences and stories of intersex people age 50+ are better acknowledged and cherished
- **Strengthen the voices of all members of the intersex community**
 - Develop strategies to guarantee and increase the representation of diversity, intersex realities and intersectional life experiences
- **Strengthen parents of Intersex children & adolescents**
 - A European intersex families network has been created
 - Parents have basic information on having an intersex child available in the majority of European languages
- **Capacity Building of the European Intersex Movement**
 - The capacity of the European Intersex Movement to advocate, raise awareness and build community has increased
- **Financial resources of the European Intersex Movement**
 - The amount of funding and the diversity of funders has increased to a sustainable level in Europe

Intersex people and their families have a big, easily accessible intersex community in their country and in Europe to which they can turn to for exchange, support and fun

A community that enables them to come out in a safe, supportive, and empowering environment, accept themselves and be celebrated as who they are.

MEASURES: Activities OII Europe pursues to fulfil an objective

● Support the growth of the European Intersex Community

- Organizing OII Europe's annual Community Event & Conference
- Empowering intersex people and the intersex community in Europe to stand up for their rights
- Working towards increasing funding specifically to ensure that accessibility needs can be met at OII Europe's events, and with OII website and products

● Build Intersex Youth Leadership

- Continuing supporting the European Intersex Youth Network "Young & Intersex"

● Strengthen voices of intersex people age 50+

- Collaborating with and initiating academic and other research projects to learn more about the specific situation of intersex people age 50+
- Facilitating the exchange of intersex people age 50+ at the OII Europe Community Event & Conference

● Strengthen the voices of all members of the intersex community

- Developing strategies to guarantee and increase the representation of diversity and intersectional life experiences
- Ensuring that these voices are represented in OII Europe's advocacy, awareness-raising and community building work

● Strengthen parents of Intersex children & adolescents

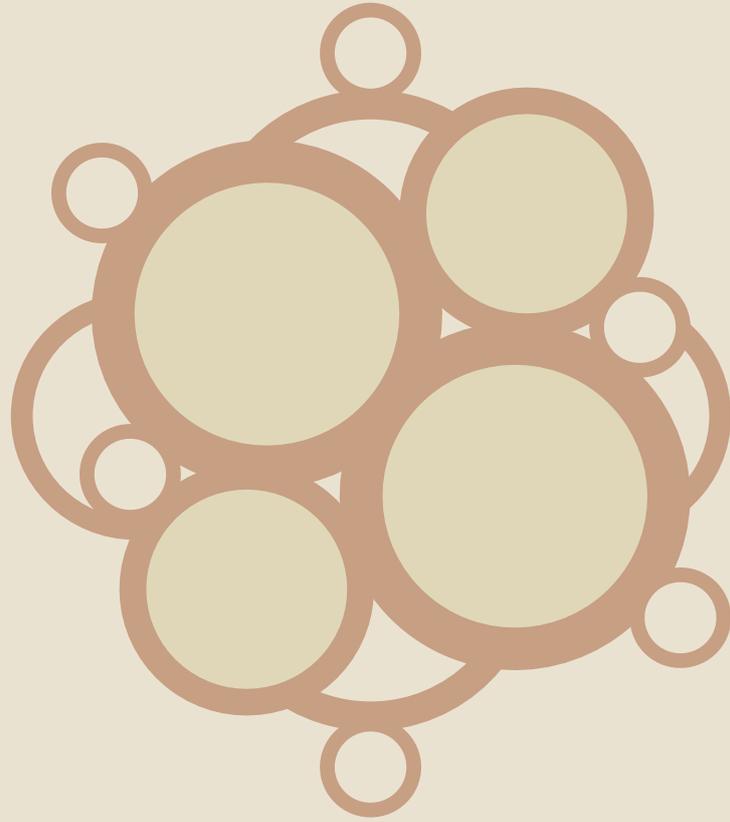
- Facilitating exchange and networking between families from different countries
- Collaborating with European parent's associations
- Working towards and supporting the creation of a European intersex families network
- Translating and facilitating translation of basic information about having an intersex child for parents

● Capacity Building of the European Intersex Movement

- Providing trainings and capacity building workshops at the OII Europe Community Event
- Providing online trainings and online capacity building workshops

● Financial resources of the European Intersex Movement

- Advocating national governments, public and private funders to include intersex issues in their portfolio
- Advocating for an increase of project and operational funding for intersex organisations with national governments and the European Commission
- Supporting the membership in educating national governments, public and private funders about the core issues of the European intersex movement and specific regional issues and needs
- Building the capacity of the intersex community to apply for funding



ORGANISATIONAL DEVELOPMENT

GOALS

OII EUROPE'S
LONG TERM VISION,
HOW WE WANT
EUROPE TO BE



STRATEGIC OBJECTIVES: Objectives on the road towards the goal

- OII Europe is a well-resourced and sustainable organisation, that can advocate for intersex human rights through a variety of means
- OII Europe membership continues to grow in Europe and, prospectively, Central Asia
- OII Europe has the capacity and human resources to support its member organisations
- OII Europe has funding that guarantees the organisation's work in a sustainable manner and allows the organisation to respond to threats, opportunities and changes
- OII Europe's member organisations, OII Europe's Steering Board and OII Europe's Staff represent the diversity of intersex people in regards to sex characteristics, gender identity and expression, sexual orientation, age, abilities, ethnic background, spirituality and faith, class and all other aspects that are part of being human in this world

OBJECTIVES: Outcomes OII Europe envisions until the end of this Strategic Plan in 2022

● **Governance**

OII Europe is an organisation with a well-established governance structure, that fulfils the core values of

- transparency
- good communication inside the organisation and towards membership
- representation of diversity and the intersectionality of lived experiences
- personal safety
- interpersonal relationships
- data protection

● **Financial Resources**

- OII Europe has diversified and increased its donor base
- OII Europe has increased its funding substantially

● **Human Resources**

- OII Europe has increased the number of its staff members, in order to allow OII Europe to achieve its advocacy, awareness raising and community building goals in a sustainable way
- OII Europe has the funding available to ensure the best possible working environment for its staff

● **Membership**

- OII Europe's membership covers the majority of Council of Europe countries
- OII Europe has a strong and engaged membership that benefits from OII Europe's community and capacity building measures, as well as from OII Europe's advocacy work
- OII Europe communicates with the membership on a regular basis
- OII Europe makes being a member more appealing by increasing the advantages of the membership

MEASURES: Activities OII Europe pursues to fulfil an objective

Theory of Change

- OII Europe will work on a Theory of Change on which the new Strategic Plan will be based

Governance

● **Transparency**

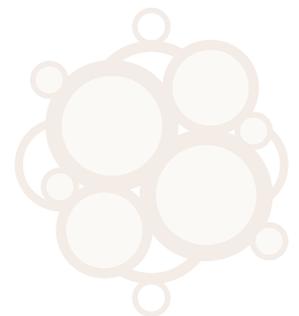
- Continue the development of key policies and documents
- Publish an Annual Report and an Annual Financial Report
- Evaluate the on-going work of staff and Steering Board on an annual basis

● **Communication**

- Continue and further develop and implement internal and external communication strategies
- Strive to make accessibility a key principle of OII Europe's communication

● **Diversity and intersectionality of lived experiences**

- Develop strategies to further diversify Steering Board and Staff in regards to sex characteristics, gender identity and expression, sexual orientation, age, abilities, ethnic background, spirituality and faith, class and all other aspects that are part of being human in this world
- Develop strategies to guarantee and increase representation of diversity and intersectionality of lived experiences in OII Europe's work



MEASURES: Activities OII Europe pursues to fulfil an objective (cont.)

● Safety

- Will further developing OII Europe's financial control mechanisms, by, among other measures, establishing an external audit of OII Europe's books and annual financial statements by a professional auditor
- Working towards building financial reserves worth of 3 months' salary and fix costs and advocate donors to allow said reserve building
- Ensuring OII Europe's capacity to respond to an emergency situation, including one that is targeting intersex human rights defenders
- Working towards a safe digital environment for Staff, Steering Board Members, the membership and volunteers
- Ensuring that OII Europe meets the data protection standards set by the EU and by German law

● Financial Resources

- Advocating for a broader inclusion of intersex issues in public and private donor portfolios (e.g. European Commission, national government, public and private foundations)
- Establishing relationships with new donors, e.g. in the fields of children's rights, to increase and further diversify the organisation's funding streams
- Applying for European Commission and governmental project and, eventually, operational funding

● Human Resources

- Working towards a situation where OII Europe has enough funding to work on advocacy, awareness raising and community building in a sustainable way

● OII Europe's networks

- Continuing the cooperation with our allies and establishing new allyships with LGBTI organisations and organisations from other human rights movements (e.g. FGM, children's rights movement, disability movement)
- Continuing and intensifying exchange with other, emerging regional intersex movements and umbrella organisations, in order to learn about the issues specific to different regions of the world

● Membership

- Working on building the capacity of European intersex activists in establishing organisations as described in the Community/Movement building measures
- Offering capacity building options at OII Europe community events and when supporting organisations on request in their national work
- Continuing to develop our membership platforms in order to keep in close touch with the needs and successes of OII Europe's member organisations
- Continuing to be an organisation that is low-threshold accessible for their membership and for intersex activists across Europe through different communication channels
- Providing and create spaces for intersex people and activists to connect
- Analysing and mapping the needs of the European Intersex Community/Membership

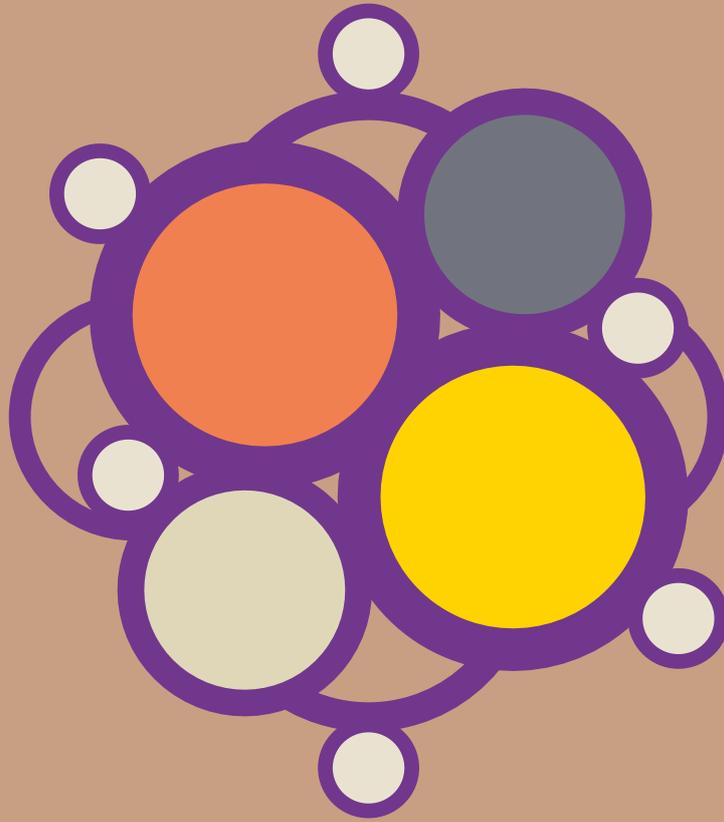
Well-Being

● Steering Board

- Encourage Steering Board members to take care of themselves and to communicate possible issues at an early stage
- Work on measures to deal with high level stress and risk of burn-out

● Staff

- Strive to create a workplace environment that acknowledges the strain that is inherent in human rights defenders' daily work; this includes encouraging staff to take care of themselves and to communicate possible issues at an early stage
- Work on measures to deal with high level stress and risk of burn-out
- Encourage staff members to attend trainings in their field of work



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