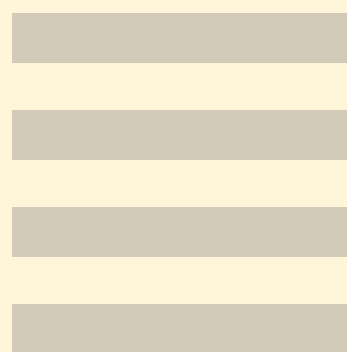
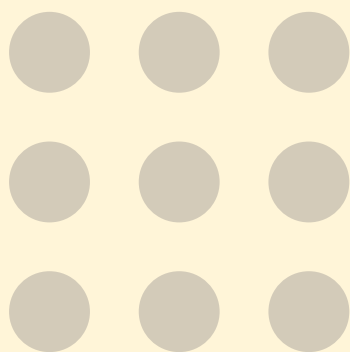
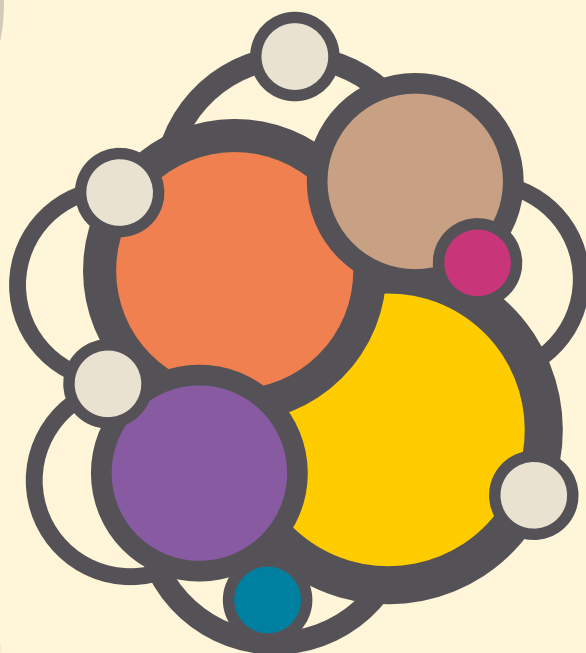
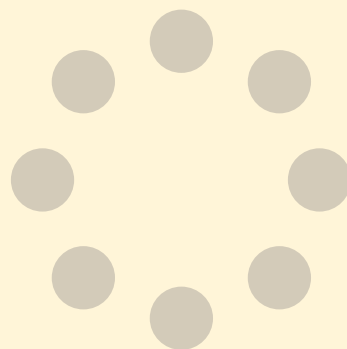


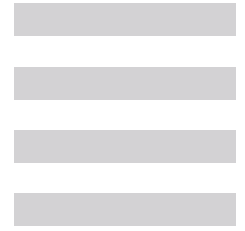
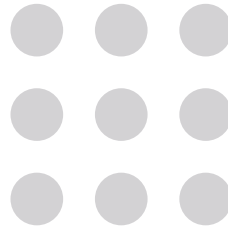
ORGANISATION INTERSEX INTERNATIONAL EUROPE

# STRATEGIC PLAN 2023 – 2027



**oii**  
EUROPE





# IMPRINT

**Organisation Intersex International Europe - OII Europe e. V.**

**GSG Höfe**

**Helmholsstraße 2-9**

**Gebäude 7 - Aufgang A**

**10587 Berlin**

**Germany**

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[www.intervisibility.eu](http://www.intervisibility.eu)

[campaigns.oii europe.org](http://campaigns.oii europe.org)

## SOCIAL MEDIA

<https://www.facebook.com/oii europe>

<https://twitter.com/OIIEurope>

<https://instagram.com/oii europe/>

<https://www.youtube.com/@oii europe>

<https://vimeo.com/oii europe>

**Organisation Intersex International Europe e. V. - OII Europe is a charitable non-for-profit organisation registered in Berlin, Germany  
Court of Registration: Amtsgericht Berlin-Charlottenburg - VR 34983 B**

**Month of publication: JULY 2023**

**We thank our anonymous donors, cooperation partners and funders!**



**SIGRID RAUSING TRUST**

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Funded by the Citizens, Equality, Rights and Values Programme (CERV) of the European Union.

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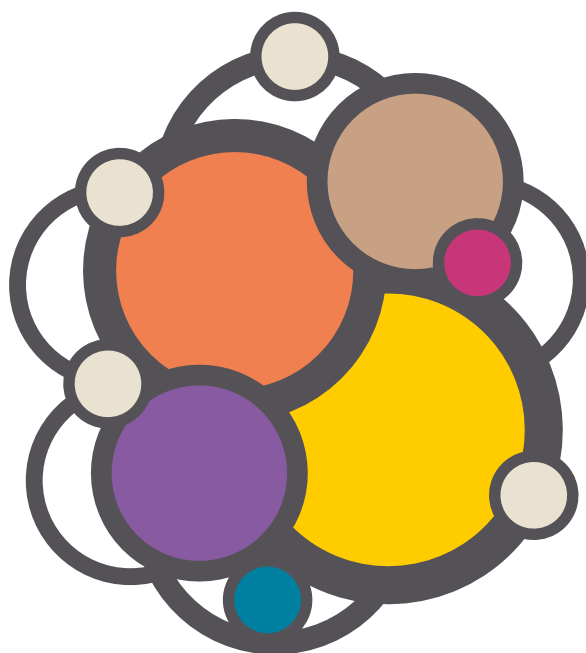
ORGANISATION INTERSEX INTERNATIONAL EUROPE

# STRATEGIC PLAN

## 2023 – 2027

AS ADOPTED BY THE MEMBERSHIP

AT THE EXTRAORDINARY GENERAL ASSEMBLY ON THE 18 FEBRUARY 2023



**oii**  
EUROPE



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# CONTENT



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# OUR 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.

# OUR 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 generally provided

diversity is celebrated in regards to sex, gender, abilities, ethnic background, spiritual & religious background and all other aspects that are part of being human in this world

# INTRODUCTION

# SHORT HISTORY OF OII EUROPE

OII Europe is the umbrella organisation of European human-rights-based intersex-led organisations, working on the promotion of self-awareness, visibility, and recognition of intersex people in Europe and worldwide.

OII Europe was initially founded as an unregistered NGO of European OII affiliated organisations on Human Rights Day, December 10, 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 in 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 organisation in Germany and has been registered as a non-profit charitable NGO in Germany since 2016.

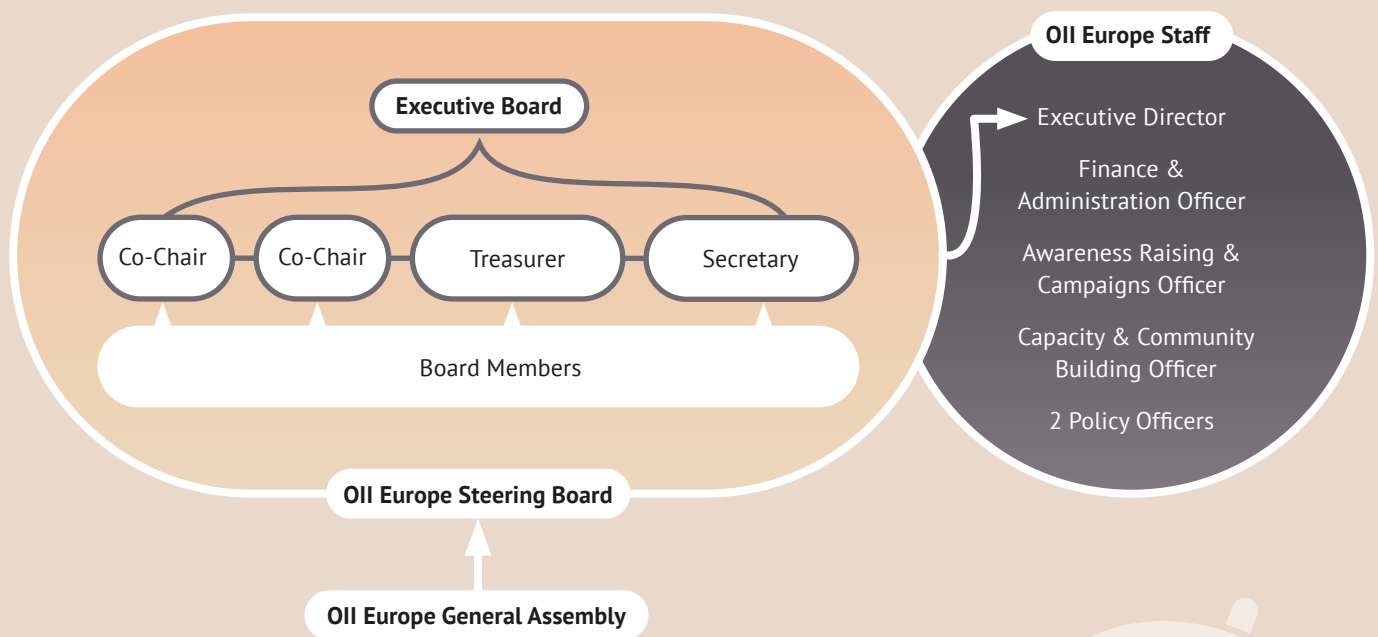
OII Europe's office is in Berlin

OII Europe's work is funded by public and private donors

In 2019 OII Europe ensured its first EU project funding

Since 2022 OII Europe is a framework partner to the European Commission

## ORGANISATIONAL STRUCTURE



OII Europe is governed by its Steering Board. The Steering Board currently consists of 5 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 operation are performed by OII Europe's staff, which, as of July 2023 consist of the Executive Director, the Finance & Administration Officer, the Awareness Raising & Campaigns Officer, the Capacity & Community Building Officer and two Policy Officers.

## MEMBERSHIP

OII Europe has member organisations in all European sub-regions and currently a total of 25 full members and 6 supporting members in 22 Council of Europe Member States and Russia as of January 2023.



## **What is the Strategic Plan 2023-2027?**

The Strategic Plan 2023-2027 is OII Europe's second strategic plan. The document brings together the collective ideas of our membership, the Steering Board and of our staff. It formulates OII Europe's strategic objectives, together with means to achieve them. It helps us ensure that our work is focused, our strategies are clear and that our actions have an impact. It will guide us from the extra-ordinary General Assembly in 2023 to the General Assembly in 2027.

# **Q&A**

# **STRATEGIC PLAN 2023-2027**





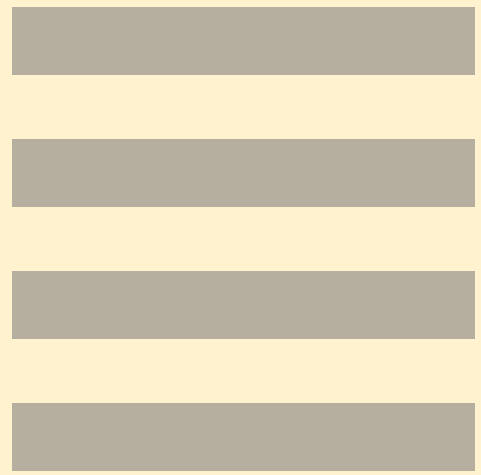
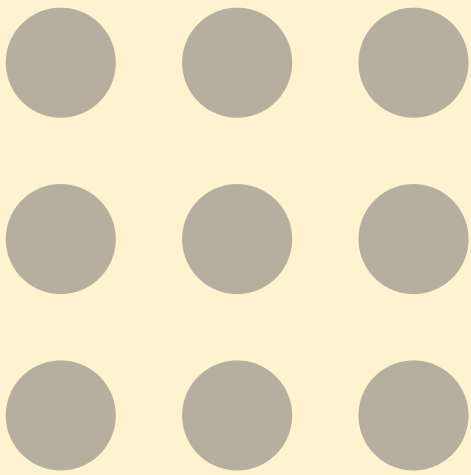
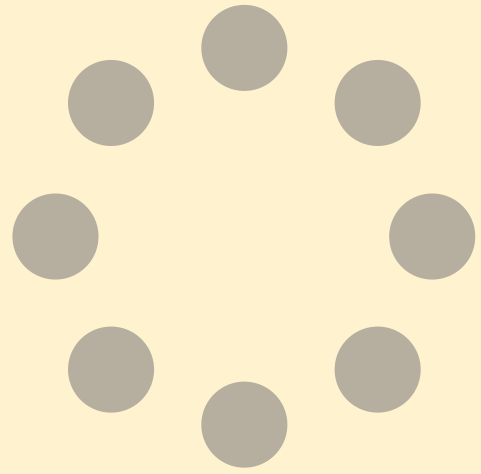
# What has happened since 2019?



## How did we develop the Strategic Plan 2023-2027?

OII Europe's Strategic Plan for 2023-2027 was developed on the basis of

- the demands and needs of the European Intersex Community and OII Europe's membership, as laid down in the Malta Declaration; the Riga Statement and the Vienna Statement; as well as a continuous exchange with OII Europe member organisations across Europe since the start of the implementation of the first Strategic Plan in 2019
- an analysis of OII Europe's work since 2019, including successful strategies and current opportunities
- identifying priorities and gaps in the area of advocacy, community building, awareness raising and operational development through
  - a two-day strategic planning meeting of the OII Europe Staff in 2022
  - a two-day strategic planning meeting of the OII Europe Steering Board in 2022
  - a strategic planning session at the Intersex Pre-Conference during the 2022 ILGA Europe Annual Conference
- ongoing conversations with intersex activists from all European subregions, including but not limited to exchange at OII Europe's Community Events, OII Europe Campfires and OII Europe's capacity building workshops



# THE STRATEGIC PLAN 2023-2027

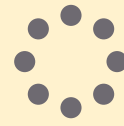


# TERMINOLOGY



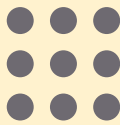
## GOALS

*Oll Europe's long-term vision*



## OBJECTIVES

*Outcomes Oll Europe envisions until the end of this Strategic Plan in 2027*



## STRATEGIC OBJECTIVES

*Key objectives on the road towards our goals*



## MEASURES

*Activities Oll Europe pursues to fulfil its objectives*

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COMMUNITY & CAPACITY BUILDING .....	PAGE 18 – 21
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## FIELD OF WORK

*Policy change within the Council of Europe region*

## SPECIFIC AREAS OF WORK

- *Violation of intersex people's human rights,*
- *discrimination of intersex people,*
- *lack of legal protection*

## OBSTACLES INTERSEX PEOPLE FACE

*While the understanding of intersex human rights has grown in the past four years, intersex is still considered by too many to be a medical issue and not a human rights issue*

*Medical interventions performed without the intersex individuals' fully informed consent*

*Discrimination in employment, education and access to health and to goods and services*

*Pathologisation*

*Derogatory language and hate speech*

*Lack of adequate support and counselling*

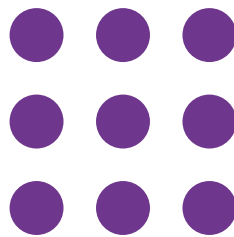
*The growing anti-gender movement*

# POLICY CHANGE



# GOALS

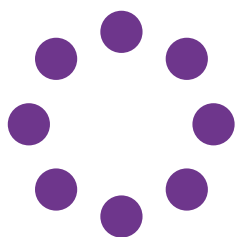
We envision a society where intersex people enjoy full bodily integrity and bodily self-determination, enjoy a life without discrimination and where intersex people and their families are protected in all areas of life.



# STRATEGIC OBJECTIVES

## Across the regions

- ▶ IGM and other harmful medical practices are abolished
- ▶ Intersex persons are protected against discrimination and hate crime/hate speech across the region under the protective ground of “sex characteristics” or explicitly covered under the ground of “sex”
- ▶ Intersex persons with diverse backgrounds and intersecting experiences are meaningfully included in all policy and legal measures
- ▶ Comprehensive, non-pathologising and human rights based qualitative and quantitative data on intersex persons’ lived experience in all relevant areas of life, including a diversity of background and intersectional experiences, is available



# OBJECTIVES FOR 2027

## PROTECTION

- ▶ 5-7 more countries in Europe have adopted a ban of IGM and other harmful medical practices faced by intersex persons
- ▶ More legislative and policy gaps at regional and national level have been closed (e.g., in the areas of anti-discrimination legislation, hate speech/crime, victim's rights, access to health care, asylum etc.)
- ▶ The protective ground of "sex characteristics" has been further mainstreamed in relevant regional policy documents, legislative initiatives and legal instruments

## PARTICIPATORY POLICY MAKING

- ▶ Participation and consultation of intersex organisations by policy makers has increased
- ▶ Access to and cooperation between relevant authorities and intersex organisations has been strengthened
- ▶ Intersex activists and organisations are better aware of and know how to use regional mechanisms available to them to advance intersex rights

## CASE LAW

- ▶ National and European case law establishes protection of intersex people against discrimination and other human rights violations

## RESEARCH

- ▶ More meaningful data on the situation of intersex people in all their diversity has been collected
- ▶ Intersex people as a target group are better mainstreamed in repeated surveys on national and regional level

## ALLYSHIPS

- ▶ OII Europe has expanded its network of allies further and has established cooperation with new allies working in the same areas (e.g., bodily integrity)
- ▶ OII Europe has initiated a network of human rights-based health professionals



# MEASURES

## PROTECTION

- ▶ Work with EU bodies (e.g., the European Commission, the European Parliament) towards including “sex characteristics” as a protective ground and expanding protection of intersex people’s rights in all relevant policy documents, legislative initiatives and legal instruments in the context of current and forthcoming EU legislative and policy initiatives, e.g., in the area of gender-based and domestic violence; bias-motivated violence, incl. hate speech/crime; access to health; employment through policy briefs, submissions, consultations etc.
- ▶ Work with CoE bodies (e.g., PACE, CHRCoE) towards taking a firm stand against IGM and other harmful medical practices faced by intersex persons and towards including “sex characteristics” as a protective ground in all relevant policy documents and recommendations
- ▶ Educate and work with networks of equality and anti-discrimination bodies on promoting and ensuring the human rights of intersex people
- ▶ Support the development of national policy and legislative initiatives to better protect intersex people through providing good practice examples and recommendations (e.g., OII Europe Good Practice Map, OII Europe/ ILGA-Europe Legal toolkit and checklist)
- ▶ Continue and expand advocacy for better protection of intersex refugees and asylum seekers in the framework OII Europe’s Intersex Asylum Seeker and Refugees Program
- ▶ Monitor the implementation of existing intersex policy and legislation

(e.g., the implementation of the EU LGBTIQ Equality Strategy; the EU Child’s Rights Strategy; the EU Gender Equality Strategy; national IGM legislation, anti-discrimination legislation, LGR legislation)

- ▶ Collaborating with and advocating international and national bodies in order to increase protection of intersex persons across the regions

## PARTICIPATORY POLICY MAKING

- ▶ Continue to increase, to identify and to create spaces where intersex organisations can connect with European policy makers and bodies to contribute to regional policy developments and advance their national advocacy
- ▶ Support intersex organisations and activists in their national advocacy work
- ▶ Create topic focus groups with intersex organisations to assess needs and collect information on areas with strong national competence (e.g., access to human rights-based health care, education, victims’ support)
- ▶ Continue to provide trainings on how to use EU and CoE mechanisms to advance intersex rights and initiate joint actions (e.g., EU petition mechanism)

## CASE LAW

- ▶ Continue and expand OII Europe’s Strategic Litigation Program
- ▶ Further build and expand the European Intersex Strategic Litigation (EISL) network
- ▶ Submit third party interventions to relevant national and European intersex cases

## RESEARCH

- ▶ Continue being member in intersex related research advisory boards
- ▶ Advocate for intersex participatory research, including research design, methodology and analysis of findings on regional and national level
- ▶ Continue to advocate EU and CoE bodies to meaningfully include intersex relevant questions in repeated surveys and initiate qualitative and quantitative data collection on intersex persons as a population group from a human rights-based perspective

## ALLYSHIPS

- ▶ Continue outreach to organisations and networks working on children’s rights, FGM, disability rights and racial justice, and build meaningful allyships and cooperation with them that allow to join forces and to strengthen the intersectional approach of OII Europe’s policy work
- ▶ Initiate and build a network of human rights-based health professionals to support OII Europe’s and its member organisation’s advocacy

## FIELD OF WORK

*raising awareness on intersex issues, educating & changing the perspective of the general public*

## SPECIFIC AREAS OF WORK

- *dissemination of human rights-based information on intersex issues*
- *training allies*
- *educating the general public, policy makers and stakeholders on intersex issues*

## OBSTACLES INTERSEX PEOPLE FACE

*Despite positive developments in the past years, intersex visibility is still scarce in many countries*

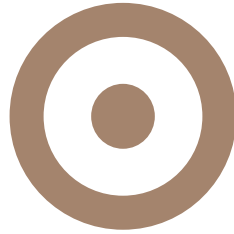
*Society, professionals and politicians lack knowledge about intersex issues*

*Pathologising language and attitudes are still very common or the rule*

*Misrepresentation in the media*

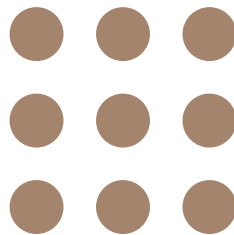
# AWARENESS RAISING & KNOWLEDGE BUILDING





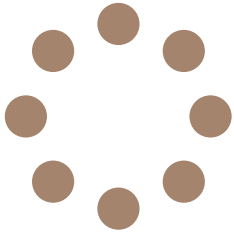
## GOALS

We envision a society where intersex sex characteristics are valued and considered just as healthy as male and female sex characteristics. We envision a society where the existence of intersex people is common knowledge, and intersex people are fully accepted and included in our society and culture. We envision a society where sex is understood as a continuum, not a binary.



## STRATEGIC OBJECTIVES

- ▶ Human-rights based knowledge about intersex persons has been mainstreamed among policy makers, stakeholder, professionals, media and the general public
- ▶ Intersex people can be increasingly open and visible
- ▶ Stigma and taboo have further diminished
- ▶ Intersex persons and their families have easy access to comprehensive, empowering, non-pathologising, human rights-based information on intersex



# OBJECTIVES FOR 2027

## OUTCOMES

- Knowledge about the existence of intersex persons and about their lived experiences, the human rights violations they face, protection gaps and everyday needs has further increased with the general public, professionals, the media and other target groups
- Policy makers, stakeholder, professionals, media and the general public are better educated on intersex issues from a human rights-based perspective
- Relevant professionals have access to knowledge building material for their specific field of work and the needs of intersex persons and their families

## OUTREACH

- OII Europe has enhanced its outreach to groups of the intersex population, in regards to which communication gaps have been identified
- OII Europe has increased its targeted outreach to specific groups of professionals
- OII Europe has further built its communication networks and increased its collaboration with potential awareness raising partners

## SUPPORT OF MEMBER ORGANISATIONS

- OII Europe has increased the support of member organisations in regards to their awareness raising and knowledge building measures and strategies

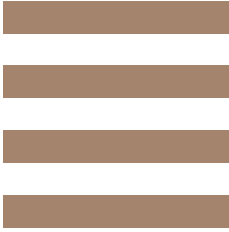
## ACCESSIBILITY OF CONTENT

- OII Europe has further increased the technical accessibility of its products
- OII Europe has further increased the accessibility of its communication outputs to diverse audiences

## MONITORING

- OII Europe has further expanded its monitoring of media output on regional and national level
- OII Europe has further developed its set of indicators to measure communication and outreach success





# MEASURES

## OUTCOMES

### *CONTINUE TO CREATE AND FURTHER DEVELOP*

- awareness building measures on social media and new communications channels (currently e.g., the annual Intersex Awareness Weeks Campaign; several micro-campaigns on relevant intersex topics throughout the year; social media posts on UN international days etc.)
- low-threshold content for the general public, allies, professionals and the media (currently e.g., topic pages, awareness campaign topic websites)
- cultural & artistic content and materials in the form of printed publications or other media, with the inclusion of and contribution by community members
- easily accessible information for intersex persons and their families (e.g., on [www.intervisibility.eu](http://www.intervisibility.eu))
- toolkits for professionals (e.g., Intersex Refugees and Asylum Seekers Toolkit, Intersex Strategic Litigation Toolkit, 1-0-1 Ethical Intersex Research Toolkit, Midwives Toolkit)
- training modules for professionals working in fields relevant to intersex people
- the visualisation and communication of relevant research findings (e.g., infographics of, e.g., the EC intersex study, FRA LGBTI III survey, INIA, OII Europe's own qualitative research etc.; OII Europe's annual Good Practice Map)

## OUTREACH

- Further diversify media used to communicate topics and issues (e.g., video, audio, social media, podcasts etc.)
- Develop and implement a plan on how to bridge communication gaps with less connected or less vocal groups of the intersex population (e.g., young and elderly intersex persons, intersex persons in self-help and patient groups, intersex persons who face (multiple) intersectional discrimination etc.)
- Research, develop and implement measures to increase outreach to target audiences of professionals through means best aligned with their field
- Further expand OII Europe's communication networks to allow for dissemination of content across different constituencies, populations and groups
- Explore the options of joining forces to campaign with allies working on the same underlying issues (e.g., violation of a person's bodily integrity, self-determination)

## SUPPORT OF NATIONAL MEMBER ORGANISATIONS

- Develop and implement a plan, together with member organisations, on how to better support intersex organisations in their awareness raising and knowledge measures on national level (e.g., during pride month, with their national awareness raising campaigns)

- Increase creation of short, low-threshold, easily to distribute and translate information materials (e.g., flyers, postcards, brochures, images) for use of national intersex organisations
- Expand OII Europe's bi-annual newsletter about OII Europe and its member organisations' current community and advocacy activities

## ACCESSIBILITY OF CONTENT

- Continue OII Europe's Translations Program for relevant content (e.g., toolkits, content on [www.intervisibility.eu](http://www.intervisibility.eu))
- Further work towards including intersectional perspectives as a general lens into all OII Europe communication and awareness raising measures
- Continue to include online and in-persons communication accessibility standards, to the limits of the organisation's financial capacity, and seek specific funding to expand compliance with the highest accessibility values

## MONITORING

- Further develop OII Europe's media monitoring mechanisms on regional and, together with member organisations, on national level
- Further develop OII Europe's communication and awareness raising success indicators

## FIELD OF WORK

*movement building &  
supporting intersex activists  
and activism*

## OBSTACLES INTERSEX PEOPLE FACE

*Shame, stigma and taboo*

*lack of role-models*

*pathologisation*

*the societal binary  
of sexes*

*lack of peers and non-  
medicalized peer-contact*

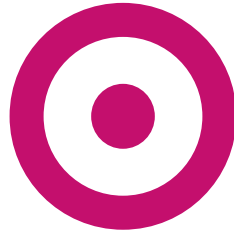
*lack of support mechanism*

*lack of funding*

*lack of resources*

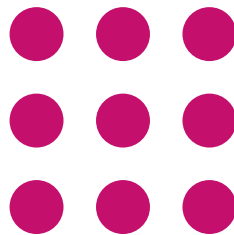
*shrinking spaces*

# COMMUNITY & CAPACITY BUILDING



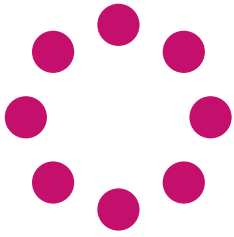
## GOALS

Intersex people and their families have access to a big, easily accessible intersex community on national and cross-country level to which they can turn for exchange, support and fun and which enables them to come out in a safe, supportive, and empowering environment, accept themselves and be celebrated as they are.



## STRATEGIC OBJECTIVES

- ▶ Further growth of the Intersex Movement across the regions
- ▶ Intersex organisations are well-resourced, sustainable and have developed their capacity in all areas relevant to working for the advancement of intersex rights
- ▶ Intersex people and their families are well-connected with other intersex families cross-country and nationally
- ▶ The diversity and intersectional life experience 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 cherished inside and outside the intersex movement
- ▶ The Intersex Movement in the regions has access to connecting points with intersex movements and is informed about developments on intersex rights in other parts of the world so as to strengthen the global intersex movement



# OBJECTIVES FOR 2027

## OUTREACH

- ▶ OII Europe has developed and implemented a plan, together with the intersex community, on how to support more intersex persons to join the community – in particular in countries where no intersex person is visibly out yet
- ▶ OII Europe has developed and implemented a plan, together with the intersex community, on how to better reach out to intersex persons with diverse experiences and backgrounds

## DIVERSITY OF EXPERIENCES

- ▶ The voices of elderly and of young intersex people have been further strengthened
- ▶ The voices of intersex people who face additional challenges and intersectional discrimination on the ground of their ethnic background, disability, class, age, sexual orientation, gender identity or other aspects have been further strengthened

## EXCHANGE AND SHARING

- ▶ OII Europe has developed and implemented a plan, together with the intersex community, to ensure a regular and comprehensive cross-country exchange of information between intersex organisations
- ▶ OII Europe has created spaces for intersex individuals and their families to discuss and reflect on life-experiences and challenges faced on the grounds of their ethnic background, disability, class, age, sexual orientation, gender identity or other aspects

## CAPACITY BUILDING

- ▶ The overall operational and organisational capacity of intersex activists has been strengthened further
- ▶ The capacity of intersex organisations to apply for EU and other high-threshold funding has been significantly increased
- ▶ The European Network of parents and families of intersex children and adolescents has been strengthened and has grown into a contact point for intersex families across Europe

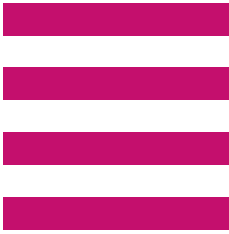
## WELL-BEING

- ▶ OII Europe has developed and implemented a plan, together with its member organisations, on how to increase access of intersex human rights activists to burn-out prevention and mental and physical health well-being and support measures

## RAPID RESPONSE

- ▶ OII Europe has developed and started to implement a plan on how to support intersex human rights defenders and intersex individuals and their families in urgent need during a crisis or whose lives are in danger, and has worked on securing funding specifically for this purpose





# MEASURES

## OUTREACH

- ▶ Explore, together with the intersex community, how to better reach-out to and create welcoming spaces for intersex persons in countries without any human rights based intersex representation
- ▶ Explore, together with the intersex community, how to better reach-out to and create welcoming spaces for intersex persons who use (only) medicalized terminology, including but not limited to intersex persons involved in self-help and patient groups
- ▶ Explore, together with the intersex community, how to better reach-out to and create welcoming spaces for intersex persons who face (multiple) intersectional discrimination
- ▶ As OII Europe, provide platforms for the intersex community to share such experiences and provide training opportunities to increase knowledge and understanding of those experiences, as necessary

## DIVERSITY OF EXPERIENCES

- ▶ Publication of personal accounts and relevant toolkits to strengthen the voices of specific groups within the intersex community and to make their specific needs more visible to professionals, policy makers and the general public
- ▶ Provide trainings on intersectional experiences of intersex persons to the intersex community, allies and professionals
- ▶ Further work towards including intersectional perspectives as a general lens into all OII Europe capacity building measures

## EXCHANGE AND SHARING

- ▶ Provide and create spaces for intersex people and their families and intersex activists to connect (e.g., online connect-and-have-fun-Campfires, online quarterly advocacy exchange meetings, the annual in-person/online OII Europe Community Event & Public Conference)
- ▶ Develop and implement a plan, together with our member organisations, on how to better highlight and disseminate information about national successes, challenges, planning and ongoing projects across the region
- ▶ Create spaces to discuss with member organisations on how to create rapid response measures and support structures for intersex human rights defenders and their families, intersex refugees and their families and other intersex individuals in danger or urgent need of support
- ▶ Continue to support the intersex community in exchanging with intersex organisations and activists from other regions to allow for mutual exchange of good practice

## CAPACITY BUILDING

- ▶ Regular assessment and mapping of the capacity building needs of the European Intersex Community
- ▶ Ongoing capacity building through online and in-person workshops and trainings in all areas relevant to an intersex organisation's operational and organisational work, including but not limited to developing skills around community and capacity building, awareness raising, advocacy, governance, financial management, writing funding narratives and budgets that align with the requirements of public funders

- ▶ Develop a platform for peer-to-peer learning & exchange (e.g., on how to educate professionals, how to write an application, create a budget)
- ▶ Provide self-training toolkits for the Intersex community in a variety of formats (e.g., video, audio, toolkits)
- ▶ Explore the option of EU sub-granting to increase the financial capacity of intersex organisations based in the European Union

## WELL-BEING

- ▶ Map the well-being needs of intersex activists across Europe
- ▶ Develop a plan, together with member organisations, on how to increase access of intersex activists to human-rights based, educated and sensitive supervisors, psychologists and other mental and physical health care providers
- ▶ Reach out on European level to networks and organisations (e.g., Mental Health Europe) to explore options for collaborations and education of national care providers across the region about the needs of intersex people

## RAPID RESPONSE

- ▶ Expand OII Europe's network in particularly challenging countries to allow for connecting intersex human rights defenders and intersex persons in urgent need, with supportive in-country contact points in a fast and efficient way
- ▶ Create a list of rapid response funders and organisations and reach out to them to inform and educate them about intersex human rights defenders needs where necessary
- ▶ Explore possible options for OII Europe to create a rapid response fund to allow for fast and efficient financial support of intersex human rights defenders and intersex refugees in cases of urgent need



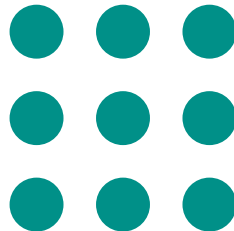
## GOALS

Recognising that equality needs and will always need maintenance, we work towards a world where intersex people can be themselves, participate in society without fear of discrimination and other human rights violations, where their health needs are met and they are valued as a human being.

For OII Europe as an organisation this vision includes adhering to values and principles that make the organisation a healthy and supportive workplace, the principle of good governance and transparency towards the membership, to strive to be an accessible, diverse and inclusive organisation and to ensure the financial stability and sustainability of the organisation.

# ORGANISATIONAL DEVELOPMENT

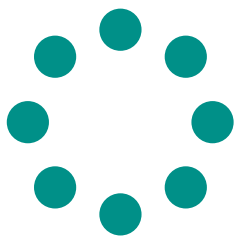




# STRATEGIC OBJECTIVES

- ▶ OII Europe growth continues to be sustainable and well-resourced to ensure that the organisation can advocate for intersex human rights through a variety of means and can respond to threats, opportunities and changes
- ▶ OII Europe continues to be an organisation with a clear governance structure and fulfils the core values of transparency; good communication inside the organisation and towards its membership; representation of diversity and the intersectionality of lived experiences; personal safety; interpersonal relationships; and data protection
- ▶ OII Europe's membership grows further across the regions
- ▶ OII Europe increases its capacity to support its member organisations
- ▶ OII Europe increases its funding
- ▶ 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 FOR 2027

## FINANCIAL RESOURCES

- OII Europe has continued to diversify and to increase its funder base and sources of funding
- OII Europe has undertaken the necessary outreach and developed strategies to ensure replacement of funds from prospectively outgoing funders
- Public and private funders have increased their funding to national intersex organisations
- OII Europe has secured the next EU framework partnership (starting in 2026)

## HUMAN RESOURCES

- OII Europe has increased the number of staff, where necessary to achieve its advocacy, awareness raising and community building goals in a sustainable way, while keeping a strong focus on team building and training of new staff members
- OII Europe has ongoing funding available to ensure the best possible working environment for its staff

## MEMBERSHIP

- OII Europe has increased the number of its member organisations
- OII Europe has further developed strategies to ensure that the membership is informed about OII Europe's work on a regular and ongoing basis

## ACCESSIBILITY

- OII Europe has further developed its understanding of accessibility needs
- OII Europe has further increased its capacity to accommodate diverse accessibility needs at its events and in its communication
- OII Europe has secured funding specifically for accommodating diverse accessibility needs

## ENVIRONMENT

- OII Europe has further developed its pro-active green policy for day-to-day activities



# MEASURES

## MONITORING & SAFETY

- Regular review and revision of key work policies
- Annual report and annual external audit
- Evaluate the on-going work annually, including annual appraisals of staff, creation of an annual operational plan and work plan, reporting of work activities to the Steering Board on a regular basis
- Annual staff evaluation and planning retreat
- Continue working towards building financial reserves worth of 3 months' salary & fix costs and advocate funders to allow the formation of reserves
- Develop OII Europe's capacity further to respond to an emergency situation (e.g., pandemic, war, danger of life), including by exploring of possibilities to create an emergency fund for intersex human rights defenders
- Continue working towards a safe digital environment for staff, Steering Board Members, the membership and volunteers
- Continue to ensure that OII Europe meets the data protection standards set by the EU and by German law





# MEASURES CONT.

## FINANCIAL STABILITY

- Regular communication with current funders, including informing them about OII Europe activities and maintaining a close and trusting relationship
- Ensure compliance with all relevant regulations, including funder requirements and German tax, finance and administration laws
- Intensify outreach to non-LGBTI funders, including funders working on children's rights

## GOOD GOVERNANCE

- Regular review and revision of key governance documents
- Increase knowledge among member organisations about the role of the Steering Board and its governance role
- Further ensure and expand a diverse representation within the Steering Board in regards to regional representation, 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

## MEMBERSHIP

- Continue to be an organisation that is low-threshold accessible for their membership and for intersex activists across Europe through different communication channels
- Further develop OII Europe's existing membership communication tools and create new ones in order to keep in close touch with the needs

and successes of OII Europe's member organisations

## COOPERATION & INCLUSION

- Continue to join forces with other regional umbrella organisations (e.g., ILGA-Europe, TGEU, IGLYO, and EL\*C) and continue to cooperate and develop new allyships with other human rights movements (e.g., in the area of FGM, children's rights, rights of persons with disabilities)
- Continue regular exchange with intersex organisations around the globe, in order to learn about the issues specific to different regions of the world and join forces to ensure protection of intersex persons worldwide
- Continue to further increase representation of diversity and intersectionality of lived experiences in OII Europe's work

## BUILDING CAPACITY OF STAFF

- Organise at minimum one team training per year on an area relevant to increase the capacity of staff in the areas of diversity, inclusion and intersectionality
- Provide the financial resources for and encourage staff to attend regular trainings in their field of work

## WELL-BEING OF STAFF

- Continue to be aware about and acknowledge the strain that is inherent in human rights defenders' daily work
- Encourage OII Europe staff to communicate mental and physical health issues that may arise from this work

at an early stage

- Provide for regular supervision, burn-out prevention trainings and other support measures

## ACCESSIBILITY

- Further expand accessibility measures, within the limits of the organisation's financial capacity. The current measures include:
  - » providing screen readable text
  - » transcriptions of presentations
  - » interpretation (incl. sign-language) & simultaneous translations (whisper/radio) at events/workshops
  - » making content more accessible through graphical or (audio-) visual solutions
  - » compliance with W3C Web Accessibility Initiative

## ENVIRONMENT

- Further expand environmental safety measures, within the limits of the organisation's financial capacity. The current measures include:
  - » limiting printed output
  - » use of eco-electricity
  - » resource efficient traveling
  - » use of online tools where possible and adequate (while being aware that the internet, while resource efficient, is not climate neutral)

