



Intersex Asia Strategic Plan

2025-2029

CONTENT



1

Background

- Background
- Organizational Structure
- About this document

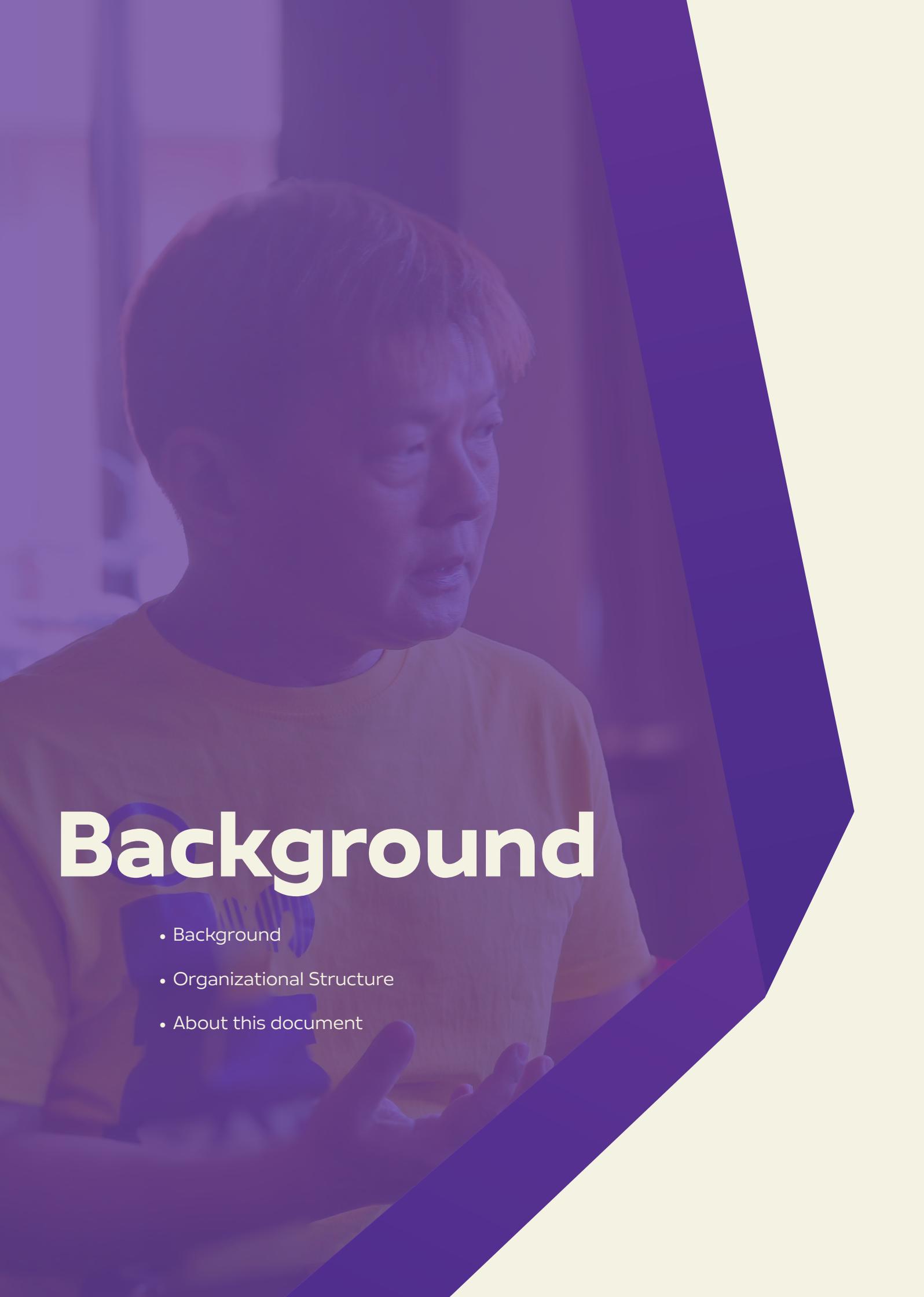
2

Strategic Goals

- Vision and Mission
- Strategic Goal
- Work Areas

3

Objectives for 2025-2029



Background

- Background
- Organizational Structure
- About this document

■ Background

Intersex Asia is an autonomous regional network of intersex-led organizations and individuals from Asian countries that work to support, educate, and advocate for the rights and lives of intersex individuals and raise awareness of human rights violations and discrimination faced by intersex communities.

Intersex Asia was established when 14 intersex people representing organizations and communities from Hong Kong (China), India, Indonesia, Myanmar, Nepal, Pakistan, Philippines, Taiwan, Thailand, and Vietnam came together to attend the first Asian Intersex Forum which took place in February 2018 in Bangkok, Thailand.

For more details about the Intersex Asia, please click [here](#)

■ Organizational Structure

Executive Board

Intersex Asia has an Executive Board that consists of three members: *an elected Chair* and *two Board Members*.

The Executive Board is responsible for ensuring the validity of Intersex Asia's mission and vision, setting strategic directions and planning, monitoring the effectiveness of the organization, ensuring accountability, approving policies, and supporting efforts for resource mobilization.

Intersex Asia Network

The Intersex Asia Secretariat leads the implementation of the Strategic Plan. Together with the board, we work to support intersex rights and raise awareness on relevant issues.

This dedicated team consists of seven key members, each with specialized responsibilities:

1. **Executive Director** reports to the board and is responsible for setting the strategic direction for the IA, overseeing day-to-day operations, and ensuring the organization's goals and objectives are met.
2. **Program Manager**, coordinates multiple projects to achieve its objectives. Furthermore, is responsible for aligning project outcomes with strategic goals, thereby ensuring that all efforts contribute to the organization's success.

- 3. Research and Advocacy Officer** is responsible for conducting comprehensive research on issues impacting intersex individuals across the Asian region, analyzing data, and producing insightful reports that inform advocacy efforts. Also, this position involves developing and implementing strategic advocacy initiatives aimed at raising awareness about intersex issues, challenging discrimination, and influencing policy changes that protect the rights of intersex persons.
- 4. Cross Movement Officer**, is responsible for fostering collaboration and strengthening relationships among various human rights movements. Also, will engage with diverse stakeholders, advocating for shared goals, and facilitating dialogue to promote understanding and solidarity works on building connections across different human rights movements.
- 5. Communication Officer**, is responsible for planning, developing, and implementing communication strategies to promote IA's program/initiatives/activities. This officer will also be responsible for disseminating materials or information to raise awareness about issues affecting intersex community.
- 6. Finance and Administration Officer**, ensures the smooth operation of IA and is responsible for managing financial activities and overseeing administrative functions.
- 7. Community Building Officer**, is primarily responsible for establishing strong connections with intersex communities, ensuring their voices are heard and represented. This officer will organize workshops, forums, and support groups where intersex individuals can share their experiences, resources, and strategies for their empowerment.

■ About this document

This plan marks the second strategic plan developed by Intersex Asia. The initial strategic plan, spanning 2021-2024, was collaboratively created by the IA board, staff, and regional and international stakeholders and partners, establishing a solid foundation and clear direction for our initiatives.

The revision process for the second strategic plan commenced in 2023, beginning with a consultation meeting that engaged a broader representation of intersex community members from Bangladesh, India, Indonesia, Japan, Nepal, the Philippines, Sri Lanka, Taiwan, Thailand, and Vietnam. The final version was developed through extensive input from the IA board and staff, incorporating insights from reflections on the past three years of work.

In our initial strategic plan, our primary focus was on establishing Intersex Asia, supporting intersex individuals, fostering community building, and enhancing intersex visibility, awareness, and advocacy. We aimed to create a regional hub in Asia to spearhead an intersex movement, and we are proud to have successfully achieved most of our objectives. Building upon this foundation, our second strategic plan continues prioritizing the core goals we identified while expanding our scope. This includes strengthening organizational capacity, fostering cross-movement alliances, and promoting global movement collaborations. We are confident that these new objectives will significantly advance intersex awareness and the protection of intersex human rights.

The Intersex Asia team is committed and confident in implementing the new four-year strategic plan, aiming to establish a sustainable regional network and foster an intersex-inclusive and respected society across Asia



Strategic Goal

- Vision and Mission
- Strategic Goal
- Work Areas

Vision

Intersex Asia envisions creating a world where all Intersex Individuals are protected, respected, and empowered to live their lives to their fullest potential.

Mission

Intersex Asia is dedicated to protecting and advancing the human rights of Intersex communities in Asia, amplifying their voices, and advocating for their rights to life, bodily integrity, and self-determination to be respected.

Strategic Goal

GOAL 1: There is a strong Asian intersex community, with an increase in national-level organizations, more intersex people able to identify themselves, and improved awareness in society about intersex people.

Strategies:

1. *Build Intersex Asia as a robust and sustainable regional organization*
2. *Nurture national movements and a regional movement for change*
3. *Build Capacity for intersex leaders in the Asian region*
4. *Support new and young intersex-led groups and help them to build organisations.*
5. *Support the organisational development of member organisations*
6. *Increase the amount of information available to intersex people, their families, and communities in Asia in multiple languages*

GOAL 2 : There are more laws and policies in place to protect and promote the rights of intersex people, prevent discrimination based on sex characteristics in Asia and recognise intersex as a distinct sexual identity.

Strategies:

1. *Develop a long-term advocacy strategy for legal and policy reforms at national, regional, and international levels*
2. *Highlight human rights violations and the lack of protection and equality for intersex people in Asia through conducting research and documentation*
3. *Reach out to national and regional network policy actors and create position papers and information packs targeted at that audience*
4. *Utilize the evidence collected from research, together with members, advocates for the prohibition of discrimination based on sex characteristics in Asian countries*
5. *Amplify the impact of the research by conducting comprehensive communication plans*

GOAL 3: There are improvements in support for at-risk intersex people and support for parents of intersex children.

Strategies:

1. *Integrate self-care and well-being into intersex forums, activities, and events.*
2. *Secure funds for emergency support by fundraising, training private sectors, or selling merchandise.*
3. *Foster community building for the intersex community and parents of intersex children by creating spaces for intersex people to come together and share experiences and break isolation.*
4. *Assist vulnerable intersex people at risk to access support, either through connecting them to agencies or providing urgent support directly.*

GOAL 4: There are more practical policies in place for the organization development of Intersex Asia to establish the organization as a trusted, accountable, sustainable, and professional regional leader in mobilizing intersex human rights, gaining the confidence of intersex communities across Asia while securing the support of stakeholders, partners, international organizations, funders, and donors.

Strategies:

1. *Develop necessary and practical policies for IA organizational operation*
2. *Implement, review, and update the established policies yearly.*
3. *Diversify funding sources*
4. *Hire qualified staff*
5. *Develop and implement a leadership succession plan*

GOAL 5: Build trust-based collaboration with parallel human rights movements that support intersex human rights at national, regional, and international levels and develop, promote, and advocate for our common intersectional issues of human rights violation that can be acknowledged and addressed together at national and regional levels.

Strategies:

1. *Map out and identify the prioritized right movements' key players at national, regional, and international levels to build allyship and cross-movement collaboration.*
2. *Develop and adopt a long-term cross-movement-building strategy to create collaboration opportunities*
3. *Create thematic dialogues and forums online or in person to deepen mutual understanding of the intersectional issues between different rights movement*
4. *Develop statements or guidelines on intersectionality to support policy change and the improvement of human rights in collaborative movements.*
5. *Take unified collaborative actions to address shared human rights violations at all levels, including the United Nations.*

GOAL 6: There are more collaborations within the intersex movement at inter-regional and global levels to build link-and-learn programs to increase solidarity and mobilize the progress and development of the global intersex movement that can uphold our rights together.

Strategies:

1. *Develop and adopt short-term and long-term strategy for global collaborations in the intersex movement*
2. *Focus and strengthen on Network, South-South and sub-regional mutual learning, and collaborations*
3. *Support to institutionalize the International Intersex Forum*
4. *Promote the development of a framework to establish an inclusive strategy for the global intersex movement.*
5. *Host regional and global events, conferences or dialogues for the global intersex movement.*

Work Areas

1- Capacity Building

Intersex Asia is dedicated to fostering future intersex leaders by building essential capacities and engaging communities proactively. We promote evidence-based responses, unite stakeholders, and address overlooked local priorities to empower intersex individuals. Together, we work toward a more inclusive and equitable society.

2- Awareness Raising

Intersex Asia is dedicated to building the knowledge of intersex, intersex human rights, and advocacy skills, educating and raising awareness about the experiences and challenges faced by intersex individuals within the diverse social, cultural, religious, and political landscapes of Asia. By fostering greater awareness and building a strong network of allies, Intersex Asia aims to support and advance the intersex human rights movement.

3- Network Building

Intersex Asia is committed to establishing itself as a sustainable platform and network that fosters the growth of the intersex movement across Asia. Through institutional strengthening, organizational capacity-building, and collaboration with both the global intersex movement and regional and international intersex human rights initiatives, Intersex Asia aims to enhance intersex visibility, raise awareness, and ensure the protection of intersex human rights for all.

4- Research

Intersex Asia is committed to filling the gap of evidence-based research to mobilize policy change in the Asian intersex movement. By providing a deep understanding of intersex issues with engagement with the intersex community in Asia and specific context-based research findings, the research work on intersex issues can contribute to not only awareness raising and law-making processes but also building knowledge and research databases for the Asian intersex community.

5- Advocacy

Intersex Asia is dedicated to collaborating with intersex individuals, organizations, and partners to address human rights violations against intersex people. Engaging with policymakers, medical organizations, legislators, and international entities, we amplify the voices of our communities and advocate for community needs through evidence-based research, driving meaningful actions and impactful solutions for positive change.

6- Community Building

Intersex Asia is committed to building a strong intersex community to advance human rights and promote social inclusion for this marginalized group. By fostering solidarity, we empower intersex individuals to voice their rights and advocate for themselves. For Intersex Asia, community building means creating a space where individuals feel safe, valued, connected, and empowered.

7- Cross Movement Building

Intersex Asia is committed to expanding the reach of the intersex human rights movement, aiming to enhance intersex visibility and awareness within other rights movements such as children's rights, women's rights, SRHR, and disability rights that address shared intersectional human rights issues. The ultimate goal is to collectively uphold human rights for all and foster a society that is inclusive of intersex individuals.



A man with a beard and short hair is shown from the chest up, looking slightly to the right. He is wearing a dark blue t-shirt. The image is overlaid with a semi-transparent purple filter. A large, dark purple geometric shape, resembling a stylized arrow or a folded corner, points from the top right towards the bottom left, partially covering the man's image and the text.

Objectives for 2025-2029

Goal 1

Strategies:

1. Build Intersex Asia as a robust and sustainable leading regional organization.
 - ◆ Create a **comprehensive resource mobilization strategy** that supports funding for Intersex Asia's sustainability and activities.
 - ◆ Conduct **annual skill-building activities** to continue developing the leadership skills of both Staff and IA Board Members.

2. Nurture national movements and a regional movement for change
 - ◆ Support the establishment of **3 to 5** intersex-led organisations working for intersex rights in Asian countries
 - ◆ Complete **3** Fellowship programs at the national level, with at least 15 intersex individuals completing the fellowship
 - ◆ Provide support to **3-5 Fellowship alumni** for developing their own networks and national-level activism yearly
 - ◆ Organize the **Asian Intersex Forum every two years**, with an increase in the number of participants in the Asian Intersex Forum by 25-35 participants, with representation from at least 4 additional countries.
 - ◆ Conduct **sessions** for intersex activists together with allies on building a supportive community for intersex people in Government spaces or other appropriate venues to educate and inform policymakers and the public

3. Build Capacity for intersex leaders in the Asian region
 - ◆ Organize **1 regional workshop** or training on an annual basis
 - ◆ Complete leadership training for **40-50 intersex individuals** either through member organisations or national-level /regional-level workshops.
 - ◆ Incubate **15-30** strong second-line intersex leaders.
 - ◆ Train **4-6 intersex activists** as associate board members to attend the IA board meetings.

4. Support new and young intersex-led groups and help them to build organisations.
 - ◆ *Secure/Ensure the engagement of **2-5** young and new intersex-led groups in developing fundraising strategies and fund-raising initiatives.*
 - ◆ *Support at least **2-5** young and new intersex-led organizations to build their working group and constitution.*
 - ◆ *Support **2-5** young and new intersex-led groups to develop strategic plans*

5. Support the organizational development of member organizations
 - ◆ *Secure **adequate funds** to support member organizations for their organizational strengthening.*
 - ◆ *Secure funds **for national-level intersex** forums*

6. Increase the amount of information available to intersex people, their families, and communities in Asia in multiple languages.
 - ◆ Complete and translate the Intersex 101 series into **10-15** Asian languages and distribute to targeted audiences.
 - ◆ Update the Asian Intersex Statement, translate it into **15 Asian languages**, and share it online.
 - ◆ Translate Asian Intersex Stories into identified Asian languages.
 - ◆ Populate Intersex Asia's Data portal with knowledge materials targeting **4 key groups of audience:** Intersex people in Asia, Parents, and Caregivers of intersex children, intersex adolescents, and medical professionals.

■ Goal 2

Strategies:

1. Develop a long-term advocacy strategy for laws and policy change at national, regional, and international levels.
 - ◆ Create a **comprehensive advocacy strategy** spanning 3 to 5 years, aimed at effecting changes in laws and policies across national, regional, and international levels.
 - ◆ Develop a **yearly advocacy work plan** guided by an advocacy strategy for the board to review and approve.
 - ◆ Implement **a yearly advocacy work plan** and bring the desired changes.
 - ◆ Work with **legal experts and legislators** to develop intersex-friendly legal frameworks, focusing on educational efforts to halt non-consensual surgeries on intersex infants for more immediate legal reforms.

2. Highlight human rights violations and the lack of protection and equality for intersex people in Asia through conducting research and documentation.
 - ◆ Draft and implement the **organisational ‘Research Ethics and Review Policy’**.
 - ◆ Conduct and complete **a comprehensive regional analysis/mapping** of laws and policies affecting intersex Individuals in Asia
 - ◆ Develop **regional intersex safeguard guidelines** based on research and data collected to prevent harmful practices on intersex individuals
 - ◆ Continue the “Intersex Justice” series and prepare **country reports for 5 countries** in East Asia
 - ◆ Develop **6-10 thematic analysis research papers** from IA’s completed research.
 - ◆ Complete country-specific research in 3 to 6 Asian countries on **the social and economic status** of intersex issues
 - ◆ Complete **regional research** on intersex people’s experiences and challenges accessing health care, including medical treatment
 - ◆ Carry **out comprehensive research** focused on the mental health and well-being of Intersex Individuals within the region

3. Reach out to national and regional network policy actors and create position papers and information packs targeted at that audience.
 - ◆ **Develop and publish position papers** related to issues that intersex people face in Asia.
 - ◆ Support **member organisations and Asian intersex-led organizations with the submissions of Shadow reports, Advocacy papers and etc.** to UN/NHRI and national governments annually.
 - ◆ Complete the **mapping and analysis** of significant allies, stakeholders, influencers, and others at the country, regional, and global level.

4. Utilize the evidence collected from research, together with members, advocates for the prohibition of discrimination based on sex characteristics in Asian countries.
 - ◆ Develop **Communications, Campaigns, and media strategy** for IA for online advocacy.
 - ◆ Support member organizations to conduct **national-level advocacy** with technical support
 - ◆ Provide **support to member organizations** for national consultations with stakeholders and others influencers.

5. Amplify the impact of the research through conducting comprehensive communication plans.
 - ◆ Develop **a communication plan for research, advocacy, and campaigns** in the first quarter of 2025
 - ◆ Carry **out a comprehensive evaluation or assessment** to gain a deeper understanding of the effects or impact of the research communication.
 - ◆ Present **the assessment results with the Executive Director (ED) and the Board Members**, highlighting key findings and recommendations for potential improvements.

■ Goal 3

Strategies:

1. Integrate self-care and well-being into intersex forums, activities, and events
 - ◆ **Develop health, well-being, and personal security guidelines** tailored to intersex-related events
 - ◆ Ensure **that all training programs** include a component focused on health and well-being

2. Secure funds for emergency support by fundraising, training private sectors, or selling merchandise.
 - ◆ Create **resources and materials** that facilitate the mobilization of funds from the private and corporate sectors to address emergency needs.
 - ◆ **Develop 3 lines of merchandise products** to generate funds.

3. Foster community building for the intersex community and parents of intersex children through creating spaces for intersex people to come together and share experiences and break isolation
 - ◆ Support **Intersex individuals for their meaningful engagement** in national-level forums/meetings or any other events.
 - ◆ Support **the formation of new intersex organizations, Intersex groups**, as well as support intersex activists at the country/ national level.

4. Assist vulnerable intersex people at risk to access support, either through connecting them to agencies or providing urgent support directly.
 - ◆ *Provide or **facilitate the provision of emergency funds** as necessary.*

■ Goal 4

Strategies:

1. Develop necessary and practical policies for IA organizational operation
 - ◆ *Develop comprehensive manuals or policies to improve the organization's overall strength;*
 - *Advocacy Strategy*
 - *Communication Strategy*
 - *Community Building Strategy/ Guideline*
 - *Cross Movement Building Strategy/ Guideline*
 - *Fund-raising Strategy*
 - *HR Manual*
 - *Membership Guideline*
 - *Monitoring, Evaluation, and Learning Manual/ Guideline*
 - *Operation and Finance Management Manual*
 - *Staff Manual*

2. Implement, review, and update the established policies yearly.
 - ◆ *Review and update **the organizational policies/ manual on an annual basis.***
 - ◆ *Monitor the **implementation of the policies and manual.***

3. Diversify funding sources
 - ◆ *Engage **with nontraditional donors and supporters** to foster organizational sustainability.*

4. Hire qualified staff
 - ◆ ***Recruit qualified candidates** for any new vacancies at Intersex Asia.*

5. Develop and implement a leadership succession plan
 - ◆ *Develop a **comprehensive leadership succession plan** for IA.*
 - ◆ *Implement **the leadership succession plan** effectively.*
 - ◆ *Create and **offer leadership development programs** designed to empower emerging leaders and activists within the Intersex community.*

■ Goal 5

Strategies:

1. Map out and identify the prioritized right movements' key players at national, regional, and international levels to build allyship and cross-movement collaboration.
 - ◆ *Develop a **comprehensive work plan** with a clear timeline for three years, outlining prioritized key players in the rights movement.*

2. Develop and adopt a long-term cross-movement-building strategy to create collaboration opportunities.
 - ◆ *Establish **partnerships with medical associations.***
 - ◆ *Create **a healthcare provider support group** or network.*
 - ◆ *Launch **robust and innovative campaigns** against harmful surgeries and raise awareness using narratives and data.*

3. Create thematic dialogues and forums online or in-person to deepen mutual understanding of the intersectional issues between different rights movement
 - ◆ *Host **4 to 6 engaging thematic dialogues/webinars (online)** each year, specifically designed on the theme of the "Rights Movement".*
 - ◆ *Organize **a cross-movement forum (offline)** every two years.*

4. Develop statements or guidelines on intersectionality to support policy change and the improvement of human rights in collaborative movements.
 - ◆ *Create and **publish at least one comprehensive collective statement** or guideline that explores the concept of intersectionality about a specific targeted rights movement*

5. Take unified collaborative actions to address shared human rights violations at all levels, including the United Nations.
 - ◆ *Hold **annual collaboration meetings** with cross-movement partners to strategize collective actions for upholding Intersex human rights*
 - ◆ *Implement **at least one collective action** in a year to uphold Intersex human rights.*

■ Goal 6

Strategies:

1. *Develop and adopt short-term and long-term strategy for global collaborations in the intersex movement*
 - ◆ *Create and complete the short-term strategy for global collaborations in the intersex movement*
 - ◆ *Create and complete the long-term strategy for global collaborations in the intersex movement*
2. *Focus and strengthen on Network, South-South and sub-regional mutual learning, and collaborations*
 - ◆ *Hold **3 to 5 link and learning webinars (online)** with Intersex organizations or Intersex leaders or activists from Asia Pacific, Central Asia, Africa, and Latin America.*
 - ◆ *To **support 2-3 intersex activists** to meaningfully participate or engage in online community meetings or in person meetings held in Europe, Africa, and Latin America.*
 - ◆ *Hold **meetings (online) with the Intersex community members** to share the experience of link & learning webinars*
3. *Support to institutionalize the International Intersex Forum*
 - ◆ *Support **the solidarity & collaborations of the global intersex community** to advance the Intersex movement building*
4. *Promote the development of a framework to establish an inclusive strategy for the global intersex movement.*
 - ◆ *Collaborate **with the global intersex community** through diverse approaches to proactively develop a framework that fosters an inclusive and strategic advancement of the global intersex movement.*
 - ◆ *Create a **global intersex movement framework.***
 - ◆ ***Strength the global intersex movement.***
5. *Host regional and global events or dialogues for the global intersex movement.*
 - ◆ *Engaging **with UN human rights mechanisms and other movements** to boost the visibility of intersex issues, driving the intersex agenda forward*

3rd Asian Interse Forum

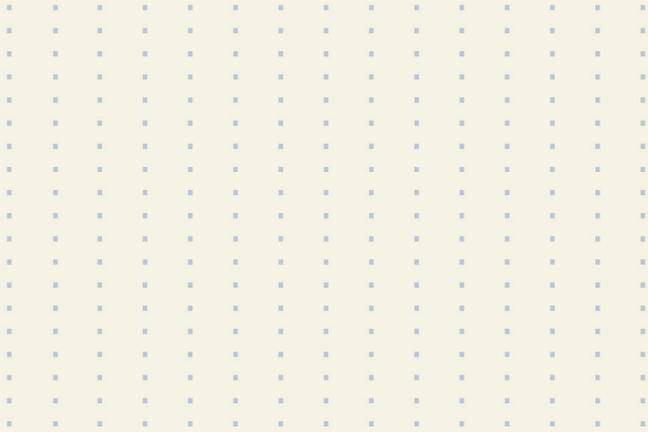
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Intersex Asia would like to extend our heartfelt gratitude to its Staff, Board Members, and stakeholders who contributed their time, insights, and expertise to the development of this strategic plan. Your invaluable support and collaboration have been instrumental in shaping our vision and goals moving forward.

Your contributions have set a strong foundation for our mission. We appreciate your ongoing commitment as we embark on this journey together. Thank you once again for your contributions that have made this endeavor possible.





Sign up to our Quarterly Newsletter



Our Quarterly newsletter keep you updated with the newest activities from Intersex Asia & our member organizations, stories of successful intersex individuals and intersex-related legal development around the world.



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