

# IWDA KNOWLEDGE TRANSLATION FRAMEWORK

# INTRODUCTION

## **IWDA conducts knowledge translation activities to advance systemic change towards gender equality for all.**

We understand knowledge translation to consist of a series of distinct, but inter-related, actions to create knowledge, move evidence and feminist concepts into the hands of people who will use it, and to support its use by policy-makers, funders, and women's rights organisations (WROs). We consider knowledge to include both academic and non-academic forms of knowing.

We are careful about perpetuating hierarchies of knowledge that discount or diminish the knowing that comes from lived experience. We recognise that transforming entrenched, gendered power imbalances is challenging, long-term work involving complex change at many levels. A holistic approach to tackling these challenges requires evidence that makes visible the underlying causes of gender inequality, the identification of policy and programmatic solutions, and advocacy for the adoption of these solutions.

IWDA's Strategic Plan 2020 – 2023 sharpens our continued commitment to knowledge translation through *'Strategy 3. Transform discourse on gender equality through knowledge creation and translation'* and *'Strategy 4. Leverage our locational power for advocacy and influence'*.

This Knowledge Translation Framework outlines how IWDA contributes to vibrant feminist movements through our knowledge translation work, describing how new knowledge is created, disseminated and used to influence power holders with a view to transforming discourse and leveraging our locational power in support of our organisational goal and strategies. The framework was developed by the Research, Policy and Advocacy (RPA team) – part of the broader Knowledge Translation Team – in consultation with staff from across the organisation and reflects that knowledge translation is an organisational function.

# LOCATING THE FRAMEWORK

This Framework sits underneath the [IWDA Strategic Plan 2020-2023](#) and the (forthcoming) [IWDA Decolonising Solidarity Guidance Note](#).

This guidance note is designed to support IWDA's approach to solidarity work that is both feminist and decolonising in intent and impact, organised around the "3S"<sup>1</sup> typology. We use this 3S typology to articulate IWDA's role in:

## STEPPING UP



Stepping up to use our power to leverage resources and access for women's rights organisations, and make our own contribution to feminist movements

## STANDING WITH



Standing with feminist movements in solidarity and amplifying the work of global south actors

## STEPPING BACK



Stepping back when others are better placed to take the lead

This Framework sits alongside the [Feminist Movement Strengthening Framework \(FMSF\)](#), [Partnerships Framework \(forthcoming\)](#), [Communications Strategy](#) and the [2020-2023 Strategic Plan Monitoring, Evaluation and Learning Framework](#). Overlaps and synergies between these that have practical implications for conducting knowledge translation activities within and across teams are highlighted throughout this document.

This Framework also builds on the previous [Research Policy and Advocacy \(RPA\) Framework](#) and reflects shifts in how we understand the different roles that we can, and should, take in our knowledge translation work and the feminist and decolonised approaches that inform our work.

<sup>1</sup> Walters, S., & Butterwick, S. (2017). [Moves to decolonise solidarity through feminist popular education](#). In *Forging Solidarity* (pp. 27-38). Brill Sense.

# KEY NEW KNOWLEDGE TRANSLATION CONCEPTS IN IWDA'S STRATEGIC PLAN 2020-2023: **LOCATIONAL POWER AND TRANSFORMATIVE DISCOURSE**

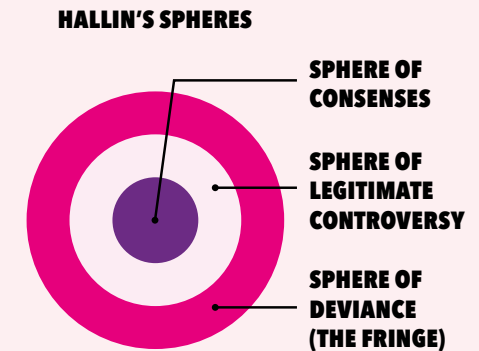
**For IWDA, *locational power* relates to our position as an Australian feminist development organisation based in the 'Global North'<sup>2</sup>, which affords us access and influence with decision makers and funders in Australia and globally, as well as access and influence through multilateral forums (noting some limitations around geography and time zones).**

Our positionality also influences our standpoint, worldview and approach to knowledge creation and translation in ways that may be viewed as both positive and negative. Understanding the power we hold (and its limits), leveraging it for the benefit of women's rights and WROs, and seeking to overcome the ways that it may limit our perspective, imagination and relationships is foundational to decolonising feminist solidarity.

**For IWDA, *transformative discourse* refers to the potential for societal-wide shifts in the consensus around understanding concepts and possibilities for acting on gender equality for all.**

Fundamentally, transformative discourse relates to how these concepts and possibilities get spoken about—whether they are seen as legitimate, sensible, possible ideas or seen to be marginal, on the fringe or radical ideas. IWDA draws on the framework presented by journalism historian Daniel C. Hallin in 1986; Hallin's Spheres<sup>3</sup>.

IWDA applies a feminist overlay to this theory, considering how the concepts of consensus (sensible, popular, policy); legitimate debate; or deviance (radical; unthinkable) are deeply interwoven with gendered, colonial and racial distributions of power; neither the content nor thresholds of these spheres are neutral or fixed but reflect the privilege, power and access in societies.



A central part of our work involves challenging and changing understandings, assumptions and silences, and where boundaries are drawn. For example, sometimes we are seeking to bring a deviant/legitimate debate idea inwards, such as the idea of a feminist foreign policy for Australia, and sometimes we're seeking to push a settled norm outwards, such as the idea that domestic violence is a private matter. We have added a feminist and decolonising analysis to these tools and find it useful to think about our knowledge translation work for transforming discourse through these lenses and coupled with the 3S model.

The different roles that IWDA plays when acting to leverage our locational power and transform discourse are explained in more detail in the following sections.

<sup>2</sup> Use of 'Global North/South' pending decision on language in the Decolonising Solidary Guidance Note

<sup>3</sup> <https://thoughtshrapnel.com/2020/09/17/hallins-spheres/>

# OVERVIEW

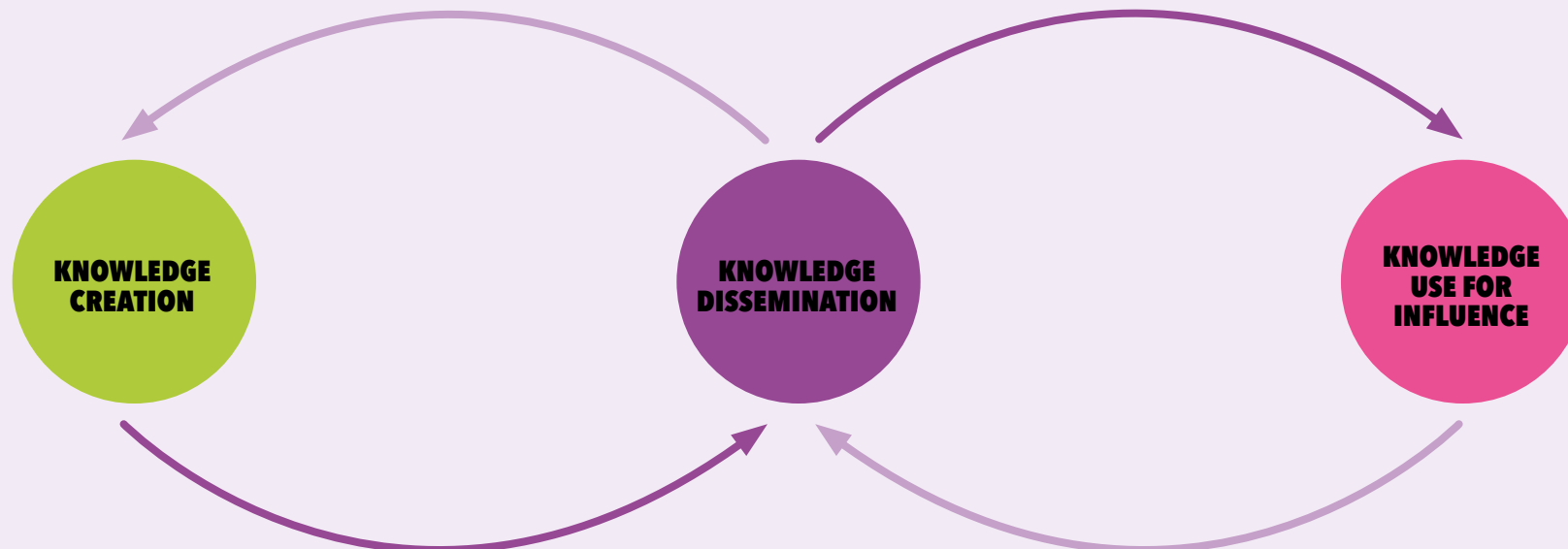
**This framework outlines the variety of roles that IWDA will take across three different types of knowledge translation activities: knowledge creation; knowledge dissemination, and; knowledge use for influence.**

We use the “3S” typology to demonstrate the different ways IWDA can undertake each type of activity. To navigate decisions about when and how we step up, stand with, or step back in knowledge translation, we are guided by the questions on p.9 of the Decolonising Solidarity Guidance note.

IWDA may play different roles across various stages of knowledge translation. For example, IWDA may step back and support others with funding and resources to create new knowledge; stand with others by sharing that knowledge through our networks; and step up by putting that knowledge directly in the hands of policy-makers for targeted use and influence.

The framework demonstrates the importance of ensuring that resources to support dissemination and influence activities are budgeted and planned for during the design of research and evaluation activities and that knowledge translation is a cross-team function. This includes engaging the internal ethics committee to strengthen our research and evaluation activities; the communications team early on to support planning for dissemination activities; the fundraising team to ensure that new knowledge is reaching donors; RPA to support sharing key findings with policy-makers and power brokers; the partnerships team to ensure that key findings and lessons learned are integrated into our work with, and support to, partners and peers within the sector; and all staff, to help institutionalise new knowledge and knowledge products.

This diagram reflects that knowledge translation can be, but is not necessarily, a linear process. For example, we may generate new knowledge about a particular issue to inform targeted advocacy with a key stakeholder, or publicly share information about the impact of knowledge translation activities, for example, through a blog, without also including this in targeted advocacy efforts. It also reflects our accountability measures for determining our progress and achievements for each type of knowledge translation activity.



<b>KNOWLEDGE CREATION</b>	<b>KNOWLEDGE DISSEMINATION</b>	<b>KNOWLEDGE USE FOR INFLUENCE</b>
<b>STEPPING UP</b>	<b>STEPPING UP</b>	<b>STEPPING UP</b>
<ul style="list-style-type: none"> <li>• Lead research activities and projects which aim to transform discourse on our priorities</li> <li>• Deepen organisational feminist and decolonising analysis</li> <li>• Apply feminist, gender sensitive and anti-colonial frameworks and tools in particular contexts, and generate evidence about the value and importance of such approaches</li> </ul>	<ul style="list-style-type: none"> <li>• Translating and sharing new knowledge via user friendly formats, such as reports, policy briefs, learning papers, toolkits, blogs, presentations, infographics, illustrations, webinars, and social media content.</li> <li>• Bring our own analysis to research and evidence produced by others to create new outputs.</li> </ul>	<ul style="list-style-type: none"> <li>• Leveraging our locational power to conduct evidence-based advocacy and transform discourse on issues critical to feminist movements.</li> <li>• Proactively identify opportunities where we can influence decision-makers and power-holders, and use evidence to do so.</li> </ul>
<b>STANDING WITH</b>	<b>STANDING WITH</b>	<b>STANDING WITH</b>
<ul style="list-style-type: none"> <li>• Convene and resource spaces to collaborate with Global South WROs and others in the movement to conduct research;</li> <li>• Support and resource Global South WROs to conduct project evaluations which balance feminist approaches with donor requirements</li> <li>• Support the use of feminist materials, toolkits and resources for analysis;</li> <li>• When requested, work with Global South WROs to strengthen their research capacity.</li> <li>• Turning to and learning from other knowledge systems (including Indigenous knowledge systems in Australia, Asia and the Pacific)</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing the research findings of Global South women and WROs with our networks, using locational power to extend their reach.</li> <li>• Convene or facilitate spaces for WROs to respond to and articulate, share and analyse their world view and experiences.</li> <li>• Prioritise Global South women and WROs as an audience, budget for translation of research findings into local languages and ensuring formats are accessible.</li> <li>• Create and support opportunities for Global South WROs broad organisational knowledge of evaluative research findings, such as sense-making workshops of preliminary findings, co-development of recommendations, and evaluation management responses.</li> <li>• Recognising contributions of Global South WRO's by co-branding publications, giving visibility to authorship and contributions etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Use our locational power as a Global North organisation to conduct advocacy in spaces where we have unique access, particularly with the Australian Government and through multilateral forums.</li> <li>• Take steps to understand the interests of the Global South WROs we fund as well as broader feminist movements, and advocate on issues of their interest to power holders.</li> <li>• Ensure our programmatic design is evidence-based, valuing the rich knowledge that is collected by Global South WROs</li> </ul>
<b>STEPPING BACK</b>	<b>STEPPING BACK</b>	<b>STEPPING BACK</b>
<ul style="list-style-type: none"> <li>• Support Global South WROs to lead their own research through providing funding, resources and logistical support, including to identify their own research partners and research priorities beyond IWDA.</li> <li>• Seek resources to support south - south intersectional feminist knowledge creation.</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting and enabling knowledge holders who are women in the Global South to lead the communication of research findings.</li> <li>• Referencing, citing and properly crediting the work of Global South women and WROs on an equal footing with northern academic source</li> <li>• Referring opportunities and requests to Global South WROs and researchers when IWDA is not best placed to respond.</li> </ul>	<ul style="list-style-type: none"> <li>• Not conducting advocacy in partner countries without their direct request.</li> <li>• Providing funding and technical assistance to support WROs to conduct evidence based advocacy in their own countries and through multilateral forums, ensuring that whenever we are in the same spaces we prioritise the voices of Global South women.</li> </ul>

# KNOWLEDGE CREATION

**KNOWLEDGE CREATION RELATES TO THE GENERATION OF NEW EVIDENCE AND IDEAS THROUGH RESEARCH AND EVALUATION ACTIVITIES. THIS EVIDENCE MAY BE DRAWN FROM DIFFERENT KNOWLEDGE SYSTEMS, INCLUDING INDIGENOUS AND DECOLONIAL FORMS OF CULTURAL AND INTELLECTUAL PROPERTY<sup>4</sup> AS WELL AS WESTERN ACADEMIC SOURCES.**

**IWDA's knowledge creation work will be informed by decolonising research approaches, which recognise and provide guidance for IWDA to reflect on and appropriately use our power as a non-Indigenous, Australian-based women's rights organisation when creating - or resourcing the creation of - new knowledge.**

This includes consideration of what topics to pursue, or not to pursue; who we collaborate with and how; and how research and evaluations are designed and conducted. We seek to look across the ecosystem to understand who is already working on these issues and whether we can better support transformative discourse by resourcing/enabling others or narrowing our research focus. The approaches we will use fall across a spectrum, and we seek to be decolonising in multiple, different ways in our knowledge creation. We acknowledge that we are on a continuous journey of learning, exploring and understanding what it means and looks like to draw from decolonised research approaches when creating new knowledge. More background and guidance on decolonising research approaches can be found in [this literature review](#). An evolving list of previous knowledge creation activities supported or undertaken by IWDA is available [here](#).

## **IWDA WILL:**

- Prioritise knowledge creation which supports efforts to transform discourse by generating new ideas and shifting existing ideas from their place in Hallin's spheres, and which IWDA is appropriately placed to lead
- Convene and resources spaces to collaborate with GS WRO's to co-create new knowledge and evidence and when requested, work with GS WROs to strengthen their research capacity
- Integrate decolonising approaches to knowledge creation into our work, including by "stepping back" where our standpoint, worldview and approach as a feminist development organisation in the 'Global North' means that other standpoints and worldviews are more necessary or appropriate

<sup>4</sup> A Guide to applying [The AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research](#) outlines these sources as including all aspects of indigenous people's cultural heritage, such as laws and philosophies, cultural expressions and materials, performances, connections to land and sacred sites, and many more.

## ILLUSTRATIVE EXAMPLES

### STEPPING UP



- [Charting trajectories to Feminist Foreign Policy \(FFP\)](#): In-house qualitative research project led by the Research, Policy and Advocacy (RPA) team with input into recruitment and data analysis from research participants who were international FFP advocates and experts. This input helped to strengthen the research findings and ensure that the research was accountable to the women's rights movement.
- [Equality Insights](#): Equality Insights (EI) works to move the idea of individual-level, gender-sensitive, multidimensional poverty measurement into the inner spheres by challenging established understandings and highlighting their limitations. Over the 12 years of work in this space, we have seen the idea move from the sphere of deviance into the sphere of legitimate debate. EI played a role in this shift by collaborating with governments, multilateral agencies and GS WRO's amongst others to create an alternative approach to measuring gendered poverty and inequality.

### STANDING WITH



- [Public Perceptions of women as political leader's research](#): IWDA collaborated with GS WRO partners in Timor-Leste, Solomon Islands and Cambodia to refine contextually relevant research topics around the subject of Public Perceptions of Women as Political Leaders. Depending on the different partners' needs and requests, IWDA accompanied them through the research project, providing logistical, technical, analysis and write up capacity strengthening and support. IWDA and partners co-branded country level reports, and a synthesis report developed by IWDA was also produced.

### STEPPING BACK



- ['Creating equitable south-north partnerships; Nurturing the Va and Voyaging the Audacious Ocean Together'](#): After framing a broad initial research topic, IWDA contracted out this piece of research to Oceanic feminist researcher and storyteller 'Ofa-Ki-Levuka Guttenbeil-Likiliki. 35 Pacific Island women who have worked in the women's rights movement over the last three decades shared their experiences and knowledge through the traditional research method of the 'Talanoa' (conversations) with 'Ofa. An informal reference group of Pacific women's rights activists' personal to 'Ofa guided the research direction and IWDA provided financial, logistical, technical and conceptual support to 'Ofa from a distance through regular check-ins.



# KNOWLEDGE DISSEMINATION

**SHARING AND DISSEMINATING THE RESULTS OF KNOWLEDGE CREATION ACTIVITIES IS A CRITICAL STEP IN ENSURING THAT NEW EVIDENCE AND IDEAS ARE TRANSLATED INTO ACTION.**

**This includes internal dissemination activities, to help institutionalise uptake of knowledge and knowledge products amongst staff (such as Brown Bags and in-house training and information sessions, and external dissemination.**

Knowledge dissemination is most effective where research outputs and communications materials are targeted and tailored to particular stakeholders, from feminist movements, to allies and influencers, and ultimately to power holders. In most cases, this will be strengthened by engaging with potential users at the outset of a knowledge creation process, rather than waiting until the dissemination phase. We also recognise that knowledge dissemination is an ongoing process and should be continued across time, beyond the end of a research project or funding cycle.

## **IWDA WILL:**

- Explore creative ways to communicate and share feminist knowledge, drawing on our own knowledge creation activities and that of others in the feminist movement.
- Prioritise making our research findings accessible to WROs and global south women, particularly those who have participated in the research.
- Communicate and share the lessons we have learned through our knowledge creation activities, including the perspectives of research partners and participants on IWDA's efforts to undertake a feminist decolonising approach.
- Provide opportunities for GS WROs and other knowledge holders to share and speak to the research and evaluation findings and leverage our locational power to introduce knowledge holders to power brokers within our networks.
- Build on our history of developing toolkits and other resources based on our work, ensuring that we socialise and integrate these resources into current debates and work priorities.

## ILLUSTRATIVE EXAMPLES

### STEPPING UP



- [Do No Harm toolkits](#): Based on the findings of the Do No Harm research project, conducted with WRO's in Solomon Islands and Papua New Guinea and the Australian National University (ANU), we developed two toolkits to support organisations engaged in women's economic empowerment programming to integrate the elimination of violence against women.
- [Fact sheets & Infographics](#): Immediately after COVID lock-downs commenced we produced a fact sheet, drawing on global evidence to spotlight the issues of the disproportionate load on women in the care economy. We similarly used Equality Insights data available for Fiji to foreshadow the gendered impacts of the crisis.

### STANDING WITH



- [Equality Insights Steering Committee model](#): building and working alongside gender equality advocates in-country (both within government and civil society) and putting data in their hands, supporting their ability to draw insights and conclusions from the data.
- ['Creating equitable south-north partnerships](#): Nurturing the Va and Voyaging the Audacious Ocean Together': IWDA used our locational power to 'stand with' the author, 'Ofa-Ki-Levuka Guttenbeil-Likiliki, to ensure the research has the widest possible audience. This took the form of hosting a public webinar, coordinating the presentation of the research at the 2020 Oceania Connect Conference and supporting a number of IWDA partner facing information sessions on the research findings.

### STEPPING BACK



- [The 'Born to Lead' photography exhibition in Timor-Leste](#): In November 2020, the Perceptions and Women's Pathways to Leadership research projects were officially launched through a photography exhibition that celebrated diverse leaders in Timor-Leste. The exhibition was in direct response to a recommendation from the Perceptions research about the importance of increasing the visibility of leaders in all of their diversities, in order to challenge gendered stereotypes and provide role models for emerging leaders.
- [Media and communications](#): IWDA passes some media requests on to partners instead of speaking on behalf of Global South women and women's rights organisations. In 2021, the ABC contacted us requesting comments for a podcast interview on women's rights in the Pacific, and we facilitated direct conversations between the journalist and WeRise's communications officer instead.

# KNOWLEDGE USE AND INTEGRATION FOR TARGETED INFLUENCE

## USING EVIDENCE TO INFLUENCE POLICY CHANGE IS A CRITICAL ASPECT OF KNOWLEDGE TRANSLATION.

**IWDA primarily conducts “inside track” advocacy, i.e.: direct advocacy to governments, contribution to policy consultations, parliamentary inquiries and advocacy through multilateral forums.**

We also contribute to collective advocacy coalitions and public campaigns through other organisations and networks, such as ACFID, the Women’s Major Group and Women’s Rights Caucus in regional and international multilateral spaces, and the Equality Rights Alliance. We also provide technical support to GS WROs, when requested, to help strengthen their capacity to advocate directly to their own governments and campaign in their contexts. We hold governments and other power holders accountable to women’s rights, tracking progress against commitments and calling for adherence.

## WE WILL:

- Use our locational power in spaces where we have direct influence, primarily with the Australian government and through multilateral forums
- Elevate the voices, knowledge and perspectives of global south women and WROs in our advocacy
- Join and/or create alliances and influencing products that help transform discourse towards feminist social change
- ‘Stand with’ GS WROs by supporting their existing advocacy efforts, providing planning and strategic support, spaces for partners to come together for collective advocacy, and supporting the development of advocacy materials and facilitating joint action at the regional and international level.
- Support resourcing to GS WROs through evidence-based proposal development, program design, supporter engagement and donor advocacy.

## ILLUSTRATIVE EXAMPLES

### STEPPING UP



- **Position papers:** IWDA has developed position papers, which bring a feminist analysis to topical issues such as climate change, infrastructure, and engaging with men and boys. We draw on research and evidence, including evidence provided by GS WROs, to conduct feminist analysis of these issues and develop recommendations targeted at governments and power-holders, which we can then use in a range of advocacy spaces such as parliamentary inquiries, direct lobbying, and influencing other actors in the sector.

### STANDING WITH



- **Signing on to joint statements:** On request from partners, IWDA supports development of advocacy and campaign materials, for example in 2020 we drafted and signed on to a joint letter on behalf of Cambodian feminist organisations against the government's proposed laws which would restrict women's clothing options.
- **Amplifying voices of GS Women:** Following the military coup in Myanmar, IWDA provided evidence to the Parliamentary Hearing on Foreign Affairs Defence and Trade. Our 3 minute statement included 3 quotes from women human rights defenders in Myanmar, as well as recommendations developed by WROs on the ground. IWDA partnered with GetUp and a local woman activist on a petition which garnered 12,000 signatures, providing the opportunity for Australians to stand with Myanmar women and strengthen our advocacy to parliament.

### STEPPING BACK



- **Supporting GS WROs to convene for advocacy:** IWDA supported women from Asia and the Pacific to attend the UNESCAP Forum in November 2019 to provide evidence on progress toward the Beijing Platform for Action, including a Pacific pre-meeting to enable Pacific civil society representatives to come together in a safe space to identify advocacy objectives and strategise ahead of the forum. IWDA supported the meeting with funding, logistics and note taking, but was not an active participant as we are not a Pacific organisation.

# ACCOUNTABILITY MEASURES

## **The creation of IWDA's 2020-23 Strategic Plan also included the development of a Strategic Plan Monitoring, Evaluation and Learning Framework (Nov 2020).**

This Framework provides a common language and process for understanding our achievements and challenges as an organisation, and through its implementation provides a platform for seeking feedback from our partners and stakeholders to demonstrate transparency and accountability.

As outlined in this MEL framework, IWDA will monitor and report to the Board on a limited number of headline indicators every six months, and will engage in an annual review process (Years 1 & 3) and external mid-term evaluation (Year 2).

Understanding the extent to which IWDA delivers its knowledge translation activities, and documents its outcomes and learning will be possible through monitoring the relevant quantitative headline indicators and participating in the related qualitative review processes. For example the number of 'knowledge products produced' corresponds to the **knowledge creation** activities articulated in this Framework, the 'number of blogs promoting and supporting uptake of knowledge products' will give (partial) insight to IWDA's **knowledge dissemination** activities, and the 'number of uptake, use and advocacy activities' will quantify the extent to which IWDA is supporting **knowledge use for influence**.

Team based reflections to identify the key outcomes achieved under objective 2.1, namely to 'resource, produce and encourage uptake of feminist knowledge that transforms discourse and gender norms', where IWDA fell short (and why), and opportunities to adapt, will generate qualitative information about the approaches outlined in this Knowledge Translation Framework. Analysis of what this means in terms of where we Step Up, Stand With and Step Back will allow IWDA to understand, and, if need be, refine the guidance and examples included in the Knowledge Translation Framework. Feeding into the Annual MEL process, the RPA team, for example,




undertakes quarterly MEL reflection sessions where outcome harvests are used to build cases studies of change over time. The team reflects using the [Cultural Change Impact Assessment Framework](#) to reflect on change at multiple levels and across a range of behavioural and outcome domains.

A further opportunity to collect and assess IWDA's evidence-base of how we've been able to Step Up, Stand With and Step Back as it pertains to knowledge translation will also be available through the Year 2 Strategic Plan external evaluation. It is anticipated that this evaluation will identify areas where further data is required, a change in approach is recommended, and how to apply and adapt innovations in evaluating advocacy, such as the Bellweather methodology.

# ANNEX

## Examples of IWDA's work across the KT framework - May 2021

These are additional non-exhaustive examples of IWDA work across the Knowledge Translation framework, gathered through consultation sessions on the Framework in May 2021. They are included to give a greater sense of how the work of various teams fits against the framework.

	KNOWLEDGE CREATION	KNOWLEDGE DISSEMINATION	KNOWLEDGE USE INFLUENCE
<b>STEPPING UP</b> 	<ul style="list-style-type: none"> <li>Do No Harm Toolkit (RPA)</li> <li>Gender in Melanesia Toolkit (SC&amp;P)</li> <li>FOCS toolkit development (SC&amp;P)</li> <li>Coordinate with other funders to align reporting for partners (BT)</li> </ul>	<ul style="list-style-type: none"> <li>Annual report (BT)</li> <li>Social media promotion of feminist research and evidence, including IWDA-led activities (BT)</li> </ul>	<ul style="list-style-type: none"> <li>Myanmar letter and WLB support message (BT, RPA, SC&amp;P)</li> <li>Transforming discourse through fundraising (BT)</li> </ul>
<b>STANDING WITH</b> 	<ul style="list-style-type: none"> <li>South-North research</li> <li>Pathways research (SC&amp;P)</li> <li>Women's leadership research (SC&amp;P)</li> <li>WeRise engagement strategy development (SC&amp;P)</li> </ul>	<ul style="list-style-type: none"> <li>Communications team designing and sharing our resources (BT)</li> <li>Sharing funding opportunities (BT)</li> <li>Springboard project (BT, SC&amp;P, RPA)</li> <li>Plan your Power online course (SC&amp;P, RPA)</li> <li>WLP research (SC&amp;P)</li> <li>Fundraising - sharing partner updates with donors (BT)</li> </ul>	<ul style="list-style-type: none"> <li>Communications support for the WeRise Coalition</li> <li>Social media to support partners (BT)</li> </ul>
<b>STEPPING BACK</b> 	<ul style="list-style-type: none"> <li>Passing information on research funding opportunities directly to partner organisations (SC&amp;P)</li> </ul>	<ul style="list-style-type: none"> <li>Coordinating webinars for other voices to come to the fore (BT)</li> <li>Inviting donors to join calls with partner orgs to hear from them directly (BT - fundraising)</li> </ul>	<ul style="list-style-type: none"> <li>Support for We Rise engagement strategy (SC&amp;P)</li> </ul>