

STRATEGIC PLAN
2020-2023

WVDA

WE ARE AN AUSTRALIAN-BASED ORGANISATION, RESOURCING DIVERSE WOMEN'S RIGHTS ORGANISATIONS PRIMARILY IN ASIA AND THE PACIFIC, AND CONTRIBUTING TO GLOBAL FEMINIST MOVEMENTS TO ADVANCE OUR VISION OF GENDER EQUALITY FOR ALL.





WHO WE ARE

IWDA is an Australian-based organisation, resourcing diverse women's rights organisations primarily in Asia and the Pacific, and contributing to global feminist movements to advance our vision of gender equality for all.

We exist to defend and advance the rights of diverse women and girls.

IWDA was established in 1985, through the initiative and insight of three outstanding women: Ruth Pfanner, Wendy Poussard and Wendy Rose with the aim to progress the rights of women.

Over our 35-year *herstory*, IWDA has grown from the living room of our founders to become who we are today.

IWDA's roots are in the development sector, as Australia's only development organisation entirely focused on gender equality. This brings strengths in the form of deep, long-lasting relationships with the network of women's rights organisations we support.

And increasingly, our future lies as part of the global feminist movement.

IWDA's approach represents a third way between the models of women's funds and international development NGOs: we resource the work of diverse women's rights organisations, enable them to be more effective by providing support that goes beyond money, and we make our own contributions to feminist movements through advocacy, knowledge creation and translation.

As part of this contribution, we take actions to decolonise our approach to feminism and development. We want to become the best we can be in the world at north-south partnerships. This means we seek to understand and leverage our locational power so that we know when to:

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

STAND WITH feminist movements in solidarity and amplify the work of global south actors

STEP BACK when others are better placed to take the lead.¹

¹ "Step Up, Stand With, Step Back" is an adaptation of the framework proposed by Shirley Walters and Shauna Butterwick in their 2017 publication *Moves to Decolonise Solidarity Through Feminist Popular Education*.



OUR VISION:

GENDER EQUALITY FOR ALL

OUR PURPOSE:

TO DEFEND AND ADVANCE THE RIGHTS OF DIVERSE WOMEN AND GIRLS

OUR VALUES:

Feminist

We respect women's diverse experiences, identities, knowledge and strengths and strive to empower women to realise their full and equal rights.

Accountable

We are honest and transparent and are committed to evaluating and communicating the outcomes of our work with integrity. We are accountable to our partners, our supporters and, most of all the diverse women we work with.

Collaborative

We build trusting relationships and strong partnerships as we believe that advancing together with women's rights organisations and networks is crucial for achieving progressive change.

Transformative

We are determined to make real, lasting improvements in women's lives by working to transform the root causes of gender inequality and holding governments and decision makers accountable.

LWAY NYAY NWAY ZIN LEADS A COMMUNITY WORKSHOP IN MYANMAR.
PHOTO: HARJONO DOJYIBISONO



OUR WORLD IS AT A CROSSROADS.

While **feminism** is becoming increasingly mainstream, women's rights organisations are experiencing harsh backlash to progress on women's rights.

Increasing restrictions on space for civil society are impacting feminist movements' ability to hold governments, private sector and other actors accountable, and defend and advance women's human rights.

Climate change poses an existential threat which is further fuelled by an unequal global economic order. Although climate change affects us all, its impacts are felt most strongly by those who are already marginalised, especially women in the Pacific.

The COVID-19 crisis and its broader social and economic impacts have further highlighted the fundamental instability and inequality of our world. At the same time, it is a moment of **potential transformation**, where the boundaries of what is possible can shift and expand.

While many nations have failed to meet their commitments to Official Development Assistance under the 2030 Agenda, some donors are stepping up.

They are supporting calls to **shift the power** to global south women's rights movements, and to provide flexible and innovative funding.

Technology is providing new opportunities to convene and engage in joint advocacy across borders.

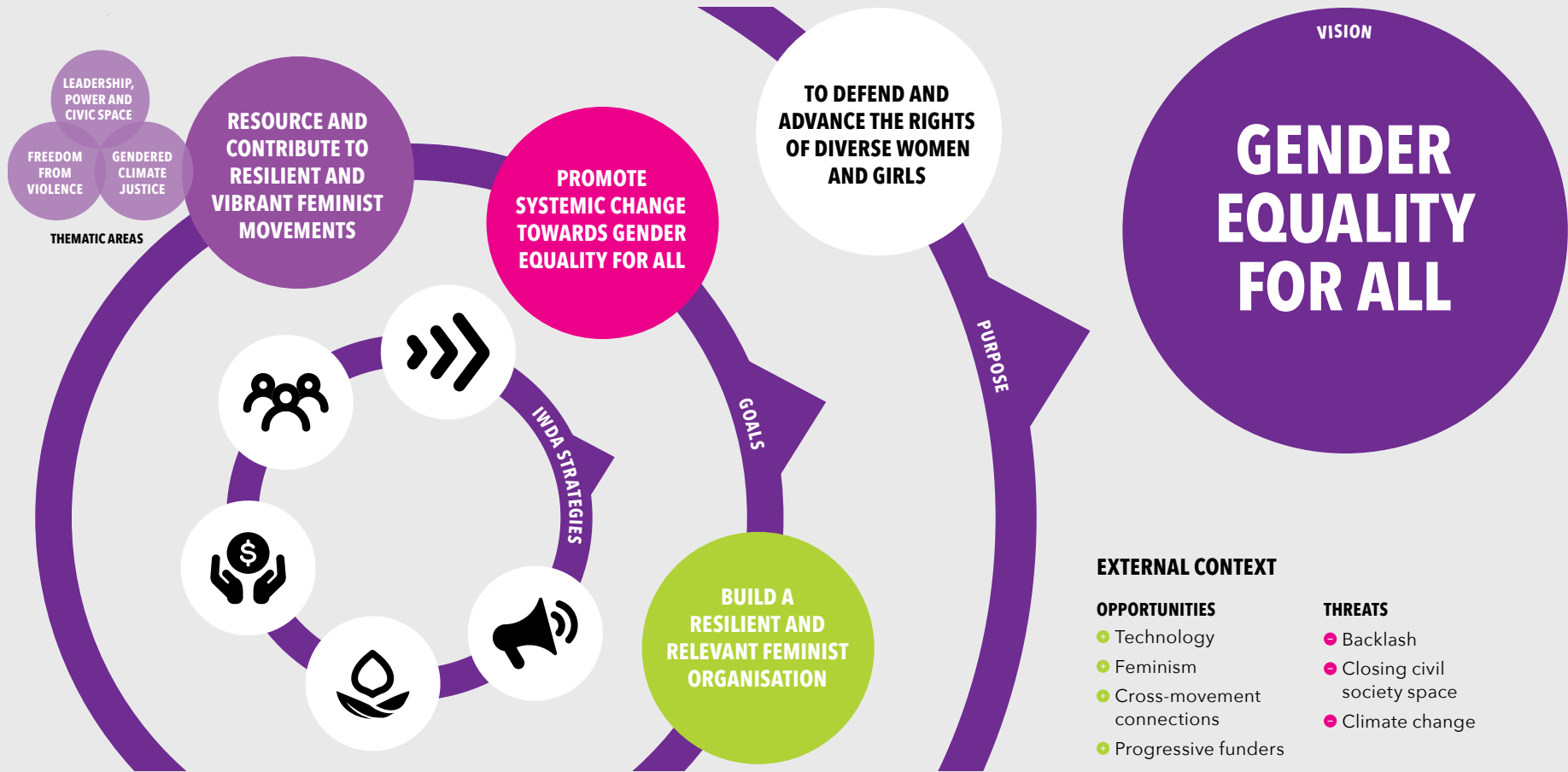
New and better data is equipping gender equality advocates and allies with a truer picture of the nature of poverty and inequality so that they can demand action.

This progress is being led by **feminist movements**, made up of networks, organisations and activists fighting for the rights of women in all their diversity. Cross-movement connections with LGBTQ+, anti-racism and environmental movements are critical to achieving a safe and equal future for all people.

By working together, we can defend and advance the rights of women and girls and achieve **gender equality for all**.

CROWDS MARCH AT AN INTERNATIONAL WOMEN'S DAY RALLY IN TIMOR-LESTE.
PHOTO: HARJONO DJOYIBISONO

IWDA THEORY OF CHANGE



RESOURCE

We resource diverse women's rights organisations primarily in Asia and the Pacific with money, skills, and access



CONVENE

We support convening and strengthening of movements to advance gender equality



TRANSFORM

We transform discourse on gender equality through knowledge creation and translation



LEVERAGE

We leverage our locational power for advocacy and influence



SUSTAIN

We ensure our own organisational sustainability, wellbeing, diversity and feminist practice

THREE GOALS
FIVE STRATEGIES
ELEVEN OBJECTIVES



**GOAL 1:
RESOURCE AND
CONTRIBUTE TO
RESILIENT AND
VIBRANT FEMINIST
MOVEMENTS,
PRIMARILY IN
THE AREAS OF:
POWER, LEADERSHIP
AND CIVIC SPACE
FREEDOM FROM
VIOLENCE
GENDERED CLIMATE
JUSTICE.**

TEAP MAY, A WOMEN'S RIGHTS ADVOCATE FROM CAMBODIA.
PHOTO: HARJONO DJOYIBISONO

RESILIENT AND VIBRANT FEMINIST MOVEMENTS ARE CRITICAL TO DEFENDING AND ADVANCING THE RIGHTS OF DIVERSE WOMEN AND GIRLS. THIS WILL MOVE US TOWARDS ACHIEVING OUR VISION OF GENDER EQUALITY FOR ALL.

IWDA is part of the global feminist movement and contributes to progressive change towards gender equality. We also resource others in the movement, primarily women's rights organisations in Asia and the Pacific, to do their work.



RESOURCE



CONVENE

STRATEGY 1: WE RESOURCE DIVERSE WOMEN'S RIGHTS ORGANISATIONS PRIMARILY IN ASIA AND THE PACIFIC WITH MONEY, SKILLS, AND ACCESS

Well-resourced women's rights and feminist organisations, firmly rooted in local communities and context, are most effective at defending and advancing rights. IWDA will build on our track record of partnership with women's rights organisations, and keep doing the things they tell us work best: multi-year funding relationships that support organisations to cover their core costs, with the greatest flexibility possible. We will explore opportunities to resource systemic change work with new actors in the feminist movement. IWDA will work collaboratively with women's rights organisations to identify effective support that goes beyond money, taking actions to decolonise our approach and focus on feminist methods of mutual learning and accompaniment.

OBJECTIVE 1.1: To sustain and improve flexible funding, which includes multi-year, core support for diverse women's rights organisations.

OBJECTIVE 1.2: To enable and support diverse women's rights organisations primarily in Asia and the Pacific to achieve greater impact through organisational and technical accompaniment.

STRATEGY 2: WE SUPPORT GLOBAL AND REGIONAL CONVENEING AND STRENGTHENING OF MOVEMENTS TO ADVANCE GENDER EQUALITY

When women's rights organisations work together they are a force to be reckoned with. Supporting women's rights organisations to leverage their contextual knowledge and feminist power analysis contributes to strong feminist movements that can advocate for transformative change in individual consciousness and access to resources, and structural laws, policies, norms and exclusionary practices. IWDA will leverage technology to facilitate online convening, and will provide funding and accompaniment to support feminist movements to navigate power dynamics, resist backlash, strengthen relationships, learn from each other and undertake joint work.

OBJECTIVE 1.3: To provide diverse women's rights organisations primarily in Asia and the Pacific with financial and technical support for convening and joint advocacy to increase their collective impact.

GOAL 2: PROMOTE SYSTEMIC CHANGE TOWARDS GENDER EQUALITY FOR ALL

PROGRESSING CHANGE TOWARDS GENDER EQUALITY FOR ALL REQUIRES TRANSFORMATION OF THE FORMAL AND INFORMAL STRUCTURES THAT UNDERPIN INEQUALITY INCLUDING RESOURCES, LAWS AND POLICIES, NORMS AND EXCLUSIONARY PRACTICES, AND INDIVIDUAL CONSCIOUSNESS.²

IWDA contributes to systemic change through our own knowledge creation and advocacy which seeks to transform discourse on gender equality, and by resourcing the work of others in the movement. We collaborate with feminist movements and other strategic partners, adding our voice to collective efforts towards systemic change and gender equality for all.



TRANSFORM



LEVERAGE

STRATEGY 3: WE TRANSFORM DISCOURSE ON GENDER EQUALITY THROUGH KNOWLEDGE CREATION AND TRANSLATION

To achieve gender equality for all, we must transform discourses by strategically building, shaping and advancing alternative visions for gender equality. IWDA will create knowledge that supports transformational discourse for gender equality and diverse women's rights. We will refine and promote our existing knowledge products, and equip feminist movements and gender equality allies with the evidence that they need to make change. We will support locally owned knowledge creation processes that are culturally relevant to women's rights organisations and their communities.

OBJECTIVE 2.1: To resource, produce and encourage uptake of feminist knowledge that transforms discourse and gender norms.

STRATEGY 4: WE LEVERAGE OUR LOCATIONAL POWER FOR ADVOCACY AND INFLUENCE

Formal and informal systems of power must be transformed if we are to move towards gender equality for all. IWDA will build on its track record of advocacy, utilising its feminist voice and expertise to undertake advocacy in spaces where we have unique access and influence, in particular with the Australian Government and through multilateral forums. We will build coalitions and work with feminist movements on advocacy for diverse women's rights and gender equality issues. We will continue to highlight connections between gender equality issues in Australia and globally, as part of our contribution to the feminist movement.

OBJECTIVE 2.2 To influence formal and informal systems of power in support of changes to policy, resourcing and gender norms.

OBJECTIVE 2.3 To use and extend our locational power by contributing to collective action coalitions for policy and advocacy influence.

² The Gender at Work Framework designed by Aruna Rao and David Kelleher supports efforts to make visible the formal/informal and structural/individual dimensions of change towards gender equality.

GOAL 3: BUILD A RESILIENT AND RELEVANT FEMINIST ORGANISATION

TO BE AN EFFECTIVE ALLY, IWDA MUST BE RESILIENT AND ABLE TO WITHSTAND FINANCIAL SHOCKS, WITH A STRONG ORGANISATIONAL CULTURE THAT PROMOTES WELLBEING AND DIVERSITY.

We must sharpen our capabilities for intersectional feminist analysis and expertise to ensure that we continue to be relevant to the women’s rights organisations we support and the broader feminist movement.



SUSTAIN

STRATEGY 5: WE ENSURE OUR OWN ORGANISATIONAL SUSTAINABILITY, WELLBEING, DIVERSITY AND FEMINIST PRACTICE

IWDA will work to ensure our organisation is financially resilient with a diverse income base, able to navigate a constantly shifting economic landscape. We will strive for environmental sustainability, both as a business practice and to ensure our collective future in a climate affected world. Diversity, wellbeing and a vibrant organisational culture are critical to ensure IWDA is an inclusive and resilient workplace.³ We will support policies and practices that enable wellbeing, ensure diverse voices are heard and represented within our organisation. We will continually grow our feminist practice so that we can contribute to the feminist movement and achieve our vision of gender equality for all.

OBJECTIVE 3.1: To maintain strong financial management and sustain a diverse income base.

OBJECTIVE 3.2: To invest in systems and processes that facilitate our work and enable a resilient, feminist culture and staff wellbeing.

OBJECTIVE 3.3: To improve organisational enablers of diversity and inclusion at all levels of the organisation.

OBJECTIVE 3.4: To invest in and continually develop IWDA’s capacity for feminist expertise and analysis.

OBJECTIVE 3.5: Invest in periodic processes of consultation with and learning from women’s rights and feminist movement actors, subject experts, and relevant allies, to inform IWDA’s understanding and strategies.

³ Pursuant to an exemption from Equal Opportunity legislation, IWDA does not employ men.

THEMATIC IMPACT AREAS

AS PART OF IWDA'S CONTRIBUTION TO RESILIENT AND VIBRANT FEMINIST MOVEMENTS, WE RESOURCE DIVERSE WOMEN'S RIGHTS ORGANISATIONS' WORK, PRIMARILY IN THE AREAS OF POWER, LEADERSHIP AND CIVIC SPACE, FREEDOM FROM VIOLENCE, AND GENDERED CLIMATE JUSTICE.

These themes are interconnected. IWDA resources work which breaks down siloes between thematic priorities and operates at the intersection of different issues. This work happens in the broader context of systemic change, which we know is critical to achieving transformational change towards gender equality for all.

POWER, LEADERSHIP AND CIVIC SPACE

Increasing diverse women's access to leadership and expanding space for civil society are critical to transform power and achieve gender equality for all. IWDA supports work to ensure women who support gender equality have access to leadership and decision-making roles in all spheres, and to connect them with feminist movements. We support women's rights organisations to challenge ideas about whose voices are heard, and the ways that experiences are shaped by intersecting identities, to advance alternative ideas of what it means to be a feminist leader. We support safe spaces for feminist movements to come together to resist backlash, advance progress on gender equality and advocate for meaningful space for civil society.

FREEDOM FROM VIOLENCE

Freedom from violence requires transformation of the gender norms which underpin violence, as well as the connection between violence at the individual and systemic level. IWDA supports women's rights organisations to implement survivor-centred and rights-based approaches to sexual and gender based violence across the spectrum from prevention to response, services, and access to justice. IWDA

works with women's rights organisations on conflict prevention, and to advocate for and contribute to robust reporting frameworks and accountability under national and international legal and policy frameworks relating to gender based violence, including the women peace and security agenda.

GENDERED CLIMATE JUSTICE

Climate change is the greatest existential challenge the world has faced. The impacts of climate change are felt unequally across nations, and by people based on their gender and other identity markers. It is both a factor that can exacerbate existing inequalities, and a crisis tipping point which provides an opportunity to transform social norms. Addressing climate change requires connections across feminist and environmental movements. As a relatively new entrant to the climate space, IWDA will learn from others and determine where we can best add value. We recognise the need to support work at the intersection of climate justice and gender equality, resource women's rights organisations to participate in decision-making spaces relating to climate policy, and engage in advocacy which leverages our locational power to call for accountability to international agreements.



GENDER E FOR ALL

EQUALITY



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IWDA wishes to acknowledge the Traditional Custodians of the land our office is located on, the Wurundjeri people of the Kulin nations. We pay our respects to their Elders past and present.