

# SPACE FOR VOICE

## EVALUATION OF THE WOMEN DELIVER OCEANIC PACIFIC REGIONAL CONVENING PARTNERSHIP

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FRIDAY 22 SEPTEMBER 2023

# SUMMARY

## **The purpose of this document**

The Women Deliver 2023 Conference (WD2023) includes a new Regional Convening Partner model. This model was designed to enable greater local mobilisation in the lead up to the global WD2023 conference held in Kigali, Rwanda, in July 2023. The State Government of Victoria (Victorian Government) applied successfully to be the Regional Convening Partner for the Oceanic Pacific region, which includes Pacific Island countries, Australia, and Aotearoa-New Zealand. The Regional Convening Partnership was intended to elevate the voices and priorities of Oceanic Pacific women and girls at the global level.

Following WD2023 in Kigali, members of the Regional Convening Partnership gathered to reflect on what we had achieved, and how we had achieved it. We hoped to identify lessons to support future regional organising for the Women Deliver 2026 Conference, and contribute to multi-stakeholder movement strengthening work more broadly.

## **What we did as a Regional Convening Partnership**

In line with the approach of the WD2023 Global Advisory Group, we established groups and ways of working that enabled power-sharing and partnership. We deepened our network of relationships over time, and leveraged this network to enable and amplify our work. We planned two regional convenings and produced three outcomes statements, culminating in a fourth Regional Outcomes Statement. We sent a strong, connected delegation to WD2023 in Kigali, whose members spoke to our Regional Outcomes Statement.

## **How we did it**

We designed ways of working to maximise power-sharing and co-creation. We intentionally adopted a partnership approach, which required trust and deep buy-in from all participants, including funders and regional leaders. We secured funding from the Victorian Government, Department of Foreign Affairs and Trade, and the Pacific Feminist Alliance for Climate Justice to enable decentralised and collaborative ways of working. These ways of working held space for diverse voices to connect in strong networks, which were enriched by creating opportunities to convene in person.

We developed a formal Regional Convening Strategy and a structured process to develop consensus on our regional priorities. With high levels of commitment to our co-created strategy and process, we invested our energy and goodwill in making the Regional Convening Partnership a success, and we re-energised ourselves by holding space for collective care and wellbeing, and celebrating the joy in working and being together.

## **What was achieved by doing it (and by doing it together)**

We connected feminist stakeholders across the Oceanic Pacific region around a common goal.

We created space and reframed who leads, to shift power to Oceanic Pacific feminist movement actors as co-creators. By doing this effectively, consistently and authentically, we generated trust and high levels of buy-in to the regional convening process.

Our collective work created space to build and deepen ties within the regional feminist movement, to connect feminist stakeholders across the Oceanic Pacific region. These ties accelerated the development of solidarity and enabled fluid communication, to support us to build consensus around our priorities as a region.

Our collaborative, power-sensitive ways of working enabled us to leverage our diversity, in order to recognise and amplify issues that are critical for our region and enable ongoing action, particularly through the voices of young people, First Nations people from Australia and Aotearoa-New Zealand, and women with disability. We also amplified, within the region and on the global stage, regional discussions around decolonising and climate justice.

Through building a regional consensus and enabling fluid communication, our work supported constituency-building between civil society and government in the Oceanic Pacific.

We supported a strong, coherent, vibrant, highly visible Oceanic Pacific presence at WD2023 in Kigali, where we effectively shared our key messages, including representing the diversity of our regional issues.

We built Oceanic Pacific momentum and buy-in to apply to bring the next Women Deliver Conference to Melbourne in 2026.

Beyond WD2023, we have contributed to a strong regional narrative, a model for future work, and a platform for ongoing collaboration – subject to resourcing.

### **What we learned together**

The Regional Convening Partner model has powerful potential to support local mobilisation when it is paired with broad and deep engagement with feminist movement actors, and meaningful power-sharing, to co-create a partnership of diverse regional actors.

Thoughtful power-sharing for co-creation is possible at scale, under time pressure, and involving stakeholders who have different levels of familiarity with working in these ways. There is demand and support for these power-sharing ways of working, including from funders.

Sharing power to co-create a program of work leverages diversity to identify points of difference that unite our region, and builds a common agenda with strong buy-in that enables government engagement with constituencies.

To achieve this, a clearly structured convening process is needed, and this is most effective when it is planned well in advance.

Goodwill and trust are necessary for, and generated through, convening processes, especially when it is possible to be physically together. Dedicated funding and responsive resourcing, including logistics support, were essential to enable in-person convening and to support us to deliver on our co-created emergent program of work. Even though this work was intensely demanding, ultimately, it achieved what we had hoped.

### **What this means for equipping us as change makers into the future**

1. We should embrace the potential for sharing power in our work with others.
2. We should expect funders to be open to engaging in new and challenging ways, in the spirit of inclusive and effective outcomes.
3. We should draw on both formal and informal ways of working to build solidarity and consensus within our diverse region.
4. We must appropriately resource flexible ways of working to enable meaningful co-creation, and adequately plan and resource the work of gathering together in person.
5. We should maintain our focus on our regional agenda as articulated in the Regional Outcomes Statement, while holding space to respond to priorities as they emerge and evolve over time.
6. We should leverage available events and resources to sustain the regional network that has been developed through the Regional Convening Partnership.
7. We should explore opportunities for power-sharing partnership and collaboration between civil society and government.
8. We should incorporate operational lessons learned, identified in this report, into how we plan for future convenings.

# BACKGROUND

Women Deliver conferences are one of the largest gender equality focused processes in the world. Every three years, Women Deliver convenes thousands of decision-makers from civil society, government, the private sector, and international agencies, alongside women's rights organisations and movements, youth-led and LGBTQIA+ organisations, and grassroots advocates representing the intersectional identities of girls, women, and underrepresented populations. These decision-makers gather to identify solutions, bolster accountability, and drive change.

The Women Deliver 2023 Conference (WD2023) includes a new Regional Convening Partner model. This model was designed to enable greater local mobilisation in the lead up to the global WD2023 conference held in Kigali, Rwanda, in July 2023. The State Government of Victoria (Victorian Government) applied successfully to be the Regional Convening Partner for the Oceanic Pacific region. For the purposes of Women Deliver, the Oceanic Pacific region includes Pacific Island countries, Aotearoa-New Zealand, and Australia. The Oceanic Pacific Regional Convening Partnership was one of five Regional Convening Partnerships across the world in the lead-up to WD2023.

The Oceanic Pacific Regional Convening Partnership was designed to enable advocates in the Oceanic Pacific region to showcase their work and solutions, share knowledge, and build solidarity across diverse stakeholders, in order to advance gender equality in the region. Through an inclusive, diverse, accessible, consultative and co-designed process, the Regional Convening Partnership was intended to elevate the voices and priorities of Oceanic Pacific women and girls at the global level.

Following WD2023 in Kigali, members of the Regional Convening Partnership gathered to reflect on what we had achieved, and how we had achieved it. We hoped to identify lessons to support future regional organising for the Women Deliver 2026 Conference, and contribute to multi-stakeholder movement strengthening work more broadly.

Our reflections were focused on seven evaluation questions:

<b>Effectiveness and impact</b>	<b>Sustainability</b>	<b>Operational support</b>
1. What did we think success looked like at the outset? How did that shift along the way and why?	4. How will this work influence or support us to take ongoing action towards gender equality in the region?	6. What worked to enable our successes? What made it more difficult to achieve what we believe is important?
2. What did we actually achieve through each of the three key moments of our Regional Convening?	5. What would ongoing success look like in 3 years' time?	7. What would we do differently in the future from an operational perspective, and what would be the strategic benefit?
3. Collectively, what is the most significant change we experience from having done this work together?		

We facilitated three debrief sessions with sub-groups who had held different roles in the Regional Convening Partnership, to explore relevant evaluation questions with each sub-group. Information from these sessions was analysed together with reflections that had been documented throughout the regional convening process, as well as outputs produced through our work. A full list of data sources is included in Appendix 1, together with enquiry questions used to guide review and analysis of this data.

# WHAT WE DID AS A REGIONAL CONVENING PARTNERSHIP

## Following the lead of the WD2023 Global Advisory Group,

The WD2023 Global Advisory Group, and specifically the Regional Convening Partner model, “set the tone” for a regional convening process that was involved “working in partnership, [and taking a] feminist [and] decolonising approach” (Program Management Group debrief). One of the stipulations for Regional Convening Partners, outlined in the Women Deliver Terms of Reference (Appendix 2a) was that they would set up advisory groups, which were designed to broaden the stakeholders involved in the process.

This informed the approach taken by the Victorian Government Department of Families, Fairness and Housing as Regional Convening Partner for the Oceanic Pacific. The Victorian Government’s bid included civil society organisations International Women’s Development Agency (IWDA) and Diverse Voices and Action for Equality (DIVA).

## we established groups and ways of working that enabled power-sharing and partnership.

The Victorian Government as lead Regional Convening Partner worked with the Commonwealth Government and civil society partners IWDA and DIVA to establish two groups: a Program Management Group established in late 2022 with representation from government and civil society in Australia and the Oceanic Pacific, and a Regional Committee designed to represent the diversity of the region (Box 1). The Regional Committee was the “key decision-making space” with the Program Management Group designed to enable that space, and support delivery (Program Management Group debrief).

### *Box 1 Membership of the Regional Committee*

Aatika Patel, Women Deliver Youth Leader Alumni (Fiji)	Nalini Singh, Executive Director, Fiji Women’s Rights Movement (Fiji)
Antoinette Braybrook, CEO, Djirra (Australia)	Noelene Nabulivou, Executive Director, Diverse Voices and Action (DIVA) for Equality (Fiji)
Bettina Baldeschi, CEO, IWDA (Australia)	Ofa-Ki-LevukaGuttenbeil-Likiliki, Director, Tonga Women and Children’s Crisis Centre (Tonga)
Bonney Corbin, Chair, Australian Women’s Health Network (Australia)	Rochelle White (Co-Chair), Assistant Secretary, Office for Women, Australian Government (Australia)
Doris Tulifau, Founder and Director, Brown Girl Woke (Samoa)	Sally Bruce, Board Member, Chief Executive Women and Chief Operating Officer, Culture Amp (Australia)
Dr Fiona Hukula, Gender Specialist, Pacific Islands Forum Secretariat (Regional)	Sally Hasler, Director, Office for Women, State Government of Victoria (Australia)
Reverend James Bhagwan, Pacific Conference of Churches (Regional)	Savina Nongebatu, Disability Rights representative (Solomon Islands)
Kirah(Lasarusa) Seru, Programme Assistant, Rainbow Pride (Fiji)	Sonia Rastogi, UN Women Multi-Country Office (Regional)
Margherita Dall’Occo-Vaccaro, Youth Advocate (Australia)	Yasmine Bjornum, Founder and Director, Sista (Vanuatu)
Mereseini Rakuita (Co-Chair), Principal Strategic Lead – Pacific Women and Girls, Pacific Community (SPC) (Regional)	
Michelle Reddy, Co-Lead Consultant, Pacific Feminist Fund (Regional)	

The Regional Committee co-designed ways of working, with agreed values and clear Standard Operating Procedures designed to operationalise these values.

The Regional Committee also developed and endorsed a Regional Convening Strategy (Appendix 3), which was designed to “ensure Pacific leadership shapes and drives [the Regional Committee] from the outset and centres power-sharing, self-determination, decolonisation, multi-sectoral partnership and feminist collaboration principles in how we work together”.

## We deepened our network of relationships over time,

New civil society and government partners were brought in during the preparation of the Victorian Government’s bid to be a Regional Convening Partner, and following the success of the bid. For example, regional partner Pacific Community (SPC) and Australian national government partners Department of

Foreign Affairs and Trade (DFAT) and Office for Women were engaged and formed part of the Program Management Group.

Additionally, the participation of First Nations organisations and individuals from Australia and Aotearoa-New Zealand increased during the regional convening process, and culminated in a strong presence as part of the regional delegation at Kigali.

### **and leveraged this network to enable and amplify our work.**

We successfully sought additional funding from DFAT and the Pacific Island Feminist Alliance for Climate Justice (PIFA4CJ) to enable our work, particularly by supporting delegates from across the region to attend convening events in person.

We also advocated for increased Oceanic Pacific representation at WD2023 in Kigali, through Regional Committee members who were also members of the WD2023 Global Advisory Group, as well as the Victorian Government as the Women Deliver Oceanic Pacific Regional Convening Partner, and DFAT.

### **We planned two regional convenings**

A preparatory in-person meeting was scheduled to align with the 3<sup>rd</sup> Pacific Feminist Forum, held in Pacific Harbour, Fiji in May 2023. During this meeting (Fiji convening), 36 gender equality advocates and activists from across the region discussed how the Oceanic Pacific's key gender equality priorities should be defined, and how to amplify these priorities at the Melbourne convening and WD2023. This convening included some (but not all) Regional Committee members, as well as civil society activists, allies and observers.

Approximately one month after the Pacific Harbour convening, a larger convening was held in Melbourne, with the theme 'Sisters in solidarity: Our stories, spaces and solutions'. This convening brought together 385 delegates, including 90 separate speakers. During this convening, outcomes from the Pacific Harbour convening were shared and discussed, and delegates planned for regional engagement at WD2023.

### **and produced four outcomes statements, including a Regional Outcomes Statement.**

An outcomes statement was developed following each regional convening, as well as a separate Women with Disabilities outcomes statement developed following the Melbourne convening (Appendices 4a-4c).

Each of these outcomes statements was designed to clarify and amplify key priorities, messages and learnings agreed by the delegates at each convening, in order to support regional and global messaging at subsequent convenings.

The three outcomes statements developed during the regional convening process informed the fourth outcomes statement, the WD2023 Regional Outcomes Statement (Appendix 4d), which guided Oceanic Pacific engagement at WD2023.

### **We sent a strong, connected delegation to WD2023 in Kigali, whose members spoke to our Regional Outcomes Statement.**

The Regional Convening Partnership funded the participation of 26 delegates from the Oceanic Pacific (Fiji, New Caledonia, Aotearoa-New Zealand, Niue, Palau, Samoa, Solomon Islands, Tonga, Papua New Guinea and Australia), including ministers and parliamentarians, as well as representatives from civil society, regional and multilateral organisations, and grassroots advocates.

Additionally, through the processes of regional convening, we were also able to identify and connect with an additional 42 participants who were attending Kigali from the region through avenues other than the funded delegation. We then extended our coordination and communication processes, including a WhatsApp group, to link everyone from the region into a common conversation space.

The total of 68 delegates was the largest ever Oceanic Pacific regional delegation to Women Deliver.

Nine of 11 plenaries at WD2023 had Oceanic Pacific and Australian speakers. We hosted a regional concurrent session, networking session, exhibition booth, and regional delegation networking event. Throughout these engagements, we shared and spoke to the WD2023 Regional Outcomes Statement that had been developed through the regional convening process.

# HOW WE DID IT

## We designed ways of working to maximise power-sharing and co-creation.

We held open and ongoing conversations about power and how power dynamics should be navigated in ways of working, including at the first meeting of the Regional Committee. This led to the development of detailed Standard Operating Procedures (Appendix 2c) that defined the values that we agreed would shape how we worked as a group (Box 2), and provided clear guidance on what these values looked like in practice.

*Box 2 Agreed values of the Regional Committee*

<u>Principles:</u> Inclusion Shared decision-making Self-determination Feminist collaboration Multi-sectoral partnership	<u>Feminist approaches to collaboration:</u> Place value on the 'how' as well as the 'what' Attempt to make power dynamics visible Value care, wellbeing, and seeing each other as whole humans	<u>Mindful of these and other types of power in the room:</u> Personality Access to resources Coloniality/whiteness Networks/relationships Numbers Majority World/BIPOC/Indigenous Others?
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The Program Management Group also embedded feminist, power-sharing and collaborative approaches in its standard ways of working, with one member reflecting that:

“everyone navigat[ed] their own power landscape to keep the potential of co-creation, co-responsibility real throughout”

Program Management Group debrief

Engaging in this way allowed a regional convening process that was co-led, co-implemented and co-owned.

## We intentionally adopted a partnership approach

The Victorian Government as Regional Convening Partner, together with other members of the Program Management Group, made an explicit commitment to working in equitable partnership with regional stakeholders.

“The PMG’s [Program Management Group’s] intent for authentic and untokenistic engagement was clear from [the] Pacific [Harbour convening] through to Melbourne to Kigali”

Program Management Group debrief

Key features of this collaborative, partnership-focused approach included investing in building relationships of trust, approaching all parties with the assumption of good intent, a willingness and ability to be flexible and to step in to support when others were not able, a problem-solving mindset, and commitment to a shared objective.

A notable feature of our partnership approach is that we utilised a shared decision-making model of governance, with the Regional Committee responsible for working collaboratively to make key decisions.

## which required trust and deep buy-in from all participants, including funders and regional leaders.

The partnership model required participants to hold space for shared decision-making and respond meaningfully to emergent decisions. To achieve this, government and multilateral partners in particular needed to adopt unfamiliar and “sometimes challenging” ways of working (government representative, Kigali delegation debrief). This was achieved with the support of values-aligned senior individuals in these institutions, who were willing to try different ways of working in partnership and brought their “social and political capital” to make it happen within their organisations (Program Management Group debrief).

“Ask for forgiveness rather than permission!”

Program Management Group debrief

Regional Committee members reflected that this partnership approach had created “spaces” that are reportedly uncommon in work funded by governments:

“Thank you [to the Victorian Government and DFAT] for believing in the directions and wacky ideas that came along with that [...] Thank you for the spaces [...] for] agreeing to go on with that during the journey”

Civil society representative, Regional Committee debrief

Successfully adopting a partnership approach also required trust within civil society organisations and individuals. Oceanic Pacific civil society leaders who joined the Regional Committee took a reputational risk in deciding to buy in to the regional convening as a co-designed, power-sharing process when, as they reported, this had not been their typical experience of government-funded work. Without the trust and buy-in of these leaders, and their willingness to weave the regional convening process into their broader networks, meaningful regional engagement would not have been possible.

“We all used our social and political capital to bring people in and build out the networks of people connected to and involved by the processes”

Civil society representative, personal communication

### **We secured funding to enable decentralised and collaborative ways of working.**

In addition to the seed funding provided through Women Deliver to each Regional Convening Partner, substantial additional funding was provided by the Victorian Government. Part of this funding was used to resource a team dedicated to the project, which included two staff based at the Victorian Government Department of Families, Fairness and Housing, as well as one staff member hired by IWDA. These three people worked closely together, alongside other Victorian Government and IWDA staff not funded to engage with this work, as a “blended team” (government representative, Program Management Group debrief) across organisations, typically meeting weekly and allocating tasks flexibly according to skills and availability.

As noted above, we secured additional funding from DFAT and PIFA4CJ to support delegates from across the region to participate in the Pacific Harbour, Melbourne, and Kigali convenings. This represented a meaningful shift in using government funding to support decentralised rather than bilateral engagement.

“People kept asking, ‘Are you coming [to WD2023 in Kigali]? [We responded] ‘We’re financing others to come – leaders from the Pacific.’ People couldn’t quite believe it. But looking at the power of this collective action has been quite extraordinary. It was so much more powerful than having a few bureaucrats who sit in my office in Canberra coming along”

DFAT representative, Regional Committee debrief

DIVA mobilised flexible, responsive funding from feminist funder PIFA4CJ to enable West Papua and Kanaky delegates to participate in the Kigali delegation, which was reportedly a shift in the extent to which feminist movement actors from contested territories and independence movements were able to engage in regional discussions.

### **These ways of working held space for diverse voices to connect in strong networks**

As explained clearly by one Regional Committee member:

“when we make a genuine effort to share power, when we give space for voice and when we challenge ourselves to sit in discomfort, we can create an indomitable feminist movement that doesn’t leave anyone behind”

Civil society representative, Regional Committee debrief

### **which were enriched by creating opportunities to convene in person.**

We prioritised opportunities to convene in person by holding two regional convenings, and mobilising funding to enable the attendance of regional delegates at regional convenings and the Kigali convening, as noted above. We recognise that the Pacific Harbour convening in particular was organised within a short time frame, as the result of an emergent design co-created through partnership, and that this made it difficult for some stakeholders to attend or engage. At the same time, for those who were able to connect in person, being physically together was an energising and movement-building event, particularly following a prolonged period of travel restrictions.

“It was the first time [after COVID-related travel restrictions] we were able to come together as a feminist movement where we were able think and discuss our key priorities



during the [3<sup>rd</sup> Pacific] Feminist Forum and Women Deliver. Attending these events definitely helped us to work together to strengthen our relationships and the movement”

Civil society representative, Kigali delegation debrief

For the Melbourne and Kigali convenings in particular, we invested significant effort in ensuring that our delegations represented the sub-regions of Pacific Island countries, as well as ensuring the voice of women with a disability.

### **We developed a formal Regional Convening Strategy**

Our Regional Convening Strategy was developed based on the Terms of Reference that were co-created through the Regional Committee, and the strategy was endorsed by the Regional Committee. Because of our ways of working, we were able to trust that this strategy meaningfully responded to the priorities of Regional Committee members and their constituents, and had buy-in across the committee.

The Regional Convening Strategy clearly articulated what we were trying to achieve, and how we planned to get there.

### **and a structured process to develop consensus on our regional priorities.**

We aligned our Pacific Harbour convening with the 3<sup>rd</sup> Pacific Feminist Forum, which itself was aligned with 11 preceding national feminist forums. This was an important opportunity to embed our work in existing regional conversations, in order to move towards consensus on what is important for our region.

The outcome statement from the Pacific Harbour convening aided Pacific Island participants to voice their issues at the Melbourne convening, and add substantively to the Oceanic Pacific outcomes statement and the Women with Disability outcomes statement that was taken to Kigali.

The Melbourne convening was much larger than the Pacific Harbour convening, and had broad participation from across the region, including First Nations individuals and organisations from Australia and Aotearoa-New Zealand. This gave us confidence that the outcomes statement arising from this convening represented a regional consensus.

### **With high levels of commitment to our co-created strategy and process, we invested our energy and goodwill in making the Regional Convening Partnership a success**

“[I’m so proud to] look back at the ToR and be able to tick it all off. We did it all, and we did it in about nine months”

Government representative, Regional Committee debrief

We worked very hard to achieve what we had collectively committed to. We delivered an emergent co-created program of work, working in partnership as a group of organisations and individuals who had varying levels of capacity throughout the time we worked together. This required us to be flexible, responsive, and adaptive. Substantial time and energy were invested by all participants, particularly members of the Program Management Group.

“The effort (time, resources, energy, connections etc.) that went into our Oceanic Pacific prep and participation has been remarkable”

Kigali delegation debrief

“[There were so many] people who worked like hell, sometimes really frustrated with each other and/or the issues, and brought their best selves to the process time and again to make it all work”

Civil society representative, personal communication

We achieved this through shared commitment to our objectives, collective goodwill, and trust in the people who had the time and resources to contribute at any given moment to deliver what was needed.

“[We were] pulling the plough together”

Civil society representative, Kigali delegation debrief

### **and we re-energised ourselves by holding space for collective care and wellbeing, and celebrating the joy in working and being together.**

Our commitment to care and wellbeing as a core component of feminist collaboration was highlighted early in the Regional Convening Partnership, in the Standard Operating Procedures for the Regional Committee.

We recognised the importance of nurturing the vā, defined simultaneously as the space between us and the space that connects us.<sup>1</sup>

As a result, we prioritised time for building relationships, trust and respect with each other. We made time for laughter and celebration. We celebrated different ways of knowing and engaging, including singing and dancing. This was particularly impactful in Kigali.

“I love the vibes of our delegation”

Kigali delegation debrief

“I loved the joy, love, culture and solidarity that was central to all our sessions [and] spaces – in true Pacific form, all the dancing, chanting, singing”

Regional Committee debrief

We recognise that the deep joy we experienced in being together was particularly energising because, for many, this was the first opportunity to gather in person following COVID travel restrictions. This uniquely energising moment enabled us to invest the energy and goodwill that were essential to this process, as noted above. We know that we cannot rely on the same levels of energy to guide us through future processes.

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<sup>1</sup> Guttenbeil-Likiliki, 'Ofa-Ki-Levuka (2020). Creating Equitable South-North Partnerships: Nurturing the Vā and Voyaging the Audacious Ocean Together. Melbourne; IWDA. Online at [https://www.sistalibrary.com.vu/wp-content/uploads/2021/03/Creating-Equitable-South-North-Partnerships\\_Full-Report.pdf](https://www.sistalibrary.com.vu/wp-content/uploads/2021/03/Creating-Equitable-South-North-Partnerships_Full-Report.pdf)

# WHAT WAS ACHIEVED BY DOING IT (AND BY DOING IT TOGETHER)

## **We connected feminist stakeholders across the Oceanic Pacific region around a common goal.**

We engaged a broad, diverse network of civil society and government stakeholders. Many of these stakeholders do not typically work together.

“We wouldn’t normally have this much contact from DFAT, Vic Gov, CSOs – we are usually busy with the different sets of work we are progressing”

Civil society representative, Regional Committee debrief

The Regional Convening Partnership provided a timeline and structure for this diverse group to work together towards a common goal.

“It’s hard for these minds [national government, subnational government, and civil society] to meet usually, but [in working together through this process we were] having a common purpose, able to see the big picture”

Civil society representative, Regional Committee debrief

“It was the first time for all of them [parliamentary and ministerial delegates] they felt they were part of something big for the Pacific”

Kigali delegation debrief

## **We created space and reframed who leads, to shift power to Oceanic Pacific feminist movement actors as co-creators.**

Feedback from members of the Regional Committee, Program Management Group, and Melbourne and Kigali delegations strongly indicates that our work lived up to the promise of power-sensitive shared decision-making and co-creation.

“having spaces and conferences like this that are co-developed, co-designed and co-implemented is critical to shifting power”

Melbourne post-convening survey

“[I] love to see how people in our delegation are so humble to each other, listening to each other, and supporting each other”

Kigali delegation debrief

Based on this feedback, we are confident that Oceanic Pacific feminist movement actors felt genuinely enabled through the Regional Convening Partnership, and that the regional convening process was regionally owned.

## **By doing this effectively, consistently and authentically, we generated trust and high levels of buy-in to the regional convening process.**

During the debrief process, multiple partners commented on the high levels of trust, commitment and engagement from civil society and government across the region.

“In the midst of everything, all of the other national, regional, local, community, and global agendas, [...] you lent your gravitas, leadership, energy, commitment to this process – we are all so much richer for it”

Government representative, Regional Committee debrief

Partners’ buy-in was further illustrated by the fact that First Nations individuals and organisations in Australia prioritised engaging in the Melbourne and Kigali convenings while at the same time these same stakeholders were actively engaged in time-critical work relating to the Wiyi Yani U Thangani Summit in May 2023, as well as advocacy and action relating to the October 2023 referendum on an Indigenous Voice to Parliament in Australia.

“We have woven strong First Nations voices into this network, which says a lot given First Nations communities have a lot on at the moment in Australia [...] to have built that trust and embedded them into this work has been a key strength”

Government representative, Regional Committee debrief

## **Our collective work created space to build and deepen ties within the regional feminist movement.**

The two regional convenings contributed to strengthening ties among participants, who – particularly at the Melbourne convening – represented the diversity of feminist movement actors in the region. This “genuine connection effort” (Program Management Group debrief) deepened engagement between diverse stakeholders and the Oceanic Pacific feminist movement, including First Nations individuals and organisations in Australia and Aotearoa-New Zealand, civil society organisations in Australia and Aotearoa-New Zealand, actors from contested territories and independence movements in Pacific Island countries, and Australian government authorities.

“I feel very connected to women and the feminist movement in Victoria but, to date, have not actively engaged internationally. Hearing from other women really helped me to understand and consider ways to act locally but with a broader focus on impact”

Civil society representative, Kigali delegation debrief

Building and strengthening ties between groups is a tangible and effective way to strengthen feminist movements,<sup>2</sup> and the movement-strengthening impacts of this work were recognised by multiple stakeholders.

“When working together with common purpose, toward a set of convenings and outcomes, we really get to know each other’s strengths and weaknesses, so are able to work better together. [...] This has led to us more explicitly working in new ways [...] with Māori women, First Nations women in Australia, and now will work in new ways going forward. [...] This change is movement building for feminists in the region”

Civil society representative, Regional Committee debrief

## **These ties accelerated the development of solidarity and enabled fluid communication**

The opportunity to connect with each other, and build interpersonal as well as organisational connections, supported the development of solidarity among feminist movement actors.

“[G]etting to know so many people [...] would have taken years in other circumstances. It was interesting to see how many shared similar stories and concerns. Also, the solutions that some have given to common problems”

Kigali delegation debrief

Several participants reflected that the Regional Convening Partnership had strengthened intergenerational solidarity, which has been identified as particularly important for Pacific cultures where young people can be marginalised from decision-making.<sup>3</sup> As one participant noted, this “intergenerational support and encouragement” had increased shared understanding of how actors of different generations could meaningfully support each other, and in particular “what support looks like for young women” (Kigali delegation debrief).

This solidarity enabled fluid communication among diverse feminist movement actors, as evidenced by the communication within the Kigali delegation:

“we had civil society, government, really senior, really junior, all in a group communicating together”

Civil society representative, Regional Committee debrief

## **to support us to build consensus around our priorities as a region.**

Meaningful, fluid communication and a strong sense of solidarity enabled us to build consensus around our shared priorities.

“We have all been engaging with trust [to] identify areas of commonality [and] align where we are aligned”

Civil society representative, Regional Committee debrief

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<sup>2</sup> IWDA (2022). Feminist Movement Strengthening Framework. Melbourne; IWDA. Online at <https://iwda.org.au/resource/feminist-movement-strengthening-framework/>

<sup>3</sup> SPC (2015). The Pacific Youth Development Framework 2014-2023: A Coordinated Approach to Youth-Centred Development in the Pacific. Suva; Fiji. Online at [https://www.spc.int/sites/default/files/resources/2018-05/Pacific\\_Youth\\_Development\\_Framework.pdf](https://www.spc.int/sites/default/files/resources/2018-05/Pacific_Youth_Development_Framework.pdf)

Combined with the structured use of outcomes statements, we were able to identify our shared priorities, lessons learned, and key messages as a regional collective.

“So many people from the region coming together around agreed outcomes and proposed solutions and in a record time!”

Kigali delegation debrief

### **Our collaborative, power-sensitive ways of working enabled us to leverage our diversity, in order to recognise and amplify issues that are critical for our region and enable ongoing action,**

Our ways of working ensured that diverse groups had voice, and this enabled critical issues to come to the fore.

“There can be a holding of the power and not sharing of the space [in any movement...] The fact that things have emerged, says a lot about the power of the space that's been created”

Government representative, Regional Committee debrief

### **particularly through the voices of young people,**

Youth-led activism was given a platform through the regional convening process, and as described above several participants identified that this process had strengthened intergenerational solidarity and the identification of new ways of working to support young women. Ultimately, the Regional Outcomes Statement that guided delegates' work at Kigali (Appendix 4d) included a collective commitment to “elevate youth voices and involve youth in decisions that affect them by creating space for them”.

### **First Nations people from Australia and Aotearoa-New Zealand,**

Ensuring voice and engagement for First Nations actors in Australia and Aotearoa-New Zealand was a priority for Pacific Island country feminist actors, and ultimately Indigenous solidarity emerged as the first theme included in the Regional Outcomes Statement.

“ensuring direct voice and substantive presence of women from [...] colonized [...] contexts, was very important”

Civil society representative, Kigali delegation debrief

A representative from a First Nations organisation in Australia noted that the Kigali delegation had built visibility and awareness on a global stage about colonisation as it affects Aboriginal and Torres Strait Islander people, and commented that conversations were ongoing after the Kigali convening.

### **and women with disability.**

As noted above, women with disability produced their own outcomes statement from the Pacific Harbour convening, which informed the strong intersectional perspective taken in the outcomes statement from the Melbourne convening, as well as the Regional Outcomes Statement taken to Kigali.

Additionally, several Regional Committee members reflected that the experience of working together through the regional convening process has enabled women with disability actors to decide how they will work together. This has translated to tangible movement towards “a new feminist network for WWD [women with disability] gender justice, which [has been] decades in the imagining” (Kigali delegation debrief).

“The fact that now there are already moves to start new processes, and feminist solidarity groups, are amazing emergent work”

Civil society representative, Kigali delegation debrief

### **We also amplified, within the region and on the global stage, regional discussions around decolonising**

Including feminist movement actors from high-conflict areas, contested territories and independence movements in the Kigali delegation was a priority for Pacific Island country feminists. The participation of West Papuan and Kanaky delegates at Kigali raised the profile of ongoing regional conversations about decolonising on the global stage.

“[B]ringing the West Papua and Kanaky decolonisation issue into the wider audience in Kigali is something very significant”

Civil society representative, Kigali delegation debrief

Furthermore, the process of participating together in the regional convening process has built solidarity among individuals and organisations from West Papua and Kanaky, who have decided to organise at least one event together in the near future. We anticipate that this will amplify ongoing regional discussions around decolonising.

### **and climate justice.**

Our regional convening affirmed that climate justice is a core priority for our region, and that our regional conversations on this topic are advanced and nuanced. Our presence at Kigali brought these nuanced regional conversations to the global stage.

“The gender and climate justice push through the pre-conference and into the WD2023 has really galvanised the global space on loss and damage, but also on the impacts of [climate change] on mental health [and] gender justice issues”

Civil society representative, Regional Committee debrief

For example, we spoke strongly to the issue of ecological distress at the Kigali convening, and found that this resonated powerfully with feminist movement actors from diverse regions who subsequently approached our delegates to discuss this issue further. On this basis, we believe that our contributions amplified the concept of ecological distress, to influence broader discourse on the environment and climate justice in the global feminist movement.

### **Through building a regional consensus and enabling fluid communication, our work supported constituency building between civil society and government in the Oceanic Pacific.**

Several ministers and parliamentarians from the region attended the Kigali convening. Ministers who had been briefed on the outcomes statements developed through the regional convening process were confident that they could draw on these statements to speak to a meaningful consensus on regional priorities.

Additionally, the fluid communication noted above enabled civil society and government representatives to work together during the Kigali convening, to discuss shared priorities and possibilities for action.

“Being able to talk to leaders like the Vice President of Palau and Ministers of other countries and be able to talk as equals, with that feminist connection [...] Taking issues from the political space into the feminist space and doing this together”

Kigali delegation debrief

### **We supported a strong, coherent, vibrant, highly visible Oceanic Pacific presence at WD2023 in Kigali, where we effectively shared our key messages**

We built momentum and buy-in through the Pacific Harbour and Melbourne regional convenings, to arrive at Kigali with a large, coordinated, well organised regional delegation.

Everyone realised that the Pacific was there and we were there with a mission

Civil society representative, Regional Committee debrief

The success of the regional process wasn't just the number of delegates from the region, it was that we were coordinated, highly visible and loud!

Regional organisation representative, Regional Committee debrief

Our Kigali delegates reflected that they felt visible and coordinated on the ground. This was enabled by the number of plenaries, concurrent, pre-conference and side events where the Oceanic Pacific had formal representation, as well as our effective coordination through the informal networking within the delegation, and the commonly understood and agreed regional agenda as articulated in the outcomes statements.

The impact of this is illustrated by the experience of delegates who had attended previous Women Deliver global convenings. For example, one delegate described a “lonely” past experience, with little clarity on how to make best use of her presence meaning that she felt “lost at the conference”. Compared with that past experience, she found attending the 2023 Kigali convening to be much more empowering and impactful: “knowing what we wanted to say in all different spaces, spaces we're not usually in, was very helpful” (civil society representative, Regional Committee debrief).

Delegates spoke to the common messaging that had been agreed through the regional convening process, and noted in the outcomes documents. Some delegates also reflected that they were able to contribute

meaningfully in opportunistic or unexpected discussions because of the clarity on regional priorities and messages.

Our delegates heard from many people at the conference that Oceanic Pacific voices were strong and visible, and that we effectively communicated our key messages to “mak[e] an impact in terms of what we want” (civil society representative, Regional Committee debrief).

“I had a meeting with progressive European foundation that funds feminist movements. I was going to provide a pitch about the power of Oceanic Pacific feminist movements and the huge funding needs. The funder stopped me and said, ‘oh yes I already know about the huge funding needs’ and she noted she had observed the large and impressive Oceanic Pacific delegation”

Civil society representative, Kigali delegation debrief

“They said we were relentless, which I love”

Government representative, Regional Committee debrief

### **including representing the diversity of our regional issues.**

Our delegation highlighted the diversity of the region.

“It was so great to see so many of the Pacific islands represented in that space [...] that did bring how diverse we are. To bring that message into the African space was really good”

Civil society representative, Regional Committee debrief

Regional speakers in the plenaries provided significant coverage of regional issues, including climate justice and decolonising as noted above.

“[We had] the space in Kigali to truly show our issues in the Oceanic Pacific”

Program Management Group debrief

### **We built Oceanic Pacific momentum and buy-in to apply to bring the next Women Deliver Conference to Melbourne in 2026.**

Following WD2023, there was a strong sentiment across the Kigali delegation that the next Women Deliver Conference, scheduled for 2026, should be hosted within the Oceanic Pacific and specifically in Melbourne, Australia. Delegates described strong momentum at WD2023 for a Melbourne conference.

“By the end [of WD2023] people were coming up to us saying, ‘See you in Melbourne!’”

Civil society representative, Kigali delegation debrief

Importantly, feedback from civil society and government representatives indicates that there is strong buy-in to a Melbourne event that is a regionally owned conference, with an agenda influenced by “Pacific commitment[s]” and with key messages from the Pacific Feminist Forum “pull[ed] through” (civil society representatives, Regional Committee debrief).

“My favourite thing about the Melbourne 2026 bid is that it's now a Pacific 2026 bid”

Government representative, Regional Committee debrief

A government representative reflected that this illustrates the trust and collective buy-in developed through the regional convening partnership:

“We have built trust that we could host it [WD2026] with Pacific partners”

Government representative, personal communication

### **Beyond WD2023, we have contributed to a strong regional narrative, a model for future work, and a platform for ongoing collaboration – subject to resourcing.**

The consensus developed through the Regional Convening Partnership on regional priorities, lessons learned, and messages extends beyond WD2023 to “chang[e] the narrative for our region” (Kigali delegation debrief). We have an expanded network of stakeholders who have collective buy-in to a set of key priorities, lessons learned, and messages.

We also have lessons learned around the approaches and processes followed to develop regional solidarity and consensus, which can provide a model for future regional collaboration.

“We've built something amazing here, that I haven't seen across any other platform. It's too good to just let it end with Kigali [...] Having prepared this platform and seeing how strong it is, this platform can be used to do the same thing at CSW [...] It is] an awesome opportunity that we cannot miss”

Regional representative, Regional Committee debrief

The vibrant regional network that has emerged through the Regional Committee has “the potential [to] expand and outlive this organising moment very significantly” (civil society representative, personal communication). To achieve this, however, we acknowledge that ongoing resourcing will be required.

“Where will this go? How will this be sustained?”

Program Management Group debrief



# WHAT WE LEARNED TOGETHER

## **The Regional Convening Partner model has powerful potential.**

The purpose of the Regional Convening Partner model was to enable greater local mobilisation in the lead-up to WD2023, which aligned with two of the objectives of the WD2023 conference: to ‘reframe who leads’ and ‘create space’.<sup>4</sup>

“Women Deliver understood the need to decentralise the conference [and] give us regional spaces”

Civil society representative, Regional Committee debrief

We believe that the Oceanic Pacific Regional Convening Partnership provides proof of concept for this model. At the same time, we recognise that the model itself is insufficient: key to our success in mobilising across the region was our broad and deep engagement with diverse feminist movement actors, and our ability to deliver on the promise of power-sharing and co-creation.

## **Thoughtful power-sharing for co-creation is possible at scale, under time pressure, and involving stakeholders who have different levels of familiarity with working in these ways.**

Critically reflecting on power together enabled us to work in power-attuned ways. By working in these ways, we developed an approach to partnership that enabled meaningful, emergent co-creation – first of the process for how we would work together, and then what we delivered through that purpose.

“Building a (feminist) road as we walk it”

Kigali delegation debrief

While these ways of working were sometimes unfamiliar and uncomfortable, we sustained these throughout our regional convening process. We were clear and very intentional about what values we were committed to, and how these would guide the way we worked together. Embedding this in formal tools, including Terms of Reference and Standard Operating Procedures, enabled us to translate these commitments to practice.

Where time pressure meant that work needed to be divided and progressed in parallel, we maintained the strong sense of solidarity developed through earlier stages of our partnership process, and this meant that we trusted each other to contribute as needed and maintained collective buy-in to the products of our aggregate work.

## **There is demand and support for these power-sharing ways of working, including from funders.**

Although organisations may not have engaged in power-sharing processes in the past, this does not mean that there is not appetite for this now, or in the future. We engaged with values-aligned individuals within highly bureaucratic government institutions who were open to working differently through the Regional Convening Partnership, and who were willing to take risks and use their social and political capital to make things work differently.

“There's a whole set of us as feminists and both inside [and] outside states, development institutions, civil society, who are willing to be in solidarity”

Civil society representative, Regional Committee debrief

Together, we learned that taking this risk provides an opportunity to demonstrate that decentralising power is a viable option in future work with government.

“[The Regional Convening Partnership] sets the bar for what is possible in collaboration between civil society and government”

Government representative, Program Management Group debrief

## **Sharing power to co-create a program of work leverages diversity**

We held space for diverse voices, and learned by hearing from each other that “our issues are different, but similar at the same time. Together we can form [...] into something that makes sense to find solutions” (Kigali delegation debrief). We learned that there is strength in our diversity and in our common aspirations.

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<sup>4</sup> Women Deliver 2023 Conference (2023). About WD2023, <https://www.wd2023.org/about-women-deliver-2023-conference/>

### **to identify points of difference that unite our region,**

We learned that Indigenous solidarity is an important issue for our region, and that this connects First Nations people in Australia and Aotearoa-New Zealand with Oceanic Pacific people, including people in West Papua and Kanaky, in broader discussions around decolonising and coloniality.

We also learned that our region has an important role to play, as a collective and on the global stage, in amplifying LGBTQIA+ voices and advocating LGBTQIA+ rights. Through experiencing differences in how LGBTQIA+ voices were heard in our regional convenings compared with the Kigali convening, we learned that as a region we have an opportunity and a responsibility to elevate LGBTQIA+ voices.

“While it was difficult to put attention on LGBT issues while in Kigali, that was [partly] because it was in Africa [where] states [are] violating human rights. Part of [our] Pacific commitment: if [a bid to host WD2026 in Melbourne] is successful, LGBT [voices and issues] could be raised in a really substantive way”

Civil society representative, Regional Committee debrief

### **and builds a common agenda with strong buy-in**

By sharing power and working in power-sensitive ways, it was possible to have brave, authentic discussions. Through these discussions we were able to identify shared priorities, different priorities, and common underlying goals, in order to build consensus and buy-in to a regional agenda.

### **that enables government engagement with constituencies.**

We generated clear outcomes statements and enabled fluid communication within a highly coordinated delegation. By doing this, we supported parliamentary and ministerial delegates at the Kigali convening to feel “assured [...] that they were carrying the voice of the Pacific as they were presenting” (regional representative, Kigali delegation debrief).

### **To achieve this, a clearly structured convening process is needed**

The Regional Committee decided early in the partnership process that an additional, preliminary regional convening should be held, and that this should align with existing regional and national feminist forums.

Following this decision, we were all clear on what the key moments for our Regional Convening Partnership would be, and we had a collective vision for how these moments would build consensus and momentum for our presence at Kigali.

“The fact that all this happened directly after the 11 National Feminist Forums and the 3<sup>rd</sup> Pacific Feminist Forum – all our voices at the Global WD2023 made perfect sense! We stood out and up for what we wanted”

Civil society representative, Kigali delegation debrief

### **and this is most effective when it is planned well in advance.**

The Regional Convening Partnership operated over a nine-month period, which limited the scope of any advance planning. Additionally, the decision to align our first regional convening with the 3<sup>rd</sup> Pacific Feminist Forum meant that we convened three times in three months, from the Pacific Harbour convening in May to the global WD2023 conference in July.

We learned that this did not provide enough time for some delegates to meaningfully prepare for the convening. Additionally, we learned that more time was needed both before and after convenings for some delegates to be able to engage deeply with their constituencies.

“For some of us it was very last minute. With more time I could have been more active in my participation”

Kigali delegation debrief

Furthermore, processes to confirm or approve funding for emergent activities introduced bottlenecks and uncertainty at several points, with the result that some planned delegates were unable to travel to convenings, and additional staff resources to support travel logistics could not be hired. While we recognise the value of an emergent program of work, we also acknowledge that the short timeframe made it challenging, and in some cases impossible, to deliver the full scope of the work that had been planned. Overall, we believe that this could have largely been avoided if there had been a longer period of time in which to schedule the roll-out of emergent activities.

## **Goodwill and trust are necessary for, and generated through, convening processes**

As noted above, goodwill and trust were critical factors that enabled the Regional Convening Partnership to operate under what were at times very challenging circumstances, to deliver a complex and emerging program of work.

Our focus on nurturing the *vā* (the space between us that connects us) enabled us to recognise the value of positive, power-sensitive relationships, and invest time and resources in building these relationships with each other.

“[An important enabling factor was] time together, personal relationships, regular catch-ups to build culture”

Program Management Group debrief

This process sustained and grew mutual goodwill and trust in our capacity to deliver on our hoped-for process, further enabling our capacity to deliver with limited resources.

## **especially when it is possible to be physically together.**

An important lesson from this process is that gathering in person is a vitally important part of convening. Being physically together accelerated the development of regional solidarity, galvanised enthusiasm and buy-in to the regional convening process, and enabled the development of a regional consensus that meaningfully reflected our diverse voices.

“Convening [in person] is the alchemy of movements – there were some years there when it was hard to imagine this would ever be possible again, but WD2023 proved it is possible. Now donors need to treat it as a must-have, not a nice-to-have, of movement-led action”

Civil society representative, Kigali delegation debrief

## **Dedicated funding and responsive resourcing, including logistics support, were essential to enable in-person convening**

Given the importance of convening in person, we recognise that the logistical support required to enable travel and event management is a vital element in feminist movement-strengthening.

We learned that it is easy to underestimate the volume of work that is required to provide the needed level of logistical support for travel. We also learned that dedicated logistical support may not already exist within teams whose work is not typically travel- or events-focused, and that additional personnel with relevant skills may be needed to enable all people to focus their time and energy where they can add most value.

Importantly, we learned that “travel is easier for some and not for others” (Kigali delegation debrief), and that particular groups (including young women, impoverished people, and people with a disability) are likely to require tailored support when travelling.

## **and to support us to deliver on our co-created emergent program of work.**

Our experience in the Regional Convening Partnership affirms that working collectively requires people to steward the process, in order to support genuine collaboration and inclusion. We learned that having funding to support dedicated staff to work on the Regional Convening Partnership was critical to our ability to deliver on our commitments to meaningful collaboration and power-sharing.

Additionally, we learned that to deliver on an emergent program of work, it is necessary to ensure that mechanisms exist to enable responsive resourcing, such as the timely recruitment of additional support staff.

## **Even though this work was intensely demanding, ultimately, it achieved what we had hoped.**

We achieved a lot in a short period of time, and we did this by investing an enormous amount of time, emotional energy, and commitment.

“To achieve this success in such a small time was still inspiring that together we can do anything.”

Kigali delegation debrief

This intensive investment of personal and organisational resources is not sustainable, as illustrated by the fact that some people employed under the Regional Convening Partnership could not sustain their

engagement with the process. There were also times when some organisations needed to step back from their planned degree of engagement. Ultimately, however, the regional convening process delivered on the objectives that we had developed together. Although we cannot (and arguably should not) work at this intensity all the time, we can do it sometimes – and we saw positive results from working so intensely at this moment in time.

“All of us come from times when we're busy and tired [...] and we have to get through it, because it's bigger than all of us”

Civil society representative, Regional Committee debrief

# WHAT THIS MEANS FOR EQUIPPING US AS CHANGE MAKERS INTO THE FUTURE

## 1. We should embrace the potential for sharing power in our work with others.

- Talk early and often about power. Be transparent about what power dynamics exist. Develop a critical understanding of how to navigate these power dynamics in work together.
- Assume good intent and invest trust in the process of collaboration. This buy-in enables people to work together to generate credible co-created outcomes, and this result further deepens trust.

## 2. We should expect funders to be open to engaging in new and challenging ways, in the spirit of inclusive and effective outcomes

- We should be confident in being propositional to funders, including government authorities. Many individuals and organisations are open to working in power-sharing ways.
- Where we work in power-sharing ways, we should document evidence of the impacts of working in this way.

## 3. We should draw on both formal and informal ways of working to build solidarity and consensus within our diverse region.

- Using outcomes statements from successive convenings is an effective process to integrate diverse voices into a shared agenda.
- Working together to develop an outcomes statement provides an opportunity for a group to decide how to work together, as demonstrated by the work done by women with a disability. In the future, this process may be relevant for other groups including First Nations people, young people, and LGBTQIA+ people.
- Standard Operating Procedures, Terms of Reference, and other formal documents that guide ways of working are a transparent way to translate values to practice.
- Investing in vā (the space between us that connects us) is an essential component of building trust and solidarity, to enable fluid communication and support a diverse group to work together. Culturally appropriate, joyful methods of self and collective care are a highly effective strategy to nurture the vā. Investing time in building relationships is also critical.

## 4. We must appropriately resource flexible ways of working to enable meaningful co-creation

- Resourcing and role allocation needs to be sufficiently flexible to respond to the emergent nature of co-created work.
- We can expect that roles will evolve over time, so built-in review points would be helpful to ensure that roles allocation best aligns with the value that can be added by various individuals and organisations.
- Contracts and budgets should be developed that enable streamlined decision-making around whether, and how, funding can be allocated to support priorities as they emerge.

## and adequately plan and resource the work of gathering together in person.

- Convening in person involves complex travel logistics, particularly in the Oceanic Pacific. This work is best done by dedicated people with specialist skills in logistics and event management.
- Planning well in advance for travel is essential to access necessary transport (particularly for people travelling from areas that are not closely connected with transport routes), deliver planned travel within budget, and enable people to disrupt their professional and personal lives.
- Advance notice for convening events, and breaks between successive convenings, are needed to enable delegates to meaningfully consult with their constituencies, both before and after convenings.

## 5. We should maintain our focus on our regional agenda as articulated in our Regional Outcomes Statement, while holding space to respond to priorities as they emerge and evolve over time.

- We should focus our collective efforts towards the twelve priority themes generated through the Regional Convening Partnership (Box 3 and Appendix 4d).
- At the same time, we should ensure that we maintain opportunities for diverse voices to contribute to our shared understanding of our regional priorities. This is addressed through Recommendation 5, below.

Indigenous solidarity, climate justice, decolonisation, cultural sovereignty and self-determination, leadership and representation, resources for women's rights, care work and economic justice, gender-based violence, sexual and reproductive health and rights, backlash, intersectionality, and gender data and evidence.

**6. We should leverage available events and resources to sustain the regional network that has been developed through the Regional Convening Partnership.**

- Sustain the Regional Committee beyond the Women Deliver Conference cycle. Time, money, people, momentum, and goodwill are needed to sustain the work of the Regional Committee.
- Plan to integrate the Regional Committee, as a collaboration and decision-making network, with upcoming regional and global events. During the period of September 2023 to March 2024, these include the United Nations General Assembly, Generation Equality Midpoint Moment, 2023 United Nations Climate Change Conference (COP28), and the 2023 Commission on the Status of Women (CSW67).
- Identify additional events, including those that may sit within other sectors, where the Regional Committee has a role to play in ensuring regional voices are amplified. This may include youth-led events, and events relating to disability inclusion.
- Ideally, secure dedicated funding to support the ongoing work of the Regional Committee, for example through resourcing the role of the Secretariat. At times when this is not possible, identify intermittent projects that can be leveraged to sustain the vibrancy and momentum of the Regional Committee.
- Identify events and resources that could support the work of the Regional Committee as far in advance as possible, to enable strategic planning and support meaningful engagement with convening opportunities.
- Maintain the relevance of the Regional Committee by ensuring outputs such as the Regional Outcomes Statement feed into ongoing processes, such as CSW67.

**7. We should explore opportunities for power-sharing partnership and collaboration between civil society and government.**

- Formal outcomes statements support ministers and parliamentarians to learn about what has been agreed through convenings. However, this is not two-way communication. By comparison, fluid engagement between civil society and government, across power hierarchies, supports two-way discussion of shared priorities and possibilities for action – but this communication is not aligned with government decision-making processes. What are the opportunities that sit between these two models of engagement, to enable government representatives to formally progress actions identified through informal discussions, and maintain engagement beyond event-based opportunities for communication?
- In the Regional Convening Partnership, individuals within Victorian and Australian government authorities decided to engage in a power-sharing partnership with civil society organisations. These individuals used their social and political capital within their organisations to drive different ways of working. Can this be replicated with a different group of people, and if so, how? What is needed to enable government authorities to feel confident in stepping back, to yield space for shared decision-making?
- How can subnational governments (such as the Victorian Government) facilitate international collaborations? How can subnational and national governments achieve the coordination needed to make this happen?

**8. We should incorporate operational lessons learned into how we plan for future convenings.**

- We should seek to fund dedicated media and communications support during convenings, rather than asking delegates to generate content. This would enable delegates to focus on convening, and more effectively amplify the presence of the delegation.
- We should provide tailored support to enable delegates to travel safely to attend convenings, and participate meaningfully when there. A feminist lens should be applied to travel risk assessments to identify issues that are relevant to individual delegates and groups of delegates.

# APPENDICES

Appendix 1 (Data sources and enquiry questions) is on the following pages.

The remaining appendices, listed below, are provided as separate files.

- Appendix 2a Women Deliver Terms of Reference for a Regional Convening Partnership
- Appendix 2b Terms of Reference for Oceanic Pacific Regional Committee
- Appendix 2c Standard Operating Procedures for Oceanic Pacific Regional Committee
- Appendix 3 Regional Convening Strategy
- Appendix 4a Oceanic Pacific Regional Convening Outcomes Document (Pacific Harbour, Fiji)
- Appendix 4b Oceanic Pacific Region Women with Disabilities Statement July 2023
- Appendix 4c Oceanic Pacific Regional Convening Outcomes Document (Melbourne, Australia)
- Appendix 4d Oceanic Pacific Regional Outcomes Statement

## APPENDIX 1 DATA SOURCES AND ENQUIRY QUESTIONS

	Outputs from the Regional Convening Partnership				Facilitated debrief sessions			Supplementary reflections
	Foundational documents (terms of reference, standard operating procedures)	Regional Committee meeting agendas, minutes and slide decks	Melbourne Convening Event survey results	Outcomes statements	Debrief with Kigali delegation	Debrief with Regional Committee	Debrief with Project Management Group	Presentation on Women Deliver 2023 by the Manager, Women Deliver team within the Victorian Government; and Reports prepared by IWDA for submission to the Victorian Government
<b>Effectiveness and impact</b>								
What did we think success looked like at the outset? How did that shift along the way and why?	What were the pre-defined objectives and ways of working of the Regional Convening Partnership?	What objectives were identified as priorities for the Regional Committee? Did these differ from the pre-defined objectives, and if so, what was the rationale?				Do our pre-defined objectives reflect our understanding now of the main successes to come out of the Regional Convening process?		What do we define as our successes?
What did we actually achieve through each of the three key moments of our Regional Convening?			What did participants like most about the event? How did participants rate the event's effectiveness in movement strengthening (e.g. The event raised awareness about Women Deliver 2023 and regional gender equality priorities and challenges)?	What outcomes were documented in the Outcome statements?	What were the most meaningful achievements for you? What was the most meaningful achievement to come out of the Regional Convening process? What was the most meaningful achievement to come out of WD2023 in Kigali?	To what extent have we delivered against our pre-defined objectives? What was a standout moment for you during WD2023 as an individual feminist from the Oceanic Pacific? What was a key win or takeaway relating to a priority policy area for you/your organisation? What do our main achievements look like? What did we learn about the process we used? What difference did our convening processes make?	Was it worth it?	What do we define as our successes?



Collectively, what is the most significant change we experience from having done this together?					What was the rationale for selecting a change as most significant?			What do we define as our successes?
<b>Sustainability</b>								
How will this work influence or support us to take ongoing action towards gender equality in the region?			What was useful about the event? (Based on free text responses)		How should we work to advance gender equality in the region?	What are the opportunities to build on the momentum we have generated? How might the group like to continue the connections developed through this process?		What have we learned about how to work in the future?
What would ongoing success look like in 3 years' time?						What did we learn from the process? How would that guide us over the next 3-5 years?		
<b>Operational support</b>								
What worked to enable our successes? What made it more difficult to achieve what we believe is important?	What operational support is in scope and out of scope of how we planned to do this work?	What operational challenges were identified, and how were these managed?	How did logistics and inclusion/ representation influence the event? How did participants rate inclusion and representation?		What were the key things that contributed to our successes?	What were the key enablers/ limitations for our Regional Convening?	What have we learned about how to work in partnership? What have we learned about how to strengthen feminist movements through convening?	What barriers and enablers did we encounter in our work?
What would we do differently in the future from an operational perspective, and what would be the strategic benefit?			What could we improve on/ do differently? (Based on free text responses)		What could we improve on/do differently?	What can we improve on/ how could we do things differently?	What unexpected opportunities arose? If similar opportunities arose in the future, how could they be leveraged? What type and level of resourcing is required to support meaningful convening?	What operational challenges did we encounter? What have been some key lessons learned from an operational perspective?

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