



**awid**  
**FIERCE**  
**FEMINISMS**



**TOGETHER**  
**WE RISE**  
Strategic Plan

**2023**  
**2027**

# INTRODUCTION

## AWID IS:

### FEMINIST

we strive to embody **feminist intersectional values** in what we do and who we are.

### GLOBAL

with **members in over 180 countries and staff across the world**, a global perspective - always grounded in lived realities - informs all our work.

### MEMBERSHIP

a unique model of a **vibrant global feminist community** that interconnects regions and movements to leverage collective power.

### MOVEMENT-SUPPORT ORGANIZATION

recognizing that feminist, women's rights and gender justice movements are the driving force in **challenging systems of oppression and making our world a better place**, every single day.



**AWID** is a part of an incredible ecosystem of feminist movements working to achieve gender justice and social justice worldwide. With our 40th anniversary, we are celebrating all that we've built over these last 40 years and excited ahead of a new decade as an ever-evolving organization.

**Fierce Feminisms** is our way forward, acknowledging both the multiplicity of feminisms and the value of fierce and unapologetic drive for justice. Entering a new 5-year strategic cycle, we are keen to ensure that AWID's voice will ring with courage, strength, and resilience to shape feminist realities and futures that are full of possibilities. The state of the world and of feminist movements calls for brave conversations and action. We look forward to working together with our members, partners and funders in creating the worlds we believe in, celebrating the wins and speaking truth to power in service of feminist movements globally.

**As our 40 year history has taught us, we will rise together.**

**GATHER.**  
**DISRUPT.**  
**SEED.**

Gathering movements and allies, disrupting the status quo, and seeding emerging feminist dreams, are at the core of **AWID's** contribution to feminist movements globally. These three themes we take forward with us as the foundation of **AWID's 2023-2027 Strategic Plan.**



# OUR THEORY: “ALL THAT YOU TOUCH, YOU CHANGE”<sup>1</sup>

For this new **Strategic Plan**, AWID approached context analysis from a new angle: we wanted to learn how different feminist movements understand and experience change in their contexts. Our fundamental assumption is that change is not simply a shift from point A to B; rather, **change is a way of life** - for us and our communities, for organizations and movements, and for societies. We understand specific objectives in the context of a constant co-creation of the life and the worlds we dream of.

To craft this theory of change, we’ve used a storytelling methodology and invited feminists from a range of movements across the world, and they have generously shared their stories of change with us.

We have learned that there is no one theory of change, just as there is no one recipe in cooking. It is the diversity of recipes that make our global feminist cookbook and give us the nutrients we need. We especially love this particular recipe for change, because we created it collectively. In sincere, diverse and spontaneous spaces we told

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<sup>1</sup> A poem from *Parable of the Sower* by Octavia E. Butler, who has been an inspiration to us in this process.

uncensored stories from our life and activism, without fitting into limiting frameworks. No heavy expectations or power dynamics, simply a generous sharing of ingredients, resulting in a healthy, pleasurable and delicious meal. Food for the soul, and for the movements.

## Here are the ingredients:

- **Existence is resistance, and community-building and preservation of social fabric is an ongoing effort.** In societies hostile to many of our identities and communities, we cannot take comfortable existence or even survival for granted. Communities don't simply exist - they require ongoing effort and many forms of labor. AWID centers community-building in our membership and throughout all our work.
- **Believing in the impossible and striving towards the horizons we envision is a precondition for change.** We have to free our imaginations from rigid frameworks, and take thoughtful risks more than what shorter-term targets and projects require us to. AWID has a role to play in supporting movements to maintain hope amidst difficult times of despair. Our greatest source of hope and inspiration is undoubtedly found in each other's stories and dreams turned into reality.
- **Feminist movements organize against, with, and beyond the nation-state.** These forms of organizing are not mutually exclusive, on the contrary: they often complement and reinforce each other in transforming our realities. AWID supports and works with movements in the different inside/outside paths and positioning vis-a-vis governance institutions.

- **While change can sometimes seem to happen “suddenly”, it actually comes out as the result of months and sometimes years of organizing.** Change isn’t linear nor a sum of milestones, but is the result of long-term, complex and unforeseen processes.



- **Stories of resistance are an important source of hope and inspiration even when they don’t achieve their aims;** resistance is a valuable space of keeping our connections and visions alive, of acting together for change. Today’s “failure” might be just what enables tomorrow’s “win”.
- **We must work to preserve rights we have already obtained,** as we are witnessing a frequent hijacking of feminist narratives, and the fragmentation and alienation of our societies and movements.
- **We must find ways to make pleasure and care an integral practice and part of our culture.** Making spaces and practices of care, pleasure, vulnerability, rest, more accessible to diverse movements and constituencies in our global feminist community, is also a clear need we have heard, and will seek to implement in our work.

This is the recipe we are adapting creatively throughout our work.

# STRATEGIC OUTCOMES

## Outcome 1

**Feminist and gender justice movements weave closer inter-connections, thereby strengthening collective power and solidarity (GATHER)**

### Objective 1 | Membership

**AWID** Membership is a growing, global and vibrant feminist community of individual and institutional members centering constituencies that have been historically excluded from feminist movements, while meaningfully engaging members across all our areas of work and facilitating connections and solidarity. We intend to facilitate brave conversations, create respectful spaces for deep listening and learning, and build hybrid forms of convening movements globally.

### Objective 2 | The AWID Forum

**The 15th AWID International Forum** celebrates and energizes feminist movements worldwide, creating a space of care, healing and inspiration, and building the collective power, solidarity and resilience that we need to continue changing the world. **The AWID Forum** is a much-awaited space where these efforts



culminate in a powerful collective transformative experience, which feminists then carry into their everyday lives, movements, and parts of the world.

### Objective 3 | Together We Rise

Growing capacity of feminist movements to work together, bravely address faultlines and power inequalities amongst us, and take coordinated feminist action across regions and movements on key political, socio-cultural and economic developments and crises that affect us. AWID is well positioned to use our convening power to build bridges and leverage coordinated movement action. We aim to strengthen collective organizing cross-region and cross-movement.

## Outcome 2

### **Feminist movements effectively challenge, disrupt and transform systems of international governance and global economy (DISRUPT)**

#### Objective 1 | Knowledge

Feminist movements and gender justice advocates are equipped with the hard data and strong analysis they need to disrupt the global-local influence of anti-rights actors, corporate power, unjust distribution of resources and climate crisis.

#### Objective 2 | Influencing

Feminists and allies across sectors collectively mobilize and advocate for feminist intersectional

agendas for rights and justice, influencing social, economic climate and humanitarian policy in intergovernmental spaces and beyond, and shifting power in the resourcing ecosystem. Protecting the integrity of policy spaces is a strategic priority, and gender and sexuality related rights are often the first to come under attack from the far right, fascist and fundamentalist actors. **AWID** will support feminist, LGBTQI+ and other progressive alliances and the growth of feminist influence in international human rights spaces. We are aiming for a UN that safeguards the human rights system, restricting the harmful influence of anti-rights actors and agendas; a multilateral system where feminist and gender justice movements and activists can continue strengthening international human rights standards. We envision a more transparent, democratic and trust-based resourcing ecosystem that responds better to the real life needs of feminist organizing.

## Outcome 3

### **Feminist visions of a just world and sustainable life are realized in practice (SEED)**

#### **Objective 1 | Communities of Practice**

Communities of practice are well supported to grow, connect, and exchange across regions and themes. AWID is committed to building sustaining feminist communities of practice who turn our dreams of a just world into everyday practices and lived experiences.

## **Objective 2 | Shifting Narratives**

Feminist visions, proposals and solutions around gender justice, resource distribution, crisis response, economic and climate justice are amplified towards reclaiming public discourse, shifting social norms, influencing policy and practice, and replacing mainstream narratives and false solutions to global crisis.

## **Objective 3 | Feminist Communications**

Feminist movements are supported to communicate in more generative and impactful ways, and to strategically engage with diverse media and communication platforms.



## Outcome 4

# AWID is a thriving and learning organization delivering high-quality, cutting-edge and impactful work

### Objective 1 | Resilience and Values

AWID's systems and practices are resilient and embody intersectional feminist values, as we strive for multi-directional accountability to our Board, members, partners, funders, and staff. AWID aims to maintain and strengthen an enabling and healthy work environment within which an agile, skilled, committed, and diverse team can learn, grow, excel, and be safe.

### Objective 2 | Culture

AWID has an enabling, accessible and healthy work environment, with a culture of care and respect, within which an agile, skilled, committed, and diverse team can learn, grow, excel, and be safe.

### Objective 3 | Sharing Knowledge

AWID learns from and serves as a resource on organizational operations, sustainability and resilience to other feminist organizations and movements.



# ACTION PLAN

## AWID Community: A Thriving Membership

Interaction and meaningful connection with and among AWID members is at the core of our plan to build and grow an authentic, vibrant and engaged community of feminists across different regions and movements.

- **“AWID Community”, the new membership platform**, is a dynamic and interactive space for feminists to forge stronger and deeper connections, coalescing meaningfully around pertinent feminist agendas.
- **Membership mixers, teach-ins and events**: A rich cultural, artistic, educational and political program of events and member gatherings by and across languages, regions and movements, that allow for connection, building solidarity and mutual support.
- **Growing membership in diversity of movements and regions with a focus on the Global South**: We will grow our technical expertise in all aspects required to expand and activate our global feminist community: from granular data on members’ interests, needs and agendas, to targeted communications and engagement of feminists from historically marginalized communities.
- **Amplifying voices of AWID members**: Through social media, live interviews, and other creative means, AWID will offer its members opportunities to speak to a global audience and share their stories, realities and agendas.

- **Leveraging action:** With the vision of AWID Community as a powerful feminist political base, we will experiment with different methods of activating and leveraging our membership for action and solidarity, including in situations of crisis.

## THE 15TH INTERNATIONAL AWID FORUM

We hold our breath at the idea of - finally - experiencing a world where we come together and feel the power and no less than revolutionary energy of feminists from all over the world. The AWID Forum can and will be a point of reinvigoration, where we deliberately highlight feminist realities as a way to nourish movements at a critical time. We are hearing loud and clear the need of feminist movements for a space of healing, rest, and collective care. This Forum will be truly hybrid, different from any other event. We are determined to build on the learnings on access, technology and disability justice, to center climate justice and our planet.

## Advancing Universal Rights and Justice

Our overall strategy is to support the resistance of feminist movements against fascisms and fundamentalisms. We will defend the existing human rights system against attacks from anti-rights actors, while also pushing the boundaries and transforming multilateral systems to reflect our and our allies' demands that are feminist and intersectional.

- **Research, publications and popular education on anti-rights actors:** Partnering with regional and national organizations to strengthen the local-global span of our knowledge-building work, our upcoming research will support feminist resistance to fascisms and fundamentalisms among local, regional and global levels.
- **Monitoring and feminist advocacy in policy spaces:** We will prioritize strategic presence and advocacy in international human rights spaces, primarily the Human Rights Council and the Commission on the Status of Women, with the aim of countering anti-rights agendas and transforming those spaces to work better for their intended purpose: advancing rights and justice. Facilitating access of movements and activists to global policy spaces is an important principle.
- **Campaigning and communications:** We plan to complement our advocacy with bolder, louder and creative communications, mobilization and campaigning.
- **Feminist foreign policy and reimagining multilateralism:** AWID will invite a critical engagement with the opportunities offered by the feminist foreign policy framework, while ensuring a decolonial lens and economic justice approach.

## Building Feminist Economies

Our priorities are to support feminist resistance to corporate power, supporting feminist economic alternatives to be visible, and integrating climate justice as a key priority across all of our work.

- **Convening, and cross-movement dialogue** among feminist, climate and economic justice movements, with particular focus on relationship-building with labor movements and positioning worker rights firmly on the feminist agenda;
- **Building knowledge** using creative media, communications and popular education tools to challenge mainstream narratives and false solutions related to corporate impunity, economic injustices and the climate crisis;
- **Campaigning, mobilizing and recentering** feminist economic justice approach and practices in climate justice organizing, towards collaborative local, regional and global feminist mobilization;
- **Advocating for corporate accountability** and a UN treaty to regulate transnational corporations, while fronting Southern voices and leadership in civil society and intergovernmental spaces;
- **Connecting practitioners within and across feminist economic alternatives:** feminist cooperatives, food sovereignty collectives, housing projects. We are planning learning exchanges and dialogues on feminist economic models and practices.

We approach this work with a comprehensive feminist macroeconomic justice agenda, linked to critical themes as tax justice, debt cancellation, and corporate capture

of policy spaces. We will center relationship-building and feminist solidarity with labor and other social movements, including migrant workers, domestic workers, sex workers.

## Resourcing Feminist Movements

Committed as ever for more and better resources for feminist movements, while aiming for more accountability from funders and more power in the hands of the movements, we plan:

- **New flagship research & engagement strategy: *Where Is The Money?* 3.0**—a fresh and powerful analysis of the resourcing landscape, a stocktaking of new money, trends and funding streams, and an up-to-date understanding of challenges and strategic opportunities in shifting resources for gender justice and intersectional feminist agendas.
- **Growing a thriving global community of practice around autonomous resourcing** and developing <https://our-resource.com>—the online platform for activists and movements.
- **Implementing a movement-centered funder advocacy strategy**, in order to increase the voice, agency and power of diverse movements in resourcing, and to achieve specific funder advocacy goals.
- **Hosting the Alliance for Feminist Movements** to provide operational foundation and supportive environment for the ambitious collaborative multi-stakeholder initiative to increase and improve resourcing.



## Communications and Media

Feminist communications is a challenge for everyone, and one that we are thrilled to take on, with new energy, new tools and new ideas:

- **Creating accessible content in all our programmatic areas**, reaching, expanding and engaging our audiences and lifting up our strategic themes and focus. Story-based strategies will be implemented across our work;
- **Establishing a clear and cohesive “AWID voice”** through our communications and social media platforms, that at the same time isn’t singular, and makes space and amplifies a multitude of voices of feminist movements;
- **Building solid relationships with the media**, both progressive and more mainstream, in the service of our objectives and to increase the access of feminists to shaping public narratives;
- **Developing the Feminist Journalists Network** to grow a global community of feminist journalists in professional collaboration and solidarity with each other, and in commitment to bring the stories of movements to diverse audiences.



## FEMINIST CRISIS AND CONFLICT RESPONSE

We employ a range of tactics to respond to emergencies; including community support, advocacy, information sharing, media, research and communications, and rallying our membership. While not a rapid-response organization ourselves, we aim to increase coordination with rapid-response organizations, so that on-ground humanitarian action listens to feminist and gender justice movements living that crisis and caring for their communities. **AWID** is well positioned to support and amplify the struggles, needs and voices of feminist movements responding to and working in crises contexts. Over the coming strategic period, we will be learning, experimenting and implementing strategies, both internally and externally, to better respond to existing, emerging and protracted crises.

## SEEDING AS A STRATEGY

We firmly believe in incubating new ideas and seeding new initiatives as a strategy for organizational and movement growth. One example we are proud of is FRIDA - Young Feminist Fund, initiated in **AWID** and thriving as an independent organization. Throughout this strategic period, **AWID** will be embarking on a journey of discovery as we undertake feasibility studies on ground-breaking and transformative initiatives which may eventually transcend out of the organization to take a life of their own and firmly insert themselves into the movement landscape.

# AWID'S OPERATIONS

As we continue on our 40-year plus journey with renewed energy, we utilize the wellspring of learnings that we have gained along the way. We will maintain, update and develop dynamic systems and processes that respond to changing threats and risks in our environment, strive to live our values and to elevate our working culture towards creative ways of working infused with self-care and joy. All in service of AWID's outcome to deliver high-quality, cutting-edge and impactful work.

- **Strengthening our operational systems:** We will review our existing systems, policies, and practices as needed, and continue investing in a structure that aligns and supports our organizational strategy. This includes legal compliance, risk management and mitigation, and strong financial health and sustainability;
- **Deepening a culture of accountability:** deliberately providing spaces for constructive critical input, for initiative and leadership as a practice, while acknowledging the power that comes with hierarchies and the accountability this entails for leadership;
- **Creating a working atmosphere of openness, learning and collective care:** We will welcome multiplicity of opinions and perspectives as an opportunity for individual and organizational growth, create space and practices that support and celebrate the differences between and amongst us, and co-create solutions that ensure a safer and truly collaborative environment;

- **Getting Planning, Monitoring, Evaluation and Learning right:** We know that feminists are changing the world, every day. Yet, many traditional monitoring and evaluation frameworks fall short of capturing the transformative impact and scope of feminist practice. Creating systems to capture, comprehend and communicate our impact to diverse audiences - from movements to funders to policy makers - is a challenge we are determined to embrace in this strategic period;
- **Mindful travel and carbon footprint:** Physical connections are important in a fully virtual organization, and we will be deliberate in how and where we support these connections. We will develop hybrid models of connection and communication, with strong commitment to safety and accessibility, while centering considerations of disability justice and climate justice in our decision-making;
- **Ensuring strong governance:** We will thoroughly support the AWID Board of Directors and its Committees in performing their fiduciary duties. Board development is an important priority, as we strive for transparent and engaged governance that embodies feminist ethics of care, and for a multi-directional accountability.
- **Change is a way of life, says our theory of change:** With this, we express our commitment to think, reflect, and remain attentive to the movements' changing contexts and realities. AWID's strategy is informed by daily listening, interactions and exchanges with all the fierce feminists, allies and sometimes unlikely suspects, in movement, funding and policy spaces, all around the world. Thank you for thinking with us, challenging us, trusting us!

# awid

## **FIERCE FEMINISMS TOGETHER WE RISE**

### **Strategic Plan 2023-2027**

**If you are not an AWID member yet, we invite you to join our global feminist community—a collective force to strategize and change the world, together.**

