

A time to rise: Women's leadership for global justice

Strategy update
2020-23



ActionAid Australia

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for Change. Photo: ActionAid

A time to rise: Women's leadership for global justice

Right now, we are living amidst the largest ever global humanitarian crisis. ActionAid is responding in over 40 countries globally to the 'three waves of crisis' unleashed by COVID19 as a public health pandemic, economic shock and widespread hunger converge to take a deadly toll worldwide.

The gender impacts are stark with an alarming spike in violence against women worldwide and an estimated one billion¹ women in low paid and precarious employment left jobless and destitute. Women are also bearing the brunt of this pandemic as the majority of frontline workers and unpaid carers looking after children when schools close and the sick when hospitals are at the brink. Refugees, the majority of whom are women and children, are among the most excluded.

While no country or segment of society is immune, COVID-19 has exposed inequalities within and among countries in access to health care and economic security, and glaring gender disparities in all societies. The prevailing development model is clearly broken and is failing much of the world's population. It's time for a radically new approach.

Right now, we have a moment of societal upheaval that opens a window to disrupt and transform government policies and investment towards a more just, equitable and sustainable world for all. This is the moment for women to collectively rise up against injustices that have limited women's opportunities, exploited their labour and kept many women trapped in poverty and exclusion. It's time for a reset that drives justice for all women everywhere.

We are working towards a world where women's rights are respected and protected, where women's work is valued and our natural environment is protected for generations to come. Our agenda has and always will be driven by the priorities of women on the frontlines of injustice globally, working to address the structural drivers of growing poverty and inequality. This will include:

- Promoting economic justice for women by working to secure just economic policies and more equitable redistribution of resources;
- Advancing climate justice by supporting women most affected by climate change to build resilience and adapt to climate change, while influencing policies that mitigate and reduce its impacts; and
- Securing and protecting women's rights in emergencies by promoting the leadership of women most affected by crisis.

And our approach is one of self-determination, recognising that women on the frontlines of the multiple crises impacting worldwide should be at the forefront of efforts to shift power and build movements that challenge patriarchy and injustice. We recognise that poverty intersects with gender inequality and other forms of discrimination including race, ethnicity, disability, sexual orientation and gender identity, and age – and intersectional² feminism will be at the core of our analysis as we amplify the voices of women in all their diversities.

We are not waiting for change to happen. We're taking it into our own hands. Leveraging the power of communities, consumers, investors, activists,

entrepreneurs, employers, shareholders and philanthropists, we are shifting power and resources to drive justice for women worldwide. And technology is at the centre of this agenda enabling us to shift power to women and accelerate change. It is connecting women across borders, to share resources and expertise, and to ensure appropriate and accessible technologies reach those most in need as a basic human right. It is also amplifying women's voices and ideas by removing the blockages of existing, male dominated power structures that continue to limit women's perspectives. We are championing a revolution that has gender transformation at its heart.

Right now, the women we work with face a crisis that stands to deepen poverty, gender inequality and insecurity on a scale never seen before. This is the time to rise. As a global women's rights organisation working to end poverty and injustice in over 40 countries globally, ActionAid is transforming to be a leading disruptor and innovator in driving social change – our mission demands this. Building on more than 50 years of experience, over the next three years we will work in solidarity with women on the frontlines of injustice, alongside allies and movements in Australia and globally, to drive a global feminist reset that delivers justice for women globally. Will you join us?



1. ActionAid International, *Surviving COVID-19: A women led response*. July 2020. <http://actionaid.org.au/wp-content/uploads/2020/06/GBV-during-COVID-19-Pandemic-Report.pdf>
2. Intersectional feminism examines how gender inequality intersects with other forms of oppression, such as race, class, ethnicity, disability

Strategy 2020-23

Over the next three years, ActionAid will support women's leadership on the frontlines of injustice to drive a better world for women, working alongside allies and movements in Australia and globally.

What does this better world look like? It is a world that cares for people and planet and where women's rights are respected. It is a world that ensures decent work for women and a just trade system; a world where there is adequate public revenue to protect the most vulnerable people and resource public services that reduce women's unpaid work. It is a world where corporations are accountable for upholding human rights and protecting the environment. It is a world that redresses inequality by redistributing wealth through a just global tax system and aid. It is a world that resources those experiencing the worst impacts of climate change yet have done little to create the problem. It is a world where gender equality is a reality everywhere.

We will drive campaigns in Australia that advance a better world for women by working with allies and movements to address the systems and structures that perpetuate injustice. At the same time, we will support the leadership and self-determination³ of women in the communities most impacted globally to drive locally-led solutions and shape a better world, including in the Pacific with an increasing focus on cross-regional collaboration. We will ensure the sustainability of these efforts by nurturing innovation, fostering intergenerational leadership and building a community of changemakers in Australia who are connected with women on the frontlines of injustice and with each other.



Our strategic objectives

Self determination



Strengthen individual and collective power by putting resources and technology in the hands of women on the frontlines of injustice to drive change in their communities

Systems change



Mobilise people power by building a movement that campaigns for more just government policy and corporate practice in Australia and overseas, amplifying women's voices and priorities

Sustainability



Harness economic power by supporting innovation and growing resources and influence for greater impact

3. Defined as women's ability to decide for themselves

Desired impacts by 2023



100,000 women living in poverty and exclusion globally advance their rights and build resilience to crises, with a broader outreach to half a million people in 10 countries.



Power is shifted in favour of diverse Pacific women as they are recognised as equal partners in humanitarian and climate action



A movement of 100,000 Australians campaigns towards a world that cares for people and planet, delivering wins towards economic and climate justice for the world's women

How we will achieve this?

Objective 1: Self Determination



Innovative, integrated & impactful programs

Strategic collaborations and shared value partnerships

Evidence and knowledge building

Objective 2: Systems Change



Intersectional feminist coalition building & existing alliances

Community and digital mobilisation

Policy and advocacy engagement

Objective 3: Sustainability



Maximising existing revenue streams

Innovative partnerships & development of new income streams

Cultivating long term donor relationships (individual, philanthropic, government & corporate)

How we will measure success?

Women's frontline movements with increased power and resources to speak out, making tangible change in policies and practices

By 2023, \$5m in revenue raised to support women on the frontlines through Arise

Technology is integrated into program design and enables women to have increased outreach and impact

Evidence of women's inclusion in decision making and other power shifts demonstrates the impact of our approach

Tangible change achieved in Australian government policy and corporate practice

1-2 core campaigns launched each year on climate and economic justice grounded in voices of the women we work with and codesigned with partners and activists

Coalitions are established or strengthened to increase the influence and impact of campaigns, building on existing relationships and networks

12-15K new changemakers mobilise digitally each year; 5-10% contribute to resourcing collective action; and 15 activist groups are engaged in community organising with a network of 400 people

Growth in revenue for work towards our vision in Australia and overseas

By 2023, 10,000 Australians financially support our work

20% growth in revenue with new income streams contributing to a growing portion of our annual budget

ActionAid has increased public profile⁴ and is considered a trusted charity by Australians



4. Last brand survey undertaken was at 2% public recognition, which serves as a baseline for measuring growth in public profile

Strategic enablers

TECHNOLOGY: Putting technology in the hands of women and using it as an accelerator for change

we will invest in building our internal knowledge and capability and establish new partnerships that will enable us to scale up outreach and impact.

ENGAGEMENT: Using innovative storytelling & digital to connect women across borders, local to global

we will support the women we work with to tell their stories in their own voice and connect them with Australian audiences using digital platforms.

PROFILE: Growing thought leadership and profile as a leading innovator in gender transformative change

we will produce one flagship report each year and use this to grow our public profile, influence and expertise among external and internal target audiences.

DUAL CITIZENSHIP⁵ : Leveraging the federation's resources, expertise and community connections

we will be an active contributor to the federation across the organisation contributing to global impact and quality assurance, as well as benefiting from a larger pool of expertise.

5. Dual citizenship is a term coined by ActionAid International to express the importance within a global federation of working locally and globally towards our purpose



Our organisational culture

The organisational culture we strive to build is one that lives our values:

Intersectional & feminist – We are fierce in our commitment to advancing the rights of all women through advocating for structural change, everywhere, and we seek to build a movement that is inclusive, intergenerational and grounded in the voices of those most impacted by injustice. Towards this end, we will create spaces that engage with all people, whether they define themselves as feminist or not, to learn and join together in creating a world a just, sustainable and equitable world.

Interconnected – We work as one team of staff and volunteers towards a shared vision and a set of common goals; this will require us to co-design projects from the outset, building collective ownership and identifying opportunities across the organisation to work together towards success. It will also require regular checks in to keep us aligned in our thinking, united in our direction and clear on our respective roles and responsibilities across the organisation.

Innovative & agile – We will be bold and dare to take risks, without fear of failure. We will recognise that success lies in harnessing different skills and capabilities along the lifecycle of a project and we will work in agile ways that enable us to achieve our goals and bring the right people together at the right time; 10% of our time across the organisation will be designed to foster innovation, including learning, testing and collaborating with new allies.

Impact-oriented – We will capture our results against the impact and outcomes in this strategy, being data-driven and engaging in ongoing learning and reflection to keep doing better. We will continue to be accountable and transparent internally and externally, as well as share our results so that our supporters can track and monitor progress towards our goals.



Strategy at a glance: Women's Leadership for Global Justice

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VISION A just, equitable and sustainable world where women thrive



**Strategic Focus
2020-23**

We will support **women's leadership** on the frontlines of injustice to drive a better world for all women, alongside allies and movements in Australia, the region and globally

**Strategic
objectives**



Self determination:⁶

Strengthen individual and collective power by putting resources and technology in the hands of women on the frontlines of injustice to drive change in their communities



Systems change:

Mobilise political power by building a movement that campaigns for more just government policy and corporate practice, amplifying women's voices and priorities



Sustainability:

Harness economic power by supporting innovation and growing resources and influence for greater impact



**Strategic
enablers**

- Technology:** Putting technology in the hands of women and using it as an accelerator for change
- Engagement:** Using innovative storytelling & digital to connect women across borders, local to global
- Profile:** Growing thought leadership and profile as a leading innovator in gender transformative change
- Dual citizenship:** Leveraging the federation's resources, expertise and community connections

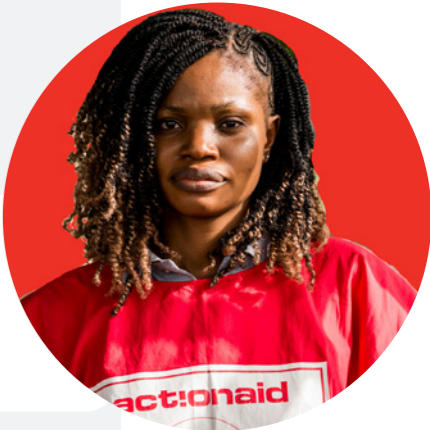


**Desired
impacts
by 2023**

- 100,000 women living in poverty and exclusion globally advance their rights and build resilience to crises in 10 countries
- Power is shifted in favour of diverse Pacific women as they are recognized as equal partners in humanitarian and climate action
- A movement of 100,000 Australians campaigns towards a world that cares for people and planet, delivering wins towards economic and climate justice for the world's women

**Success
measures**

- Women's frontline movements with increased power and resources to speak out, making tangible change in policies and practices
- Tangible change in Australian government policy and corporate practice
- Growth in revenue for work towards our vision in Australia and overseas



**Organisational
culture**

Intersectional & feminist – Innovative & agile – Interconnected – Impact-oriented

6. Defined as women's ability to decide for themselves

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