

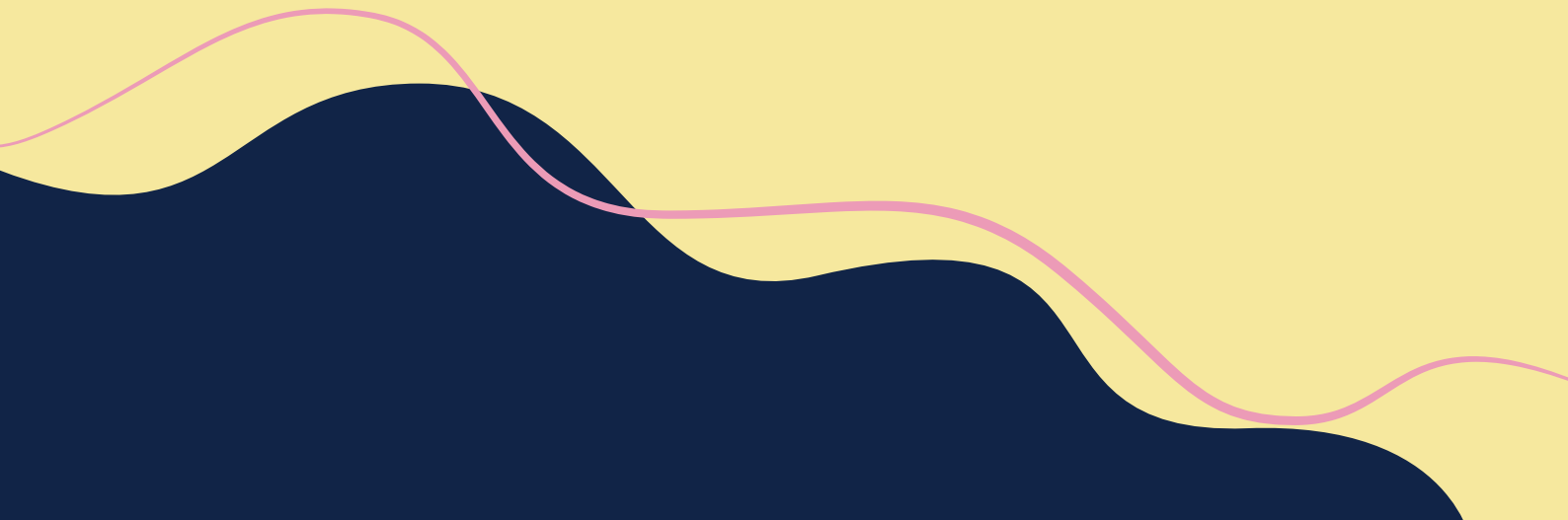


THE ONE WOMAN PROJECT

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# **STRATEGIC PLAN**

## **2020-2025**





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## EXECUTIVE SUMMARY

The purpose of this five-year strategic plan is to:

- Specify the vision, mission and goals of the One Woman Project;
- Target spending in accordance with organisational values;
- Clarify the feminist practices, realities and futures of the organisation;
- Enhance the monitoring and evaluation processes within the organisation; and
- Streamline activities, events and programs in order to increase effectiveness, reach and impact.

This strategic plan will outline the goals and priorities of the One Woman Project from 2020-2025.

Portfolio	Goals
<b>Organisational development and leadership</b>	<ul style="list-style-type: none"> <li>• The development of the One Woman Project as a thought-leader in the feminist movement in Australia;</li> <li>• The growth of diversity, intersectionality and inclusivity within the leadership of the One Woman Project; and</li> <li>• The development of structured succession planning within the organisation.</li> </ul>
<b>People and Culture</b>	<ul style="list-style-type: none"> <li>• Update and implementation of policy;</li> <li>• Development of training resources and activities; and</li> <li>• Growth of the People and Culture team.</li> </ul>
<b>Marketing and Branding</b>	<ul style="list-style-type: none"> <li>• Increase consistency and recognition of One Woman Project branding;</li> <li>• Develop a suite of visuals and content strategy; and</li> <li>• Design merchandise and downloadable designs.</li> </ul>
<b>Education and Curriculum</b>	<ul style="list-style-type: none"> <li>• Growth and expansion of the Education team; and</li> <li>• Growth and expansion of educational programs.</li> </ul>
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>• Development and strengthening of internal policy, culture and literacy;</li> <li>• Growth of pro bono and financial support; and</li> <li>• Growth and expansion of corporate educational programs.</li> </ul>
<b>Online Engagement and Campaigns</b>	<ul style="list-style-type: none"> <li>• Growth and expansion of reach and engagement; and</li> <li>• Increased publication of e-books.</li> </ul>
<b>Engagement and Outreach</b>	<ul style="list-style-type: none"> <li>• Growth and development of the Brisbane Feminist Festival, and local engagement and outreach events; and</li> <li>• Utilisation of feminist engagement and outreach events to inspire, upskill, educate and drive members of the feminist community to take tangible action against structural gender inequality.</li> </ul>

# VISION, MISSION AND VALUES

## Mission Statement

We believe that the first step to ending global gender inequality is to educate and upskill our young people to tackle it in their own local, national and international communities.

## Vision Statement

We are driven to achieve global gender equality for all, within our lifetimes.

## Values

### EQUALITY

We believe in equality, but we also understand the importance of intersectionality, inclusivity and accessibility within the movement, and consider this in all that we do.

### ACTION

We are action-orientated and we get work done. We take initiative, learn from our mistakes and we lead by example. We take action to create change.

### PASSION

We are passionate about feminism and gender equality, and are excited to shape the future of the feminist movement. We undertake all the work we do with enthusiasm, action and passion.

### CONTINUOUS IMPROVEMENT

We strive to continually improve. We embrace feedback and understand that continuous learning is part of the feminist journey.

### PERSISTENCE

We do not back down at the first challenge. Using our creativity and innovation, we workshop solutions and persist. We are eager to educate and support all on their feminist journey.

### ACCOUNTABILITY

We are accountable and responsible for the work we do and aim to ensure it is high quality, intersectional, accessible and inclusive.

### SELF-CARE AND CARE FOR OTHERS

We exercise self-care and encourage others to do the same. We are empathetic towards others and their circumstances.

### COLLABORATION

We respect those we engage with and trust our team, our speakers, our guests and our partners to execute their roles in line with our values.

## Beliefs

### INTERSECTIONALITY

We are an intersectional feminist organisation in all that we do (from our events through to our recruitment).

### STRUCTURAL CHANGE

We acknowledge that societal change cannot come without structural change, and an individual can only do so much against structural barriers. We fight against such structural barriers as colonialism, sexism, racism and capitalism, amongst others.

### COLONIALISM

The One Woman Project is based on stolen Indigenous land and all feminist work from this place must work against the ongoing structures of settler colonialism. Globally, the feminist movement must be anti-colonialist and not participating in or promoting white saviourism.

### LGBTIQA+

Feminist work must be anti-homophobic, anti-biphobic, anti-transphobic and anti-heteronormative. The fight for rights for the LGBTIQA+ community is an essential part of the feminist agenda.

### TRANS RIGHTS

We unequivocally fight for the rights of trans folk who are an essential part of the feminist movement. We do not tolerate any practices which exclude trans women, trans men, intersex or non-binary/gender-fluid folk.

### SEX WORK

We are a sex worker inclusionary organisation. Sex work is work and feminists must fight for decriminalisation of sex work and the right for safe workplaces for sex workers.

### DISABILITY RIGHTS

The feminist movement must be accessible, and fight for accessibility. Disabled people and people with a disability must be actively included in feminist work, and we must recognise the ongoing contributions of these activists.

### RACISM

Feminism must be anti-racist and actively fighting against white supremacy. It must always prioritise the voices and needs of women and folk of colour, particularly First Nations people, who are founders of feminism and continue to be leaders in our movement.

### RELIGION

We welcome and support people of all religious backgrounds. Where religion has been used as a tool of patriarchy we support the disruption of anti-feminist interpretations.

### ABORTION

We are pro-choice. Abortion is a form of healthcare that should be free and accessible for all people of all genders.

### MEN

Men can be feminists, however their actions must be informed by an acknowledgement of privilege and a commitment to using their access to support pro-feminist social and structural change. Furthermore, not all men are cisgender and men can have diverse lived experiences they bring to the feminist movement.

### ABOLITION

We are abolitionist feminists meaning that we desire a world beyond prisons, punishment and incarceration. We commit to working towards a world in with strong communities, which are built upon the pillars of gender, racial and social justice.

### ENVIRONMENTAL JUSTICE

The principles of feminism instruct that we must fight for climate justice. In fighting for action on climate change, the voices and needs of those most greatly affected by ecological crisis must be prioritised.

*We acknowledge that we have inherited these principles and values from a history of other feminists and marginalised folk, whose work is rarely properly acknowledged.*

## ORGANISATIONAL ASSESSMENT

We believe that the first step to ending global gender inequality is to educate and upskill our young people to tackle it in their own local, national and international communities. We undertake this through our educational seminar series, engagement and outreach events, in-school workshops, festivals, public awareness campaigns and Rural Roadtrips. We are a youth-led, nonprofit organisation passionate about achieving global gender equality for all, in our lifetimes.

After reaching five years of operations under the vision above, a reviewed organisational assessment has been performed.



## Community Need

*From our external analysis, community need for the work of the One Woman Project has continued to be identified:*

- There is a demonstrated lack of understanding, knowledge and action on the continuance of damaging gender roles and stereotypes, and the impact these have on the lifelong outcomes of young people;
- There are significant gendered discrepancies between men, women and gender non-conforming/non-binary individuals across Australia's industries, politics, economics, community and society, with this inequality exacerbated by race, disability, sexuality, religion, geographic location, education, gender identity and more;
- There is a sense of powerlessness on how to take action on gendered inequality through the broader Australian feminist community;
- Research demonstrates that violence against women, girls, trans men and women, and non-binary/gender non-conforming folk is an epidemic in Australia, with greater impacts felt by First Nations communities, people of colour, and people with a disability; and
- There is need for the cultivation of an inclusive, progressive and active feminist community in Australia.

*The programs and activities delivered by the One Woman Project address this need through:*

- Providing quality offline (through in-school workshops and seminars) and online (through blog and social media engagement) education on gender roles and stereotypes, and how these can be addressed at individual, policy, structural and societal levels;
- Providing opportunities (through seminars, events and online platforms) for discussion about, connection over and taking action on the intersectional gender inequalities across Australian society;
- Providing various platforms of education (seminars, events, festivals, e-books and online content) detailing tangible opportunities to take action on structural and societal gender inequality through an intersectional feminist perspective;
- Providing in-school educational programs aimed at addressing the root causes of violence and sexual violence, and providing access to support services for those impacted; and
- Providing opportunities for young people to be upskilled, take action and create impact in the movement towards gender equality in their own community through educational programs, events and volunteering.

*In the broader, global context, the work of the One Woman Project continues to be aligned with the United Nations Sustainable Development Goals. In particular:*

### **Goal 3: Good Health and Wellbeing**

- 3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including family planning, information and education, and the integration of reproductive health into national strategies and programmes.

### **Goal 4: Quality Education**

- 4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship, and appreciation of cultural diversity and of culture's contribution to sustainable development.

### **Goal 5: Gender Equality**

- 5.1 End all forms of discrimination against women and girls everywhere.
- 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking, and sexual and other types of exploitation.
- 5.4 Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies, and the promotion of shared responsibility within the household and the family as nationally appropriate.
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- 5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

### **Goal 8: Decent Work and Economic Growth**

- 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular, women migrants, and those in precarious employment.

### **Goal 10: Reduced Inequalities**

- 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, [gender], disability, race, ethnicity, origin, religion or economic or other status.
- 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices, and promoting appropriate legislation, policies and action in this regard.

### **Goal 13: Climate Action**

- 13.B Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalised communities.



## SWOT Analysis

From our internal analysis (SWOT analysis), we identified the following strengths, weaknesses, opportunities and challenges (threats):

	Positive	Negative
<b>Internal</b>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Lean operations</li> <li>• Not risk-adverse and able to take on projects larger organisations cannot</li> <li>• Young and energetic team</li> <li>• Passionate volunteer base</li> <li>• Only organisation providing these educational activities/events</li> <li>• Valuable events and services provided to the community</li> <li>• Clear vision and existing history in community</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of paid staff, resulting in limited organisational capacity</li> <li>• Lack of ongoing monitoring and evaluation of programs to determining effectiveness</li> <li>• Turnover of volunteers due to competing priorities</li> <li>• Financial considerations</li> <li>• Small volunteer base</li> <li>• Volunteer burnout</li> <li>• Low communication externally</li> </ul>
<b>External</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Positive brand reputation within the local community</li> <li>• Renewed focus on feminist issues at a government level</li> <li>• Increased partnership opportunities with primary, secondary and tertiary educational institutions</li> <li>• Opportunities for growth and development in the advocacy space</li> <li>• Growth of the organisation as a thought-leader in the gender equality sector</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Societal opposition to progressive feminism</li> <li>• The growth of both anti-feminist movements and non-progressive ‘feminist’ movements</li> <li>• Lack of interest in progressing gender equality</li> <li>• Decrease in funding opportunities for nonprofits</li> <li>• Lack of broader media interest in activities</li> <li>• Difficulty in measuring long-term impact of certain programs</li> <li>• Cash flow/external costs</li> </ul>

## Strategic Risk Analysis

*From our external strategic risk analysis, we identified the following trends that might effect the organisation:*

### Political trends:

- Change in government policies on grant opportunities for advocacy organisations;
- Harsher penalties for advocacy organisations engaged in actions of direct disruption and protest;
- Political dismissal of and inaction on issues of gender inequality in Australia;
- Reduced government support (financial, in-kind, reputational and leadership) for small, nonprofit organisations and/or organisations dedicated to gender equality;
- Political support (financial, in-kind, reputational and leadership) of organisations, movements, individuals and activities contrary to the movement towards gender equality; and
- Policy and legislative change contrary to gender equality.

### Economic trends

- Changes in the economic climate resulting in inability of young people to provide volunteering services to organisations;
- Decrease in non-government funding sources to nonprofit organisations;
- Decreased ability of educational institutions to pay for educational programs;
- Lower rate of return on interest in large banking corporations; and
- Decreased ability for members of the broader public to pay for and attend events, festivals and educational programs.

### Societal trends

- Significant societal, cultural and political backlash against feminism;
- Violence, anger and discontent shown towards feminist activists impacting safety, security and health;
- Disinterest and/or apathy towards the movement towards global gender equality; and
- Societal, cultural and political acceptance of attitudes, beliefs, behaviours, policies and actions contrary to global gender equality.



# STRATEGIC PLAN

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The 2020-2025 Strategic Plan of the One Woman Project comprises of key initiatives within the following portfolios:

## **Organisational Development and Leadership**

### **People and Culture**

### **Marketing and Branding**

### **Education and Curriculum**

### **Partnerships**

### **Online Engagement and Campaigns**

### **Engagement and Outreach**

Each portfolio considers its goals, implementation, and monitoring and evaluation in its strategic direction.

## **Organisational Development and Leadership**

Organisational development and leadership encompasses the internal strategic direction and external actions of the One Woman Project as an organisation. This includes:

- Institutional, structural and societal change and advocacy goals;
- Internal cultural indicators promoting structural change and growth;
- Actions directed towards organisational growth and development; and
- Leadership and succession planning.

### **Goals and Implementation**

For the next five years, three key goals have been developed for organisational development and leadership:

- The development of the One Woman Project as a thought-leader in the feminist movement in Australia;
- The growth of diversity, intersectionality and inclusivity within the leadership of the One Woman Project; and
- The development of structured succession planning within the organisation.

Year	Implementation	Overarching Goal
<p><b>One</b></p>	<ul style="list-style-type: none"> <li>• The design and development of a strategic media and communications plan aiming to position the organisation as a feminist thought-leader;</li> <li>• The design and development of a structured internal succession planning process aimed at recruiting, training, developing and supporting team members into leadership positions;</li> <li>• Critical analysis by external consultants on gaps in diversity and inclusion in organisational recruitment, leadership, promotion and management (with focus on gender identity, race, disability, sexuality, education, rurality, cultural and linguistic diversity, and nonprofit experience);</li> <li>• Critical analysis of power dynamics, safe-space cultivation and leadership hierarchy by external consultants;</li> <li>• Completing an organisational equity audit; and</li> <li>• Development of a feedback-driven, feminist-focused, internal culture devoted to sharing knowledge, insight and opinions.</li> </ul>	<p>Organisational growth, development and quality improvement of the organisation.</p>
<p><b>Three</b></p>	<ul style="list-style-type: none"> <li>• The publication of a suite of resources supporting the development, growth, resourcing and organising of feminist organisations;</li> <li>• The development of a suite of training, resources and procedures to enable and encourage succession planning within all aspects of the organisation;</li> <li>• Recruitment, promotion, development and training of a diverse, inclusive and intersectional team prioritising the lived experiences of volunteers in shaping their roles (with a demonstrated commitment to ceding power and leadership roles to First Nations folk, culturally and linguistically diverse individuals, and people of colour); and</li> <li>• Design, development and delivery of organisational caucus' focused on anti-racism and dismantling internalised misogyny, in addition to supporting people of colour, people with a disability, CALD individuals, LGBTIQ+ individuals and First Nations team members.</li> </ul>	<p>Organisational growth, development and quality improvement of the organisation.</p>
<p><b>Five</b></p>	<ul style="list-style-type: none"> <li>• The design of training resources supporting the growth and development of intersectional feminist activists; and</li> <li>• Complete an organisational equity audit and personnel gap analysis.</li> </ul>	<p>Organisational growth, development and quality improvement of the organisation.</p>

Monitoring and Evaluation Framework

Year	Implementation Activity	Measurement	Timeliness of Measurement	Responsibility
One	The design and development of a strategic media and communications plan aiming to position the organisation as a feminist thought-leader.	Development of strategic media and communications plan.	Measured once achieved	National Director Board of Directors
	The design and development of a structured internal succession planning process aimed at recruiting, training, developing and supporting team members into leadership positions.	Development of a succession planning process.	Measured once achieved	National Director Board of Directors
	Critical analysis by external consultants on gaps in diversity and inclusion in organisational recruitment, leadership, promotion and management (with focus on gender identity, race, disability, sexuality, education, rurality, cultural and linguistic diversity, and nonprofit experience).	External consultants measure gaps in: <ul style="list-style-type: none"> <li>• Recruitment;</li> <li>• Promotion;</li> <li>• Induction;</li> <li>• Training;</li> <li>• Leadership and development;</li> <li>• Feedback processes;</li> <li>• Grievance processes; and</li> <li>• Media, marketing and communications.</li> </ul>	Annually	National Director External consultants
Five	The design of training resources supporting the growth and development of intersectional feminist activists.	Development of four training resources (online, with offline workshops) designed to support the growth and development of intersectional feminist activists.	Quarterly	National Director Board of Directors
	Complete an organisational equity audit and personnel gap analysis.	External consultants to undertake organisational equity audit.	Annually	External consultants

Monitoring and Evaluation Framework Continued

One	<p>Critical analysis of power dynamics, safe-space cultivation and leadership hierarchy by external consultants.</p>	<p>External consultants measure gaps in:</p> <ul style="list-style-type: none"> <li>• Recruitment;</li> <li>• Promotion;</li> <li>• Induction;</li> <li>• Training;</li> <li>• Leadership and development;</li> <li>• Feedback processes;</li> <li>• Grievance processes; and</li> <li>• Media, marketing and communications.</li> </ul>	Annually	<p>National Director</p> <p>External consultants</p>
	<p>Completing an organisational equity audit.</p>	<p>External consultants to undertake organisational equity audit.</p>	Annually	<p>External consultants</p>
	<p>Development of a feedback-driven, feminist-focused, internal culture devoted to sharing knowledge, insight and opinions</p>	<p>Measurement through:</p> <ul style="list-style-type: none"> <li>• Delivery of four annual feedback driven sessions (two online, two offline) for organisational feedback and involvement; and</li> <li>• 80% of attendees at the feedback sessions believed that their feedback was taken on board and would be actioned;</li> <li>• 80% of attendees found significant value in the feedback sessions.</li> </ul>	Quarterly	<p>National Director</p> <p>Support from the People and Culture team</p>

Monitoring and Evaluation Framework Continued

Three	The publication of a suite of resources supporting the development, growth, resourcing and organising of feminist organisations.	Publication of four resources supporting the development, growth, resourcing and organising of feminist organisations.	Measured once achieved	National Director Board of Directors
	The development of a suite of training, resources and procedures to enable and encourage succession planning within all aspects of the organisation.	Development of four training resources (online, with offline workshops) designed to encourage and enable succession planning.	Quarterly	National Director Board of Directors
	Recruitment, promotion, development and training of a diverse, inclusive and intersectional team prioritising the lived experiences of volunteers in shaping their roles (with a demonstrated commitment to ceding power and leadership roles to First Nations folk, culturally and linguistically diverse individuals, and people of colour).	<p>Measured through:</p> <ul style="list-style-type: none"> <li>• Commitment to 50% of the organisational team identifying as BIPOC;</li> <li>• Commitment to 50% of the National team identifying as BIPOC;</li> <li>• Commitment to 30% of the National team identifying as LGBTIQ+;</li> <li>• Commitment to 30% of the National team identifying as having a disability;</li> <li>• Commitment to 50% of the Board of Directors identifying as BIPOC.</li> </ul>	Quarterly	National Director Board of Directors

Monitoring and Evaluation Framework Continued

<p><b>Three</b></p>	<p>Design, development and delivery of organisational caucus' focused on anti-racism and dismantling internalised misogyny, in addition to supporting people of colour, people with a disability, CALD individuals, LGBTIQA+ individuals and First Nations team members.</p>	<p>Design, development and delivery of:</p> <ul style="list-style-type: none"> <li>• Anti-racism caucus;</li> <li>• Caucus to dismantle internalised misogyny;</li> <li>• POC caucus;</li> <li>• First Nations caucus;</li> <li>• CALD caucus;</li> <li>• LGBTIQA+ caucus; and</li> <li>• Caucus for individuals with a disability.</li> </ul>	<p>Measured once achieved</p>	<p>National Director  With support of the People and Culture team</p>
<p><b>Five</b></p>	<p>The design of training resources supporting the growth and development of intersectional feminist activists.</p>	<p>Development of four training resources (online, with offline workshops) designed to support the growth and development of intersectional feminist activists.</p>	<p>Quarterly</p>	<p>National Director  Board of Directors</p>
	<p>Complete an organisational equity audit and personnel gap analysis.</p>	<p>External consultants to undertake organisational equity audit.</p>	<p>Annually</p>	<p>External consultants</p>



## People and Culture

The People and Culture portfolio exists to manage the human resources of the organisation, including:

- Recruitment and induction of volunteers;
- Coordination of professional development opportunities;
- Holding bi-annual performance reviews;
- Managing volunteer grievances;
- Developing and implementing human resources policy and procedures; and
- Delivering volunteer reward and recognition activities.

The portfolio aims to develop one of Australia’s best volunteer programs, providing meaningful, rewarding and impactful experiences to the team.

### Goals and Implementation

For the next five years, three key goals have been developed for the People and Culture portfolio:

- Update and implementation of policy;
- Development of training resources and activities; and
- Growth of the People and Culture team.

	Implementation	Overarching Goal
<b>One</b>	<ul style="list-style-type: none"> <li>• Streamline the volunteer recruitment process;</li> <li>• Revamp induction documents and resources;</li> <li>• Update Volunteer Code of Conduct; and</li> <li>• Recruit and manage a team of People and Culture volunteers in Queensland and Victoria.</li> </ul>	For every new volunteer to smoothly integrate into the organisation and their role.
<b>Three</b>	<ul style="list-style-type: none"> <li>• To develop a suite of welcome and training resources available for volunteers online;</li> <li>• To fully streamline and integrate each stage of the Volunteer Life Cycle;</li> <li>• To develop a centralised database of volunteer feedback and performance information;</li> <li>• To manage a team of People and Culture volunteers across three states/territories; and</li> <li>• To organise one whole team training retreat annually.</li> </ul>	For every volunteer to be equipped with the upskilling opportunities, team building opportunities, and resources they need to perform their roles in the organisation.
<b>Five</b>	<ul style="list-style-type: none"> <li>• To manage a team of people and culture volunteers in every State and Territory in Australia.</li> </ul>	For every volunteer to have a fully structured and seamless experience with OWP; every volunteer enters OWP knowing exactly what their role is, what support is available, what their goals are, and how OWP works, and leave knowing that they achieved those goals and gained relevant personal and professional experience.

### Monitoring and Evaluation Framework

Year	Implementation Activity	Measurement	Timeliness of Measurement	Responsibility
One	To streamline the volunteer recruitment process.	Measure the number of steps and approximate time it takes to receive, review and decide upon an application in the new system against the current amount.	Review suitability of recruitment process annually.	People and Culture team
	To revamp induction documents and resources.	To have only two centralised locations for induction materials: a volunteer welcome and induction pack, and an online portal.	Review suitability of induction materials every 6 months.	People and Culture team
	To update Volunteer Code of Conduct.	New Volunteer Code of Conduct that includes OWP internal and external-facing values and expectations of conduct. Removal of old information.	Review suitability of Volunteer Code of Conduct annually.	People and Culture team
	To recruit and manage a team of People and Culture volunteers in Victoria and Queensland.	Measure the number of volunteers and locations of the People and Culture team.	Goal will not need to be measured once it is achieved.	People and Culture team
Three	To create a full suite of welcome and training resources available for OWP volunteers online.	Number of training videos uploaded – 5 training videos, 3 OWP welcome videos.	Review of training materials and addition of new materials every 6 months or when needed.	People and Culture team
	To fully streamline and integrate each stage of the Volunteer Life Cycle.	Extend “getting started checklist” to checklist for full volunteer journey.	Review suitability of checklist annually.	People and Culture team
	To have a centralised database of volunteer feedback and performance review info.	To have a centralised database of volunteer feedback and performance review info.	Review suitability of database every 6 months.	People and Culture team
	To manage a team of People and Culture volunteers across three states/territories and to organise one whole team training retreat annually.	Measure the number of volunteers and locations of the P&C team.	Goal will not need to be measured once it is achieved.	People and Culture team
Five	To manage a team of people and culture volunteers in every State and Territory in Australia.	Measure the number of volunteers and locations of the P&C team.	Goal will not need to be measured once it is achieved.	People and Culture team

## Marketing and Branding

The Marketing and Branding portfolio exists to design and implement on-brand, engaging and impactful marketing materials to grow the brand recognition, understanding and reach of the One Woman Project. This is undertaken through:

- Designing marketing assets and collateral as required;
- Reviewing existing marketing assets and collateral for consistency; and
- Regular reflection on target audience to ensure maximum impact of collateral.

The portfolio aims to strengthen the brand identity of the One Woman Project both in the nonprofit and broader community, through high quality marketing materials that stand out and highlight the organisational mission.

### Goals and Implementation

For the next five years, three key goals have been developed for the Marketing and Branding portfolio:

- Increase consistency and recognition of One Woman Project branding;
- Develop a suite of visuals and content strategy; and
- Design merchandise and downloadable designs.

	Implementation	Overarching Goal
<b>One</b>	<ul style="list-style-type: none"> <li>• Review and update all design material to ensure consistency;</li> <li>• Increase engagement and recognition of the organisation as a result of interesting, on-brand and eye-catching designs.</li> </ul>	Reach more than 1 000 additional people in social media engagement, event attendance and/or website visits.
<b>Three</b>	<ul style="list-style-type: none"> <li>• To increase the relevancy of visual materials to target audience, in order to enforce the organisational mission;</li> <li>• To develop a suite of visuals (illustrations, designs and relevant imagery) that can be used to further brand recognition and create unique features and promotions; and</li> <li>• Create a content strategy.</li> </ul>	Reach more than 2 500 additional people in social media engagement, event attendance and/or website visits.
<b>Five</b>	<ul style="list-style-type: none"> <li>• Design free downloadable designs for the community to share; and</li> <li>• Design branded merchandise for purchase.</li> </ul>	Reach more than 4 000 additional people in social media engagement, event attendance and/or website visits, and 150 customers through merchandise sales.

### Monitoring and Evaluation Framework

Year	Implementation Activity	Measurement	Timeliness of Measurement	Responsibility
One	Create stand-out, on-brand marketing materials to attract greater community engagement.	Through social media analytics and event attendance: <ul style="list-style-type: none"> <li>30% of viewers of collateral are positively influenced to attend/consider attending the event;</li> <li>80% of viewers gain significant trust in the organisation to produce quality events.</li> </ul>	As per event/campaign through pre- and post-event surveys.	Marketing and Branding team
Three	Development of a suite of visuals and collateral (eg: EDMs, ebooks, blog, take-home products).	Through downloads and purchases in the online shop, visits to website, following on social media. <ul style="list-style-type: none"> <li>10% increase in brand recognition by audience.</li> </ul>	Biannually	Marketing and Branding team
Five	Development of merchandise and promotions.	Through purchases in the online shop, visits to website, following on social media. <ul style="list-style-type: none"> <li>30% increase in brand recognition by audience.</li> </ul>	Biannually	Marketing and Branding team

## Education and Curriculum

The Education and Curriculum portfolio exists to deliver educational programs for young people that develop an understanding of gender equity. This is done through:

- An educational seminar series;
- In-School workshops;
- Ambassador Program; and
- Rural Roadtrips.

The portfolio aims to become the go-to provider of community-based education programs across Australia, in order to achieve the goal of promoting and developing gender equity across the country.

### Goals and Implementation

For the next five years, two key goals have been developed for the Education and Curriculum portfolio:

- Growth and expansion of the Education team; and
- Growth and expansion of educational programs.

	Implementation	Overarching Goal
<b>One</b>	<ul style="list-style-type: none"> <li>• To recruit a complete facilitation team (six volunteers) for Queensland;</li> <li>• Host two annual Seminar Series' in both Queensland and Victoria;</li> <li>• Modification of the Ambassador Program to ensure sustained, long-term engagement; and</li> <li>• Deliver one Rural Roadtrip in Queensland.</li> </ul>	Reach 1 000 young people with quality educational programs.
<b>Three</b>	<ul style="list-style-type: none"> <li>• To recruit a complete facilitation team (six volunteers) in Victoria;</li> <li>• Development and piloting of the Victoria In-School Workshop program;</li> <li>• Host two annual Seminar Series' in both Queensland and Victoria;</li> <li>• Expansion of the educational programs into an additional state/territory.</li> </ul>	Reach 3 000 young people with quality educational programs.
<b>Five</b>	<ul style="list-style-type: none"> <li>• Expansion of the educational programs into three states/territories across Australia.</li> </ul>	Reach 5 000 young people with quality educational programs.

Monitoring and Evaluation Framework

Year	Implementation Activity	Measurement	Timeliness of Measurement	Responsibility
One	Recruit a complete facilitation team in Queensland.	Personnel measurement.	Biannually	People and Culture team
	Host two annual Seminar Series' in both Queensland and Victoria.	Evaluate through: <ul style="list-style-type: none"> <li>85% of participants are satisfied with the quality of the Seminar Series';</li> <li>85% of participants have gained knowledge from the Series';</li> <li>85% of participants believe they will use this knowledge to take action in their communities.</li> </ul>	Pre- and post-surveys at each Seminar Series.	Education and Curriculum team
	Modification of Ambassador Program to enable sustained, long-term engagement.	Ongoing attendance of at least 45% of participants.	Ongoing	Education and Curriculum team
	Deliver one Rural Roadtrip in Queensland.	Evaluate through: <ul style="list-style-type: none"> <li>85% of participants are satisfied with the quality of the Workshops';</li> <li>85% of participants have gained knowledge;</li> <li>85% of participants believe they will use this knowledge to take action in their communities.</li> </ul>	Pre- and post-surveys.	Education and Curriculum team

Monitoring and Evaluation Framework Continued

<b>Three</b>	Recruit a complete facilitation team in Victoria.	Personnel measurement.	Biannually	Education and Curriculum team
	Development and piloting of the Victoria In-School Workshop program.	Evaluate through: <ul style="list-style-type: none"> <li>85% of participants are satisfied with the quality of the Workshops’;</li> <li>85% of participants have gained knowledge;</li> <li>85% of participants believe they will use this knowledge to take action in their communities.</li> </ul>	Pre- and post-surveys.	Education and Curriculum team
	Host two annual Seminar Series’ in both Queensland and Victoria.	Evaluate through: <ul style="list-style-type: none"> <li>85% of participants are satisfied with the quality of the Seminar Series’;</li> <li>85% of participants have gained knowledge from the Series’;</li> <li>85% of participants believe they will use this knowledge to take action in their communities.</li> </ul>	Pre- and post-surveys at each Seminar Series.	Education and Curriculum team
	Expansion of educational programs into an additional state/territory.	Personnel measurement.	Biannually	Education and Curriculum team
<b>Five</b>	Expansion of educational programs into three states/territories.	Personnel measurement.	Biannually	Education and Curriculum team

## Partnerships

The Partnerships portfolio exists to facilitate the transition of the One Woman Project to an organisation that can attract and secure funds from corporate and philanthropic sources, and has workshop offerings that are competitive to the corporate environment. This will be achieved through:

- Transition of the organisation to a Company Limited by Guarantee;
- Development of professionalism guidelines;
- Strengthening of internal culture;
- Increase of financial and business literacy amongst volunteer base;
- Development and implementation of an International Women’s Day (IWD) corporate strategy;

- Development and increase of presence on LinkedIn;
- Attract and secure financial and pro bono sponsorship; and
- Organise and deliver workshops to corporate audiences for a commensurate fee.

### Goals and Implementation

For the next five years, three key goals have been developed for the Partnerships portfolio:

- Development and strengthening of internal policy, culture and literacy;
- Growth of pro bono and financial support; and
- Growth and expansion of corporate educational programs.

	Implementation	Overarching Goal
One	<ul style="list-style-type: none"> <li>• Transition to a Company Limited by Guarantee;</li> <li>• Ensure all volunteers are consistently operating within the professionalism guidelines;</li> <li>• Strengthen the internal organisational culture to ensure all volunteers feel connected to the One Woman Project community, interpersonal conflict is minimised, and where conflict arises it is handled appropriately and expeditiously;</li> <li>• All volunteers understand the business and financial needs of the organisation, and the implications of their role;</li> <li>• Development of content to increase presence on LinkedIn;</li> <li>• Development and implementation of an IWD corporate strategy.</li> </ul>	Development and strengthening of internal policy, culture and literacy.
Three	<ul style="list-style-type: none"> <li>• Attract and secure two or more financial and/or pro bono sponsorships annually;</li> <li>• Organise and deliver four workshops/events to corporate audiences for a commensurate fee annually.</li> </ul>	Growth of pro bono and financial support; and growth and expansion of corporate educational programs.
Five	<ul style="list-style-type: none"> <li>• Attract and secure two or more financial and/or pro bono sponsorships annually;</li> <li>• Organise and deliver four workshops/events to corporate audiences for a commensurate fee annually.</li> </ul>	Growth of pro bono and financial support; and growth and expansion of corporate educational programs.

### Required Resources

Required Resources	<ul style="list-style-type: none"> <li>• Approximately \$1,000 for the CLG transition as well as consultation with the leadership team and Board.</li> <li>• Assistance from internal stakeholders to execute website changes.</li> </ul>
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Monitoring and Evaluation Framework

Year	Implementation Activity	Measurement	Timeliness of Measurement	Responsibility
One	To transition the OWP to be a Company Limited by Guarantee, with the accompanying organisational changes, by 31 December 2019.	Yes /No Legal status change	Once	National Director of Partnerships
	For all OWP volunteers to be consistently operating within the professionalism guidelines by the end of financial year 2019-2020	Yes /No	Once	National Director of Partnerships
	To have strengthened the OWP's internal culture by the end of financial year 2019-2020 so that all volunteers feel connected to the OWP community, interpersonal conflict is minimized and where interpersonal conflict arises, it is handled appropriately and expeditiously.	Yes /No	Once	National Director of Partnerships
	For all volunteers to understand the business and financial needs of the OWP, and the implications on their role, by the end of financial year 2019-2020.	Yes /No	Once	National Director of Partnerships
	At the end of financial year 2019-2020, start regularly developing and posting content that increases the OWP's presence on LinkedIn.	Yes /No	Goal will likely become more SMART after some research is done into what is appropriate and appropriate in OWP context	National Director of Partnerships
	To have developed and implemented a corporate IWD strategy by end of calendar year 2020.	Yes /No	Once	National Director of Partnerships
Three	To attract and secure two or more financial and pro bono sponsorships each financial year.	Yes /No	Once	National Director of Partnerships
	To organise and deliver four workshops or events to corporate audiences for a commensurate fee each financial year.	Yes /No	Once	National Director of Partnerships
Five	To attract and secure two or more financial and pro bono sponsorships each financial year.	Yes /No	Once	National Director of Partnerships
	To organise and deliver four workshops or events to corporate audiences for a commensurate fee each financial year.	Yes /No	Once	

## Online Engagement and Campaigns

The Online Engagement and Campaigns portfolio exists to connect to and engage with a wide group of the public and bring their awareness to social issues pertaining to gender. This is achieved through:

- Social media posting and management;
- Delivering online campaigns; and
- Publishing e-books.

The portfolio aims to become the go-to provider for information about feminism and gender equality in Australia.

### Goals and Implementation

For the next five years, two key goals have been developed for the Online Engagement and Campaigns portfolio:

- Growth and expansion of reach and engagement; and
- Increased publication of e-books.

	Implementation	Overarching Goal
<b>One</b>	<ul style="list-style-type: none"> <li>• Increase engagement with all online activities;</li> <li>• Publish one e-book.</li> </ul>	To reach an increased 2 000 people through online engagement.  To sell out all events in advance.
<b>Three</b>	<ul style="list-style-type: none"> <li>• To reach 10 000 followers on Facebook;</li> <li>• To reach 5 000 followers on Instagram; and</li> <li>• To publish three more e-books.</li> </ul>	To reach an increased 5 000 people through online engagement.  To gain a community of engaged followers who take part in discussions on our posts.
<b>Five</b>	<ul style="list-style-type: none"> <li>• To reach 12 000 followers on Facebook;</li> <li>• To reach 7 000 followers on Instagram;</li> <li>• To publish five more e-books; and</li> <li>• To be the go-to provider for feminism and gender equality discussion in Australia.</li> </ul>	To reach an increased 10 000 people through online engagement.  To start planning content and events around what the community is asking for and wants.

**Monitoring and Evaluation Framework**

Year	Implementation Activity	Measurement	Timeliness of Measurement	Responsibility
<b>One</b>	To increase engagement with all online activities.	Engagement numbers on social media.  Clicks on blog posts, e-book downloads and website.	Weekly	National Director of Online Engagement
	Publish one e-book.	45% of readers believe they will make one change in their local, national or international community based on knowledge gained from the e-book.	During campaign period	National Director of Online Engagement
<b>Three</b>	Growth of social media reach (Facebook and Instagram).	Engagement numbers on social media.	Weekly	National Director of Online Engagement
	Publish three e-books.	45% of readers believe they will make one change in their local, national or international community based on knowledge gained from the e-book.	During campaign period	National Director of Online Engagement
<b>Five</b>	Growth of social media reach (Facebook and Instagram).	Engagement numbers on social media.	Weekly	National Director of Online Engagement
	Publish five e-books.	45% of readers believe they will make one change in their local, national or international community based on knowledge gained from the e-book.	During campaign period	National Director of Online Engagement

## Engagement and Outreach

The Engagement and Outreach portfolio exists to expand, broaden, awaken and further the feminist journey of individuals. This is done through:

- Feminist Festivals exploring radical feminist topics;
- Engagement and outreach events designed to challenge feminist perspectives.

The portfolio aims to challenge and expand the feminist horizons of attendees, developing them into more intersectional, inclusive and radical feminists dedicated to pushing for structural, societal change.

### Goals and Implementation

For the next five years, two key goals have been developed for the Engagement and Outreach portfolio:

- Growth and development of the Brisbane Feminist Festival, and local engagement and outreach events; and
- Utilisation of feminist engagement and outreach events to inspire, upskill, educate and drive members of the feminist community to take tangible action against structural gender inequality.

	Implementation	Overarching Goal
<b>One</b>	Growth and development of the Brisbane Feminist Festival into the signature feminist event in Queensland.	Growth and development of the Brisbane Feminist Festival as pivotal to the Queensland feminist journey.
<b>Three</b>	Growth and development of engagement and outreach events to focus on inspiring, upskilling, educating and driving members of the feminist community to take radical, tangible action and advocacy against structural gender inequality.	Development of attendees ability to take tangible action against structural gender inequality.
<b>Five</b>	Growth and development of engagement and outreach events to be a pivotal part of the Australian feminist journey.	Growth and development of attendees ability to take tangible action against structural gender inequality.

Monitoring and Evaluation Framework

Year	Implementation Activity	Measurement	Timeliness of Measurement	Responsibility
One	Growth and development of the Brisbane Feminist Festival into the signature feminist event in Queensland.	Measured by: <ul style="list-style-type: none"> <li>Reach of 250 tickets sold annually;</li> <li>85% of attendees believe they have learnt something from the event;</li> <li>65% of attendees will take what has been learnt and will take action in their communities.</li> </ul>	Annually	National Director of Engagement and Outreach
Three	Growth and development of engagement and outreach events to focus on inspiring, upskilling, educating and driving members of the feminist community to take radical, tangible action and advocacy against structural gender inequality.	Measured by: <ul style="list-style-type: none"> <li>Delivery of four engagement and outreach events annually dedicated to tangible upskilling of the feminist community;</li> <li>85% of attendees believe they have learnt something from the event;</li> <li>65% of attendees will take what has been learnt and will take action in their communities.</li> </ul>	Quarterly	National Director of Engagement and Outreach
Five	Growth and development of engagement and outreach events to be a pivotal part of the Australian feminist journey.	Measured by: <ul style="list-style-type: none"> <li>Delivery of four engagement and outreach events annually dedicated to tangible upskilling of the feminist community;</li> <li>90% of attendees believe they have learnt something from the event;</li> <li>75% of attendees will take what has been learnt and will take action in their communities.</li> </ul>	Quarterly	National Director of Engagement and Outreach

## **FURTHER INFORMATION**

For further information on this strategic plan, please contact  
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