



Five-Year Organisational Vision & Strategy

2021 - 2026



The Equality Institute (EQI) was founded in Naarm (Melbourne, Australia) on Wurundjeri Woi Wurrung Country. We pay our respects to the Traditional Owners of this land and waterways, the Wurundjeri Woi Wurrung people, as well as their elders, past, present, and emerging. We extend this respect to all Indigenous peoples of this continent and its adjacent lands, recognising their cultures as the oldest continuous living cultures in human history. We recognise the deep and enduring spiritual connections and relationship Aboriginal and Torres Strait Islander people have with community, as well as the lands, oceans, waterways, air, and sky. Furthermore, we acknowledge and pay our respects to Indigenous, First Nations people, and other Traditional Custodians of the many lands where EQI works around the world. We acknowledge that the land we live, work, and play on, always was, and always will be, Aboriginal land.

We recognise that violence and suffering are an inextricable part of our country's colonial past and - whether its colonial violence or not - that past still impacts to this day. Australia is built on the stolen lands of hundreds of Aboriginal nations, each with their own rich traditions, languages, and cultures.

We acknowledge that sovereignty was never ceded. EQI recognises that, as non-Indigenous people of this country, we benefit from the ongoing effects of colonisation, including a system that continues to displace, disadvantage, discriminate against, and harm, Aboriginal and Torres Strait Islander people. In light of this history, we also acknowledge the incredible strength, knowledge, skills and lived experiences of Aboriginal and Torres Strait Islander people; it is a resilience that remains unbroken, even after more than 60,000 years.

Here at EQI, we are continuing to build our understanding of the ongoing impacts of colonisation and commit to move forward in ways that contribute to positive change. We commit to Makarrata (a process of truth-telling and restoration, then healing, after a dispute), to acknowledge our collective histories and to listen deeply to Indigenous people's stories and experiences, recognising that their traditional knowledges have been, and continue to be, an invaluable resource that benefits us all. We work – both internally within our organisation and externally with partners – to promote anti-racism and dismantle systems and structures of oppression. We do this knowing it will challenge us and require courage. Acknowledging the need to address systemic power imbalances and unequal power dynamics within partnerships, EQI will strive to work in fair and equal partnership with Indigenous communities and organisations.

Regarding our work and purpose – the prevention of violence against women and girls – we understand that all forms of oppression are interlinked and, we cannot address gender inequality without also addressing racial inequality. We recognise Aboriginal and Torres Strait Islander people, and other Indigenous people around the world, as leaders and knowledge holders in this space. We particularly pay our respects to, and acknowledge, the strong Indigenous women leading this work. Indigenous people's generosity, hope, and ongoing efforts to prevent violence, inspires us. We are committed to listening, learning, and working alongside one another with humility, perseverance, and open hearts and minds. It is our hope that we can be a contributor to a future that is just and free from violence for communities everywhere.

*Please see our Acknowledgement on [page 45](#) for information on how this was developed.

As **The Equality Institute** celebrates our six-year anniversary and embarks on the next five years, it is hard to overstate the significance of the moment we find ourselves in.



We are in the midst of a global pandemic, a climate crisis, a racial justice reckoning and despite significant progress, violence against women and girls remains an epidemic.

I could not be prouder of our team who has continued to work through these incredibly challenging circumstances with compassion, resilience and humour. This experience has highlighted to me that living our values and being driven by intersectional feminist principles is not just a 'nice to have'; it has enabled us to thrive when many organisations have struggled.

Climate change threatens our very existence, and women and Indigenous people are disproportionately impacted. However, they also offer key solutions. The COVID-19 pandemic has shone a light on various inequities in our society, led to a rise in violence against women, and a surge in new and complex forms of abuse. And yet, these unprecedented times offer **an opportunity for a radical reimagining of our world.**

FIVE-YEAR ORGANISATIONAL VISION AND STRATEGY

Over the next five years we will contribute to that reimagining by:

- 1.** Strengthening the prevention of violence against women and girls through ethical and participatory research;
- 2.** Expanding investment in, and scale-up of, evidence-based and feminist-informed strategies to advance gender equality and end violence against women and girls;
- 3.** Inspiring a global feminist conversation and igniting social change;
- 4.** Nurturing stronger and more inclusive organisations, leaders and movements; and
- 5.** Continuing to build a thriving team and impactful feminist organisation.

Someone once described The Equality Institute as the 'couture' of the violence prevention field. I love fashion, so relate to this analogy. We are world-class in our expertise, develop bespoke, tailored solutions, prioritise design and aesthetics, and disrupt the ways things have historically been done.

We are so excited by the next five years and are honoured to walk alongside our fellow activists, communities, and like-minded organisations in this vital work. We will continue to tackle the intersecting issues our world faces with courage, curiosity and joy – to create a world where diversity is celebrated, all people are respected, and power and resources are shared equally.

THE EQUALITY INSTITUTE



The Equality Institute (EQI) is a global feminist agency working to advance gender equality and end violence against women and girls (VAWG).

OUR VISION

is a world in which diversity is celebrated, all people are respected, and power and resources are shared equally.

OUR PURPOSE

is to transform unequal power structures and support violence (VAWG) prevention efforts to thrive in a rapidly changing world – through research, learning, creative communications and policy advocacy.

How we work matters as much as **what** we do.

We are values-driven and underpinned by **feminist principles** in the ways we work and how we conduct ourselves. We actively apply an understanding of **intersectionality** in our work and aim to have diversity reflected in our workforce.

Building a strong foundation

Founded in 2015 by Dr. Emma Fulu, EQI was born from the belief that the prevention of violence against women would benefit from organisations and programmes working with a distinctly intersectional feminist approach.

The Equality Institute is built on a culture of respect, collective care and boundaries, that enables staff to prioritise their well-being and individual needs, alongside work and advocating for social change. Once a little idea to drive big change, EQI has now evolved into an established organisation, grounded in local engagement, while setting a global agenda.

Locally, we deliver direct research, policy and programming work in Australia, Asia and the Pacific, grounded in the lived realities of the communities in our region.

Our strategic and advocacy work takes a global approach, covering every region in the world, and working at the highest levels to influence and improve global funding streams and agendas.

50+ STUDIES

conducted around the world.

THOUSANDS OF

researchers, practitioners and policy makers trained in violence prevention.

100,000+ FOLLOWERS

across our social media [channels](#).

We have conducted over 50 studies around the world, and trained thousands of researchers, practitioners and policy makers to better understand what causes violence against women and girls and how to prevent it. We have grown our online community to over 100,000 followers across social media, creating viral content that has reached up to 3 million people in one post.

We are thought-leaders: sought after to provide strategic advice and effective solutions for local and international NGOs, governments, multilateral institutions and corporates to address one of the most widespread and intractable issues of our time. We have worked with the governments of Australia, Cambodia, and Kazakhstan, UN Women, UNDP, and UNICEF, as well as foundations such as the Bill and Melinda Gates Foundation, and key international partnerships including the Prevention Collaborative and SVRI, to name just a few. We bring together industry trailblazers from a range of fields, including research, humanitarian response, design, media and film to achieve our vision.

OUR INTERSECTIONAL FEMINIST APPROACH TO PREVENTION OF VAWG

A central focus of our work is on the prevention of violence against women and girls, and we take an intersectional feminist approach to all that we do. But what does that actually mean?

What is feminism?

Put simply, feminism is the belief that women and men, girls and boys, and people of diverse gender identities should be treated equally. Currently, that is not the case – we still live in a patriarchal system, which has historically privileged men over women and gender-diverse people. This applies in both public and private life.

Feminism is a movement that challenges gender inequality, prejudice, and discrimination for the benefit of all people. It aims to increase women’s rights, voices, access and opportunities, however, women are not a homogeneous group; not all women around the world face the same realities or the same challenges. Some forms of feminism have been criticised as being exclusionary and not relevant to the diverse experiences of women.¹

This is where intersectionality comes in.

What is intersectionality?

Intersectionality is a term coined in 1989 by Kimberlé Crenshaw, a law professor from the United States, as “a prism for seeing the way in which various forms of inequality often operate together and exacerbate each other.”² Understanding how other forms of inequality and discrimination intersect with gender inequality is necessary to effectively tackle the root causes of violence against women and gender-diverse people. For example, within a patriarchal system, an Indigenous woman living with a disability will experience oppression and discrimination as a woman, as an Indigenous person, as a person with a disability, and as all of those combined.

What is intersectional feminism?

Intersectional feminism recognises that gender inequality is not the only form of inequality we need to tackle to empower women, girls and gender-diverse folks. It recognises that we all have multiple identities, and we need to consider all forms of inequality together, in our quest for social justice.

While intersectionality is based on a theory of oppression, intersectional feminism does not have to focus entirely on negatives or deficits. The diversity of the human experience is beautiful and should be celebrated. There is great strength in the lived experiences of diverse populations. Intersectional feminism supports us to forge bonds between individuals and across movements to create positive change.

Why is violence against women an intersectional feminist issue?

Historically, attempts to understand violence against women have focused on individual men’s use of violence. However, international research now clearly shows that the way gendered relations are structured is key to understanding VAWG.

In addition, ageism, homophobia, racism and ableism contribute to the ways in which people are discriminated against and the types of violence perpetrated against them. For example, rates of violence are higher for certain groups, such as Aboriginal and Torres Strait Islander women³ and women with disabilities⁴, and in certain settings, such as prisons.⁵ Some women, such as migrant

and refugee women⁶, older women, and women living in rural and regional areas⁷, face additional barriers to accessing support and seeking justice. Men who have themselves experienced homophobic violence, fewer economic opportunities and lack of access to education are more likely to perpetrate violence against women, highlighting that individual behaviour is situated within a broader environment of structural inequalities.⁸

A feminist perspective helps us focus on inequality — and the resulting oppression of women and girls — as the root cause of violence.

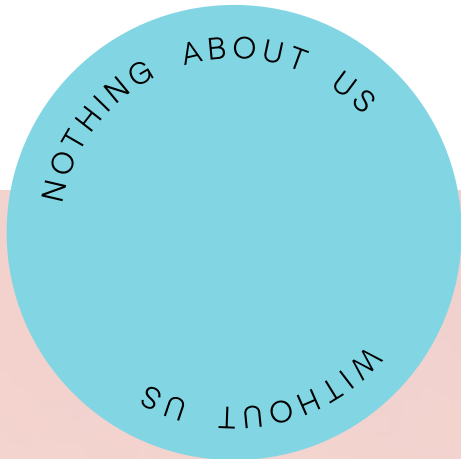
What about masculinities and the role of men and boys in preventing VAWG?

Evidence shows the perpetrators of violence against women are overwhelmingly men.⁹ Furthermore, rigid attachment to models of masculinity that justify and celebrate dominance, heterosexual performance and men’s control of women, drive men’s use of violence against women.¹⁰ So, the prevention of VAWG requires both a structural focus on men and masculinities, and a practical focus on engaging men and boys.

For prevention work with men and boys to be effective, it must actively challenge harmful models of masculinity and oppressive gender norms, structures and practices, while addressing men’s and boys’ distinct needs.¹²

Our approach to the prevention of VAWG

- Stopping violence before it starts requires addressing gender inequality. From an intersectional feminist perspective, we consider how gender inequality intersects with other forms of discrimination and oppression, and build coalitions among different groups working towards social justice.
- We believe that ending VAWG requires all of us – so we work with women and girls, boys and men, gender-diverse folks, communities, policy makers and beyond, to address inequality at all levels.¹³
- Our feminist framework draws attention to the ways in which interpersonal violence is underpinned and exacerbated by structural violence.
- Applying intersectional feminism to practice requires us to centre the experiences of people from diverse backgrounds, recognise our own areas of privilege, and actively work to dismantle multiple systems of oppression. At the same time, it allows us to acknowledge and respect the power and beauty of diversity and difference.
- We don’t speak for people, but use our platforms to elevate voices. We are strengths-based and solutions-focused. We listen deeply and are always learning.





OUR SUPERPOWERS

EQI is only one organisation and we exist within interconnected ecosystems working to promote gender equality and prevent VAWG worldwide.¹ We recognise the vast expertise within our sector and the people who have come before us.

We know that we cannot do this work alone. We focus our efforts where we have something unique to offer, and partner and collaborate with a range of actors across sectors.

We use our superpowers for good!

BESPOKE AND DISRUPTIVE

We are world-class in our expertise, develop bespoke, tailored solutions, prioritise design and aesthetics, and disrupt the ways things have historically been done.

EVIDENCE-BASED AND CREATIVE

We combine the highest calibre research with creative communications, to connect with diverse audiences and translate complex ideas into products that drive real impact.

AGILE AND FLEXIBLE

As a social enterprise with streamlined systems we can act quickly to meet the demands of a rapidly evolving world - contracting and deploying teams efficiently, adapting to the unexpected, and rising to challenges with resilience and confidence.

BRIDGE BUILDERS

As trusted experts with relationships across multiple sectors and diverse institutions, we are uniquely positioned to build bridges to promote coordination and collaboration in the field.

Our values are *active*.
They are not merely slogans
but are embedded into the
structure and operations of
our organisation. We aim
to *live* them in all that we do.



Strive for equality

We challenge

systems of
oppression,
including the
systems which
benefit us.

We foster

a diverse
workplace
where everyone
feels a sense of
belonging.

We hold

each other
accountable
in kind and
productive ways.

We practise

integrity and
empathy when
working with
one another.

Be courageous

We dare

to be different
and take risks
that align with
our vision.

We take

ownership for
communicating
clearly.

We are willing

to sit with
discomfort in
order to serve
the work we do.

We speak

truth to power.

Find the joy

We create

systems that
enable and support
self and collective
care, recognising
that means
different things for
different people.

We bring

a sense of
possibility and
imagination
to our work.

We strive

to lighten
things when
they feel heavy.

We celebrate

our wins and the
wins of others.

Stay curious

We observe

and ask questions
instead of making
assumptions or
judgements to
understand what
is happening and
what is at the root
of any problem.

We adopt

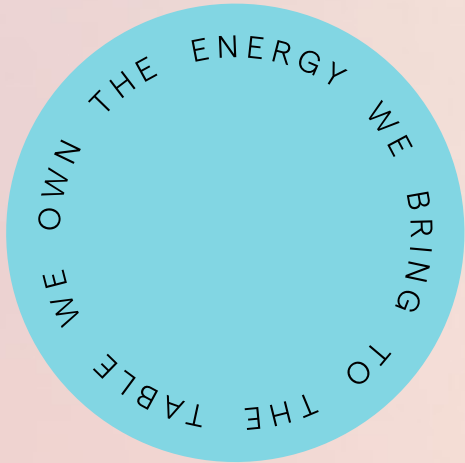
an evidence-based
approach to create
effective change.

We seek

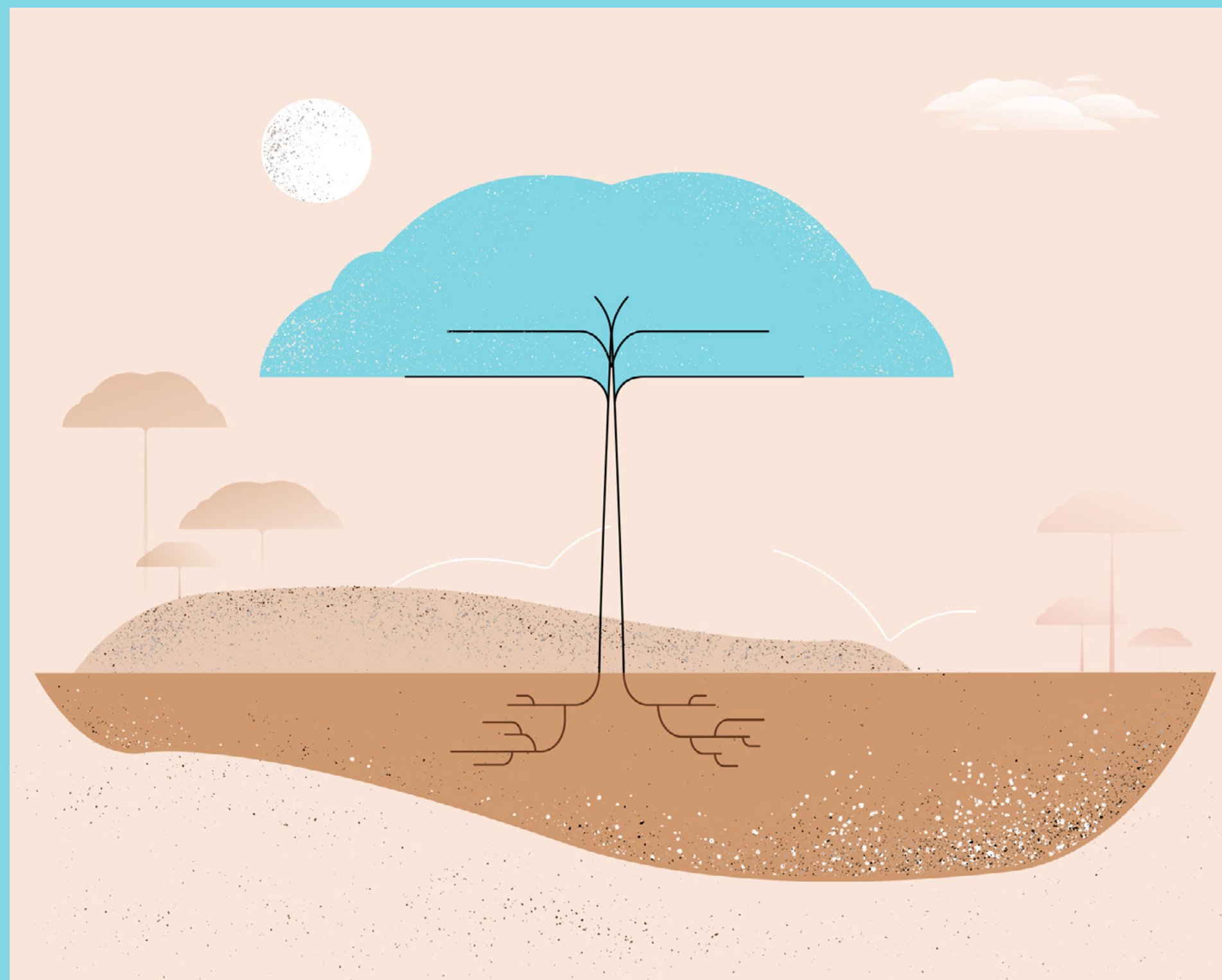
out opportunities
for continuous
learning
and growth.

We look for

creative
solutions instead
of focusing only
on the problem.



OUR THEORY OF CHANGE



EQI's purpose is to transform unequal power structures and support violence prevention efforts to thrive. We do this through addressing gender inequality, harmful social norms and other risk factors for violence against women and girls. At the same time, we focus on addressing existing challenges in the field, identified on [page 22](#).

Applying our organisational values to everything we do, we work alongside partner organisations and feminist and other social justice movements. Our partnerships focus on amplifying the voices and solutions of women and communities who have lived experiences of violence. EQI recognises that the pathways to change will be non-linear and we will face challenges and barriers (such as backlash and resistance), but our ultimate goal will be reached through the sustained commitment and coordinated efforts of all players.

The nature and pace of the social change we seek to drive is impacted by multiple external factors. Some are positive, such as momentum building behind social movements or the voices of ambassadors and survivors resonating strongly with the public. Others can be negative, such as global health crises, humanitarian disasters and climate change induced environmental disasters (e.g. bushfires), and domestic or international conflict. EQI seeks to be adaptive in its approach to capitalise on positive external factors and, as far as possible, mitigate the impact of negative external influences.

Based on our unique strengths, we undertake activities across five broad strategies :

- a) Research & Evaluation
- b) Policy & Advocacy
- c) Creative Communications
- d) Learning & Transformation
- e) Organisational Sustainability & Staff Well-being

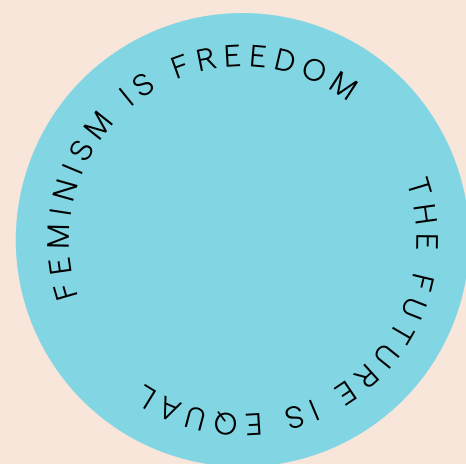
Through this we achieve our goals .

Alongside the efforts of other organisations focused on promoting human rights and equality (anti-racism, LGBTQI-rights, disability advocacy, movements for decolonisation, etc) , the work of EQI contributes to wider social justice outcomes.

See our [animation](#) to learn more.



Thanks to the efforts of women's movements and feminist activists, violence against women and girls is now widely recognised as a fundamental violation of human rights, and a serious development and public health issue.



In 2015, all governments of the United Nations made an ambitious commitment to eliminate VAWG by 2030 (SDG 5.2). [Our research](#) shows that sustainable development cannot be achieved without addressing VAWG, and that addressing VAWG will contribute to achieving multiple outcomes.

We know that violence is preventable.

Locally developed and culturally-informed prevention strategies, alongside quality response services, are seeing real results in addressing violence against women in the complex settings we work in. Governments are beginning to use a whole-of-government approach to address VAWG – a model first established in Australia and being adapted in Fiji and South America. Women's marches, #metoo, #timesup, and #BLM and #sayhername, reflect wider movements in which women's voices are being heard, and systems of oppression are being challenged.

Yet, we are wildly off course in terms of meeting the SDG goal of eliminating VAWG.

Global estimates indicate 35% of women worldwide have experienced physical and/or sexual violence in their lifetime. The Pacific region has some of the highest rates of VAWG in the world with almost 2 out of 3 women subjected to physical or sexual violence in their lifetime. Aboriginal women in the Northern Territory experience the highest rates of domestic, family and sexual violence in the world, in the context of the ongoing violence of colonisation and intergenerational trauma as a result of state violence.¹⁴

1 Inadequate and ineffective funding

Funding for violence prevention remains totally inadequate. In the last five years, less than 0.002 per cent of Official Development Assistance was directed to programs preventing VAWG.¹⁵ There has been a systematic withdrawal of financial support for women's organisations, particularly for women's sexual reproductive health and rights (SRHR), and for the vital political organising and social mobilisation they do.¹⁶

2 A lack of communications expertise and creative collateral

The prevention field is expanding, however, we do not speak with a common voice. There is a lack of communications expertise, and a dearth of creative communications products hampers our efforts to influence decision-makers and empower audiences to act.

3 Limited evidence of what works to prevent VAWG in complex settings and with diverse communities

We have strong evidence of the prevalence, patterns and causes of VAWG and we know more about solutions. Yet, we lack an understanding of how to take relevant efforts to scale, and how to prevent VAWG in high-prevalence settings and among communities who face multiple and intersecting forms of discrimination and oppression.

4 A lack of support for diverse feminist leadership

Ending VAWG is difficult long-term work that requires powerful feminist leaders who are compassionate, purpose-driven, and able to deal with complex systems. Existing and emerging leaders (particularly from the Global South) experience high rates of stress and burnout, inadequate funding and a lack of relevant professional development opportunities - hampering their vital activist, advocacy, research and program work.

5 A limited focus on structural reform and whole-of-government approaches to prevention

The field has seen significant investment in violence prevention programmes, particularly at the individual, family and community level. However, we have seen less focus on structural and institutional level reforms, and strategies to implement prevention at scale.

6 Traditional, outdated learning systems which hinder capacity strengthening

In the context of COVID-19, our ability to strengthen capacity, provide technical support and build community is dependent on online learning and remote mentorship. Many existing resources and tools for gender integration and training are uninspiring, use outdated technology and lack the ongoing community support required to advance advocacy and leadership.



Our five-year strategy directly targets these problems and offers evidence-based, yet inventive, solutions.

Over the next five years we will focus on contributing to five key goals:

1 **Strengthen**

the prevention of violence against women and girls through ethical and participatory research.

2 **Increase**

investment in, and scale-up of, evidence-based and feminist-informed strategies to advance gender equality and end violence against women and girls.

3 **Inspire**

a global feminist conversation and ignite social change.

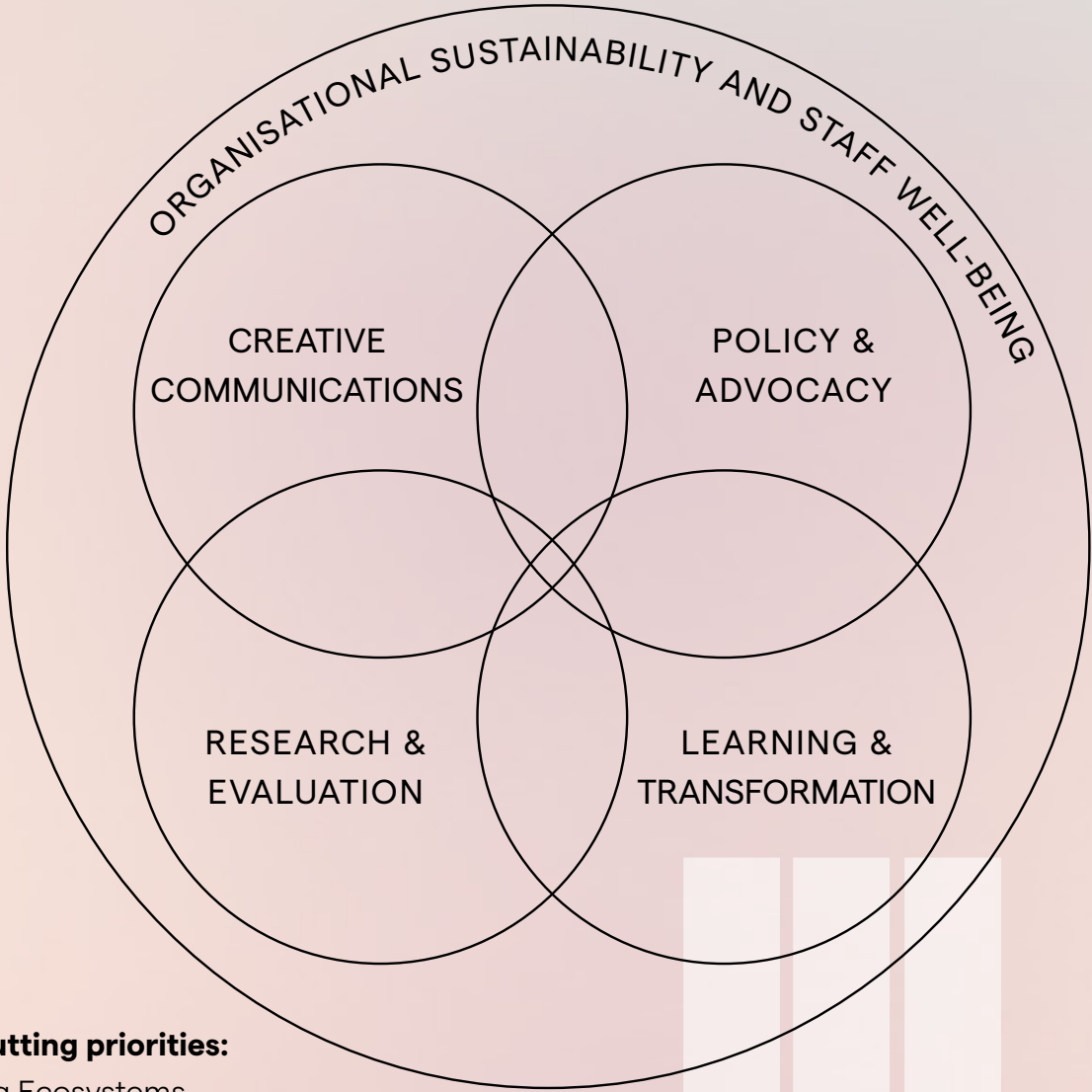
4 **Nurture**

stronger and more inclusive organisations, leaders and movements.

5 **Build**

a thriving team and impactful feminist organisation.

We will achieve our goals through five intersecting strategies:



Cross-cutting priorities:
Emerging Ecosystems

COVID-19 PANDEMIC AND OTHER EMERGENCIES

TECHNOLOGICAL CHANGES AND OPPORTUNITIES

CLIMATE CRISIS, VAWG AND INDIGENOUS RIGHTS

Strategy 1: Research & Evaluation

We build the evidence-base for prevention, with a focus on Australia, Asia, and the Pacific region, through diverse ethical and participatory methods, including practice-based learning, Indigenist, feminist mixed methods¹⁷, research and monitoring and evaluation.

ACTIVITIES	
WE WILL:	
1.	Undertake research in priority areas, informed by the <u>Global Shared Research Agenda</u> , and regional adaptations, developed by <u>SVRI</u> and EQI with key partners. Priority areas will include, but not be limited to: <ul style="list-style-type: none">• Men’s perpetration of violence against women and girls, including how masculinities influence violence in Australia, Asia, and the Pacific.• Understanding what works to prevent VAWG in high-prevalence settings and among communities who face multiple and intersecting forms of discrimination and oppression.• How feminist movements have, and can continue to, contribute to VAWG prevention.
2.	Work to ensure our approaches to research and evaluation are: ethical, intersectional, feminist, Indigenist, participatory, and shift unequal power structures within research and development.
3.	Employ innovative online and creative research strategies to meet research needs in the context of COVID-19 and beyond.
4.	Work with key donors and partners to improve research funding patterns and promote ethical, safe and robust research implementation across Asia and the Pacific region.

EXPECTED OUTCOMES	
A	A robust and ever-growing evidence-base that fills identified research gaps and priorities.
B	Methodological advancements in the areas of ethical research in high-prevalence settings; community-led and Indigenist research principles and practices; and COVID-19 safe research methods.
C	Progress in the decolonisation of our research approaches. This includes better partnerships, collaboration, and sharing power with partners in the Global South and with Indigenous communities/ organisations in Australia.
D	Donors and research partners better understand the importance of ethical research and how to fund and implement VAWG research in safe ways.

Strategy 2: Policy & Advocacy

Through strategic engagement and advocacy we shape funding patterns, policy and practice in Australia and internationally.

ACTIVITIES	
WE WILL:	
1.	Continue to play a leadership role in the prevention of VAWG in Australia, the Asia-Pacific region and beyond, advising on policy reform, National Action Plans, monitoring frameworks and whole-of-government approaches to prevention.
2.	Work with key partners to advocate for increased investments in evidence-based and feminist-informed programming to prevent VAWG globally.
3.	Continue to play a convening and connecting role across actors, sectors and social movements.

EXPECTED OUTCOMES	
A	Established global and regional advocacy agendas and mechanisms to accelerate investment in VAWG prevention.
B	The latest VAWG prevention evidence reaches and influences more donors and policy makers to take effective action.
C	Increased uptake of a whole-of-government approach to prevention of VAWG.
D	Stakeholders at regional and national levels are better able to monitor progress in prevention.

Strategy 3: Creative Communications

We use strategic communications to ensure that evidence reaches the right people, and implement accessible and inclusive campaigns to educate and inspire our communities.

ACTIVITIES	
WE WILL:	
1.	Expand our range of cutting-edge multi-media content to support more effective research uptake and address the underlying drivers of VAWG including gender inequality.
2.	Grow our social media presence and diversify into new platforms including, but not limited to, YouTube, podcasts, educational resources, and in-person events.
3.	Nurture new collaborations and partnerships to work with a range of individuals and organisations across activist, artistic and commercial spaces.
4.	Significantly expand our creatives services, provided to aligned organisations, to amplify their impact in the gender equality and VAWG prevention spaces.

EXPECTED OUTCOMES	
A	Young people, emerging activists and practitioners better understand, and are more engaged with, intersectional feminism, gender equality and VAWG prevention.
B	Survivors and people who have historically been marginalised feel supported and part of a community, and their voices and perspectives are actively amplified and prioritised.
C	More meaningful partnerships and collaborations with Indigenous organisations and those working on VAWG prevention, climate justice and racial justice.

Strategy 4: Learning & Transformation

We provide holistic support and education to organisations and individuals to become leaders for social change.

ACTIVITIES	
WE WILL:	
1.	Deliver strategic advice and technical support to organisations in the areas of gender equality, VAWG research and prevention, Diversity, Inclusion and Belonging (DIB) and more.
2.	Advise on, and support, organisations to effectively apply a gender lens to their policies, programs, and services (including as <u>required</u> under the <u>Victorian Gender Equality Act</u>).
3.	Develop and deliver a suite of inspiring and evidence-based e-learning products to educate on topics of gender equality, VAWG prevention, DIB and feminist leadership.
4.	Invest in growing a multi-generational field of feminist leaders, through mentorship, spaces of solidarity, collective-care and shared learning.

EXPECTED OUTCOMES	
A	Key partners feel more capable and supported to deliver more effective, ethical and safe VAWG prevention interventions.
B	More policies, programs and services better address the needs of women, men and gender-diverse people.
C	More organisations embody intersectional feminist principles and promote safe and inclusive cultures.
D	A community of feminist leaders feel more supported and connected.

Strategy 5: Organisational Sustainability and Staff Well-being

Building upon our strong feminist foundation, we continue to strengthen our human capacity, policies and procedures to promote diversity and intersectionality, and support individual and organisational development.

ACTIVITIES	
WE WILL:	
1.	Take a holistic and proactive approach to enhance Diversity, Inclusion and Belonging (DIB) across all areas of the organisation and enhance our social and environmental impact.
2.	Prioritise and promote the health and well-being of all employees through a positive organisational culture, safe workspaces, healthy work habits, and institutional learning, reflection, self and collective-care strategies.
3.	Continually adapt our systems and technology to remain agile, current and responsive.
4.	Expand our partnerships and engagement in key regions with aligned groups and organisations, including our sister non-profit organisation - <u>VOICE</u> .
5.	Diversify our income streams working toward a minimum 15% profit margin.

EXPECTED OUTCOMES	
A	Values of diversity, inclusion, belonging and environmental sustainability are more strategically embedded in the way EQI works.
B	An engaged and dynamic team with high levels of well-being and resilience.
C	EQI has strong networks with aligned social justice organisations.
D	EQI is financially resilient and sustainable, with increased reserves to invest in strategic priorities.

We ensure our greatest impact in advancing equality and ending VAWG by addressing the most pressing issues of our time, and staying at the cutting-edge in a rapidly changing world.

Months ago we could never have imagined the changes that have taken place because of the global COVID-19 pandemic. It is impossible to predict what new challenges and opportunities we will face in five years’ time. However, under this strategic plan, EQI commits to evolve with a rapidly changing world.

We believe that amid great disruption lies the possibility of great transformation. We have identified three emerging areas of work that intersect inextricably with VAWG, and where we are well-placed to engage. We will apply these cross-cutting themes across all strategies to expand our impact and help deliver our vision.

Gender inequality, systemic racism and climate change are some of the greatest challenges facing our world today. They are interconnected and we are committed to addressing them in an integrated way.

CLIMATE CRISIS, VAWG AND INDIGENOUS RIGHTS

Climate change intersects with violence against women and Indigenous rights.

Because women across the world have fewer rights, less money, and fewer freedoms, they are at greater risk of violence, displacement, injury and death, when climate crises hit.¹⁸ And women climate defenders continue to face extensive violence by governments and corporations. Indigenous communities are one of the most affected by disasters caused by climate change, and also leaders in the work to address violence against women in their own communities.

First Nations people are also the traditional custodians of the land with tens of thousands of years of knowledge of how to take care of it and reduce the impact of climate change.

We are a non-Indigenous organisation and cannot speak for Indigenous people. However, as allies, we wish to use our power and privilege to give space to, and amplify the voices of, Indigenous peoples around the world to lead solutions to the intersection between VAWG and climate change for their own communities, based on Indigenist principles (see Box 1).

Box 1: Indigenist Principles

- 1. Include an analysis of imperialism and contextualise within the historical context of ongoing colonisation.
- 2. Be specifically emancipatory and foster self-determination and restorative social justice.
- 3. Privilege the voices of Indigenous people.
- 4. Be grounded in Indigenous epistemology and ontology.
- 5. Partner with Indigenous people – ‘nothing about us without us’.
- 6. Be of relevance and benefit to Indigenous people.
- 7. Consult with Indigenous people about the dissemination of the findings/content and ensure that Indigenous people maintain control over their own cultural knowledge.

TECHNOLOGICAL CHANGES AND OPPORTUNITIES

Developments in digital technology increasingly impact every aspect of life – from education, work, and access to products, information and services, to how we share ideas, promote social change, and engage in leisure, play, and the formation of intimate connections. Yet there is a gender divide in digital access that excludes women, limiting their potential and undermining gains made in gender equality in recent decades.

Technology also brings new online and Information and Communication Technology (ICT)-facilitated forms of violence against women, including but not limited to physical threats, sexual harassment, stalking, zoombombing, revenge porn and sex trolling.¹⁹ Moreover, some groups of women, including human rights defenders, women in politics, journalists, bloggers, women belonging to ethnic minorities, Indigenous women, lesbian, bisexual and transgender women, and women with disabilities are particularly targeted by ICT-facilitated violence.²⁰

The Equality Institute has itself been the victim of systematic trolling and online attacks. Therefore, we are personally invested in addressing this issue and exploring how women-led and feminist-informed technology might offer important opportunities to progress women's rights and promote a violence prevention agenda. This is particularly important in the context of COVID-19 where people are using digital spaces more than ever to work, learn, mobilise and socialise.

COVID-19 PANDEMIC AND OTHER EMERGENCIES

COVID-19 has had harrowing impacts for women and girls experiencing violence across the globe. Increased vulnerability to domestic and family violence is an indirect impact of COVID-19. Alongside an increase in VAWG, there has also been an increase in new forms of violence and in the complexity of violence, including online and ICT-facilitated violence and abuse.

It is vital that response strategies and public efforts address the impact of COVID-19 on violence against women and girls globally. Response and support services for women and girls experiencing violence must be strengthened and women must be at the centre of decision-making.

We will continue to highlight the gendered impacts of COVID-19 and other crises, push for women and girls to lead responses, and use this opportunity to advance gender-transformative solutions.



BUSINESS MODEL AND FUNDING STRATEGY

The global pandemic, resulting economic crisis, and withdrawal of investment in ending VAWG by some key donors reminds us that funding for this issue is unpredictable. However, the strength of this movement is not measured by its funders, and our ability to advance a feminist agenda should be resilient to market fluctuation. Our financial independence and sustainability are therefore key to our success.

While we are driven by a deep passion to make the world a better place, we also believe that we should be valued for the work we do and the quality services we deliver. We have made a conscious, politically-informed decision to operate as a social enterprise because this business model allows us to work both locally and globally, while remaining independent, agile and progressive.

As a social enterprise we invest at least 50 per cent of our profit back into our organisation to serve the violence prevention field and create a more equitable world. For our first five years, 100 per cent of our profit has been reinvested into the organisation.

Over the next five years, we will work toward a minimum 15% profit margin and explore ways to diversify our income streams, to ensure financial resilience and sustainability. We are interested in disrupting the ways in which social justice work has historically been funded. And while we do not profess to have all the answers, we are curious and courageous and will continue to explore innovative financing solutions and streams to support our purpose.



VOICE

VOICE is a non-profit organisation co-founded by Mendy Marsh and Emma Fulu, and initially auspiced by EQI.

VOICE is dedicated to building a humanitarian response to violence against women and girls in crisis and conflict settings led by the women and girls it intends to serve. VOICE elevates women and girl-led organisations and activists as respected leaders in designing and implementing solutions to eradicate violence – both in their communities and within the halls of power, and drawing from their expertise and experience. VOICE takes a distinctly feminist approach, amplifying female leadership to make the world a safer, and more equal place.

We are looking to collaborate in these particular areas of joint interest and alignment:

- COVID-19, VAWG and Indigenous rights.
- Supporting global and local feminist leadership.
- Increasing investment in women's organisations in humanitarian and development contexts.

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- Hannah Taylor from 1800 RESPECT.

- ¹ For example, activists and scholars such as Chandra Mohanty and Jacqui Alexander also criticised “western feminism” as out of touch and still perpetuating a colonialist mindset of “saving” women from “poorer” countries.
- ² Kimberlé Crenshaw and Katy Steinmetz, “She Coined the Term ‘Intersectionality’ Over 30 Years Ago. Here’s What It Means to Her Today.” TIME, February 20, 2020. <https://time.com/5786710/kimberle-crenshaw-intersectionality/>
- ³ Our Watch, Changing the Picture: A National Resource to Support the Prevention of Violence against Aboriginal and Torres Strait Islander Women and their Children (Melbourne, VIC: Our Watch, 2018), <https://media-cdn.ourwatch.org.au/wp-content/uploads/sites/2/2020/09/20231759/Changing-the-picture-Part-2-AA.pdf>
- ⁴ Mary Curry, Dena Hassouneh-Phillips and Anne Johnston-Silverberg, “Abuse of women with disabilities: An ecological model and review”, *Violence Against Women* 7, no. 1 (2001) doi: <https://doi.org/10.1177/10778010122182307>; Patsie Frawley, Sue Dyson, Sally Robinson and Jen Dixon, *What does it take? Developing informed and effective tertiary responses to violence and abuse of women and girls with disabilities in Australia* (Sydney, NSW: ANROWS Landscapes 3, 2015), https://20ian81kynqg38bl3l3eh8bf-wpengine.netdna-ssl.com/wp-content/uploads/2019/02/3_3.4-Landscapes-Disability-1.pdf
- ⁵ Department of Justice, *Better Pathways in Practice: The Women’s Correctional Services Framework, 2005–2009*, (Melbourne, VIC: Victorian Ombudsman, 2015), [https://www.vgls.vic.gov.au/client/en_AU/vgls/search/detailnonmodal/ent:\\$002f\\$002fSD_ILS\\$002f0\\$002fSD_ILS:544609/ada?qu=Victoria.+Department+of+Justice%2C&d=ent%3A%2F%2FSD_ILS%2F0%2FSD_ILS%3A544609%7EILS%7E47&ic=true&ps=300&h=8](https://www.vgls.vic.gov.au/client/en_AU/vgls/search/detailnonmodal/ent:$002f$002fSD_ILS$002f0$002fSD_ILS:544609/ada?qu=Victoria.+Department+of+Justice%2C&d=ent%3A%2F%2FSD_ILS%2F0%2FSD_ILS%3A544609%7EILS%7E47&ic=true&ps=300&h=8)
- ⁶ Cathy Vaughan, Erin Davis, Adele Murdolo, Jasmin Chen, Linda Murray, Karen Block, Regiona Quiazon and Deb Webb, *Promoting community-led responses to violence against immigrant and refugee women in metropolitan and regional Australia: The ASPIRE Project: State of knowledge paper*, (Sydney, NSW: ANROWS Landscapes 12, 2015), https://20ian81kynqg38bl3l3eh8bf-wpengine.netdna-ssl.com/wp-content/uploads/2019/02/12_1.2-Landscapes-ASPIRE-web.pdf
- ⁷ Sarah Wendt, Donna Chung, Alison Elder and Lia Bryant, *Seeking help for domestic violence: Exploring rural women’s coping experiences: State of knowledge paper*, (Sydney, NSW: ANROWS Landscapes 4, 2015), <https://www.anrows.org.au/publication/seeking-help-for-domestic-violence-exploring-rural-womens-coping-experiences-state-of-knowledge-paper/>.
- ⁸ Fulu, Emma, et al. “Why do some men use violence against women and how can we prevent it.” Quantitative Findings from the United Nations Multi-Country Study on Men and Violence in Asia and the Pacific. Bangkok: United Nations Development Programme, United Nations Population Fund, United Nations Women and United Nations Volunteers (2013). <https://equalityinstitute.org/media/pages/resources/why-do-some-men-use-violence-against-women-and-how-can-we-prevent-it/1532232347-1628729700/p4p-report.pdf>
- ⁹ World Health Organisation (2013) Global and regional estimates of violence against women: prevalence and health effects of intimate partner violence and non-partner sexual

violence, Geneva: WHO. <https://www.who.int/publications/i/item/9789241564625>

¹⁰ Our Watch, Men in focus: unpacking masculinities and engaging men in the prevention of violence against women. Evidence review. 2020. <https://www.ourwatch.org.au/resource/men-in-focus-unpacking-masculinities-and-engaging-men-in-the-prevention-of-violence-against-women/>

¹¹ Fulu, Emma, et al. “Prevalence of and factors associated with male perpetration of intimate partner violence: findings from the UN Multi-country Cross-sectional Study on Men and Violence in Asia and the Pacific.” *The Lancet Global Health* 1.4 (2013): e187-e207. <https://www.thelancet.com/journals/lancet/article/PIIS2214-109X1370074-3/fulltext>

¹² Flood, M., and Burrell, S. (forthcoming) Engaging Men and Boys in the Primary Prevention of Sexual Violence. In *Rape: Challenging Contemporary Thinking*, Eds. Miranda Horvath and Jennifer Brown. Routledge.

¹³ Our approach is informed by the globalized socio-ecological model which suggests that VAWG is influenced by a complex array of interconnected factors across individual, relationship, community, and macro-social, and global levels (Fulu & Miedema, 2015).

¹⁴ This is because the NT Govt largely fails to contextualise the violence against Aboriginal women within ongoing colonisation and would likely never admit to state violence. (References: The Northern Territory Government. (2018). *The Northern Territory’s Domestic, Family, and Sexual Violence Reduction Framework 2018-2028: Safe, respected and free from violence*. Darwin: The Northern Territory Government. Our Watch. (2018). *Changing the picture: A national resource to support the prevention of violence against Aboriginal and Torres Strait Islander women and their children*. Melbourne: Our Watch.)

¹⁵ The Equality Institute. 2019. *Global scoping of advocacy and funding for the prevention of violence against women and girls*. <https://www.equalityinstitute.org/projects/global-scoping-of-advocacy>

¹⁶ For example, the NoVo Foundation – one of the largest foundations dedicated to funding issues facing women and girls – has recently ended its violence against women programme, and in Timor-Leste the Global Gag Rule has resulted in significant funding cuts to Marie Stopes which has significantly impacted their ability to deliver critical health care to women and girls.

¹⁷ Feminist research addresses questions that expose power, difference, silence and oppression, with the goal of moving toward a more just society for women and other oppressed groups. Mixed methods research involves the collection and analysis of both quantitative and qualitative data.

¹⁸ According to data from the Centre of Research for the Epidemiology of Disasters (CRED), there were 10,733 deaths and over 60 million people affected and/or displaced by climate-related disasters globally in 2018. Eighty per cent of those 60 million were women.

¹⁹ OHCHR (2018). Report of the Special Rapporteur on violence against women, its causes and consequences on online violence against women and girls from a human rights perspective. Available at <https://www.ohchr.org/EN/Issues/Women/SRWomen/Pages/SRWomenIndex.aspx>

²⁰ OHCHR (2018).



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