

Strategic Plan 2010-2011

MISSION

Achieve gender equity for refugee and immigrant women by building the capacity and leadership of the RIWC organizations.

2010 -2011 STRATEGIC GOALS

GOAL 1: Identify gaps of knowledge and cultural rooted barriers.

GOAL 2: Raise public awareness with identified stakeholders (partners, communities, neighborhoods, families, organizations, media, etc) on the status, conditions, and rights of refugee and immigrant women.

GOAL 3: Build and develop the human capital of staff, participants, and partners to advocate for gender equity issues.

Strategies for Goal #1

Conduct an in-depth analysis, using culturally appropriate methodologies and involving all key stakeholders, men and women, of the ways in which gender inequity is perpetuated, including the influence of gender relations, roles, status, inequalities and discrimination in access to and control of resources in each respective refugee & immigrant community of the RIWC.

Strategies for Goal #2

1. Foster a bottom-up dialogue on the importance of gender equity by providing safe spaces to men and women in the communities to openly discuss issues and to identify solutions for them to build acceptance for change.
2. Provide counseling, coaching, mentoring opportunities to raise awareness on rights and responsibilities to men & women and boys & girls as they relate to gender equity.
3. Provide peer-learning spaces with other refugee & immigrant women, outside of their ethnic groups, to encourage learning experiences as well as a social support for the empowerment process.
4. Create and support refugee & immigrant women support groups.

Strategies for Goal #3

1. Provide capacity and leadership training development to the RIWC to develop knowledge and understanding of gender issues and gender analysis for all staff to incorporate into their programs and services.
2. Create learning spaces within organizations to incorporate values, principles, and approaches to promote gender equity in their work, including dialogues on the effects of gender inequalities as the root causes of program issues.
3. Cultivate leadership at all levels of the organizations, using the gender lens to analyze every day decision making, to promote gender equity.

VISION (LONG-TERM IMPACT)

Refugee and immigrant women and our communities thrive in a gender equitable world where we have:

- Violence-free homes and communities.
- Access to education, health care and life-skills training.
- Economic independence and vitality.

STRATEGIES FOR GOAL 1: Conduct an in-depth analysis, using culturally appropriate methodologies and involving all key stakeholders, men and women, of the ways in which gender inequity is perpetuated, including the influence of gender relations, roles, status, inequalities and discrimination in access to and control of resources in each respective refugee & immigrant community of the RIWC.

TACTICS for Years 2010-2011	LEAD	TIMELINE	RESOURCES NEEDED
2 day facilitated retreat on gender equity training to increase the knowledge and capacity of RIWC to be effective gender equity advocates with the basics of gender equity. (This strategy meets Goals 2 & 3)	All Member Groups	July '10	
Facilitated community and agency focus groups to identify practical and strategic needs of refugee & immigrant women: 10 focus groups per member	All Member Groups	June '10	Support from all member groups
Determine the scope of work for the analysis to include: 1. What needs are we looking at? 2. Which age category or demographics to focus? 3. Determine how to best separate the focus groups by gender 4. Identify the outcomes for the data usage. 5. Determine what data is already available and how this data differs. 6. Determine which stakeholders to invite to the focus groups -- ensuring good cross sections of target audiences. 7. Determine the budget, logistical support and space.	Mgr, Consultant	May '10-June '10	Existing research/data Budget Meeting space TBD
Identify consultant(s) who will work with the project and who are grounded in gender equity work.	All Member Groups	May '10-June '10	Identify resource of consultants Committee meeting dates TBD
Design questionnaire and focus groups that produce results to meet agency needs as well as RIWC needs.	Mgr, Consultant	June '10-July '10	Meeting dates TBD
Outreach to schools, religious groups, community leaders and community members--including youths within each community to take the questionnaire or participate in the focus group.	All Member Groups	Aug '10	List of contacts from members
Determine how many focus groups to implement.	Mgr, Consultant	June '10	Meeting dates TBD
Design the focus groups to gather the appropriate data needed to meet mission.	Mgr, Consultant	July '10	Meeting dates TBD
Prepare the survey and focus group for dissemination.	Mgr, Consultant	July '10	
Test out questions with sample groups from each member organization	Consultant All Member Groups	July '10	Sample test group
Design process for discussing information once it is gathered.	Mgr, Consultant	June '10-July '10	Meeting dates TBD
Critical capacity gaps are identified in the area of the promotion of gender equity for each community and organization.	Mgr, Consultant	Aug '10-Oct '10	Meeting dates TBD
Discuss and design process for reporting and evaluation of the information.	Mgr, Consultant	Jun'10-Nov '10	Meeting dates TBD

IMPACT of ACTIVITIES

RIWC staff and communities (women, girls, boys and men) are *consulted* about their concerns, protection risks, opinions and solutions to key to inform **RIWC Action Plan for gender equity programming in social services.**

Increased **credibility and legitimacy** for RIWC within our community.

Empowered and credible allies and leaders of **RIWC as gender equity advocates**, internally and externally.

STRATEGIES FOR GOAL 2:

YEARS 2010-2011: Foster a bottom-up dialogue on the importance of gender equity by providing safe spaces to men and women in the communities to openly discuss issues and to identify solutions for them to build acceptance for change.

YEARS 2012-2014:

- Provide counseling, coaching, mentoring opportunities to raise awareness on rights and responsibilities to men & women and boys & girls as they relate to gender equity.
- Provide peer-learning spaces with other refugee & immigrant women, outside of their ethnic groups, to encourage learning experiences as well as a social support for the empowerment process.
- Create and support refugee & immigrant women support groups.

TACTICS for Year 2010-2011	WHO	TIMELINE	RESOURCES NEEDED
2 day facilitated retreat on gender equity training to increase the knowledge and capacity of RIWC to be effective gender equity advocates with the basics of gender equity. (This strategy meets Goals 1 & 3)	Consultant All Member Groups	July '10	
Use the results of the assessment to foster dialogue on gender equity	Mgr, All Member Groups	Jan '11	Printing, Design of Report
Develop key messages for dialogue sessions	Mgr, All Member Groups	Jul '10-Aug '10	Committee meeting dates TBD
Determine the objectives for presentation of the needs assessment results.	Mgr, All Member Groups	Jan '11	Committee meeting dates TBD
Identify culturally appropriate public relations strategies to garner attention towards the results.	Mgr, All Member Groups	Nov '10-Jan '11	Committee meeting dates TBD
Present the needs assessment to an audience of 300 at International Women's Day 2011	All Member Groups	Mar '11	
Create and implement an evaluation plan for all strategies and goals.	Mgr, All Member Groups	On-going	
Identify "champions" in the community to disseminate information.	All Member Groups	Jan '11	List of Champions
Ensure there are sufficient reports available.	Manager	Feb '11	Printing
Develop a system to continue dialogues throughout the community	Mgr, All Member Groups	Jan '11	Committee meeting dates TBD

IMPACT of ACTIVITIES

Increased **dialogues and awareness** to set priority for engagement and funding to promote gender equity.

Community **awareness and knowledge** of gender inequities and increased support for RIWC from community.

Empowered and credible allies and leaders of **RIWC as gender equity advocates**, internally and externally.

STRATEGIES FOR GOAL 3:

YEARS 2010-2011:

1. Provide capacity and leadership training development to the RIWC to develop knowledge and understanding of gender issues and gender analysis for all staff to incorporate into their programs and services.

YEARS 2012-2014:

2. Create learning spaces within organizations to incorporate values, principles, and approaches to promote gender equity in their work, including dialogues on the effects of gender inequalities as the root causes of program issues.
3. Cultivate leadership at all levels of the organizations, using the gender lens to analyze every day decision making, to promote gender equity.

TACTICS for Year 2010-2011	WHO	TIMELINE	RESOURCES NEEDED
Continue to meet monthly to discuss gender equity issues	All Member Groups	On-going	
2 day facilitated retreat on gender equity training to increase the knowledge and capacity of RIWC to be effective gender equity advocates with the basics of gender equity. (This strategy meets Goals 1 & 2)	All Member Groups	July '10	
Evaluate and revise as needed the structure of the RIWC to ensure it meets the goals of the collaboration	All Member Groups Advisory Council	On-going	
Meet with Advisory Council to discuss strategic vision, goals, and mission	All Member Groups Advisory Council	On-going	
Create and implement an evaluation plan for all strategies and goals.	Mgr, All Member Groups	On-going	
Form a committee to brainstorm and create opportunities for the collaboration to learn about gender equity <ul style="list-style-type: none"> • Committee will determine topics of learning • Committee will identify presenters who can facilitate learning • Committee will design evaluation for learning • All members will identify resources on gender equity 	Committee Members All Member Groups	Jun '10 – On-going	

IMPACT of ACTIVITIES

Increased **dialogues and awareness** to set priority for engagement and funding to promote gender equity.

Empowered and credible allies and leaders of **RIWC as gender equity advocates**, internally and externally.

Increased **credibility and legitimacy** for RIWC within our community.

RIWC has the expertise to **gather data and information**.