



STRATEGIC PLAN 2020-2024

DEMANDING ACCOUNTABILITY

INTERROGATING BORDERS

RESISTING RIGHT-WING POPULISM



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Introduction

IWRAW Asia Pacific's five-year strategy builds on a strong foundation of advocacy for gender equality and women's human rights. Over the next five years, IWRAW Asia Pacific will continue to facilitate national women's rights organisations, particularly women facing intersectional discrimination, to claim their rights through the CEDAW framework for substantive equality and non-discrimination. The work will contribute to building a movement of women's rights organisations that are able to inform and influence global processes on local priority issues.

The strategy takes into account the changes in context, the growing influence of the corporate sector and the market economy on women's lived experiences, the shrinking space for human rights defenders and the tightening of border controls as ethnonationalism thrives and climate change threatens to displace millions. It seeks to explore innovative ways of meeting these challenges as well as ensuring the sustainability of IWRAW Asia Pacific's support to the women's human rights movement.

This document aims to guide the IWRAW Asia Pacific staff, board and advisory committee in the organisation's activities for the period 2020-2024, as well as being a source of information for external stakeholders such as partner organisations, potential donors and other interested parties.

Rationale for a five-year strategy

Previously, IWRAW Asia Pacific has worked from three-year strategic plans, but as a regional organisation doing international work, moving to a longer-term strategic plan allows for better monitoring and evaluation. This is beneficial in that learnings can be incorporated, a mid-term review can enable course correction, programmes will be enabled to develop fully, and the organisation can benefit from a good fundraising and sustainability plan.

Development process

The process of developing this plan began in September 2018 with IWRAW Asia Pacific's staff retreat at Awanmulan in Negeri Sembilan, Malaysia. There, we reflected on what we had learned over the last two to three years through our work facilitating women's rights activists to participate in the CEDAW reviews, and through the activities of our various thematic portfolios. We identified the challenges faced by women, especially women experiencing multiple forms of discrimination, around the world. This learning and our analysis of the global context led us to agree that in the next strategic period we should focus on three overarching issues: demanding accountability, interrogating borders and resisting right-wing populism.

Our advisory committee meeting in November 2018 saw presentations on this direction, and was followed by a strategic planning meeting which took place in April 2019. A writeshop facilitated in July 2019 was a turning point in cementing many ideas and plans, and was held a few days before our board meeting, enabling us to present the draft to our board members. Immediately after our board meeting, we took part in logframe training in order to better organise and clarify our intended direction. A final validation meeting was held in November 2019 in conjunction with representatives from selected partner organisations as well as our board and advisory committee.

About IRAW Asia Pacific

IRAW Asia Pacific is an international, Global South women's rights and feminist organisation committed to the full realisation of women's human rights through the pursuit of equality. Our political intent is to disrupt the structures, systems and institutions that violate women's human rights, and to engage in movement building that amplifies women's voices and activism to create alternative political narratives and spaces. IRAW Asia Pacific is intergenerational, guided both by the expertise and achievements of those who have devoted decades to the women's rights movement, and by the fresh insights and commitment of younger and newer activists. We are committed to honouring and embodying the rallying cry 'nothing about us without us!'

Core mission

Some key distinguishing features of IRAW Asia Pacific, as noted in our [mission statement](#):

- We focus particularly on the experience of women and girls from the Global South
- We recognise the need to eliminate multiple and intersecting forms of discrimination at all levels
- We critically engage with and advocate for progressive and expansive interpretations of international human rights standards, promote the adoption of new standards, and generate knowledge and materials on women's human rights

Values

Guiding our determination to change the above context are the following organisational values:

- Integrity
- Substantive equality
- Support & solidarity
- Agency
- Inclusion

Current activities and strategies

IRAW AP has a core set of activities centered on the CEDAW review process, the most significant being the Global to Local programme which includes supporting women's rights organisations in shadow report writing and monitoring the implementation of the convention. We also work across several geographical regions on a range of thematic areas that have been identified as important by our partners and ourselves, including through our analysis of new and emerging issues in the external environment.

Our strategies include strengthening the capacities of women's rights organisations and other actors; engaging in evidence-based advocacy with the CEDAW committee and other treaty bodies, national-, regional- and international-level public institutions, and the private sector; and developing extensive networks and strategic alliances to achieve gender equality.

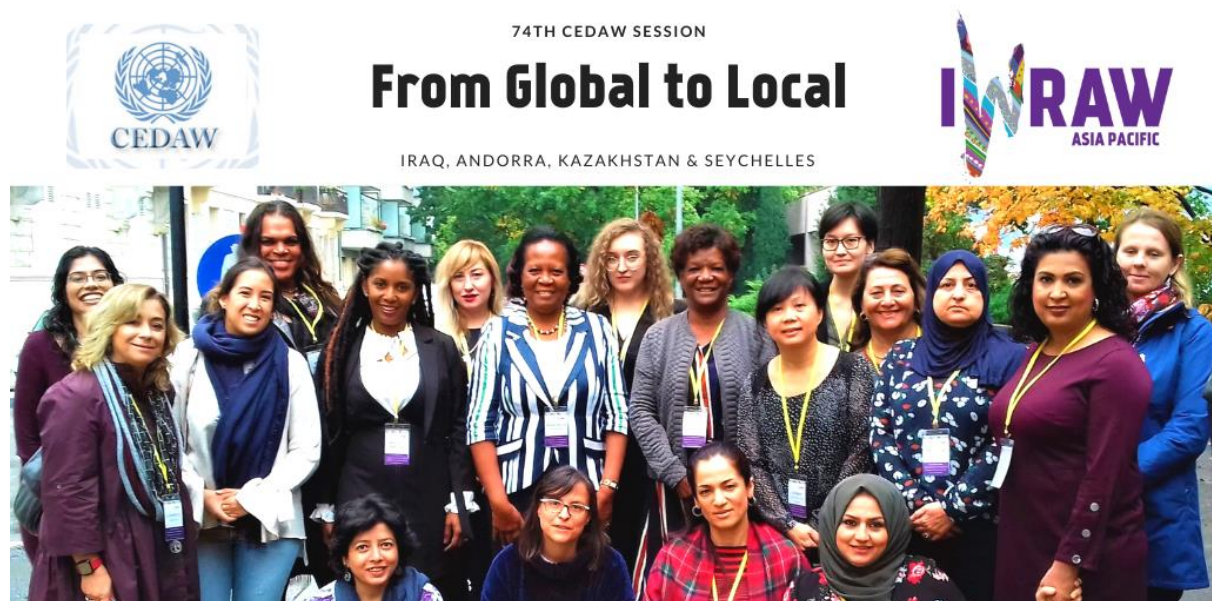
Achievements

IWRAW Asia Pacific is known for our critical engagement with the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and the CEDAW Committee. We are a catalytic organisation connecting grassroots voices and perspectives to the Convention, and linking the Convention's framework to emerging contexts. We have created a critical mass of women's rights activists globally with knowledge and understanding of CEDAW. We additionally infuse feminist analysis grounded in CEDAW into other international spaces and frameworks. We have actively supported the expansion of new thinking – support in the drafting of CEDAW General Recommendations; critically engaging with the SDG agenda; influencing the business and human rights agenda.

We learn from and are guided by women's rights activists operating at national and grassroots levels - they are the experts on their country contexts, on the needs of their communities and on their own lives. Our achievements are the result of collaboration and co-creation.

From Global to Local

We have long mobilised and supported women from around the world, with a focus on Global South women, to claim their rights from states – through shadow report training, providing guidelines for reporting, the From Global to Local programme, and developing the CEDAW compliance framework to guide follow-up at national level and multistakeholder convenings to strengthen institutional responses to CEDAW obligations/recommendations. The From Global to Local programme constitutes the core of our activities; its alumni describe their experience as beneficial and empowering, and a number of them have gone on to become CEDAW Committee members themselves.



“I want to thank you for all that you are doing and have done ... it was really beautiful and empowering to feel embraced by [IWRAW Asia Pacific].”

- Vanessa Mendoza Cortes, Stop Violencias, Andorra

“The purpose of the training session is to highlight the roles of the NGOs during and after the CEDAW session. As time is so limited and so many organisations want to speak about issues, it’s important to maximise our presence. The focus of this mentoring programme is how and when to lobby the committee in the few days we have access to them.

“We opened by introducing ourselves and naming a feminist hero of ours to put on the ‘Shero Wall’. One of the women from El Salvador had lost her daughter and her sister, she spoke no English and was attending her second CEDAW review of El Salvador. It shows the power of these treaties and the dedication of feminist activists. We felt incredibly humbled hearing her story. Sharing space in a learning environment with women from around the globe who work towards ending discrimination was a powerful and inspiring experience.”

- Abortion Rights Campaign, Ireland

Amplifying Marginalised Voices in Global Spaces

Due to our instrumental work on the From Global to Local programme, many mainstream activists are now sufficiently knowledgeable about CEDAW reviews to train activists and bring people to the reviews themselves. Recent examples of this success can be seen in the role played by the Forum for Women, Law and Development (FWLD) as a central point of Nepal’s CEDAW review, and the coordination of the NGO coalition attending Malaysia’s review, both in 2018. For IWRAW Asia Pacific to add value to this process it is important to facilitate access to the CEDAW space for marginalised groups of women. Increasingly such groups are initiating engagement, recognising that this space presents an advocacy opportunity which may be denied to them at the national level.

“The training [...] left me thinking about the strengths and limitations of the CEDAW document: how asking for women to receive rights equal to men may not be sufficient, when dealing with a highly stigmatised group, where male sex workers may also face rights violations and discrimination. I’m also more alert to how the CEDAW review should really be thought of as an ongoing process; as a relationship between Project X/Singapore and the CEDAW committee.”

- Lee Yi Ting, Project X, Singapore

In 2018, for example, issues highlighted by women from marginalised groups who attended the CEDAW reviews included sexual violence against indigenous women during conflict (Nepal); sexual abuse in special schools and group homes (Macedonia); access to health, education and economic activities for women with disabilities (Laos); barriers faced by ethnic minorities, particularly Creoles in Mauritius, Hmong in Laos and Roma in North Macedonia; mandatory HIV testing of sex workers and their harassment by law enforcement agencies (Macedonia, Nepal, Tajikistan); and homophobia and criminalisation of lesbian, bisexual and transgender women (Mauritius).

“I did not know so much about CEDAW, but after attending the Global to Local training and Nepal’s CEDAW review in Geneva, I became more aware of its processes as well as its impact and realised that it can be an instrument to advocate for our rights. We submitted our shadow report to the 71st session of CEDAW, based on information gathered through consultations with female and third-gender sex workers, as well as our organisation’s experience [of] protecting their rights. It assessed the prevailing constitution, laws, and policies.”

- Simran Sherchan, Federation of Sexual and Gender Minorities Nepal

In facilitating access, IRAW Asia Pacific has had to be purposive about recognising and responding to power dynamics within the women's rights movement that impede the full and meaningful participation of marginalised groups of women both in advocacy and in movement spaces. Even as we conscientise power-holders to be responsive to the claims of marginalised groups of women, we recognise that such conscientising needs to take place internally within our organisation and the movement spaces we inhabit. Our [Policy on Addressing Rights of Marginalised Groups of Women](#) aims to ensure that their rights are addressed systematically across all areas of our work.

Co-creating Knowledge Based on the Lived Realities of Women

Key to IRAW Asia Pacific’s knowledge creation process is the inclusion of directly affected populations. This was at the forefront of our [NGO Reporting Guidelines on CEDAW & Rights of Women who Use Drugs](#), for example, which emerged from a writeshop held in 2018 following our 2017 International Expert Group Meeting on Framing Rights of Women who Use Drugs under CEDAW.

“What IWRAP Asia Pacific does best is making you feel you are an expert in the Convention on the Elimination of All Forms of Discrimination against Women. They don’t tell you violation of which of the Convention’s articles the case implies, but they give you the text of the Convention and then you tell them whether it’s Article 12 (on health) or Article 16 (on family life).”

- Dasha Matyushina, European Harm Reduction Association

IWRAP AP’s *Shadow Report Guidelines on Women’s Right to Work and Women’s Rights at Work* were co-created by representatives of groups of migrant workers, domestic workers, factory-floor workers, and informal-sector workers, including Karmojibi Nari in Bangladesh, the Workers Information Centre in Cambodia, SEWA in India and HOMENET in Thailand, who came together at a writeshop in Kuala Lumpur.

“What I find very special about the way that IWRAP is working, it’s really targeting grassroots movements. It is really bringing marginalised women, affected women, who they are accompanying in the empowerment process, who they are providing [with] a lot of tools and knowledge to be able to claim their rights and fight back [against] restrictive space and fight back [against] corporations.

“What I like the most is being able to bring grassroots movements together with UN Special Procedures. We had former CEDAW Committee members joining us, we had the UN Working Group on Business and Human Rights, we had the committee member from the Committee on Economic, Social and Cultural Rights joining us. Being able to have grassroots movements together with those experts, hearing directly from them, is very important.”

- Emilie Pradichit, Manushya Foundation, Thailand

Influencing the CEDAW Committee’s Interpretations of the Convention

Over the years, IWRAP Asia Pacific has supported the CEDAW Committee to develop strong contemporary interpretations of the Convention as it relates to women’s lived realities and to the changing global context, by facilitating thematic briefings, providing written arguments, and responding to calls for submissions with regard to special general recommendations. In collaboration with partners such as GI-ESCR, the Women and Media Collective (Sri Lanka), and other women’s rights organisations, we have contributed to the General Recommendations on State Obligations (GR28), on Women in Conflict Prevention, Conflict and Post-Conflict Situations (GR30), on Access to Justice (GR33), on Rural Women (GR34), on Gender-Based Violence against Women, updating general recommendation No.

19 (GR35) and on Gender-Related Dimensions of Disaster Risk Reduction in the Context of Climate Change (GR37), to name some.

Advocacy on Trafficking

IWRAW Asia Pacific has been working closely with the Global Alliance Against Traffic in Women (GAATW) and the Sex Workers Inclusive Feminist Alliance (SWIFA) to inform and influence the ongoing drafting of a General Recommendation by the UN CEDAW Committee on trafficking in women and girls in the context of global migration. The drafting of the general recommendation provided a necessary impetus to IWRAW Asia Pacific to tackle head-on the deep feminist faultline on the issue of trafficking. As we are advocating with the CEDAW Committee to take an explicitly human-rights-centered approach to trafficking and not conflate it with sex work, we are mobilising our constituencies together with the constituencies of GAATW in the migrants' rights movement, and the constituencies of SWIFA in the labour rights and human rights movements more broadly, to adopt a Feminist Anti-Trafficking (FACT) Manifesto. The FACT Manifesto will be a set of clear demands grounded in human rights and feminist principles, regarding an effective political, social, economic and legal response to the problem of trafficking.

Linking CEDAW with the SDGs

IWRAW Asia Pacific's work in harmonising the CEDAW and Sustainable Development framework has included the creation of an online [CEDAW-SDGs tool](#) designed to assist civil society organisations in writing shadow reports and engaging in advocacy with their states. This tool enabled Palestinian activists to write and present a [report](#) at both CEDAW and the High-Level Political Forum on Sustainable Development, highlighting obstacles to Palestine's fulfillment of its human rights obligations and the SDGs. The report to CEDAW was timely, and it was evident that the Committee had used it in their dialogue with the State of Palestine.

An event in Geneva facilitated by IWRAW Asia Pacific enabled representatives from the Permanent Mission of Brazil, the Danish Human Rights Institute and the CEDAW Committee to discuss the importance of better integrating the human rights and sustainable development frameworks, share examples of how women's rights organisations, treaty bodies, national human rights institutions and states are approaching this, and think about how to leverage links between the frameworks to drive accountability.

While there are doubts among human rights defenders about engaging with the SDGs, there also seems to be agreement that given the bad track record of human rights reporting of certain countries and the show-and-tell nature of the SDGs reviews, some countries could forego their treaty body reporting in favour of engaging with the SDGs. This underscores the importance of ensuring that the Voluntary National Reviews to HLPF are centred on relevant human rights standards while also promoting the treaty body reviews as a way to align SDGs reporting without diluting the standards set by CEDAW – i.e. CEDAW can give teeth to the SDGs.

Challenging the Corporate Sector

Membership of Feminists for a Binding Treaty

IWRAW Asia Pacific is a member of the Feminists for a Binding Treaty (#Feminists4BindingTreaty), a coalition of feminist organisations working to integrate a gender perspective into the draft treaty to regulate the impact of transnational corporations and other business enterprises on business and human rights. The coalition is strongly engaged in the UN Open-ended Inter-Governmental Working Group negotiations on the draft treaty, advocating for specific elements and legal language to ensure that gender analysis is reflected throughout. This approach means recognising, understanding, making visible and providing effective remedies that reflect the gendered nature of business-related human rights abuses, while rejecting approaches that treat women as a 'vulnerable group' or in need of 'special attention'.

The fifth session of the working group closed in October 2019, with member states agreeing to reconvene for a sixth session in 2020 to continue negotiating the specific provisions of the draft treaty. Members of Feminists for a Binding Treaty commended state members and experts for proposing concrete language to integrate a gender perspective into the draft treaty, including stronger protections for human rights defenders, but [called for participants](#) to work beyond issues of sexual harassment and sexual and gender violence to address “structural and systemic issues that perpetuate lack of accountability in relation to business-related human rights abuses and violations.”

Engagement with UN Working Group on Business and Human Rights

IWRAW Asia Pacific's work on business and women's human rights has also resulted in substantive engagement with the UN Working Group on Business and Human Rights (UNWG). For example, in 2018, IWRAW Asia Pacific was invited to take part in the Asia consultation on applying a gender lens to the UN Guiding Principles on Business and Human Rights, organised by the Genpact Centre for Women's Leadership and the UNWG together with UNDP in Sonipat, India. The consultation discussed challenges faced by women human rights defenders; examined women's experiences in accessing remedies; and elaborated on abuses faced by women workers, such as suppression of their collective bargaining rights, low wages, violence and harassment, as well as low levels of women's representation in corporate decision making. This event afforded IWRAW Asia Pacific the opportunity to amplify women's human rights voices and the CEDAW framework in a non-traditional forum and increase recognition of the organisation as a stakeholder in business and human rights. In June 2019, the UNWG presented its report, Gender Dimensions of the Guiding Principles on Business and Human Rights, to the UN Human Rights Council. The final report reflects many of the issues, recommendations, and perspectives highlighted by IWRAW Asia Pacific during the consultation.

Advancing Women's Access to Justice

We have supported victims and legal advocacy groups in using standards and mechanisms of CEDAW to address gaps in domestic law and obtain remedies for victims. In December 2017, IRAW Asia Pacific launched an innovative initiative called Judges for Gender Justice, a knowledge-sharing and networking platform targeting judicial actors to collect and exchange good judicial practices on specific women's rights issues in the context of women's access to justice. The initial convening under this rubric took place at the Rockefeller Foundation's Bellagio Center as the International Judicial Colloquium on Sexual Violence & Women's Access to Justice. It was attended by 19 judges and legal and women's rights experts, including sitting judges of the International Criminal Court and Constitutional Court of South Africa and the former Chief Justice of Pakistan. The colloquium resulted in the adoption of the Bellagio Declaration on state obligation and role of the judiciary in ensuring access to justice for gender-based violence, including sexual violence, in an effective, competent manner and with a gender perspective.

"It was a fascinating meeting and process. It involved 8 high-level judges, who have all brought progress in the treatment of sexual violence against women in their countries and/or institutions. They came from Supreme and Constitutional Courts, from the ICC, and from other superior courts. [...] The text affirms - for the first time I believe - that 'impartiality of the judiciary and the right to a fair trial' are dependent on the absence of discrimination against women, gender stereotyping or other prejudicial attitudes by the judiciary. The Declaration must now be widely disseminated, through judges' and lawyers' networks, NGOs and other stakeholders."

- Patricia Schulz, lawyer and CEDAW Committee member 2011-2018

The Bellagio Declaration adopted at the International Judicial Colloquium has been disseminated widely, including to the judiciaries of Timor Leste, Uganda and Zimbabwe directly by the judges who took part in the convening, and subsequently with the judiciaries of Mauritius, Nepal, South Africa and Thailand. It has also been shared and reproduced by stakeholders such as GREVIO, the Commonwealth Secretariat, the Commonwealth Association of Magistrates and Judges and the Asia Pacific Forum of NHRIs to their networks. It has been included by the International Commission of Jurists in a resource entitled *Traditional and Customary Justice Systems Selected International Sources*. Most significantly, a judge of the High Court of Zimbabwe who attended the inaugural convening has delivered three significant judgements on gender-based violence against women. In *S v Jeri*, J. Tsanga makes a legal finding of femicide in a case of murder; in *S v Ranchi*, she relies on Article 2 of CEDAW to ask for removal of adultery as a recognised ground for provocation resulting in mitigation in cases concerning spousal killings; and in *S v Tevedzayi* she refers to General Recommendation No. 35 to call for enhanced implementation of domestic violence laws in Zimbabwe.

Creating an Alternative Feminist Space to Discuss Sustainable Development

In order to ensure gender equality is prioritised and localised in the contest of states' implementation of the Sustainable Development Goals, meaningful, reciprocal communication channels must be forged to facilitate vital exchange between local and global levels on the progress of gender equality worldwide. Such a structure can create coherence between the SDGs, human rights treaties and civil society on gender equality. Our commitment to creating a platform that is organic, dynamic and symbiotic with other processes led to our instituting, in collaboration with other women's groups from the Global South, the **Global South Women's Forum (GSWF)** as a response to the exclusion that women's groups and civil society groups were facing in the formal discussions around the 2030 Agenda. Forums have been held in Cambodia, Rwanda, **Jordan** and Malaysia, bringing together women's rights activists from different parts of the Global South to address the conceptualisation of sustainable development as a women's rights issue and strategise to work collectively. Attendees of the **2019 GSWF** together represented civil society organisations and networks from across Southeast Asia and South Asia, as well as women with disabilities, LGBTIQ+ women, mental health service providers, and women workers including sex workers, factory workers, NGO workers, migrant workers, informal workers, freelance workers and unpaid care workers. The forum explored whether existing legal and human rights frameworks are equipped to provide access to justice for a feminist future of work, and discussed what is needed in order to make them more inclusive, intersectional and political.



Global South Women's Forum on Sustainable Development

Southeast Asia Regional Consultation
KUALA LUMPUR, MALAYSIA, APRIL 2019



Challenges

It is evident from the work that we do that human rights and fundamental freedoms are enjoyed by some but not by others; that political, social and economic structures around the world continue to discriminate against women and other groups; and that inequality is pervasive and growing. Women who face multiple discriminations are particularly vulnerable.

There have been some gains in gender equality, and some of the egregious violations of women's rights are now more visible, but there is also evidence of pushback on what has already been achieved. We have identified five key challenges in our present political landscape which must be prioritised moving forward. These challenges also impact our organisation and way of working.

Human Rights Regression and UN Capture

More and more right-wing populist governments are being elected into office. Religious extremism (Buddhist, Christian, Hindu, Islamic, Jewish) is rearing its ugly head, often backed by state power. The concept of 'state sovereignty' is being used to secure national borders and undermine international scrutiny of state violations of human rights. As it stands, the power and influence of corporate interests and other unelected, undemocratic bodies constitute a key threat to the realisation of women's human rights globally. Regressive and conservative forces are seizing opportunities to frame narratives and agendas around their own interests and in opposition to human rights.

Human rights regression affects women's rights organisations not only in terms of the increased violations they must tackle, but also in terms of their capacity to do so. This trend of deprioritising human rights has a spillover effect into a trend of decreased funding for women's rights organisations. This is a challenge that IWRAW Asia Pacific has also been grappling with over its last strategic period.

Borders

Women marginalised by borders face extensive rights violations and have fewer avenues to demanding accountability. These women include migrants, refugees and stateless populations, as well as those with restricted access to high-level spaces, particularly UN institutions situated in the Global North, due to excessively demanding visa application processes and/or intersecting forms of oppression relating to nationality, documentation, class/income, gender identity/expression, disability, and so on. While conflict, development and climate change are key drivers of movement across physical borders, that movement is restricted due to dehumanising policies and cynical narratives about the 'Other', resulting in increasingly risky migration routes and precarious existences for those who complete the journey.

As an organisation working with Global South activists, IWRAW AP has observed the increasing frequency with which border controls limit their opportunities to engage with UN institutions in person, as well as to safely visit other countries for relevant and legitimate work. In the last two years we have experienced recurring disappointments after lengthy attempts to obtain Swiss visas for women's rights activists to attend the CEDAW review session, and also witnessed the [arbitrary detention and deportation](#) of Congolese activist Simon Idi Bilondjwa, who came to Malaysia with a valid visa for a meeting co-organised by IWRAW AP in July 2018.

Environmental Justice

As the climate crisis exacerbates, ahistorical, market-based and neoliberal 'solutions' to environmental degradation replicate power inequalities for women and marginalised groups in the Global South. Marginalised groups are often left with limited resources and lower capacity to adapt to natural disasters and acts of environmental sabotage. Women bear the brunt of severe climate change, with a greater likelihood of becoming casualties of extreme climate events resulting in drought, floods, loss of land and crops, and lack of access to clean water; and further, enduring treacherous post-relief processes, for which they are neither informed or equipped.

At IWRAW Asia Pacific we are mindful of our own environmental footprint and are working towards minimising the negative impact on the environment and women through the way we work, organise and mobilise.

Work

The global macroeconomic system and local realities of 'captured states' limit avenues for accountability. In the changing world of work, multinational corporations typically want open borders and deregulations which afford them the freedom to move without restrictions, while the workers they employ are subjected to considerably more repressive border architecture and the attendant limitations on their rights as individuals. The concepts of 'state obligation' and 'decent work' as premised in the human rights frameworks and ILO conventions are lagging behind in the changing context of the gig economy, labour flexibilisation, technological advancement, largescale labour migration and extraterritorial business violations of human rights.

IWRAW Asia Pacific strives to practise what it preaches in terms of advancing a feminist future of work going beyond the minimum standards set out in Malaysian labour law. Our challenge is to align our policies and procedures with our feminist values and to provide within our organisation the conditions that we demand for workers elsewhere. This could mean adjusting our policies with regard to leave and travel, taking into account care responsibilities of the team, and ensuring that we do not unthinkingly discriminate within our organisation or within the movement. It also means that as a women-led organisation located in the Global South, working based on feminist principles, we need to transform the way we think about accountability when it comes to ourselves. How do we become more

purposive in our feminist accountability practices - not just in our substantive work, but also in how we form and maintain relationships, and how our governance structures work?

Economics and Development

Transnational corporations are becoming stronger, pushing workers into precarious jobs and demanding tax cuts that reduce state revenues for social protection for the most vulnerable. And the diminishing commitments of national governments to fund the human rights mechanisms are being replaced by global instruments that are voluntary, and are neither rights-based nor rooted in international law.

These developments have not taken place independently of one another. An active agenda is at play to deny human rights, to maintain supremacist ideologies and oppressive hierarchies, to undo gains already won and to block subaltern movements from making further gains. Together, these different forces create an environment of structural violence against women, and deny them access to justice. Despite cultural, religious and regional variations we observe similar patterns at work around the world, with those who are already marginalised at greatest risk.

Pathway to Change

Given this strategic analysis of the global context, IWRAW AP sees it as important that our work in the next five years will infuse intersectional feminist analyses into the economic, social and political discourse; counter regression in the protection of human rights in general, and women's human rights in particular, as well as challenge the capture of the state and of those institutions mandated to protect human rights; and demand accountability from the institutions of government, private sector and civil society, including ourselves.



OUR VISION

the full realisation of women's human rights
through the pursuit of equality

CURRENT CONTEXT

right-wing politics | extremism | patriarchy | neoliberal economics
climate crisis | xenophobia | corporate capture of states
corporate capture of the UN | free trade agreements

OVERARCHING GOAL

Our goal is to turn the promise of CEDAW
into a reality, ensuring **substantive equality**,
non-discrimination and **state obligation** for
human rights for **all women everywhere**



#MeToo movement | mobilisation around Beijing+25
progressive reforms in some countries

OUR POLITICAL INTENT

is to disrupt the structures, systems and institutions that violate women's
human rights, and to engage in movement building that amplifies women's
voices and activism to create alternative political narratives and spaces



OUTCOMES OF OUR FIVE-YEAR STRATEGY (2020-2024)

Contributing to the realisation of CEDAW will be the mobilisation of a
movement of women, women's rights organisations and allies, engaged in:



countering regression of human
rights in general and women's human
rights in particular

recognising and addressing
the unequal impact of borders

ensuring accountability for women's
human rights in multiple spaces

reframing essentialised
narratives that result in
exclusion and 'Othering'

reimagining and reframing
the concept of state
obligation

reflecting, reframing,
learning and unlearning



We will achieve this through

5 INTERCONNECTED PROGRAMME AREAS

halting the capture of human rights
institutions by regressive forces

repoliticising international frameworks
on environmental degradation and
climate change from a feminist
perspective

recognising and addressing women's
human rights issues relating to
trafficking and statelessness

ensuring that economic growth and development
agendas of states, transnational corporations,
international finance and trade institutions and the
UN do not undermine women's human rights

calling on states and corporates to
protect women's human rights and
promote decent work for women

using a combination of the following

OPERATIONAL STRATEGIES

feminist analysis and knowledge
creation

strengthening movements and
fostering cross-movement alliances

networking and alliance building

online communications

convenings

amplifying marginalised voices

policy advocacy

campaigns

INSTITUTIONAL STRATEGY

IWRAP Asia Pacific will reflect on
our own organisational structure
and culture, adapting it to be more
responsive to the challenges of the
current context, to infuse
intersectionality and to recognise
and include a new generation of
feminists. We will learn and unlearn
from our history of activism.

Outcomes of our reflexive strategic
activities will be:

a financially sustainable organisation

governance bodies that are more reflective
of IWRAP Asia Pacific's constituencies

organisational structures and processes
that reflect IWRAP AP's feminist values
and ways of working and are fit for
purpose to deliver the strategy



Priority programme areas

Countering Human Rights Regression and UN Capture

Introduction

International human rights norms are increasingly being rejected by government actors; 'state sovereignty' is cited as sufficient reason for their actions, even as discrimination against the more vulnerable members of the population goes unchecked. In certain contexts, legitimate criticisms of colonialism and Western imperialism are similarly weaponised in order to perpetuate injustice in the national context. At the United Nations, states with especially poor human rights records see to it that resolutions are limited in their scope, while delayed payments of dues by member states result in periods of financial insecurity for the OHCHR, with negative repercussions for the treaty bodies.

We recognise that the determinants of human rights recognition by states are multi-pronged, encompassing pressure from domestic advocacy as well as pressure from the global community and the UN. There is a critical need to make the multilateral system for human rights more accountable and more responsive to the needs of women and girls, while creating the drivers and environment for progressive political and societal change on gender equality.

Strategic focus

IWRAW Asia Pacific will focus on tackling regression of human rights norms and capture of human rights institutions, defending the defenders of human rights and challenging the depoliticisation of the gender equality agenda. We will aim to halt the capture of the UN human rights bodies, particularly the CEDAW Committee, by right-wing states and corporate interests. We will use the CEDAW framework of substantive equality, non-discrimination and state obligation as a key tool to address accountability gaps on gender equality. We will co-create new knowledge and share alternative narratives that focus on feminist thinking on state obligation, corporate accountability for human rights, building resilient social movements and supporting effective institutions and structures.

Outcome

Contribution to the restoration and reaffirmation of progressive, gender-transformative human rights norms and mechanisms in the United Nations human rights system

Outputs

- Sustained network of WROs and marginalised women with tools, spaces and capacity to ensure that CEDAW is responsive to issues of regression, UN capture and right-wing populism
- Capacity and access of marginalised groups of women strengthened to utilise international human rights system
- Collective political agenda developed for network of WROs to ensure accountability and effectiveness of UN human rights system

Constituencies

This programme focuses on mobilising and conscientising national and local women's rights and feminist organisations, particularly in the Global South, about the issues at stake in relation to the field of human rights and the advocacy positions related to the institutions of the UN. Our other constituencies in focus include marginalised groups of women, such as lesbian, bisexual, transgender, intersex and queer women; indigenous women; sex workers; and women who use drugs. This relates to the facilitative role we play in amplifying the voices and power of constituencies whose agendas are less visibilised and who have less access to policy spaces. In particular, this will be further reinforced by our programme area on interrogating borders, which will engage with groups of women marginalised, made vulnerable and otherwise negatively impacted by borders.

Our allies include civil society organisations in solidarity with us on issues of UN capture and strengthening of human rights institutions. One key network alliance is the TBNet which consists of those NGOs who have a special relationship with treaty bodies, akin to IWRAP Asia Pacific's relationship with the CEDAW Committee as the key NGO supporting other NGOs in engaging with the Committee. Another key alliance is the Observatory for the Universality of Our Rights (OURs), a platform of 16 feminist human rights and women's rights organisations committed to challenging anti-rights actors and promoting the universality of rights.

Actors and institutions to be targeted by this programme include human rights institutions and actors, state actors, funders, corporate actors and UN mechanisms.

Crosscutting issues

Besides countering regression, there is also a need to create alternative spaces and opportunities to sustain the women's movement in building institutional accountability and action-oriented agendas that focus on implementation of human rights norms and standards. Structural violence, whereby women and girls are made vulnerable, harmed or disadvantaged through economic, political and social systems, will also be a critical issue.

Strategies

This programme is a cornerstone of the political intent of the organisation, which is to disrupt right-wing populism and extremism, as well as corporate and state capture.

Research and analysis: We will utilise intersectional feminist analysis to frame advocacy that addresses structural and individual power and privilege. This analysis will also enable us to address inequality and respond to the rise of populism, democratic deficits, corporate capture and the impact of the capitalist economic order on the human rights system, institutional weaknesses and normative gaps around rights.

Capacity building: IRAW Asia Pacific seeks to conscientise our constituencies about this challenge to human rights and its institutions. This is carried out through our training, particularly but not limited to our training on CEDAW, and is woven consistently into our activities.

Movement building and organising: The strategies operationalise this through organising, mobilising and building political knowledge and analysis with women's groups to demand accountability from State and non-State actors in respect of gender equality and women's human rights. We will do this by creating and participating in alliances that foster solidarity among the women's movement and civil society groups to influence the future of the human rights agenda at the multilateral and local levels.

Policy advocacy and campaigning: The strategies are also focused on strengthening UN and human rights processes and systems to enhance and realise accountability for women's human rights through the multilateral system as a means for addressing global and emergent women's rights issues - therefore the activities are related to engagement with state and human rights stakeholders to address structural, normative and resource challenges of the UN and human rights architecture as a governance and monitoring system of rights, global peace and sustainable development.

Activities

A large portion of the next five years will focus on leading the women's movement in this response to regression, with a focus on alliance building; developing platforms for solidarity, knowledge tools for advocacy and targeted advocacy campaigns; and influencing the human rights system. In the period 2020-2024 IRAW Asia Pacific will:

- initiate a call to action with WROs to counter regression of human rights and gender equality norms and institutions at the UN
 - develop a common advocacy document for raising awareness and creating solidarity
- create and share a feminist scorecard on critical issues of WHR for influencing the agenda and policies of the multilateral human rights system
- develop tools for the WRO movement for advocacy on countering regression and reclaiming the multilateral human rights system using an intersectional feminist lens

- co-create a regular mechanism with WROs for monitoring/information gathering and alliance building with WROs globally on issues of human rights regression and UN capture
- create opportunities to build capacity and resources for collective action on influencing the UN and member states to address regression and institutional capacity to implement human rights obligations
 - organise briefings with states and funders on priorities related to resourcing and strengthening of UN human rights bodies
 - integrate and link issues of human rights regression and UN capture into all IRAW Asia Pacific programmes and convenings
- develop a campaign for a well-resourced, transparent, effective, action-oriented treaty body system which addresses gender equality as a central pillar for its reform agenda
 - organise feminist input into the 2020 UN treaty body reform process and its follow-up
 - organise an online awareness campaign around the issues and positions in the reform process to inform WROs to take action at country level
- influence the composition of the UN treaty bodies, particularly the CEDAW Committee
 - organise biennial campaigns on CEDAW Committee elections (2020, 2022, 2024)
 - contribute to and amplify country-level advocacy campaigns to identify and promote feminist candidates to the treaty bodies
- campaign for equal access - particularly physical access, which continues to be impeded by border/visa constraints - to the UN institutions by Global South WROs
 - collect and regularly highlight stories of women whose access has been rendered impossible due to outright denial of visas or prohibitively arduous requirements to obtain them denied
 - use the stories to write to the High Commissioner on Human Rights and to lobby the Swiss Ministry of Foreign Affairs
 - work with sympathetic media to cover the issue of unequal access to UN institutions
 - draw connections between the border regimes limiting Global South women's rights activists' access to UN spaces and the impact of border policing on stateless, refugee and asylum-seeking women
- influence the agenda of the human rights bodies of the UN, particularly the treaty bodies and the Human Rights Council and its related processes in addressing emerging WHR issues
 - publish a yearly CEDAW report card demonstrating developments in the Committee's position on key issues
 - monitor the gender equality agenda of the treaty bodies and HRC
 - map/collect WRO/feminist perspectives on emerging issues of human rights regression, UN capture, climate change, borders, macroeconomics and SDGs and women and work
 - facilitate participation/interventions of WROs into treaty body and HRC standard-setting processes/discussions

- participate in annual convenings with human rights bodies and mandate holders on WHR priorities

The Countering Human Rights Regression & UN Capture programme area will focus on strengthening the CEDAW process as an important strategic space to resist the capture of the UN system by engaging in treaty body reform and mobilising women's rights organisations to actively engage with the human rights system and reaffirm its value. This means organising, mobilising and building political knowledge and analysis with women's groups to demand accountability from state and non-state actors in respect of gender equality and women's human rights.

Interrogating Borders and their Impact on Women's Human Rights

Introduction

This programme seeks to strengthen protection for women's rights in two distinct but interrelated contexts: 1) trafficking and migration and 2) statelessness, refuge and seeking asylum. In doing so, we will build on the gains of our work to promote the rights of women migrant workers in Southeast Asia and to facilitate the development of international human rights standards on the rights of women migrant workers and on trafficking in women in the context of global migration. Further, we will begin exploring the development of alliances and networks with groups of stateless, refugee and asylum-seeking women with a view to opening up pathways for them to access the CEDAW advocacy space.

Strategic focus

Through seeking to reframe the issue of trafficking from a feminist perspective and building knowledge on the remit of the principle of state obligation as it applies to stateless, migrant, refugee and asylum-seeking women, this programme will apply an **intersectional feminist analysis** grounded in the CEDAW principles and informed by the lived experiences of women facing multiple forms of discrimination. Further, it will **demand accountability** for women's rights violations through developing avenues for the meaningful participation of women marginalised by borders in relevant CEDAW reviews. Lastly, by co-creating and disseminating feminist narratives that challenge dominant discourse around the issues of trafficking and migration and contributing to expanding the remit of the principle of state obligation as it applies to women marginalised by borders, this programme will **counter regression** in women's human rights.

Outcomes

1. CEDAW standards in relation to trafficking and migration are in alignment with the FACT manifesto
2. WROs working with stateless, refugee and asylum-seeking women have access to CEDAW framework and advocacy space

Outputs

- 1a. Common advocacy positions among CSOs on trafficking and migration developed and adopted in line with the FACT manifesto
- 1b. Alliance of diverse CSOs working to advance rights-affirming positions in the context of trafficking and migration expanded

- 2a. IWRAW AP's position on women marginalised by borders articulated
- 2b. Connections established with groups and networks of stateless, refugee and asylum-seeking women

Constituencies

Our main constituency under this programme will be **women's rights organisations (WROs) working at national, regional and international levels**. We will further continue expanding our networks with **labour rights** and **migrant rights organisations at national, regional and international levels**. In particular, we will work with CSOs addressing these issues from a **gender perspective**.

Additionally, we will explore and build relationships with **groups and networks of women marginalised by borders**, including stateless women, refugee women and asylum-seeking women. We will also work with WROs and networks that are campaigning to change nationality laws that are gender discriminatory, such as the Equal Nationality Campaign and the Institute for Statelessness and Inclusion. As this is substantively a new area of work for us, we will begin laying the groundwork for this programme in South and Southeast Asia where we are more strongly rooted.

By way of example, a potential partnership in Malaysia could be formed with the Foreign Spouses Support Group, which is concerned with issues such as nationality rights and the right to work. Reaching out to local LGBTIQ groups could additionally expand our work to include transnational couples who have no access to spousal visas.

In the previous strategic plan period, we worked in close collaboration with the Global Alliance Against Traffic in Women (GAATW), the Global Network of Sex Work Projects (NSWP), the Asia Pacific Network of Sex Workers (APNSW) and the Sex Workers Inclusive Feminist Alliance (SWIFA) on several capacity-building and advocacy initiatives for our joint constituencies. We will continue to build on these partnerships as we move forward.

Lastly, we will engage with the **CEDAW Committee** and other **human rights treaty bodies**, stakeholders in the **legal sector**, particularly judges and **funders**, to conscientise them regarding challenges to women's rights in this context.

Crosscutting issues

The CEDAW framework of substantive equality, non-discrimination and state obligation will inform the feminist analysis undertaken by this programme. It is noteworthy, however, that a key objective of this programme is to challenge gaps in the practice of the CEDAW Committee itself, where it does not deliver rights-affirming outcomes for all women everywhere. Further, the CEDAW advocacy space will be a key site of intervention for the programme activities. The programme additionally incorporates an access to justice

component. Whereas there is considerable research and information concerning the barriers to accessing justice for migrant women, including in the context of trafficking, a key knowledge gap exists in terms of good practices that ensure legal protection for the rights of migrant women. The programme will seek to address this knowledge gap and also engage directly with judicial actors on this subject. The programme will specifically consider the ability of stateless and refugee women to access protections and rights in the context of global migration, with a focus on exploring access to justice strategies, including the CEDAW OP mechanisms, as a tool for strengthening domestic legal frameworks in relation to stateless/refugee women. Lastly and most significantly, this programme will directly contribute to the broadening of our political vision for CEDAW through forefronting the voices of:

- women who have been marginalised due to the nature or conditions of their work, such as migrant workers, sex workers, domestic workers and agricultural workers;
- women who have been marginalised by national borders, such as migrant women, stateless, refugee and asylum-seeking women; and
- women whose obstacles in migration and crossing borders have been compounded due to holding already marginalised identities, such as women with disabilities, trans women and women living with HIV.

Strategies

Research and analysis: The programme will apply a feminist analysis to issues of trafficking in the context of migration and start developing an understanding of the parameters by which to frame the issues of refugee, stateless and asylum-seeking women under international women's rights law. The analysis will be utilised to create knowledge tools to support our constituencies in the women's rights, labour rights and migrant rights movements, at the national, regional and international levels to conduct policy advocacy.

Capacity building: IWRAW AP will work with partners such as GAATW to use the research and analysis conducted through this programme to strengthen the capacity of women affected by trafficking policies to advocate for their rights at the national level and with CEDAW and other human rights spaces.

Movement building and organising: We will create convening spaces to advocate directly with relevant stakeholders to enhance protection for women's rights in the two specific contexts. We will further strengthen collaborations with allies in the women's rights movement, deepen our networks with the labour rights and migrant rights movements, and build alliances with groups of refugees, stateless and asylum-seeking women. Lastly, we will roll out a communications campaign to disseminate our advocacy messages and build new networks.

Activities

This programme will address women's rights under two distinct but interrelated themes:

1. Women's rights in the context of trafficking and migration
2. Rights of stateless, refugee and asylum-seeking women

Women's rights in the context of trafficking and migration

In the period 2020-2024, we will continue implementing our initiative *Feminist Approaches to Counter Trafficking (FACT)* through:

- developing knowledge tools to assist women's rights, labour rights and migrant rights groups in analysing issues of trafficking and migration from a rights-based perspective, in line with the FACT manifesto
- supporting women's rights, labour rights and migrant rights groups to prepare and present information to the CEDAW Committee through national-level learning exchanges and through the From Global to Local programme
- implementing a communications campaign to highlight key messages from the FACT manifesto
- organising a briefing for the human rights treaty bodies to highlight the structural causes of trafficking and rights-based approaches to address trafficking in the context of migration
- organising a dialogue with funders on trends and impacts of resourcing anti-trafficking initiatives which lack a rights-based approach
- mapping good practices on ensuring access to justice for women's rights in the context of trafficking and migration
- organising a judicial colloquium on access to justice for women's rights in the context of trafficking and migration
- convening inter-movement dialogues at the regional level - South Asia, Southeast Asia, MENA, East Africa, West Africa, Southern Africa (in partnership with GAATW)
- continuing to facilitate SWIFA strategies on responding to CEDAW GR on trafficking
- continuing to support sex workers to engage in CEDAW advocacy
- gathering data and creating knowledge on private sector collaboration with border regimes, through services provided from visa processing to immigration detention and forced deportations

Rights of stateless, refugee and asylum-seeking women

The work in this strategic period in this area will be at an exploratory stage. In the period 2020-2024, we will carry out the following activities:

- mapping of OP CEDAW cases involving stateless/refugee women as claimants
- developing an analysis of how CEDAW has dealt with the issue of statelessness and women in practice - OP cases and reviews
- publishing an Occasional Paper based on this analysis
- establishing connections with groups and networks of stateless, refugee and asylum-seeking women

- organising an expert group meeting to understand context and start developing CEDAW advocacy strategies with stateless, refugee and asylum-seeking women
- start facilitating participation of stateless, refugee and asylum-seeking women at CEDAW review sessions through G2L
- launching a campaign on gender discrimination in nationality laws in South and Southeast Asian countries

The programme area on Interrogating Borders and their Impact on Women's Human Rights will involve recognising and addressing the issue of trafficking from a feminist perspective and building knowledge on the remit of the principle of state obligation as it applies to stateless, refugee and asylum-seeking women. It will build on IWRAW AP's ongoing work with GAATW and other partners on developing a feminist anti-trafficking manifesto, so that the manifesto can become a resource for women's groups to advocate in national, regional and international spaces. The programme will also begin to explore how the principles of substantive equality, non-discrimination and state obligation can be more systematically applied to protect the rights of stateless and refugee women. Further, it will interrogate the human rights violations incurred through border controls, examine how intersectional forms of oppression are compounded by the presence of borders, and build links with affected groups.

Connecting Gender Equality to Environmental Justice

Introduction

This programme will use a feminist lens to **explore, analyse and challenge** current policy approaches and narratives related to environmental degradation and climate change. It will seek to **amplify the voices of women, especially those from marginalised groups in the Global South**, in reclaiming narratives on the impact of climate crisis on their lived realities, and to place women at the centre of global policy solutions around climate change. This programme will build on IWRAW Asia Pacific's existing work under women's economic, social and cultural rights, and will intersect with other thematic priorities of the organisation, particularly corporate accountability and our work on the Sustainable Development Goals.

In initiating this programme we acknowledge that this is a new area for IWRAW Asia Pacific and that others - above all, communities more directly affected by environmental degradation and climate change - are the experts. Our goals are to learn from their contributions and identify areas where we may be of most assistance to play a supportive role in broadening their reach and enhancing their impact. The specific directions that this programme takes - including its geographical focus - will be determined by the requests of our partners on the frontlines of environmental degradation and climate change.

Strategic Focus

The programme will critically analyse the responses of international frameworks to the climate crisis and repoliticise this issue as a feminist issue by challenging how ahistorical, market-based and neoliberal responses to environmental degradation and climate change are used to replicate power inequalities for women and marginalised groups in the Global South. It will **explore how human rights standards, such as those under CEDAW and CESC, can fill the current framework gaps** from a rights-affirming and feminist perspective. It will investigate **the possibility of using CEDAW as an alternative space for expanding a feminist framework and amplifying the voices of women, particularly marginalised groups of women from the Global South**, in demanding accountability for the causes and consequences of environmental injustice.

Outcomes

- Voices of WROs and marginalised groups of women amplified in international spaces on issues related to environmental degradation and climate change

Outputs

1. WROs and marginalised women have the knowledge and capacity to challenge neoliberal policies, frameworks and narratives as solutions to environmental degradation and climate change
2. WROs and marginalised women have a space to collectively strategise and reflect on priority areas and demands for WHR in relation to climate justice
3. WROs and marginalised women have knowledge and capacity to challenge rights violations related to environmental degradation and climate change
4. WROs and marginalised women are organised to engage in international spaces in advocating for environmental justice

Constituencies

Our main constituency under this programme will be **women's rights organisations (WROs)**, especially groups of indigenous and rural women, and women from small island developing states.

Representatives of these constituencies were invited to a strategic dialogue on women's human rights and climate change that took place at the end of 2019. These stakeholders include UBINIG (Bangladesh), National Rural Women's Coalition and Tebtebba (Philippines), Chin Human Rights Organisation (Myanmar), Rainbow Pride Foundation (Fiji), Campaign for Justice Vanuatu, the Caribbean Youth Environment Network (Trinidad and Tobago) and the Women's Environmental Programme (Nigeria). The dialogue also included other WROs such as the CEDAW Committee of Trinidad and Tobago, Solidaritas Perempuan from Indonesia, La Via Campesina representatives from South Korea, and regional and international NGOs such as FIAN, APWLD and ARROW. The dialogue was designed to help us focus this area of work, and to identify key partners with whom we can work.

We will also seek to expand our network to environmental justice activists and actors who wish to incorporate a gender lens into their advocacy.

Lastly, we will engage with the **CEDAW Committee** and other **human rights treaty bodies**, as well as other actors working within other spaces such as environmental spaces and IFIs, to conscientise them regarding challenges to women's rights in this context.

Crosscutting issues

The CEDAW framework of substantive equality, non-discrimination and state obligation will inform the feminist analysis undertaken by this programme. It will also draw on commitments established under the Sustainable Development Goals, and other instruments such as the UNGPs and CESC. The CEDAW advocacy space will be a key site of intervention as a strategy for WROs to demand accountability and justice, and linkages will be made between CEDAW and environmental spaces. We also envision access to justice as a

substantive area within the programme, as it will seek to address a knowledge gap by building on standards related to corporate accountability and states' extraterritorial obligations. At the same time, we will need to identify a way to frame and conceptualise justice given the historical nature of environmental degradation and climate change. Through forefronting the voices of women who are most affected by environmental degradation and climate change, such as indigenous women, rural women, and agricultural and fisheries workers, this programme will directly contribute to the broadening of our political vision for CEDAW.

Strategies

Research and analysis: As the programme is a new area of work for us, our strategy will focus on knowledge production and curation with the aim of learning and creating a feminist and human rights framework on environmental justice. We will do this by convening meetings for collective thinking, which will also allow us to collectively map out the key actors and constituencies within the environmental justice spaces and identify key strategies to engage with the different policy spaces. It will also mean enhancing our own capacity and knowledge to analyse environmental justice as a feminist issue, and to frame environmental justice through human rights standards.

Movement building and organising: We will need to grow our alliances of WROs, indigenous women's groups and rural women's groups at the national, regional and international levels. A large component of the programme will seek to expand the feminist discourse on environmental justice within the women's movement, and sustain the momentum of environmental justice as a critical feminist issue.

Activities

In the period 2020-2024, we will develop our programme on *Connecting Gender Equality to Environmental Justice* through:

1. research to scope priority issues of WROs in relation to climate justice
2. mapping of key partners and actors
3. identification of focal points among partners for collaboration
4. regional convening (or EGM) on climate justice and women's human rights
5. consultation with partners and stakeholders on development of knowledge products and tools
6. gathering data, and creating knowledge on identified priority areas
7. publishing knowledge products on feminist analyses challenging current frameworks to address impact of environmental degradation and climate change, and adaptation strategies
8. publishing briefs on demands of marginalised groups on environmental degradation and climate change

9. developing communications campaigns with partners to spread knowledge products
10. Global South Women's Forum on environmental justice
11. developing shadow report guidelines on GR 37
12. supporting participation of indigenous and rural women in reporting to the CEDAW committee on climate justice
13. supporting development of WRO and NGO reports on environmental and climate justice (country or thematic reports)
14. mapping and identifying key spaces for advocacy
15. building alliances with groups working in these spaces
16. monitoring the development of standards on environmental justice within the different human rights bodies, and other mechanisms and instruments
17. developing communications plan for advocacy in the different spaces

The programme on Connecting Gender Equality to Environmental Justice will critically analyse the responses of international frameworks and repoliticise climate justice as a feminist issue by challenging how solutions to environmental degradation and climate change are promoted. It will use the principles of substantive equality and non-discrimination to expose how these solutions can replicate power inequalities for women and marginalised groups in the global south. It will use CEDAW as an alternative space for women's rights organisations to challenge the actions of state and non-state actors.

Advancing Gender Equality in the World of Work

Introduction

This programme envisions a dignified and decent world of work for women. The programme will understand and combat overarching systemic and structural issues which negatively impact women's economic rights, while simultaneously addressing immediate concerns related to labour rights such as wage equality, decent work, access to social protection, right to unionisation and collective bargaining.

The strategic thrust of this programme is twofold:

- i. facilitating movements to strengthen access to justice for women's human rights in the world of work
- ii. engaging and influencing actors, agendas and actions to demand accountability for women in the world of work including paid and unpaid work

This programme will build on IWRAW Asia Pacific's existing work on women's economic, social and cultural rights and will examine the intersecting elements of women's human rights, women's labour rights and unpaid work to provide a feminist response to the challenges faced by women workers in the formal, informal and care sectors. It will also be complemented by our programme on Interrogating Borders as it seeks to address legally enshrined vulnerabilities of migrant workers and the issue of trafficking in women from a labour exploitation perspective, and demands the extraterritorial accountability of both State and non-State actors, encompassing multinational corporations, immigration policies and bilateral labour agreements. This implicates the very structural challenges that the programme on women and work addresses.

The prevalent rhetoric surrounding women's participation in economic activities, such as promoting female labour force participation, fails to understand the underlying root causes of gender inequality in the world of work and pays insufficient attention to women's 'agency' and connections to unpaid work and the care economy. Such approaches can lead to women's entrapment in inherently exploitative structures and in survival livelihoods which do not enable them to escape the poverty trap. Inclusion in the current patriarchal capitalist systems without any form of protection, or any mechanisms for accelerating their equality and status in society, is counter-intuitive to achieving women's human rights.

The programme will lay the foundations for transformative change by examining and challenging the structural inequalities and discrimination inherent in the current socioeconomic climate and how they impinge on women's right to decent work as facilitated by the unequal gender allocation of paid and unpaid work, resulting in gender gaps in the labour market.

Strategic Focus

This programme will focus on challenging dominant problematic narratives and concepts concerning women's human rights in the world of work, and providing critical feminist analysis to counter such narratives and the instrumentalist gender approach to the women and work agenda. It will also investigate how the concept of state obligation, as premised in the human rights framework, needs to expand in the changing context of the gig economy, labour flexibilisation, technological advancement, largescale labour migration and extraterritorial business violations of human rights.

This programme will be anchored in a human-rights-based approach and will use an intersectional feminist analysis grounded on the principles of substantive equality and non-discrimination. It will be informed by the lived realities of diverse groups of women, particularly **marginalised groups** which have rarely had a voice in policy spaces. The programme will endeavour to prioritise:

- sectors which employ large numbers of women (e.g. as garment workers, plantation workers);
- women whose work is unrecognised and/or criminalised by national legal frameworks (e.g. domestic workers, sex workers, home-based workers, unpaid and care workers);
- workers whose identities are subjected to multiple forms of discrimination, injustice and exclusion (e.g. women with disabilities, LBT people, indigenous women, migrant workers)

The programme will critically engage with **CEDAW and other UN human rights treaty bodies** to demand context-responsive, action-oriented recommendations from these mechanisms. IRAW Asia Pacific will prioritise economic issues and marginalised voices in the CEDAW space through this programme. We will support women's rights groups to understand the political value of human rights frameworks and critically analyse their utility to influence the outcomes and standards, rather than trying to fit their activism into these frameworks and mechanisms.

Outcomes

1. Women workers have capacity and access to formal and alternative justice mechanisms to claim their rights
2. CEDAW recommendations/standards concerning women's rights in the context of women and work have been implemented at the national level

Outputs

- 1a. Expansion of existing alliance of diverse human rights groups and trade unions to engage with alternative accountability mechanism to claim women's human rights in the world of work

- 1b. Enhanced capacity of WROs, women workers and union members to claim rights using national and international accountability mechanisms
- 2a. Enhanced capacity of trade unions and understanding of state institutions on key issues and obligations concerning women's rights in the world of work
- 2b. Developed knowledge base to advance the CEDAW-compliant and feminist analysis concerning women's rights in the world of work

Constituencies

We will engage with a wide range of constituencies and stakeholders through this programme. **Women workers** employed in the formal and informal sectors, including domestic workers, migrant workers, factory workers, sex workers, agricultural workers, self-employed workers, home-based workers and women who continue to carry on bulk of unpaid care work are the core constituencies of this programme. We will additionally seek to build synergies with **women migrant workers** through our Interrogating Borders programme; and actively include women workers facing intersecting forms of oppression, such as women with disabilities and trans women. The constituencies and partners also include the **trade unions**, organisations and associations engaged in the struggle for workers' rights, and **women's rights organisations** at the national, regional and international levels.

Through our work on women's economic, social and cultural rights, as well as our other programmes, we have built relationships with labour rights and women's rights activists in the Awaj Foundation (Bangladesh), Defend Jobs (the Philippines), CGFED (Vietnam), Workers Information Centre (Cambodia) and the National Union of Domestic Employees (Trinidad and Tobago), among other organisations working with women workers. We have additionally cultivated strong relationships in the sex workers' rights movement, such as the Global Network of Sex Work Projects and the Asia Pacific Network of Sex Workers, and with organisations which focus on issues affecting migrant workers, such as Tenaganita in Malaysia and the Global Alliance Against Trafficking in Women.

We will also leverage our linkages with the **UN experts and mandate holders**, primarily the CEDAW Committee and the Committee on Economic, Social and Cultural Rights (CESCR), and explore strategic partnership with key special procedures, such as the UN Special Rapporteur on contemporary forms of slavery, the UN Working Group on Discrimination Against Women and UN agencies at the regional and national levels, such as the ILO and IOM.

The programme envisions stronger institutional response and commitment for the formulation and implementation of human rights-compliant recommendations at the national level. Based on the needs and demands of women workers and labour rights advocates at the national level, we will engage with some key **state institutions**, including judiciary, gender machinery, labour departments, labour courts and tribunals in selected countries.

Crosscutting issues

Providing a critical feminist analysis of the world of work requires the programme to address the crosscutting issues of access to justice, and gender-based violence.

We need to advance our understanding and redefine '**justice**' beyond the legal system and judicial actors when the circumstances of 'access' are affected by bigger political and economic factors. Remedies need to take into account the unequal power relations that govern the context of corporate abuses, particularly as women often face stigma, reprisals and job insecurity for reporting business-related abuses. The programme will consolidate learning around formal as well as alternative practices used by workers, consumers and other actors in accessing justice for women's labour rights violations.

Gender-based violence is one of the most critical concerns in the context of women's labour rights. Structural inequalities and multiple forms of discrimination in law and in practice serve to consistently challenge women's human rights by perpetuating exploitative labour systems, manifesting in low wages and poor working conditions that place women at risk of violations, including violence and sexual harassment in the workplace. The programme will challenge and fight to end the structural violence faced by women workers. Towards this, the programme will demystify and draw synergy between the new ILO Convention on Violence and Harassment (C190), CEDAW General Recommendation 35 and other relevant instruments to advance our policy advocacy.

Strategies

Movement building and organising: Sustaining the gains made in the last five years in terms of connecting the women's rights and labour rights discourse at regional and international levels, the programme will continue its work in cross-movement building. Mobilisation and organising are integral to the labour movement. The programme will bring together a wide array of stakeholders including women's rights groups, labour rights groups and trade unions, and consumer groups at the national and international levels to facilitate organising and mobilisation to demand justice for paid and unpaid women workers.

Research and analysis: Exploring and identifying effective measures, innovative strategies and good practices initiated by women's rights organisations, labour unions, consumer groups, business actors and grassroots activists will be one of the focus strategies of the programme. This is intended to provide a knowledge base for context-specific responses and collective action for rights groups in their advocacy on labour rights. Similarly the programme will be informed by a feminist analysis anchored in human rights and labour rights principles and grounded in the lived realities and experiences of activists and workers.

Policy advocacy and campaigning: The programme will have a set of targeted actions directed towards policy makers and duty bearers to influence policy frameworks and discourses concerning labour rights and gender equality. The programme will foster constructive engagement and nurture relationships with the champions and advocates within key state mechanisms, and promote sharing a common platform to advance the

effective implementation of human rights recommendations concerning labour rights. Similarly, the programme will also join hands with other existing feminist and labour rights movements to campaign for change. During the course of the programme, specific attention will be given to the ratification campaign of the ILO Convention on Violence and Harassment (C190).

Capacity building: The programme will also focus on building capacity of trade unions and labour associations to understand gender equality and women's rights, and sensitisation of duty bearers, particularly state institutions, including judicial actors, on priority issues and obligations to protect the rights of women workers.

Activities

In the period 2020-2024, we will continue our initiatives to claim rights and demand justice for women in the world of work through the following **activities**:

- **Organising consultations** (3) with women's rights organisations, trade unions, workers' associations and organisations and consumer groups to strengthen cross-sectoral collaboration and organising (prep work for people's tribunal)
- **Mapping** the effective alternative mechanisms for accessing justice for women's rights at work
- **Compiling case studies and testimonies** to: i) showcase violations of women's labour rights in different sectors ii) identify issues of accountability iii) draft specific demands for justice
- **Organising people's tribunal** of women workers as an alternative platform to demand human rights accountability and call for remedial actions
- Organising consultation with women's rights and workers' rights organisations, trade unions and lawyers to claim justice **using OP CEDAW mechanisms**
- Organising **judicial colloquium** to address the challenges and gaps concerning justiciability of women's human rights in the context of labour and employment
- Joining existing campaigns to raise awareness for the **ratification of ILO Convention (C190)** on violence and harassment
- Organising expert group meeting to develop common understanding on key concepts, standards and approaches for the feminist world of work
- Popularising concept of and video on equal pay for work of equal value
- Mapping CEDAW recommendations and trends concerning women's rights in the world of work
- Providing technical assistance and support to women workers' unions and organisations to write shadow reports on issues concerning women's labour rights
- Facilitating the participation of women workers and their representatives in the CEDAW processes, including through thematic briefings to the CEDAW Committee

- Engaging with country-level follow-ups on CEDAW Concluding Observations and tracking with partners the implementation of recommendations
- Organising multi-agency regional consultations to sensitise government actors to the effective implementation of CEDAW recommendations concerning women's human rights in the context of labour and employment

The programme on Advancing the Visibility and Rights of Working Women will challenge the problematic narratives and concepts that dominate the discourse on women's human rights in the world of work and the instrumentalist gender approach to the women and work agenda. It will seek to understand how the concept of state obligation as premised in the human rights framework needs to be redefined in the changing future of work context. The programme will continue its work in cross-movement building and sustain the gains IWRAW AP has made in terms of connecting the women's rights and labour rights movements, while also building the capacity of trade unions and labour associations to understand gender equality and sensitising duty bearers, particularly state institutions and judicial actors, on priority issues and obligations to protect the rights of women workers.

Transforming Economics and Development through a Feminist Approach

Introduction

This programme is premised on a demand for economic and development policies that enable the full enjoyment of women's human rights and are established through meaningful and effective participation of women, especially those from marginalised groups in the Global South. It recognises that macroeconomic and development policies that are not accountable to the rights of people and the needs of the planet are a threat to human rights. It seeks to critically analyse and challenge dominant global macroeconomic and development discourses by mobilising women's rights organisations around a feminist agenda rooted in the priorities of marginalised groups of women.

Missing from the analysis and programmatic work of many women's rights organisations are processes and fora for spotlighting violations and risks to women's human rights posed by neoliberal macroeconomics and development policies dominated by corporate influence. In this context, the cycle of inequality is perpetuated, women's rights are diminished, and we are placed in greater situations of risk, vulnerability and violence. Women must have the resources and tools to build collective action towards a more feminist and inclusive future, which is currently undermined by inequitable and undemocratic macroeconomic policies and a sustainable development agenda that is under-resourced and only rights-affirming in its rhetoric.

We need to understand and demystify global macroeconomic and development structures and their impact on the daily lives of women. We must familiarise ourselves with strategic pressure points, collaborate with feminist economists on developing evidence-based solutions and alternatives for transformative change, and find or create ways to meaningfully participate in research and policy discussions on the gender impacts of macroeconomic and development policies. Through this approach, the programme will highlight not only the detrimental impact of conventional macroeconomic and development policies on women's human rights, but also the potential of a feminist agenda for the development of a just, equal, and democratic economic order that improves well-being for all.

We must also connect these policies to state obligations under CEDAW, particularly **the obligation to guarantee women the enjoyment of human rights and fundamental freedoms on the basis of substantive equality and non-discrimination**. This means committing resources and creating the material conditions necessary for that enjoyment. Global macroeconomic policies, such as those prescribed by the International Monetary Fund and the World Bank, that push the privatisation of social services and reductions in public spending (or prioritising public spending in male-dominated sectors), and fail to address the structural realities of women, such as disproportionate responsibility for unpaid care work, higher representation in public and informal sectors, gender pay gaps, workplace and domestic violence, and the impact of discriminatory gender norms, significantly impede

the state's ability to fulfill these duties. Likewise, the reliance on private finance and partnerships for the implementation of development policies, including the achievement of Agenda 2030 and the Sustainable Development Goals, enhances the power and influence of corporate and other business interests and risks undermining gender equality. This risk is exacerbated by significant gaps in the availability and content of binding accountability and regulatory frameworks for corporations and businesses, further eroding the state's ability to function independently and provide for women's economic and social rights.

The women's rights movement is still grappling with on-the-ground responses to macroeconomic and development policies, including taxation, fiscal spending and debt repayment, and trade and investment policies. Many women's groups and organisations have limited awareness of the impact of these policies on their rights, and there is great potential in women's constituency to advance macroeconomic and development discourses. We need to tap their expertise and activism and build cross-movement momentum among women's rights, land rights and labour rights groups to have stronger advocacy impact at national, regional and international level.

Strategic Focus

This programme aims to enhance the capacity of the women's rights movement to advance economic and development agendas which coexist with environmental sustainability, are gender transformative, strengthen democratic governance, and do not undermine processes for holding states accountable to their human rights obligations.

It is additionally concerned with filling critical gaps in accountability for women's human rights in the international multilateral (UN) system, particularly as it relates to the sustainable development agenda and macroeconomic and financial policy making at key institutions, such as the International Monetary Fund, the World Bank, and the World Trade Organisation.

The CEDAW framework and feminist analysis will be used as tools to interrogate structural discrimination and inequality. IWRAW Asia Pacific will utilise our convening power to build alliances and create collaborative strategies to engage with states, the UN's 2030 Agenda, multilateral financial institutions and the corporate sector on building action-oriented policy responses that recognise and address harms of macroeconomic policies and unsustainable development on women and their rights. We will aim to harmonise the CEDAW convention and reporting process with the Voluntary National Review of the SDGs, and call for greater transparency, responsibility and responsiveness of International Financial Institutions (IFIs), Trade and Investment Institutions and related trade agreements, and corporate and business operations, towards respecting women's human rights.

More specifically, we will ground our analysis in the lived experiences of our national partners who share this analysis, such as the Workers Information Centre in Cambodia or Manushya Foundation in Thailand, and learn from the work of allies such as the Third World Network, the Gender and Trade Coalition, ESCR-Net or the Bretton Woods Project. We will create greater capacity among other women's rights organisations to recognise the impact

of macroeconomic policy and financial and development institutions on their lives, and encourage them to use CEDAW and other treaty body processes to challenge their governments' complicity in adopting policies that do not protect women's human rights.

Outcomes

1. CEDAW and CESC standards reflect the impact of macroeconomic and development policies on gender equality and women's human rights, especially the rights of marginalised groups of women in the Global South
2. The capacity and interconnectedness of WROs is strengthened to hold IFIs, multilateral (UN) institutions, and governments to account for adverse impacts of macroeconomic and development policies (including Agenda 2030 and the SDGs) on gender equality and women's human rights

Outputs

- 1a. Greater use of CEDAW+SDG tools by Global South women and groups to demand State accountability on women's human rights
- 1b. Increased number and diversity of women's rights organisations participating in treaty body procedures, especially the CEDAW review process, to report on the impact of macroeconomic and development policies on gender equality and women's human rights
- 2a. WROs monitor and challenge conventional economic thinking as reflected by IFIs, business policies and actors, and the 2030 Agenda
- 2b. Sustained and organised alliances, and alternative spaces for Global South women's voices on sustainable development and accountable macroeconomics, are created and/or supported

Constituencies

The programme will build alliances and develop strategic actions with women's rights organisations and collectives working on issues of accountability, macroeconomic policies and sustainable development. These will include networks of which IWRAW AP is already a member, such as the Gender and Trade Coalition (GTC), ESCR-Net and AWID, and allies working on these issues, such as the Women's Major Group, DAWN, APWLD, the Bretton Woods Project and their partners, the BRICS Feminist Watch, the Business Research and Resource Centre, and feminist economists. These networks, organisations and individuals are working on issues of strengthening global governance and accountability of the UN, multilateral financial institutions such as the World Bank and the International Monetary Fund, and the 2030 Agenda.

We will also work with like-minded women's rights and workers' rights organisations, and use the learning from the programme to build the capacity of women's rights organisations

to bring these issues to CEDAW and to the other treaty body spaces. This will also involve strengthening the understanding of the treaty bodies themselves, and of the CEDAW Committee in particular, on the impact of the global political economy on women's lives.

Crosscutting issues

CEDAW and the treaty body system constitute an alternative space to build accountability in terms of sustainable development and the impact of IFIs and macroeconomic policies on women's human rights. WROs are familiar with the CEDAW and treaty body system but are not organised in monitoring and collecting information to feed into the human rights monitoring system of the treaty bodies to address the impact of macroeconomic and development policies impacting women's human rights. The programme will contribute to filling this gap by developing advocacy tools and frameworks to enhance WROs' capacity to monitor and report to the CEDAW committee on the impact of these policies (whether international, regional, or national) on their daily lives and their states' abilities to fulfill their obligations under the treaty.

It also complements and aligns with IRAW Asia Pacific's work on countering human rights regression and UN capture by demanding accountability and gender-responsive policies from institutions that have traditionally sought to silo themselves from human rights discourses and obligations. Indeed, by incorporating strategies to address the growing impact of the corporate sector and the market economy on women's lived experience, the programme enables WROs and their movements to develop comprehensive and effective responses to the varying - but interconnected - layers of threats to the full enjoyment of women's human rights.

Strategies

Research and analysis: Key strategies are related to learning and curating knowledge and strategies from the women's movement, and strengthening the movement's response to target policies, actors and institutions to address gender discrimination and substantive inequality in this context. A large part of the programme looks to support knowledge creation and sharing feminist analysis on the impact of macroeconomic policies and the sustainable development agenda on the full enjoyment of women's human rights.

Capacity building: IRAW AP will create opportunities for women's rights organisations to be able to use the SDG-CEDAW harmonisation tool. It will also build on the work of partners like the Manushya Foundation at a local level, and the work of networks like the Gender and Trade Coalition, the Feminists for a Binding Treaty and others to strengthen the capacity of national women's rights organisations to respond to macroeconomic, financial and trade policies that affect their human rights.

Movement building and organising: This programme will utilise our convening power to build alliances, using the CEDAW framework and feminist analysis as tools to interrogate structural discrimination and inequality within this context.

Policy advocacy and campaigning: We will create strategies with our partners to engage with states, the multilateral (UN) system, IFIs, trade and investment institutions, and the corporate sector on building action-oriented policy responses that recognise and address harms of macroeconomic policies and unsustainable development on women and their rights, and call for greater transparency, responsibility and responsiveness of corporate and business operations towards respecting women's human rights.

Activities

- Expanding scope of the CEDAW-SDG tools to include General Recommendations and applicability to new issues and themes by different constituencies
- SDG workshops to support development of WRO reports for CEDAW and the Voluntary National Review process for Agenda 2030
- Supporting participation within CEDAW advocacy spaces of WROs reporting on the impact of macroeconomic, development, and corporate policies on women's human rights and gender equality
- Convening the annual Global South Women's Forum and other alternative spaces to strengthen WRO capacity to advocate on issues of an accountable system for macroeconomic policy, sustainable development and women's human rights
- Supporting WROs in creating feminist knowledge around holding States and other actors accountable for adverse impacts on gender equality and women's human rights of macroeconomic and development policies
 - Developing feminist tools and frameworks as a basis to interrogate and track the gendered impact of these systems
 - Creating campaigns and tools to popularise feminist analysis on the gendered impact of macroeconomic policies and the sustainable development agendas, focusing on emerging issues and trends in creating more gender-responsive systems and policies
- Connecting and partnering with WROs and/or networks of WROs and other practitioners interested in reporting to treaty bodies beyond CEDAW, such as CESCR, on the impact of macroeconomic and development policies on gender equality and women's human rights
- Participating in civil society strategy discussions and convenings on trends and issues related to macroeconomics, IFIs and sustainable development
- Supporting knowledge and capacity of women's rights organisations to engage on advocacy around new multilateral accountability mechanisms and frameworks, in particular the binding treaty on business and human rights and the draft treaty on right to development
- Creating knowledge around alternative systems, such as the UNGPs and OECD Responsible Business Conduct agendas, for increasing accountability of corporate actors for the impact of business activities and policies on women's human rights

The programme on Transforming Economics and Development through a Feminist Approach will seek to use the concepts of substantive equality, non-discrimination and state obligation to interrogate the economic growth and sustainable development agendas, and to disrupt the continued application by global actors of economic policies that harm and undermine the human rights of women and girls. The programme will strengthen the capacity of the women's movement to use CEDAW as a key site of intervention to ensure state obligation for women's human rights, in the face of global macroeconomic policy imperatives imposed by the international financial institutions, trade agreements, the 2030 agenda and so on.

Sustainability and Relevance of IWRAP Asia Pacific

After more than 25 years as an intergenerational organisation, IWRAP Asia Pacific sees this strategic period as an opportunity to reflect on its organisational structure and culture, adapting it to be more responsive to the challenges of the current context, to infuse intersectionality and to recognise and include a new generation of feminists. We see it as important to bring the structures and culture of the organisation to a point where we demand accountability of ourselves, and ensure that our organisational culture and practices are feminist and inclusive. Recognising that conventional organisational practices can be exclusionary, we will review our organisational policies and procedures in order to translate our feminist principles into organisational practice and support the execution of our five-year strategy.

This means the staff, board and advisory committee working towards collectively sharing power and ownership of the organisation, having organisational practices that honour the differences among us, creating the space to acknowledge how each of our identities shape our perceptions and actions, being sensitive to each other's positions and needs, and addressing the issues of everyone who has a stake in our organisation. It means creating an organisational culture where everyone in the organisation is open to being challenged and is invested in establishing and ensuring a safe, mutually respectful and genuinely collaborative working environment.

IWRAP AP will also revisit some of the earlier discussions that it has had around constituting advisory groups that could provide support towards the implementation of the different thematic programme areas, particularly taking into account that the 2020-2024 Strategy will require IWRAP AP to engage with technical knowledge that will expand our understanding of ensuring substantive equality, non-discrimination and state obligation in complex areas where we have not worked before (e.g. macroeconomics; climate change).

We will also need to review how we work with our multiple constituencies responding to issues relating to language, mobility, safety etc.; how we can meet the demands of our international team; how we can reduce our environmental footprint; and how we take advantage of the various technological advances to ensure that we are more present and more adaptable to a rapidly changing world.

The changes that we may require could lead to structural reconfiguration of the organisation itself.

Outcomes

1. Organisational structures and processes reflect IWRAP AP's feminist values and ways of working

2. Governance bodies are more reflective of IWRAP Asia Pacific's constituencies
3. IWRAP Asia Pacific is a financially sustainable organisation

Outputs

- 1a. Review, and adoption as appropriate, of different organisational models that reflect a truly feminist future of work
- 1b. Updated organogram and Operations Manual
- 1c. Procedure for performance assessments and staff development
- 1d. Risk assessment strategy in place
- 1e. Code of conduct in place
- 1f. Child protection policy updated
- 1g. Internship policy in place
- 1h. Protocol for WHRD safety agreed
- 2a. Revised Board Charter (reflective of IWRAP Asia Pacific's feminist principles)
- 2b. Revised AC Charter (reflective of IWRAP Asia Pacific's feminist principles)
- 3a. A strong fundraising strategy
- 3b. A good communication strategy
- 3c. Functioning PME system

Activities

- Review organisational structure with a view to implementing the five-year strategy
- Review procedures for performance assessment and establish a procedure that supports staff development
- Review the organisational operational manual and update the procedures to reflect the five-year plan, the structure, and our feminist principles
- Review policies of other organisations and develop/update policies on risk assessment, sexual harassment, child protection, internships, and safety and security of WHR defenders and others as may be considered necessary
- Board and team work on revising and adopting the Board Charter and the Charter for the Advisory Committee
- Develop five-year fundraising plan
- Develop five-year PME system for the strategic plan
- Review communications strategy in the context of the five-year strategic plan, and make whatever changes are necessary

Ensuring Sustainability and Relevance of IWRAP Asia Pacific requires a radical review of IWRAP Asia Pacific's structure, governance and ways of working that will be systematically addressed within this strategy period.