

Association for Progressive Communications (APC) Women's Rights Programme (WRP)

STRATEGIC PLAN 2025-2028

Abridged



Table of Contents

| | |
|---|-----------|
| Acknowledgments | 4 |
| Acronyms | 5 |
| Situating the WRP 2025-2028 Strategic Plan | 6 |
| About the WRP | 8 |
| <i>History of the WRP</i> | 9 |
| <i>The WRP today</i> | 14 |
| Approach to strategic planning | 15 |
| <i>Contextualising the approach – WRP within</i> | 15 |
| <i>Contextualising the approach – Complexity and the systems in which we organise</i> | 16 |
| <i>Approach</i> | 16 |
| The organising contexts of WRP partners | 18 |
| <i>Challenges most affecting partners' movements</i> | 18 |
| <i>Current needs identified by partners</i> | 19 |
| <i>Recent changes in the organising contexts of partners that present possibility</i> | 20 |
| <i>Key issues affecting partners' movements</i> | 21 |
| WRP strengths, role and contribution to feminist technology and its movements | 23 |
| <i>Key strengths and roles</i> | 23 |
| <i>WRP's contribution to its context and communities of practice</i> | 25 |
| In-depth feminist analysis at the intersection of feminism and technology | 26 |
| Bringing people together around a feminist internet | 26 |
| Methodologies centering co-creation and movement strengthening | 27 |
| Amplifying Majority World feminist voice and opinion | 28 |
| The WRP Collective Purpose for the Strategic Period 2025-2028 | 29 |
| <i>WRP Collective Purpose</i> | 29 |
| Collective sensemaking across contexts | 29 |
| Doing feminist technology | 31 |
| Pause and celebration | 32 |
| Visibility..... | 33 |
| <i>Expressions of the WRP Collective Purpose</i> | 33 |
| Claiming care and celebration | 33 |
| Attention to power | 35 |
| Disrupting technology and making feminist infrastructure..... | 38 |
| <i>Stepping into the WRP's collective purpose and its expressions: responding to team and partner needs as an immediate next step</i> | 40 |
| As a team, being and doing differently together | 40 |

| | |
|--|-----------|
| In our programmatic planning..... | 42 |
| <i>Anticipated outcomes of living out our collective purpose, its expressions and the integration of partner responses into our immediate next steps.....</i> | <i>47</i> |
| Spiralling the WRP Collective Purpose for the Strategic Period 2025-2028..... | 48 |
| <i>Feminist Internet Research Network.....</i> | <i>48</i> |
| <i>Feminist Tech eXchange</i> | <i>49</i> |
| <i>GenderIT.....</i> | <i>49</i> |
| <i>Policy advocacy</i> | <i>49</i> |
| <i>Amplifying structurally silenced voices within physical public, online and legal and policy spaces (temporarily encompassed by Our Voices Our Futures programme).....</i> | <i>50</i> |
| <i>Building feminist tech infrastructure.....</i> | <i>50</i> |
| <i>WRP management.....</i> | <i>51</i> |
| <i>Operations</i> | <i>51</i> |
| Appendix 1 – Process overview | 52 |
| Appendix 2 – Composition of partners who responded to the survey | 53 |

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Acronyms

| | |
|--------|---|
| APC | Association for Progressive Communications |
| AWID | Association for Women's Rights in Development |
| CEDAW | Convention on the Elimination of All Forms of Discrimination Against Women |
| FIRN | Feminist Internet Research Network |
| FPIs | Feminist Principles of the Internet |
| FTX | Feminist Tech eXchange |
| GEM | Gender Evaluation Methodology |
| HRC | Human Rights Council |
| ICTs | Information and communications technologies |
| KRAs | Key Responsibility Areas |
| MFI | Making a Feminist Internet in a Digital Age |
| LGBTQI | Lesbian, Gay, Bisexual, Trans, Queer, Intersex |
| LocNet | Local Networks initiative, APC and Rhizomatica |
| OGBV | Online gender-based violence |
| OVOF | Our Voices Our Futures |
| SEJ | Social and Environmental Justice Programme, APC |
| SfV | Safety for Voices Programme, APC |
| TBTT | Take Back The Tech! Campaign |
| TFGBV | Technology-facilitated gender-based violence |
| UN | United Nations |
| VAW | Violence against women |
| WHRDs | Women human rights defenders |
| WNSP | Women's Networking Support Programme |
| WRP | Women's Rights Programme, APC |

Situating the WRP 2025– 2028 Strategic Plan

“With so many years of experience and so much success in what does, WRP is not a mamon tree or a lemon tree, it is a Samaúma... with such deep and solid roots, with the ability to throw fruit so far... with such fertile fruit... So, to think about how the WRP's own experience can be replicated elsewhere... my wish is that there were many, many WRPs in different territories” (partner, Brazil)

This strategic plan is grounded within the experiences and expertise of the WRP’s team, close allies and partners, of navigating the current moment – of the WRP, of the movements in which it is situated, of the advancement of digital technologies, and of the changing sociopolitical, environmental and economic climates in which we organise.

Across the world we are seeing the devastating effects of multiple, ongoing and compounding crises not least of which include wars, genocides, extractivism, the destruction of our planet and the relentless persecution of activists, particularly LGBTQI activists, and the criminalisation of civil society organising in countries worldwide.

The rapid rate of digitalisation of societies in the wake of Covid-19 and the resultant authoritarian abuses of power and resources, exacerbated existing inequalities, including access to the internet and information. In an increasingly unstable and rapidly changing sociopolitical digital context, government surveillance, privacy invasions, online gender-based violence (OGBV), censorship, disinformation, the weaponisation of artificial intelligence, and widespread

corporate impunity, are not only immense threats to humanity in and of themselves, but so has been their normalisation.

WRP is not immune to these effects. In the past six months, WRP activities have deliberately prioritised thematic areas that are responsive to current and emerging contexts, including that of OGBV, genocides, digital security threats for women human rights defenders (WHRDs) and gendered disinformation, among other violence. Consistently centring the work around the realities of their communities of practice when those realities currently are shaped by multiple forms of violence that are also evolving rapidly, has led to experiences of overwhelm, burnout and despair within the team.

At the same time, sensemaking in relation to these realities have affirmed the crucial role that digital technologies play in advancing a feminist response to these crises, threats and violence. Through a politics of care and a critical feminist lens on digital rights, the WRP has also amplified narratives and advanced actions that centre the agency of women, queer folks, activists and defenders from the majority world to use, create, shape and disrupt technology, as well as enjoy and claim ownership of their digital presence, bodies and spaces of organising, as forms of resistance, of healing, and of connecting our stories.

This strategic planning process opened a window of reflection and of reckoning with what the WRP's collective purpose is within this moment. It also opened space to grapple with what 'planning' even means within a current context characterised by precarity and unpredictability. This yielded a strategic framework for the next strategic period that will offer the WRP an ongoing, cyclical practice of presencing (listening and response) that enables perpetual relevance of the strategic plan throughout its timeframe, as well as the flexibility, reflexivity and care needed for the team to engage in their work sustainably.

About the WRP

The WRP is a programme of APC, a global membership-based network of organisations and activists founded in 1990 and working at the intersection of digital rights, human rights, gender and the environment. For APC's current strategic plan (2024-2027), the organisation's mission is to strengthen collective organising towards building a transformative movement to ensure that the internet and digital technologies enable social, gender and environmental justice for all people.¹

The WRP contributes to this mission and APC's broader Theory of Change in three key ways. Firstly, the WRP invests in cross-programme work with other APC programmes towards realising the collective organising that APC seeks to uphold. Within cross-programme collaboration, the WRP strengthens the intersectional feminist analysis and praxis with which other programmes make sense of and engage the contexts of APC's broader network and partners.

Secondly, the work of the WRP is strongly rooted within APC's network and movement building strategies,² namely the strategies of:

- Conducting new research and deepening the use of existing research to build knowledge and create counter-narratives around new and emerging issues and trends that affect the context in which we are organising.
- Convening and connecting diverse actors and constituencies within the network to build and strengthen connections and common agendas within and across diversities of issues and regions.
- Policy advocacy and mobilisation within the network to amplify the voices from marginalised communities, put pressure on stakeholders, and advocate for changes in norms, policies, standards and practices, particularly related to governance of the internet and digital technologies.
- Grantmaking/subgranting to the network to resource their work, strengthen relationships in the network, and support them to engage in building and acting collectively on shared agendas.

¹ APC (2024) *Strategic Plan*. Available here: <https://www.apc.org/en/strategic-plan-2024-2027>

² *ibid.*

Thirdly, internally, the WRP team, alongside other APC staff, offers a critical feminist analysis to APC's positionality within the contexts in which it works and provides strategic thinking and expertise in relation to organisational policies and practice that enhances APC's internal coherence with its mission. APC management also advises and provides a container for the WRP team to carry out its work with care and political coherence, thereby offering a relationship between the WRP, as a programme, and APC, as the broader organisation, of mutual accountability and support.

The WRP's work is situated within diverse feminist, women's, LGBTQI, sexual rights and digital rights movements, and is conducted in collaboration with partners from these movements to influence the usage, development and decision-making related to digital technologies.

History of the WRP

The WRP was born out of the Women's Networking Support Programme (WNSP), a global, women's internet-based network of APC members that began in the early 1990's.³ The WNSP sought to build and strengthen a network of diverse women working in different technology and women's rights fields, at local, regional and international levels. From its inception, the strengths of the WNSP in its approach to network building included ensuring a diverse membership, taking time to build trust and relationships through slow, solid and sustainable processes, and being women-led.

A formative moment for the WNSP⁴ was their participation at the 4th UN World Conference on Women in Beijing in 1995, where they created a 40-women computing centre to build electronic newsgroups across thematic areas as a means for the women present at the conference to connect with the rest of the world. WNSP was integrated into APC in the early 2000s. The first tool developed by the WNSP after this integration was the Gender Evaluation Methodology

³ APC WNSP (2000) *Women's Networks and ICTs: The character, achievements and challenges past and present of the APC WNSP*. Available here: <https://www.apc.org/en/about/history/womens-networks-apc-wnsf-founding>

⁴ APC WNSP (2000) *Women in Sync*. Available here: <https://www.apc.org/en/pubs/women-sync>

(GEM).⁵ The online tool enabled programmes and projects using information and communication technologies (ICTs) across diverse sectors of social change to integrate a gender analysis into the evaluations of their work. GEM was developed in consultation with thirty community-based organisations in the global South and had widespread impact on national-level policy and technology development.⁶

In the same year that GEM was published, APC commissioned research⁷ on the intersection of violence against women (VAW) and technology – a first inquiry of its kind. A section of the study outlined some of the ways feminists have started to reclaim digital technologies as part of their own living histories, concluding that this reclaiming is the only way forward in the face of increasing violence online. This section was titled, ‘Take Back The Tech.’

It was not long until Take Back The Tech! launched as a campaign by a small group of feminist activists, initially from the Asia region, which grew into Latin America and Africa and became increasingly global over time. TBTT! aimed to be a meeting place of different feminist actors who wanted to make sense of how technology was affecting their lives. They were deliberate about calling what was happening ‘violence,’ but also actively resisted the victim-orientated narratives perpetuated by women’s rights groups at the time by centring their inquiry around claiming agency, having fun with technology, increasing autonomy, self-expression, and building community online.

TBTT! was an ongoing campaign that had two major multi-year projects from 2009-2014,⁸ involving documenting and analysing online violence against women (VAW) across multiple countries. At the time, the notion that online

⁵ Garcia Ramilo, C. And Cinco, C. (2005) *Gender Evaluation Methodology for Internet and ICTs: A learning tool for change and empowerment*. SIPAT Publications Inc. Available here:

<https://www.apc.org/en/node/2835/>

⁶ See https://en.wikipedia.org/wiki/Gender_evaluation_methodology

⁷ Kee, J. (2005) *Cultivating violence through technology? Exploring the connections between information and communication technologies (ICT) and violence against women (VAW)*. Available here: <https://www.apc.org/sites/default/files/VAW ICT EN 0.pdf>

⁸ These projects were, “Strengthening Women’s Strategic Use of Information and Communication Technologies to Combat Violence Against Women and Girls” (2009-2011) and “End Violence: Women’s Rights and Safety Online” (2012-2014). See APC (2013) *APC Progress report 2009-2012*. 33-34. Available here:

https://www.apc.org/sites/default/files/APC_ProgressReport20092012_0.pdf.

gender-based violence (OGBV) was even real was strongly disputed in women's rights and digital rights movements alike. TBTT! galvanised the WRP and its many collaborators around understanding and building evidence of OGBV through mapping, research and countless conversations across their network. The statistics and qualitative evidence brought about by these efforts proved to be the foundation of the deepening and expansion of the WRP's advocacy. The WRP was able to make key gains in the development international policy that gave language and recognition for the first time to violence against women online.

Contributing to the WRP's sensemaking of the policy landscape was GenderIT, one of the first websites looking at ICT policy through a gender lens. Initially launched in 2006 as a platform monitoring policy developments, GenderIT⁹ today is a think tank of and for women's rights, sexuality, sexual rights and internet rights activists, academics, journalists and advocates from the global South. The website continues to be a crucial and unique resource¹⁰ for movement and policy actors working at and curious about the intersection of gender and technology.

In 2008, the WRP launched the first Feminist Tech eXchange (FTX) at the 2008 AWID Forum. The FTX was a feminist response to the need for women- and queer-led approaches and strategies for capacity building about technology, grounded in global South feminist expertise and praxis, in a digital rights sector dominated by white men from the global North. Since its inception, the FTX has developed and published feminist training curriculum for trainers,¹¹ and continues to create space for women and queer folks to come together at national and transnational levels to contextualise technology, play with technology, break it, open it up, build it and reshape it, as integral practices of a feminist methodology aimed at dismantling patriarchal power.¹²

⁹ APC (2024) *GenderIT: Feminist reflection on internet policies*. Available here: <https://www.genderit.org/>

¹⁰ Interview participant (2024); as well as survey responses received during the WRP strategic planning process (2024).

¹¹ APC (2022) *Feminist Tech Exchange (FTX)*. Available here: <https://ftx.apc.org/>.

¹² Read and listen more via the FTX podcast, at APC (2024) *This feminist internet life: FTX stories of collaboration, creativity and care*. Available here: <https://www.apc.org/en/podcasts/ftx>

It was 2013 when the WRP got their first mention of ICTs in a global policy document about violence against women¹³ through the visibility and traction that technology-related violence against women was gaining. The WRP embarked on a trajectory of achieving recognition of OGBV in international policy between 2013 and 2018.^{14,15} In 2018, the WRP claimed a milestone victory, which was the Human Rights Council (HRC) resolution entitled, 'Accelerating efforts to eliminate violence against women and girls: preventing and responding to violence against women and girls in digital contexts.'¹⁶

In 2014, the WRP brought 50 activists and advocates working in sexual rights, women's rights, violence against women, and internet rights to Malaysia for the first 'Imagine a Feminist Internet' meeting. The outcome was the very first articulation of Feminist Principles of the Internet (FPIs),¹⁷ a feminist framing and response to the internet emerging from women and queer persons in the Majority World. A second version was published in 2016, as 17 principles organised into five clusters. Today, the FPIs continue to be expanded upon, and provide a framework for feminist movements and anyone wanting to articulate and explore technology through a feminist lens.

As a means of supporting the WRP network's policy advocacy related to the internet, and riding the crest of the WRP's strong policy advocacy gains at the international level, the Feminist Internet Research Network (FIRN)¹⁸ was established in 2018. FIRN has continued since its inception to undertake data-driven research in relation to OGBV, economy and labour, access, datafication, and other themes affecting women, gender-diverse and queer people, building on the vocabulary of the FPIs, to provide substantial evidence for driving change in policy and law. Today, FIRN, along with GenderIT, provide platforms for critical

¹³ United Nations (2013) Commission on the Status of Women (CSW) outcomes document entitled, *Elimination and Prevention of All Forms of Violence Against Women and Girls*. Section (B), paragraph (ww).

¹⁴ United Nations (2014) General Assembly resolution entitled, *Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders*.

¹⁵ United Nations (2017) *CEDAW General Recommendation No. 35*.

¹⁶ United Nations (2018) HRC resolution entitled, *Accelerating efforts to eliminate violence against women and girls: preventing and responding to violence against women and girls in digital contexts*.

¹⁷ APC (2024) *Feminist Principles of the Internet*. Available here: <https://feministinternet.org/>.

¹⁸ APC (2024) *feminist internet research network*. Available here: <https://firn.genderit.org/>

voices from the Majority World to articulate and emphasise the needs of women, gender-diverse and queer people for internet policy discussions and decision-making.

The WRP has, since its inception, played a pivotal role in bringing gender to the centre of conversations about technology, and bringing technology into conversations about gender.¹⁹ Overtime, the WRP has also been at the forefront of shifting the narrative of this intersection, from women's participation in ICTs, to gender and technology, to feminism and technology, to feminist technology.²⁰ Moreover, the WRP has not only spearheaded, but also mainstreamed, the notion of online gender-based violence as a lived experience, despite widespread resistance from other actors, including from women's movements at the time, that OGBV was real. The WRP continues to be at the forefront of deepening and expanding an articulation of OGBV in relation to current changes in technology, as well as of a feminist internet that enables agency and liberation of women, queer, gender-diverse and non-binary people.

This history also shows a consistent pattern of method to the WRP's work, a cycle of research and action. The WRP's actions were not predetermined, but rather, what emerged from research directed the next steps of the WRP's path. The 2005 study of the intersection of VAW and technology inspired the TBTT! campaign in 2006. The research undertaken in TBTT!'s multi-country projects on VAW and technology provided critical evidence that enabled the WRP's policy advocacy gains in the 2010s. The collective inquiries into a feminist internet through the Imagine a Feminist Internet convenings have created a framework of analysis that continues to be applied in FIRN, as well as the convenings hosted by the WRP such as Making a Feminist Internet, FTX and the Gender and Internet Governance eXchange (GIGX). Today, the research and thought leadership published in FIRN and on GenderIT remain the backbone of the WRP's policy advocacy agendas delivered in international policy spaces.

¹⁹ Interview participant (2024) and survey respondent (2024).

²⁰ Interview participant (2024).

The WRP today

The WRP continues to undertake impactful work. Within the current moment of the WRP, this work is carried out through the vehicles of FTX, FIRN, TBTT, the FPIs, and policy advocacy. Developments in the funding sector in the last decade have also affected the organising landscape of INGOs, who are increasingly coming together through the arrangement of consortia. APC has accompanied this change, and WRP is currently actively involved in two Dutch-funded consortia, namely, Our Voices Our Futures (OVOF) and Safety for Voices (SfV).

The WRP also engages with other programmes within APC. In the past, the WRP has actively partnered with the LocNet Initiative for their mentorship programme and in projects building feminist technological infrastructure. The WRP also consistently engages APC's Social and Environmental Justice Programme (SEJ) on policy advocacy-related initiatives. The WRP upholds an intention to deepen its cross-programme work in the 2025-2028 strategic period for the purposes of realising APC's mission to strengthen collective organising among members, partners and allies working across the organisation's various spaces of impact.

Approach to strategic planning

Contextualising the approach – WRP within

Initial conversations with the team²¹ found it to be composed of an extremely passionate collective of people, closely connected to their respective movements, with strong intersectional feminist politics and unique, nuanced expertise to their field of work, that also respect and care for each other very much. At the same time, perpetual burnout, restrictions on team members' autonomy, and the siloed nature of work were found to be jeopardising their capacity to truly step into their collective power.

The WRP is situated within a dominant organisational work culture that is highly outcomes-driven and activity-orientated. The expectation to carry out detailed work plans while also be responsive to emerging situations, within a field of work that is changing exponentially, has led to an extensive workload and a sense of “never doing enough,” as one team member described. At the same time, there is an undeniable willingness across the team to be and do differently, and even a knowing of what that might look like, but the practical steps of how to get there seem intangible.

Amidst this collective experience of burnout, there is a deep desire for spaciousness among the team to learn and explore thematic areas within feminist technology that are of personal interest. Conversations with the team also surfaced concerns about the siloed nature of the WRP's work across projects, lack of autonomy, and the limited and sometimes unclear communication among the team. From the inception of the strategic planning process, there were explicit requests from team members to centre care as a strategic priority for the next strategic period.

²¹ For an overview of the strategic planning process, see Appendix 1

Contextualising the approach – Complexity and the systems in which we organise

Feminist activists and defenders have, for decades, experienced the first-hand effects of political, social, economic, environmental and other instabilities. These are no longer infrequent, sporadic incidents²² – if they ever were – but have become defining features of our time. For feminists working at intersections with technology, the trajectory of technological development towards increased violations of human rights further perpetuate a sense of urgency and overwhelm.

Research emerging from systems theory and complexity – spurred predominantly by transdisciplinary research in the global North towards what is increasingly referred to as complex adaptive systems²³ – have revealed remarkably similar conclusions to what feminist activists have been describing for years in relation to their organising contexts. There is substantive evidence, across theory and experience, that our contexts are unpredictable, our struggles are intersectional, and that the trajectory of history reveals perpetuated patterns (including of those towards our own liberation).

This knowledge calls us to confront our traditional methods of strategic planning and their related assumptions within organisational practice, especially when we consider the extreme level of burnout, fatigue, ill-health and stress experienced by women, non-binary and trans activists from the Majority World working in justice-driven organisations carrying out such organisational practices.

Approach

Given these contexts, the strategic planning approach for the WRP's next strategic period of 2025-2028 aimed to:

²² brown, m. b. (2017) *Emergent Strategy: Shaping change, changing worlds*. Chico: AK Press.

²³ Schoon, M. and Van der Leeuw, S. (2015) The shift toward social-ecological systems perspectives: Insights into the human-nature relationship. *Natural Sciences Sociétés* (23). 166-174.

- Develop a collective purpose for the team that is necessarily dynamic, moving the team and the WRP network towards a collective experience of thriving and restoration within and outside of themselves, and that would serve as the WRP's compass for all decision-making
- Queer boundaries between the internal and external of the WRP, between strategy areas, and between the roles of staff, to complicate the narrative emerging through the discovery process, disrupt siloes of work across projects, and consolidate the work of the WRP around expressions of purpose that speak to the whole system
- Examine the relationship between the WRP and the wider organisation of APC to (re)discover and (re)emphasise symbiosis and the strategic entry points for the WRP's contribution to APC's Theory of Change
- Identify and integrate opportunities for spaciousness within the strategic framework that offers the team time, space and energy to explore their own interests, celebrate their work, and rest and recover at regular intervals
- Co-create a strategic framework that harnesses the emergent nature of change, needs, desires and relationship, and supports the team's capacity to consistently practice 'presencing' (listening and response) in relation to change in their contexts of work and communities of practice.
- Integrate care as both a proactive and responsive practice towards reconnecting ourselves with our humanity.

The organising contexts of WRP partners²⁴

Challenges most affecting partners' movements

Four key challenges are affecting partners across regions.

1. **Closing democratic space** due to the strength of authoritarian governance and an accompanying conservative society. These have led to the development and misuse of laws to restrict access to funds, operations, and freedom of expression of NGOs, as well as the increased criminalisation and persecution of activists, particularly LGBTQ+ activists.
2. **Threat to activists' individual safety and the security of local NGOs** where activists sustain "institutional and extra-institutional harassment" (Partner, Bangladesh) and have a "fear of being hurt... in the course of doing human rights work" (Partner, Uganda). NGOs face "security threats" (Partner, DRC). "State institutions also manipulate their power to harass LGBTI+ organisations administratively by sending periodic audits" (Partner, Turkey).
3. **Lack of access to stable core funding.** "Our project-based funding model makes us more precarious, and we often don't have funds between projects, causing good people to leave," (Partner, Brazil). Partners previously supported by certain embassies have also experienced the loss of such support since Israel's invasion of Palestine. "Embassies do not want to support LGBTI+ organisations that call for peace and ceasefire" (Partner, Turkey).
4. **Lack of unity within and across movements,** described otherwise as "internal conflict" (Partner, Egypt) due to discrepancies in politics and

²⁴ According to partner survey responses – see Appendix 2 for the composition of partners who responded to the survey.

priorities. This leads to the lack of a unified agenda, “siloes” (partner, Zimbabwe) and “duplication” (partner, Zambia) of efforts, difficulty in finding relationships of solidarity, and a sense of isolation.²⁵

Partners in Asia and Latin America also spoke to the reality of limited access to technology among constituencies. In Asia region specifically, partners also found the lack of political consciousness in relation to technology and the internet among constituencies to be a challenge.

Current needs identified by partners

Partners across regions identified four key needs given the current challenges they face.

1. **Learning from others**, across movements, inter-generationally and across regions of the global South.
2. **Solidarity strengthening** within and across movements, and also with other stakeholders. Two partners specifically spoke to the need for “ally and network building” (Bangladesh) and strengthened “community” (South Africa) for LGBTQI+ activists.
3. **Sustainable, core funding** as critical for partners’ work and wellbeing. Partners want “funding that is not based on the logic of projects, but on long-term institutional support that allows organisations to draw up plans and strategies and manage to retain the people who dedicate themselves with long-term financial security” (partner, Brazil).
4. **Technical and financial support in relation to safety and security** in the form of “digital security and tools” (partner, Democratic Republic of Congo), “capacity enhancement to address... external threats,” (partner,

²⁵ While we recognise that difference across politics and priorities are also the soil for a healthy organising environment that strengthens movements, we also acknowledge the responses from our partners articulating the struggle for actors in their movements to come together around a common agenda, and the related need this reveals for inter- and cross-movement solidarity and allyship.

Bangladesh), as well as “mental health support” (partners, Turkey and Uganda) for LGBTQI+ activists and defenders.

Furthermore, partners in Asia and Africa identified the need for increased visibility of their work. “So much is being done but no one gets to know about it,” said one partner (Uganda). One partner in Bangladesh spoke specifically to the need to present and visibilise their work at the regional and international level.²⁶ Lastly, partners in Asia and SWANA identified the need for increased unity within movements.

Recent changes in the organising contexts of partners that present possibility

Partners identified three key opportunities within their organising contexts to advance their agendas.

1. **Legal reform and positive changes in government.** “Local elections took place in Turkey and main opposition party got the majority of municipalities... they are more open to dialogue” (Partner, Turkey). In Bangladesh, there is advocacy towards revising laws in support of the legal recognition of gender diversity. In Uganda, there are “increased petitions in court challenging... oppressive laws” (partner, Uganda).
2. **Increased visibility of digital rights, digital security and online gender-based violence** both at international and national levels. At the national and community levels, there is “rising recognition... around digital security and privacy” (Partner, India). At the international level, the increased visibility on digital rights has also led to increased availability of funding, with “INGOs wanting to invest in AI4D [Artificial Intelligence for development] and with a feminist lens” (Partner, Zimbabwe).

²⁶ The need for visibility is strongly tied to the lack of attribution that actors from the Majority World consistently experience for the contributions they make to the knowledge building efforts of movements. The geopolitical locations from which this feedback has emerged also invites the WRP to strategise towards strengthening the visibility of Africa- and Asia-based partners.

3. **New partnerships.** In the Asia region, this was particularly at the national and community levels. One partner in Bangladesh spoke to the strong mobilisation of “communities at the grassroots... to negotiate their firm presence and standing in civic and family spheres.” In Africa and Latin America, partnerships with stakeholders at the international level have presented opportunities for increased visibility of their work and more influence in policy spaces.

Key issues affecting partners’ movements

In relation specifically to digital rights, one multiple-choice survey question suggested that while some issue-areas may be affecting partners and their movements more than others,²⁷ no thematic area is necessarily irrelevant to partners’ contexts. When given a chance to expand on their responses, partners also conveyed a strong understanding of how these issues are interconnected and do not operate in a vacuum.

Partner responses conveyed an emphasis on three areas of digital rights in particular that are affecting their movements.

1. **High levels of censorship and self-censorship** and the related threat to safety that visibility poses to activists. “Many women producing online content face imprisonment if their content is deemed ‘against morals of the Egyptian family,’” (Partner, Egypt). In Bangladesh, members of LGBTQI+ communities risk facing severe safety risks if their gender identity is exposed, including from their families. The law in Uganda makes it “an offence for anyone to be seen as promoting homosexuality, this means that... if you continue working, it must be in hiding” (Partner, Uganda).
2. **The stark gap across gender and income lines in relation to internet access.** “Even if households have smartphones/access to internet, gender

²⁷ Within the scope of the multiple choice question, the three biggest issues identified by partners as negatively affecting their movements were 1) online violence and hate speech; 2) increased risk to safety and limited access to care; and 3) gendered disinformation; however, with little discrepancy in ratings across issue areas provided in the question

norms prevent women, girls, queer and trans persons from accessing digital spaces freely and safely” (Partner, India). Frequent power cuts also lead to the deterioration of hardware, with some partners owning devices in need of repair.

3. **Possibility in the development of feminist infrastructure**, particularly given the “great, unchallenged reliance on hegemonic social media” by “feminist, LGBTQI+, anti-racist and human rights defenders and audiences” (Partner, Brazil). Partners expressed a desire for **safe tech tools**, with one suggesting that the “lack of feminist tech infrastructure means that as feminist movements organise and coordinate, they are using tools that will lead to increased surveillance. There is a need for feminist tooling that empowers the work of movements” (partner, Zimbabwe).

WRP strengths, role and contribution to feminist technology and its movements

Key strengths and roles

Responses from partners and close collaborators of the WRP surfaced five key areas in relation to the WRP's strengths and the roles it plays towards strengthening movements.

1. **The knowledge that the WRP makes accessible through its publications and other collective sense-making activities.** “For me, APC WRP is the go-to place to get reliable trustworthy information, guidelines, research on the intersection of feminism/women's rights and anything technology” (Partner, Egypt). Another partner (India) said, “APC WRP's efforts toward producing intersectional research relevant to current concerns of digital justice, and feminist and sexual rights movements aided us in conducting research on the online violence and hate against Muslim minorities in India.” One partner mentioned FIRN as a project that “contributes to knowledge building and sharing in ways that I have not seen in other spaces” (South Africa).
2. **Bringing diverse actors together to network and engage in collective context analysis.** “Working with WRP has given me the opportunity to be in conversation with, build alliances with, get support from [those] who understand the role of technology and gender justice in a multi-faceted way” (Partner, Bangladesh). For many partners and close collaborators, the WRP's convenings are where they experience the WRP network. One partner spoke of the sense of solidarity they experienced in convening spaces, “feeling that we are able to strengthen each other and believing that we are not alone”²⁸ (Brazil).

²⁸ Translated from Portuguese

3. **The WRP's methodology for holding space.** One partner (Bangladesh) said, "I appreciate the way how APC organised the last two conferences in Thailand and Sri Lanka, bringing together too many diverse actors and topics together." Convenings were frequently recognised as an important vehicle for sense-making, networking and strengthening solidarity. Another partner (Bangladesh) said that they themselves also convene people "across queer and feminist movements" but need support to sustain this practice as a method for knowledge and resource building.
4. **The WRP's subgranting,** such as the Tech-Joy subgrant, was also perceived as an important role, both due to the very possibility that the funds provided in for partners to undertake their work, as well as due to the relationship with the WRP this initiated, the nature of which gave partners a sense of confidence in themselves and their work and the sense of being seen. "Our organisation took a leap forward after we began our relationship with APC, they made us believe and see that our work has great power and difference," said one partner (Brazil).
5. In relation to thematic areas, '**online gender-based violence and technology-facilitated gender-based violence**' was a thematic area that 93% of partners felt that the WRP is strongest in providing analysis.²⁹ One close collaborator recognised the WRP as having spearheaded the conceptualisation and analysis of online violence. "Online violence was not recognised as a form of violence, there was no language and WRP have been instrumental in forging the path," they shared.

Other partners also recognised the way in which all the roles that the WRP plays collectively create "an enabling environment for activists, researchers and policy advocates" (Partner, South Africa).

²⁹ Followed by 'gender justice and technology' (73%) and 'digital safety and care' (73%) as the other most rated thematic areas.

These roles, identified by the WRP's partners and close collaborators, affirm the strength of the WRP's movement building work, and its contribution to APC's movement building strategies for the organisation's current strategic period. This contribution to APC's movement building strategies is in particular as a result of:

- The WRP's sensemaking and knowledge building activities, including its research, publications and convening spaces. Specifically, the WRP's analysis of online GBV and tech-facilitated GBV is considered instrumental in supporting the sensemaking work of its partners and collaborators.
- The contribution the WRP makes to collective organising through online and in-person convening spaces grounded in care, trust-building and methodologies of knowledge exchange
- The relationships that the WRP builds with partners through sub-granting, where partners experience this relationship as one of "transparency and trust... Which has allowed us to grow together with the Network and APC. We see APC as true partners" (partner, Brazil). Another partner receiving funding from the WRP stated, "WRP is a trust[ed] organiser that helps one to be associated with the movement" (partner, Bangladesh).

The WRP's inclination to movement building work also presents further opportunity to deepen its relationship with actors working in community- and national-level contexts.

WRP's contribution to its context and communities of practice

The WRP contributes significantly to its context and communities of practice in four key areas. These are:

1. In-depth feminist analysis at the intersection of feminism and technology
2. Bringing people together around a feminist internet
3. Methodologies centering co-creation and movement strengthening
4. Amplifying Majority World feminist voice and opinion

In-depth feminist analysis at the intersection of feminism and technology

“No one else work that deeply on the intersection between women's rights/feminism and technology” (partner, Egypt). This was an opinion shared among partners, funders and allies. The WRP's expertise, as well as its capacity to channel it into both 'fields' - bringing feminist politics into technology spaces and technology into feminist and movement building spaces – is unique and offers a bridging across these fields that is also very relevant to the current ecosystem of feminist tech organising.

One ally expanded on the relevance of the WRP's contribution to feminist movements: “we are in a moment in which, as feminists part of the global majority... we are fighting on so many different fronts... Feminists have known the traditional enemies. They are easier to see: our states, our local councils, the men in our households... We've had a longer time to analyse them and think about different forms of resistance. Tech is more difficult. It is so ubiquitous. The difference between the conversation in 2005 and 2025 is huge in terms of tech, but the conversation in feminist conversations hasn't moved that much. We are still having to have very basic- 'here's what it does, here is how we can resist it,' etc.”

The WRP, because of its network, resilience of infrastructure and history, have a significant role of informing feminist movements how to understand technology in a way that is not intimidating, and at the same time, also “offering the reimaginations, to say, this is how we can resist with joy and with pleasure and with fun” (interview respondent).

Bringing people together around a feminist internet

The WRP is able to “identify global diverse folks from the global majority who are in feminist praxis that are often over-looked” (partner, Zimbabwe). For many partners, the spaces that the WRP creates for feminist dialogue and community are one of the few, if not the only, entry points into a global network of diverse actors across sectors of feminist organising, technology and scholarship. The

WRP's contribution is highly impactful in this regard, as many partners attribute their first engagement with the WRP – through trainings, subgrants or convenings – as what pivoted their career in the direction of feminist technology. “This onboarding, from the political lens of feminism... WRP has a very particular and beautiful way of doing this,” said one ally.

One past manager reflected on the power of the first FPI in Port Dixon in this light. The convening “gave people an entry point into seeing themselves as a feminist in this issue area. Convening and community and political kinship is really important for the ecosystem.” They continued to emphasise the power of creating a container of community around technology that is “unapologetically feminist and unapologetically larger world,” and through “the rubrik of feminist internet: not GBV, not sexuality, not internet governance, but feminist internet.”

In relation specifically to convenings, another ally explained that in the current context of increased threats to activists' safety, activists are finding it increasingly difficult to organise in their home countries. International and regional gatherings are becoming the few safe spaces left for activists to organise. The convenings the WRP holds “are still the only spaces for many people, not to organise just around the internet, but their humanity and their advocacy.”

Methodologies centering co-creation and movement strengthening

The WRP centres co-creation and movement strengthening in its methodologies of holding space, partnering and sub-granting. These methodologies enhance the capacity of partners to sustain their work and see themselves and their agendas reflected in the communities and networks working towards a feminist internet.

“Co-creation is woven into how they work with folks,” said one ally. They went on to describe the unique capacity that the WRP has to “hold safe and brave spaces for communities and movements – not to build, but to maintain and strengthen and sustain movements.” They emphasised the way in which the WRP

intentionally co-creates mean that those involved feel ownership of the work, using the co-creation of the FPIs as an example.

This intentional practice of co-creation in partnerships more broadly also grants recognition to the work of partners who otherwise go unseen within regional and international spaces. "I emphasise how important this relationship of equals is for small organisations, promoting self-esteem through the recognition of the transfeminists collective's work," said one partner (Brazil).

Amplifying Majority World feminist voice and opinion

For WRP's allies and funders, WRP's practice of amplifying diverse voices from the Majority World is what sets it apart from others. "Other networks and organisations still focus more on digital rights than digital justice, lacking a truly intersectional approach, and many are led by minority world actors," shared one ally. "WRP's intersectional, contextual, creative, considered, justice-oriented, leave-no-one-behind approach is radical and necessary," she added.

For partners and allies alike, WRP platforms are some of the only places they can access larger world feminist expertise and opinion about technology. One ally made specific mention to GenderIT as unique: "What it provides is critical and precious," they shared.

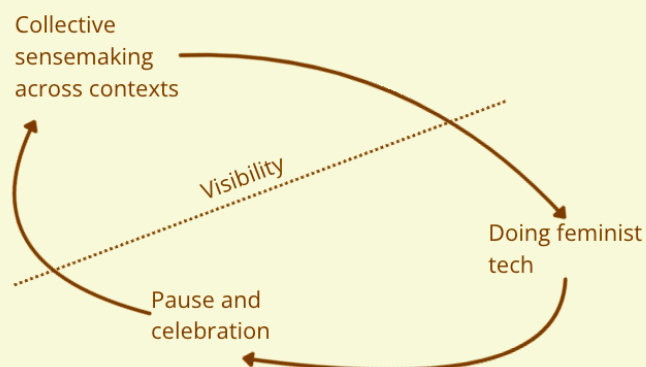
The WRP's commitment to amplify Majority World feminist voice and opinion is critical for the field of feminist technology and its intersections as a means for disrupting and dismantling the power held by expertise from the global North. One funder spoke to their reliance on the WRP to bring Majority World feminist voices into the discussion around feminist technology they themselves are invested in growing, not knowing other organisations or networks that can do so.

The WRP Collective Purpose for the Strategic Period 2025-2028

WRP Collective Purpose

Our collective purpose for the 2025-2028 strategic period is a **continuous and cyclical practice of collective sensemaking across contexts, doing feminist technology, and pause and celebration**, with **visibility** – of our work, and the work of our partners – as a cross-cut embedded throughout this practice. In this cycle, our collective sensemaking across contexts would inform how we do feminist technology, which in turn would give way to a period of pause and celebration of our work, our learning and our accomplishments before initiating the cycle again with a process of collective sensemaking across contexts.

In this way, we are able to practice ‘presencing’ – listening and response – so that our understanding of our contexts and how we contribute to them, as well as our practices, remain relevant to our partners and allies collectively creating, shaping, building and using feminist technology.



Collective sensemaking across contexts

A space in time for the WRP to reflect and undertake analysis not only in relation to emerging issues and how they impact the contexts of our work, but also in relation to how we understand our role in supporting partners to address those issues, is one that the WRP team identified as both missing and deeply desired.

Furthermore, the sensemaking work that the WRP both undertakes with partners and enables partners to undertake with each other through knowledge exchanges, and through convenings, has been considered by partners as a key strength of the WRP's work. Lastly, the WRP's research and thought leadership in relation to a feminist internet and particularly in relation to online gender-based violence continue to be reference points for actors across diverse sectors working at the intersection of gender and technology.

This space in the cycle of the WRP's purpose gives:

- The WRP, internally, a moment to ask ourselves,
 - What in our work truly matters to us as a collective and to our partners/allies?
 - What needs to shift in our roles and responsibilities with each other to enable us to advance the work that really matters with greater effectiveness and care?
 - What in our work can be let go?
 - How can we strengthen partners' ability to harness possibilities for transformative change emerging in their contexts?
 - How can the issue areas emerging in our contexts of organising be nodes for convergence and connect our work across projects?
 - How can what is emerging through our research, knowledge building and collective sensemaking efforts with partners direct our immediate next steps?
- The WRP, along with our network of partners, a moment to situate ourselves in the present moment by asking:
 - What are the challenges emerging in our contexts of organising and our related needs to address them?
 - What are the possibilities for transformative change emerging in our contexts of organising?
 - What spaces and strategies are working for the advancement of our agendas, and which are not?
 - What does a feminist internet mean for us – right now, given what we know and are experiencing – and how do we continue to build it?

This stage is critical for the WRP and is not to be rushed, as a commitment to collective sensemaking within the team directly addresses three key challenges affecting our team dynamics. Firstly, it supports the disintegration of siloed work across projects, as a key aim of this stage is to identify convergence and learning exchange across projects. Secondly, it provides dedicated space for the team to engage in reflection exercises, creative thinking and co-creation of strategies towards the next stage of the cycle – space that team members desired yet struggled to find time to experience. Lastly, this stage substantially supports the internal communications between team members, to support better coordination of and an integrated approach to programme planning.

Doing feminist technology

A strength of the WRP has been our orientation towards action, and while the other elements of the WRP's collective purpose cycle calls on us to necessarily pull back, pause, reflect, and regenerate, 'doing feminist technology' gives us permission to move, flow, run, co-create, and carry out the actions that we have identified as immediate responses to the changes in our organising contexts. Furthermore, the methodologies that the WRP have developed, of holding space, of building relationships and strengthening movements through subgranting, feminist ethics in research, and of amplifying the voices of Majority World feminists, are themselves feminist technologies, all of which are recognised by partners as significant contributions to their organising and communities of practice.

This moment in the cycle of the WRP's collective purpose is directed by what emerges in our 'collective sensemaking across contexts'. While 'doing feminist technology' will look very different for each project within the WRP, one of the aims of the 'collective sensemaking across contexts' stage beforehand is for us as a team to surface opportunities of convergence and synergies across projects, whereby each project can respond to and inform the other, each one a contribution to a greater whole, larger than the sum of its parts.

Pause and celebration

'Pause and celebration' calls the WRP into a space for just that. It is intended to be a breathing space, a time of significantly reduced, if not a complete disconnection from, work-related tasks and online presence. Not to be conflated with leave, this moment for pause recognises our willingness to rest as *the work*: as part of our commitment to ourselves, our team and our partners to restore our energy and refill our cup, and as part of our commitment to resist the patriarchal, capitalist, white-supremacist systems that separate us from our humanity. Secondly, celebration enables our healing, as it gives recognition and visibility both to the people that made the 'doing' possible, as well as the challenges or hardships they faced in doing so. Celebration is also a necessary act of closure, that prepares us for starting our next cycle of Collective Purpose, and necessarily brings us into community with one another. Depending on the nature of the work being celebrated, celebration may be a team-wide activity, or an activity involving partners, and may take different forms whether in-person or online.

The WRP team enters this stage at the end of every project cycle, after every convening and after every activity, over a time and extent proportional to the extent of time and energy dedicated to the 'doing feminist technology' stage beforehand. This will look differently for every project. Projects expanding multiple years may require months of pause, made up of incremental stages towards reengagement with work. Convenings involving the whole team offer opportunities for the team to share in a programme-wide pause for an agreed upon period of time. Team members engaged in ongoing work tasks within a year, such as those working in operations or management, may require taking a number of days' pause after larger, energy-consuming activities, such as the submission of a report or funding proposal, or the end of a hiring process. In a world context of rampant technological advances and urgent response, our feminist response is to slow down, which we emphasise here in this moment of the WRP collective purpose.

Visibility

Visibility is a cross-cut in our cycle of collective purpose, built upon widespread recognition of the need for the WRP to visibilise its work more deliberately, as well as for the visibilisation of partners' contributions to a feminist internet and to movements working at the intersection of gender and technology.

Furthermore, the WRP's work of amplifying feminist voice and opinion has been recognised by partners and close collaborators as a crucial contribution that the WRP makes to their organising and their movements.

On the one hand, visibility of the sensemaking, actions, reflection and celebration undertaken by the WRP and our partners would be integrated into the WRP's communications strategy. At the same time, visibility entails using the platforms that the WRP has available, both online and offline, in diverse and accessible formats, to amplify feminist voices, engage in "truth-telling" (WRP team member), give recognition to contributions made by different actors, and document our stories.

Expressions of the WRP Collective Purpose

The expressions of our collective purpose inform the nature and quality of its manifestation within our work as a team, and within our network and communities of practice and play. These expressions are:

- 1. Claiming care and celebration**
- 2. Attention to power**
- 3. Disrupting technology and making feminist infrastructure**

These expressions are the very work around which our time and energies are centred, and are the key qualities around which we would evaluate our work.

Claiming care and celebration

How do we "ensure systems of care and rest are part of the very fabric of our strategies of organisation?" (interview participant). When we consider the fatigue

and exhaustion we experience, the sense of being “gerbils on a track, within a system that is incredibly oppressive and is crumbling” (WRP team member), amidst experiences of genocide, war and homophobia, and within a context of technological advancement that is moving too fast for us to feel we can grasp it, caring for ourselves as we do this work, and celebrating our contributions, are essential as strategies for achieving collective experiences of healing and liberation.

How we aim to claim care and celebration in this strategic period

As a team

- Integrate rest and energy-management at the structural level of our ways of working by
 - embedding a practice of rest after every completed activity, at the completion of every project cycle, and at the start of the new strategic period
 - removing controls around number of days and hours of work per week for team members to self-manage, while reducing the workload on each individual team member
 - investing in hiring new staff for communications and for administration
 - practicing openness about important personal commitments that may impact the trajectory of a work plan as part of our responsibility to show up as our whole selves in our work
 - Practice shared accountability in the WRP team by holding ourselves accountable to support one another and take collective ownership when things go wrong
 - Provide spaciousness for the team to engage in self-directed learning in relation to feminist technology and its intersection with other themes

As a team, and as part of a network

- Strengthen our relationships by

- practicing flexibility, understanding, and compassion with each other and with our partners beyond the performative, in mutual recognition of our shared humanity
 - recognise our practices of learning about one another, our concerns and our day-to-day lives, and of communication with each other, both formal and informal, as care labour that takes time and is as integral a part of the work as any expected output because it keeps our relationships alive
 - Document the accomplishments and contributions to movements and to a feminist internet made by the WRP and our partners
 - Celebrate and give recognition to the accomplishments of partners and the WRP team at the end of every completed activity or project cycle.
 - Share “care wisdom” (interview participant) that we have gathered “around the world through generations of organising about how we organise around violence”
-

In our programming

- Pay ongoing attention to the experiences of safety and security risks for the partners with whom we engage, prioritising the safety needs of ourselves and our partners in the design and rollout of activities
 - Commit to monitoring, evaluation and learning (MEL) practices to remain tuned in to partners’ experiences of our work, hold a deepened awareness of our partners’ contexts, stay present to shifting needs, and take responsive action in how we carry our collaboration with partners forward
 - Continue to prioritise the provision of core funding in the rollout of subgranting activities
-

Attention to power

As one of the trailblazers for feminist technology, we hold an inevitable weight of positionality, credibility and power. With this, we need to navigate the tension between when to claim this power in order to influence and disrupt spaces that

are exclusionary, and when to necessarily share our power and pass it forward to people and collectives in our network who otherwise would not be able to access it. Secondly, we hold an intersectional feminist analysis to where power sits and how it moves and shapeshifts amongst ourselves as a team and in relation to the wider APC organisation – across visible and hidden and formal and informal paradigms.

How we aim to practice an attention to power in this strategic period

As a team

- Engage in regular, facilitated relational dialogue that supports us in naming different forms of power and hierarchy within the team that each of us understand differently, and how these show up and influence team dynamics
- Regularly check in with ourselves as individuals about the personal and structural power we hold and exercise
- As individuals, recognise our impact on the collective's well-being through our presence, either through being not regularly engaged and visible or taking up a lot of time and bandwidth.
- Support each other to practice agency and self-management in our work by:
 - Practicing transparency and open communication with each other about finances and upcoming project-related activities
 - Request input to ideas, frameworks, plans and outputs from those team members, including management, most impacted by them, without the need to consult the whole team
- Engage in ongoing, collective feminist analysis with APC staff about power, positionality and expectations within APC, and about APC's positionality in relation to its members, partners and allies within its network

In our programming

- Be mindful of how our positionality influences the capacity for our programmatic activities to dismantle oppressions and be liberating by

- Evaluating the extent an output or activity distributes power by an assessment of the principles that have informed the process to reach it
- Develop resources and hold convenings in languages other than English³⁰
- Support and hold space for feminists and activists whose communities are unable to access the internet, including as a result of patriarchal practices that prevent women, trans and non-binary people from having access to devices
- Diversify the pool of Majority World actors with whom we collaborate, and in particular identify actors who are not widely visible in their sectors, who are operating at the community level, and who are facilitating/writing/organising in languages other than English³¹
- Claim our convening practices as a strategy for movement strengthening and building, while also practicing a feminist politics of de-centering ourselves by
 - Integrating into our programming smaller, transnationally- and nationally-focused ways of knowledge exchange that are adaptable and responsive to local organising contexts, as well as continuing our holding of larger, global gatherings
 - Funding partners to self-convene and self-organise knowledge sharing and strategy building spaces
 - Sharing our capital of attention with others by giving space to others in the convenings we organise
- Engage in donor advocacy towards practices of providing core funding, of supporting, financing and growing the feminist tech ecosystem, as well as addressing and resetting the power dynamics between feminist tech movement actors and funders

³⁰ One partner (Egypt) emphasised the need for Arabic resources and spaces in particular. For them, it was not about translating English resources into other languages, but about resources and knowledge being exchanged and authored in “other languages by the community – then translated into English” if so desired.

³¹ While the WRP’s commitment to collaboration with global South actors was rated as one of its greatest strengths by partners, the WRP also acknowledges that it has a lot of work to do towards diversifying its pool of actors within whom it frequently collaborates.

In different contexts

- Evaluate the moments in which we, as the WRP, must step into and claim our leadership, be visible and practice confidence in our mandate to show up and have voice, recognising that the expertise of the WRP lies in the contributions to our expertise made by our partners too. Being “apologetic” about our power “gets in the way of getting the community from being seen” (WRP team member)
- Identify where we occupy space in which we can bring other Majority World feminist voices to access, take up and disrupt those spaces too, understanding that the spaces that determine our future, our lives, or the priorities of our movements should be informed by those voices who are most affected
- Show up as participants in spaces organised by partners and allies, and practice being “teachable” (WRP team member)
- Consistently practice intentionality about the terminology we use, critically assessing emerging terminology used to describe themes, principles and goals at the global level, and make decisions on the terminology we claim for ourselves based on its history and origin

Disrupting technology and making feminist infrastructure

In amidst dramatic backlash against feminism, gender identity and sexuality, and an increasingly explicit divide across movements and organisations along political stance, there is more need for subversive efforts towards effectively disrupting power channelled towards restricting, threatening, thwarting and shutting down feminist expression and civil action. This requires of us to identify the infrastructures of power in which we operate, and co-create strategies in partnership with others to dismantle concentrations of power within them. This expression is situated within our contexts experiencing the harmful pervasiveness of Big Tech, understanding our disruption of Big Tech agendas and their logic as a first response to creating the reality we want. Lastly, this expression calls us to work from a paradigm of possibility, to claim our agency, insist on our self-determination, and actively create the feminist realities and futures within which we want to live and work.

How we aim to disrupt technology and make feminist infrastructure in this strategic period

In our programming

- Enable hands-on skills and knowledge exchange between partners and allies on using technology to disrupt power, defend against violence, and “activate our capacity for collective creation”³²
- Bring Global Majority bodies and voices into the corridors of power we frequent, be it policy advocacy spaces or funder meeting rooms to “shake up the landscape” (interview participant) and ensure partners that otherwise would not have a seat are at the tables of decision-making and agenda-setting
- Prevent our own approaches from becoming stuck and dogmatic by:
 - resisting reactionary politics by offering frameworks of possibility and alternative infrastructures
 - opening ourselves up to new relationships with new partners and new actors in the field within a rapidly changing organising ecosystem that challenge our approach to how we work
 - support and learn from self-directed, self-organised research, convenings, trainings and resource development by partners, even as they take different shape to how we conduct our work
 - alongside reimaginings, also hold space to “pull back from moving beyond to come back to our roots” (WRP team member) to questions that are grounded in lived realities of women, gender-diverse, trans and non-binary people
- Periodically build on and deepen our articulation of the feminist technology we want by bringing people together to revisit, reshape and recondition the Feminist Principles of the Internet into a framework equipped to disrupt the direction of technological advancement and its impacts on our movements, and articulate the vision we work towards through our building of feminist infrastructure
- Actively seek and engage opportunities to build feminist technological infrastructure with other APC programmes, and WRP partners and allies

³² Sursiendo (2024) *Technoaffections. Actions to (re)connect and transform technology*. Available here: <https://sursiendo.org/tecnoafecciones/#technoaffections>

- Sub-grant local interventions playing with, researching, expressing and dreaming up feminist technology
- Identify the movement building strategies of APC to which we contribute strongly and catalyse APC's own pursuits of challenging dominant power structures in the sector by virtue of being able to "move faster" (interview participant) than the larger organisation

Stepping into the WRP's collective purpose and its expressions: responding to team and partner needs as an immediate next step

The research undertaken with the team, close collaborators and partners within the strategic planning process has been in and of itself a collective sensemaking exercise across contexts. As the WRP embarks on our first cycle of collective purpose in 2025, the findings from this research inform our immediate next steps.

As a team, being and doing differently together

| Activity: | As a commitment to: |
|--|--|
| The WRP continues its relational strengthening work as a team ³³ | <ul style="list-style-type: none"> • Our shared awareness of power in the team • Acquiring the tools to access and harness our collective power |
| The WRP integrates, within the key responsibility areas (KRAs) of each team member, consistent, self-directed personal study on issues related to a feminist internet, and creates regular spaces for the team to share expertise with one another | <ul style="list-style-type: none"> • Being "teachable" (WRP team member) • Building our expertise in areas of interest and addressing gaps in our knowledge • Staying abreast of developments and changes |

³³ Currently undertaken with relational practitioner, Jude Clark

| | |
|--|--|
| | affecting the field of feminist technology |
| The WRP develops a collectively agreed upon decision-making process that can support the autonomy of team members, while also ensuring that those team members most impacted by, most invested in, or most informed around any decision, are consulted | <ul style="list-style-type: none"> • Dissolving decision-making bottlenecks that stall our work and create frustration for team members • Enhancing the autonomy and accountability of team members • Enhancing the coordination of our work |
| The WRP aligns programmatic activities along relevant and mutually agreed upon thematic areas ³⁴ | <ul style="list-style-type: none"> • Disrupting the siloed nature of project-specific work and create opportunity for cross-project activities and cross-project learning |
| The WRP identifies areas in which it can co-create with APC specific ways of working in relation to rest, celebration and collective sensemaking that can enhance the overall synergy across programmes | <ul style="list-style-type: none"> • A desire among the WRP team to integrate considerations around rest and collective care into organisation-wide policies and ways of working • Endorsing the consistent container of mutual accountability that APC management creates towards co-creating a work environment that enables each staff member to thrive |
| The WRP integrates team-wide rest periods at the level of the week, specifically supporting one another to limit working hours to 35 hours per | <ul style="list-style-type: none"> • Integrating rest and spaciousness in practical ways at a granular level to the ways of working of the WRP team |

³⁴ Censorship and self-censorship, access to the internet across gender and income lines, and the possibilities that the development of feminist infrastructure presents were themes that surfaced most strongly in partners’ responses to the issue areas affecting them most in relation to technology.

| | |
|--|--|
| <p>week, have at least one meeting-free day per week, and to deliberately slow down the work from the second half of Friday</p> | |
| <p>The WRP builds the ‘celebration’ stage of the WRP Collective Purpose into programme planning at the activity level (time and resources)</p> | <ul style="list-style-type: none"> • Capacitating the WRP team to celebrate key moments in their projects with each other and with the partners involved • Making accessible spaces of connection among the WRP team to share lessons learnt, present detailed overviews / updates of their projects, and give recognition to the contributions made by key persons, enabling cross-project learning and sharing |

In our programmatic planning

Given the responses of partners and close collaborators in relation to the strengths, roles and contributions that the WRP makes to its ecosystem, initial activities would respond to partner needs when orientated around the following contributions:

- In-depth feminist analysis at the intersection of feminism and technology
- Bringing people together around a feminist internet
- Methodologies centering co-creation and movement strengthening
- Amplifying Majority World feminist voice and opinion

| Activity: | Responding to: |
|--|--|
| <i>In-depth feminist analysis at the intersection of feminism and technology</i> | |
| <p>The WRP continues its in-depth data-driven research in relation to OGBV</p> | <ul style="list-style-type: none"> • The lack of availability of feminist intersectional data-driven research in relation to OGBV |

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| | <p>undertaken by Majority World feminists outside of the work of the WRP</p> <ul style="list-style-type: none"> • The recognition that the WRP remains an essential reference in this field |
| <p>The WRP invests in making accessible feminist analysis at the intersection of feminism and technology from the Majority World by subgranting this work, publishing on APC and WRP existing platforms, and creating space for learning exchange, with particular emphasis on Africa and Asia regions</p> | <ul style="list-style-type: none"> • The lack of visibility of expertise identified by African and Asian partners • The recognition of WRP platforms, and in particular GenderIT, as a critical and go-to resource for accessing knowledge in this field. • The needs identified by partners for 'South-South' and intergenerational knowledge exchanges. |
| <p>The WRP focuses on thematic areas of 1) censorship and self-censorship; 2) gaps in access to the internet and digital devices across gender and income lines; and 3) possibilities in the development of feminist technological infrastructure in combatting surveillance</p> | <ul style="list-style-type: none"> • The thematic areas identified by partners as most affecting their lives and their work at the moment, with areas (1) and (2) identified by partners across all regions, and area (3) particularly emphasised by partners in Africa. |
| <p><i>Bringing people together around a feminist internet</i></p> | |
| <p>The WRP hosts regular convenings, across contexts, to revisit, reshape and recondition the FPIs as a consistent / ongoing initiative</p> | <ul style="list-style-type: none"> • The need for and use of the FPIs as a framework effectively equipped to disrupt the direction of dominant technological infrastructure development and its impacts on our movements |
| <p>The WRP invests both in smaller, more intimate convenings, including those hosted by partners</p> | <ul style="list-style-type: none"> • The need for smaller meeting spaces of actors across contexts to organise safely and very |

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| <p>themselves, and mid-larger sized convenings, in accordance with the needs identified and to address specific thematic areas and sensemaking and organising around a feminist internet</p> | <p>specifically around priorities and thematic areas responding to a particular moment or need</p> <ul style="list-style-type: none"> • The need for knowledge to be generated in languages other than English • The desire among partners to host their own convenings • The positive impact that partners have articulated of the WRP's convenings, particularly in relation to the access to networking, collective organising and knowledge building spaces the WRP convenings provide • The opportunities partners are recognising in the new partnerships they are building, particularly at the local and national levels in Asia resulting in strong community engagement, and across stakeholders at the international level for partners in Africa and LAC |
| <p>The WRP supports partners in bringing people together to address access to the internet and digital devices through feminist approaches</p> | <ul style="list-style-type: none"> • The gap in access across gender and income lines recognised by partners across regions • The need for support among partners prioritising access in their community engagement work, given more recognition and support perpetually being given to actors working on issues perceived to be more 'advanced' |
| <p>The WRP creates opportunity to diversify the pool of partners and</p> | <ul style="list-style-type: none"> • The need recognised by the WRP team to diversify our pool of |

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| <p>actors that the WRP brings together, while upholding an attention to sustaining the work of long-term partners also facing precarious work conditions.³⁵</p> | <p>actors, as well as increase our work with actors working at local and national level outside of NGO contexts who are not as visible as the actors with whom we currently partner</p> |
| <p><i>Methodologies centering co-creation and movement strengthening</i></p> | |
| <p>The WRP continues to hold space, both online and in-person using methodologies developed by the FTX that emphasise co-creation and learning exchange among participants</p> | <ul style="list-style-type: none"> • The need identified by partners for ‘South-South’ exchanges and intergenerational learning • The need identified by partners for solidarity, trust-building spaces and strengthened community, which partners consistently suggested the WRP’s convenings enabled |
| <p>The WRP makes efforts to share the FTX methodologies and bring together actors who facilitate trainings and hold space around specific issue areas and needs</p> | <ul style="list-style-type: none"> • The imposter syndrome identified by trainers, particularly those conducting digital safety trainings • The recognition that actors engaged at the intersection of feminism and technology are increasingly requiring facilitation skills and stepping into training roles |
| <p>The WRP continues to use subgranting as a strategy to strengthen movements and co-create with partners</p> | <ul style="list-style-type: none"> • The need identified by partners for core funding • The experience consistently communicated by partners of |

³⁵ Towards diversifying the scope of partners with whom the WRP works, there is knowledge the WRP can tap into among team members and other APC programmes that have successfully identified and engaged new partners working at local and national levels that are not as visible as other actors. WRP team members coordinating the OVOF programme, for example, have lessons to share in searching for, identifying and engaging new partners, given these efforts undertaken during the OVOF programme, which resulted in APC working with partners in Bangladesh for the first time.

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| | receiving a grant from the WRP to be one that built confidence, gave recognition and visibility to their work, and nurtured a sense of connection to the agenda of realising a feminist internet |
| The WRP engages partners in countries where LGBTQIA+ rights and people are increasingly criminalised and at risk ³⁶ about the possibilities for change they are experiencing through national-level legal reform and changes in government, as a priority area and opportunity for movement strengthening in its policy advocacy work | <ul style="list-style-type: none"> • Changes taking place at national-levels that present possibility identified by partners • The WRP's contribution to movement strengthening through its policy advocacy work |
| <i>Amplifying Majority World feminist voice and opinion</i> | |
| The WRP invests in the development, expression and publication of knowledges across languages and in multiple forms of media, using existing platforms for visibility | <ul style="list-style-type: none"> • The need identified by partners for the generation of and access to knowledge in different languages • The need for diverse media forms of expression that enhance accessibility of Majority World feminist voice and opinion |
| The WRP continues to resource and support the development of GenderIT articles to visibilise specifically the work of the WRP, and the work of WRP partners | <ul style="list-style-type: none"> • GenderIT being recognised as a critical resource for actors working at the intersection of gender and technology • The need expressed by partners for increased visibility of their work |

³⁶ Specifically partners in Turkey, Bangladesh and Uganda have articulated such possibilities for change that present advocacy opportunities

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| | <ul style="list-style-type: none"> • The need expressed by the WRP team for increased visibility of their work • Censorship being recognised by partners as a critical challenge across regions, particularly for members of LGBTQI communities |
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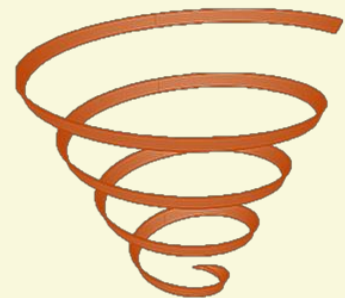
Anticipated outcomes of living out our collective purpose, its expressions and the integration of partner responses into our immediate next steps

1. The WRP team are more rested, feel energised by their work, and have the spaciousness they need for personal reflection, collective sensemaking and professional thriving
2. The WRP and our network have access to and shared ownership of spaces and resources that hold cutting-edge, in-depth, current and intersectional analysis on themes related to a feminist internet and technology relevant to their organising
3. The WRP and our network are consistently learning and equipping ourselves to claim the internet and technology as our own by disrupting, dismantling and distributing power, and intervening to use, create and shape the internet and its infrastructure
4. The contributions of the WRP and of our partners to feminist technology and to movements are given attribution, celebrated and made visible
5. Our relationships among our team and with our network are an interwoven infrastructure of care, recognition and healing
6. The WRP team's practices of working together are integrated, coordinated and holistic

Spiralling the WRP Collective Purpose for the Strategic Period 2025–2028

The WRP collective purpose for this strategic period, as a cyclical and ongoing practice, is made manifest in the relationship between the interconnected spirals of our work. Just as the WRP is able to catalyse change within APC due to its ability to move faster in its sensemaking, practices and decision-making, so do these smaller spirals of the WRP catalyse transformative change within the WRP in their ability to move through the cycle of collective purpose faster. For as long as they channel our collective purpose, feed into each other and enhance the WRP's ability to create change, these are:

- FIRN
- FTX
- GenderIT
- Policy advocacy as a cross-programme collaboration
- Amplifying structurally silenced voices within physical public, online and legal policy spaces (temporarily encompassed by Our Voices Our Futures programme)
- Building feminist tech infrastructure



Feminist Internet Research Network

With its strong emphasis on data-driven research on a feminist internet, FIRN sits firmly within the 'Collective sensemaking across contexts' facet of the WRP's collective purpose. Situated here, it provides substantial evidence that equips and informs policy advocacy and activism agendas for the WRP and its allies and partners alike. At the same time, its intersectional feminist methodological practices also make FIRN a practice of feminist technology in and of itself, that as

a project, challenges dominant assumptions around expertise and the exclusionary practices they perpetuate, within the global academic field of internet research as an infrastructure of power. Lastly, the publications that FIRN produces serves to visibilise the WRP and our network.

Feminist Tech eXchange

The FTX's emphasis on methodology development for facilitation, conducting skills training and pedagogy situates the work of the FTX within the facet of 'Doing feminist technology,' while at the same time, having integrated a strong practice of sensemaking with partners and internally around important questions related to care, the ubiquity of training and facilitation practice among activists and what – and who – the 'network' is with whom the FTX engages. As such, it rapidly and continuously moves between doing feminist technology and carrying out collective sensemaking activities that informs its application to the broader work of the WRP.

GenderIT

At the heart of its work, GenderIT serves to centre the voices of Majority World feminists in the work of the WRP. GenderIT plays a critical role in the dimension of 'visibility' with the WRP's collective purpose, as well as providing important perspectives to inform collective sensemaking, both for WRP as well as for the constellation of actors working at the intersection of feminism and technology.

Policy advocacy

The policy advocacy work of the WRP is largely cross-programme, and thus plays a critical role in channeling the priorities, politics and agendas of the WRP network – identified through the WRP's sensemaking processes – into the policy spaces and mechanisms with which APC engages. Given that much of the work around policy advocacy requires a degree of responsiveness to changing contexts, to gaps and to opportunities, it is situated within the 'doing feminist

tech' facet of the WRP's collective purpose. At the same time, for its responses to change, gaps and opportunities to be sharp and impactful, policy advocacy needs to consistently tap into the sensemaking happening across contexts within the WRP network and within team to ensure the relevance and effectiveness of its work.

Amplifying structurally silenced voices within physical public, online and legal and policy spaces (temporarily encompassed by Our Voices Our Futures programme)

The WRP represents APC in the Our Voices Our Futures consortium that has its own interconnected strategies of movement building, advocacy, feminist holistic protection, art and the use of technology. While the project is a finite four-year engagement, it carries the WRP's commitment to amplifying structurally silenced voices across a continuum of organising spaces - a commitment that exists beyond the timeframe of the OVOF programme, The WRP necessarily brings our analysis and sensemaking into the work of OVOF. Carrying out the project has also supported substantial learning that can feed back into the WRP's own sensemaking practices.

Building feminist tech infrastructure

While a relatively new articulation for the work of the WRP, we have been engaging in building feminist tech infrastructure across various paradigms, including through

- Feminist Tech Exchange and cross-programme work with LocNet in building feminist infrastructures of care
- Take Back The Tech campaigns and skills exchange interventions, aligned to priorities emerging across WRP projects
- Feminist Principles of the Internet as a first feminist response to technology from the Majority World, including carrying forward the work of using them as a key reference, and adapting and visibilising them

There is energy within the WRP team to build on this work, which is firmly rooted within the 'doing feminist technology' facet of our collective purpose.

WRP management

WRP management provides strategic oversight of the programme's programmatic work, and is accountable to undertake resourcing efforts and ensure the programme's financial sustainability. Furthermore, management works to create an enabling environment for team members to implement their work effectively, and supports internal communications and decision-making across the team. As such, management would work consistently throughout the WRP's cycle of collective purpose to support increased synergy, communications and learning across projects.

Operations

WRP operations is the backbone of our programmatic work. Given the team's reliance on operations to provide an infrastructure of support across activities, from convenings to contracts to donor reporting, its work expands the tapestry of the WRP's collective purpose.

Appendix 1 – Process overview

The strategic planning was a consultative and iterative process involving seven stages that took place between March and July 2024. These entailed:

- 1) An initial gathering of and orientation through available internal documents, including programme reports, previous strategic plans, funding proposals and programme-specific strategic frameworks.
- 2) Five strategy area-specific calls with the WRP team, namely with Management, Operations, Knowledge Building, Capacity Building and OVOF, that included engagement with all team members.³⁷
- 3) Two surveys were distributed, one tailored to WRP partners and another tailored to a handful of past staff of the WRP, including past managers. We received 19 partner survey responses (15 complete and 4 partially complete) and 3 complete survey responses from past WRP staff.
- 4) Ten in-depth interviews with close collaborators and allies of the WRP.
- 5) Two-day in-person WRP staff meeting in Chiang Mai, Thailand, which enabled the development of the foundation of the strategic plan – namely, the WRP’s collective purpose.
- 6) A two-hour workshop with WRP staff unpacking further the expressions of the WRP’s collective purpose.
- 7) Six project-specific WRP team feedback and interview sessions, namely with FTX, FIRN, OVOF, GenderIT and policy advocacy coordinators, as well as with Operations.

³⁷ With the exception of one team member, who has not engaged in the strategic planning process since they are on maternity leave.

Appendix 2 – Composition of partners who responded to the survey

The composition of partners who responded to the survey were as follows:

| Region | Countries (No. of participants) | Total |
|---|--|-----------|
| Southwest Asia and North Africa (SWANA) | Egypt (1) Turkey (1) | 2 |
| Asia | India (3) Bangladesh (4) Philippines (1) | 8 |
| Africa | Democratic Republic of Congo (1) Uganda (2) South Africa (1) Zambia (1) Zimbabwe (1) | 6 |
| Latin America | Brazil (3) | 3 |
| Total across regions | | 19 |

Of these, 3 partners described their work as taking place at the global level, 9 partners were operating at the regional level, 13 partners situated their work at the national level, and 4 partners described their location of work as at the local (sub-national) level.

There was an equal distribution of partners across the length of time partnered with the WRP. Five partners had been working with the WRP for 0-2 years, 4 partners had been working with the WRP for 2-5 years, and 5 partners have worked with the WRP for over 5 years.

Most partners described the movements in which their organising is located as 'women's rights' (80%) and 'LGBTQI+ rights' (73%) movements, as well as 'digital justice' (60%) and 'freedom of expression, access to information and media

organising' (60%). Partners' intersections with other movements were highly distributed:

