

WOMEN OF COLOUR AUSTRALIA

STRATEGIC PLAN 2025-2027

**Empowering Women of Colour in
Australia: A Roadmap for Inclusion,
Equity, and Impact**

womenofcolour.org.au



Table of Contents

Acknowledgement of Country.....	03
Message from the Founder.....	04
Message from the Directors.....	05
Vision and Purpose.....	06
Empowering Women of Colour in Australia: A Roadmap for Inclusion, Equity, and Impact	
Our Values.....	07
Strategic Priorities.....	08
Strategic Priority 1: People - Creating a Strong, Supportive and Empowered Women of Colour Community.....	09
KPIs, Responsibilities.....	10
Strategic Priority 2: Programs - Building Impactful and Adaptable Programs and Learning Modules.....	11
KPIs, Responsibilities.....	12
Strategic Priority 3: Partnerships - Cultivating Meaningful and Collaborative Relationships.....	13
KPIs, Responsibilities.....	14
Summary Strategic Priorities.....	15
Evaluation and Learning (People, Programs).....	16
Evaluation and Learning (Partnerships).....	17
Organisational Capacity and Sustainability.....	18
Closing statement.....	20

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Wallumattagal clan of the Darug nation as the Traditional Custodians of the land upon which Women of Colour Australia is situated. We pay our respects to their Elders past, present and emerging. We acknowledge and honour the strength and resilience of Aboriginal and Torres Strait Islander women with whom we stand in solidarity. We acknowledge that as settlers on this stolen Aboriginal land, we are beneficiaries of the dispossession, genocide, and ongoing colonial violence against Aboriginal and Torres Strait Islander peoples. We believe that it is our collective responsibility to help dismantle the structural inequities and systemic barriers oppressing the original inhabitants of this land. We are also painfully aware that this land was taken forcibly, without a Treaty or reparations made. We have taken a practical step towards honouring sovereignty by **paying the rent** – and we invite you to do so too. This land is and always will be Aboriginal land. Sovereignty was never ceded.

As we embark on our 2025-2027 strategic plan, we reaffirm our commitment to standing in solidarity with Aboriginal and Torres Strait Islander women. Our strategic priorities, focused on People, Programs, and Partnerships, are deeply rooted in our shared values of Community, Collaboration, Compassion, Courage, and Commitment. Through our efforts to empower Women of Colour and create lasting, positive change, we aim to contribute to the ongoing journey of reconciliation and justice for Aboriginal and Torres Strait Islander peoples in Australia.





MESSAGE FROM THE FOUNDER

As the Founder of Women of Colour Australia (WoCA), I am thrilled to present our 2025-2027 strategic plan: "Empowering Women of Colour in Australia: A Roadmap for Inclusion, Equity, and Impact." This plan demonstrates our unwavering commitment to uplifting and enriching the lives of Women of Colour across all aspects of Australian society, with a focus on promoting workplace representation and inclusion.

Over the past four years, WoCA has made remarkable progress in empowering Women of Colour through our engagement with government entities, corporations, and community groups. Our advocacy and education efforts, along with contextualised leadership programs, are driven by our ground-breaking research that centres on the experiences and needs of our Women of Colour community. These accomplishments are a testament to the dedication and hard work of our staff, volunteers, and community partners, as well as the resilience and strength of the Women of Colour we serve.

Embarking on this exciting journey together, I am confident that our shared passion, determination, and vision will bring our strategic plan to fruition, creating a tangible and positive impact on the lives of the communities we serve. I warmly invite you to join us in our purpose to empower Women of Colour and contribute to a more inclusive, equitable, and just society.

Thank you for your unwavering support and commitment to WoCA's vision. Together, we will continue to make a meaningful and lasting difference in the lives of Women of Colour across Australia.

In solidarity,

Brenda Gaddi (she/her/siya)
Founder, Women of Colour Australia (WoCA)

MESSAGE FROM THE DIRECTORS



As Directors of Women of Colour Australia (WoCA), we are inspired to introduce our 2025-2027 strategic plan: "Empowering Women of Colour in Australia: A Roadmap for Inclusion, Equity, and Impact." Our resolve to support and elevate Women of Colour across all facets of Australian society remains unwavering, particularly in advancing workplace representation and inclusion.

WoCA continues to demonstrate incredible impact, thought leadership, and innovative initiatives that centre the voices and experiences of our community. Over the last four years, WoCA has had a meaningful engagement with local, state, and federal governments, corporations, and community groups. WoCA has become a leader in delivering programs, workshops, education, and advice on issues ranging from economic security and equality, leadership and representation, diversity and inclusion policies and processes, inclusive data, and effective community engagement. WoCA's groundbreaking leadership programs have proven instrumental in empowering Women of Colour, equipping them with essential resources, support, and tools for success. We extend our gratitude to our devoted staff, volunteers, community partners, and the resilient Women of Colour we serve, whose combined efforts have propelled our accomplishments.

Built upon three strategic pillars — People, Programs, and Partnerships — our strategic plan is designed to deliver lasting and positive change for the communities we serve. As Directors, we are committed to spearheading WoCA's dedicated team in executing this plan, uniting those who share our passion and resolve for empowering Women of Colour and cultivating a more inclusive, equitable, and just society.

We sincerely thank our supporters and contributors for enabling WoCA's growth and impact. Your dedication to our vision and purpose fuels our progress, and we are confident that our collective efforts will continue to yield transformative and enduring change for Women of Colour across Australia.

In solidarity,

Brenda Gaddi, Executive Director

Dr Varina Michaels, Executive Director

Tekan Cochrane, Proud Kooma and Yuwaalaraay woman, Non-Executive Director

Jade Hoskins, Non-Executive Director

EMPOWERING WOMEN OF COLOUR IN AUSTRALIA: A ROADMAP FOR INCLUSION, EQUITY, AND IMPACT

Women of Colour Australia (WoCA) is proud to present our 2025-2027 strategic plan, "Empowering Women of Colour in Australia: A Roadmap for Inclusion, Equity, and Impact." This plan serves as a guiding framework for our organisation's growth, development, and impact over the next three years. Our purpose is to advocate for, support, and strengthen the lives and experiences of Women of Colour in all aspects of life in Australia, with a particular emphasis on promoting representation and inclusion in the workplace. We believe that through collaboration and a focus on our core values of Community, Collaboration, Compassion, Courage, and Commitment, we can create a more inclusive, equitable, and just society for all.

This strategic plan outlines three key priorities: People, Programs, and Partnerships. Our People priority emphasises the importance of building a supportive professional network for Women of Colour, while Programs focus on developing and implementing career-oriented education and initiatives. Partnerships prioritise the cultivation of relationships with like-minded organisations to enhance our collective impact in promoting workplace representation and inclusion.

As we move forward with our strategic plan, we are committed to evaluation and learning to ensure our efforts effectively serve the needs of Women of Colour in the workplace. We also prioritise organisational capacity and sustainability to support our long-term success and growth.

We invite our staff, volunteers, community partners, and the Women of Colour we serve to join us in our efforts to create meaningful and lasting change. Together, we can address the unique challenges faced by Women of Colour in the workplace, amplify Women of Colour's voices, and create opportunities for professional growth and advancement.

Definitions:

"Women of Color is not a biological designation. It is a solidarity definition. A commitment to work in collaboration with other oppressed women of color who have been minoritized. It is a term that has a lot of power." Loretta Ross

Women - Transgender and cisgender, all those who experience or have experienced oppression as women, including non-binary and gender non-conforming people and all those who identify as women. Self-definition is at the discretion of the individual. Definition credit: wire.org.au



Vision

We envision a society where Women of Colour are valued, respected, and have equal access to opportunities, thriving and making meaningful contributions to their organisations and communities.



Purpose

To advocate for, support, and strengthen the lives and experiences of Women of Colour in all places and spaces in Australia, with a particular emphasis on promoting representation and inclusion in the workplace.

OUR VALUES

Our values guide our actions and decisions, ensuring that we remain true to our purpose and committed to the communities we serve.



1

COMMUNITY

We will continue to develop deep and broad engagement with Women of Colour, putting their voices, experiences, and needs at the centre of everything we do, ensuring that our efforts are inclusive, representative, and impactful. We strive to create safe, supportive, and inclusive spaces that nurture the well-being of all individuals, allowing them to thrive and contribute meaningfully to work and society.



2

COLLABORATION

Strong relationships and alliances with stakeholders are the cornerstone of our work. By forging these partnerships, we can amplify our impact. We actively seek opportunities to collaborate with values-aligned people and organisations to build an ecosystem for change.



3

COMPASSION

Our work is rooted in empathy and understanding. We approach every interaction with kindness and a deep commitment to serving others. By acknowledging the unique challenges faced by Women of Colour, we create a compassionate environment that nurtures their growth and well-being.



4

COURAGE

We are unwavering in our pursuit of fairness and justice for Women of Colour. Through our actions, we challenge systemic barriers and advocate for a more inclusive and equitable society. By empowering Women of Colour to reach their full potential, we contribute to a world where everyone has equal opportunities to thrive.



5

COMMITMENT

We are dedicated to conducting our work with honesty, transparency, and accountability. As we strive to make a lasting impact in the lives of Women of Colour, we hold ourselves responsible for our actions and their outcomes. Our commitment to our mission and values is unwavering, ensuring that we remain a trusted and reliable source of support for the communities we serve and our partners.



STRATEGIC **PRIORITIES**

Women of Colour Australia (WoCA) is a leading nonprofit organisation dedicated to amplifying the voices of Women of Colour in Australia and promoting a more inclusive and equitable society. WoCA has been at the forefront of advocacy and support, strengthening the lives and experiences of Women of Colour in Australia since 2020.

Today, WoCA is at a pivotal moment in its journey. Recognising the need to focus its efforts and maximise its impact, the organisation has identified three strategic priorities that will guide its work.

STRATEGIC PRIORITY 1: PEOPLE

Creating a Strong, Supportive and Empowered
Women of Colour Community



OBJECTIVES

Develop and implement a comprehensive strategy for staff, board members, and volunteer retention and engagement by Q4 2025. This includes:

- Ongoing professional development opportunities and building communities of support.
- Fostering a culture of continuous learning and improvement within WoCA by promoting open dialogue, feedback, and reflection among staff, board members, and volunteers by Q4 2026.
- Conducting one-on-one check-ins with each staff member, board member, and volunteer to assess their satisfaction, needs, and goals by Q2 2026.
- Implementing personalised engagement plans for each individual based on the check-in findings by Q3 2026.

KPIs

1. Staff, board member, and volunteer retention and engagement plan approved by Q4 2025, implemented by Q1 2026.
2. Percentage of staff, board members, and volunteers who have participated in one-on-one check-ins: 100% by Q2 2026.
3. Bi-annual knowledge and/or skills-based professional development opportunities starting Q3 2025, with impact measured through attendance metrics and improvements in feelings of connectedness, support, and practical knowledge/skill acquisition.
4. Organise bi-annual face-to-face events or meet-ups for staff, board members, and volunteers in multiple states across Australia starting Q2 2025.
5. Encourage forums for knowledge exchange, ideas, and self-reflection within WoCA, as outlined in the retention and engagement plan.
6. Understanding the volunteer lifecycle, ensuring each volunteer is supported to contribute meaningfully to WoCA and our community, we will implement exit interviews with staff, board members and volunteers to understand their experiences and how we can improve, as well as tracking the impact of WoCA's initiatives in the personal and professional development of its people.

RESPONSIBILITIES

Board: Oversee the development and implementation of the retention and engagement strategy for staff, board members, and volunteers.

Staff, Board Members, and Volunteers: Participate in one-on-one check-ins and provide feedback.

Volunteer Manager: Develop personalised engagement plans for each individual and conduct exit interviews. Plan and execute professional development activities and monitor their impact. Collaborate with other teams to plan bi-annual face-to-face events, conferences, or WoCA-sponsored gatherings.

STRATEGIC PRIORITY 2: PROGRAMS

Building Impactful and Adaptable Programs and Learning Modules



OBJECTIVES

- Design programs and learning modules that are adaptable and flexible to meet the evolving needs of Women of Colour.
- Develop and deliver programs and learning modules to multiple regions across Australia and tailor to different sectors.
- White-label learning modules into existing external programs to amplify our impact and generate income.
- Ensure programs and modules are the intellectual property of WoCA.
- Use shadowing delivery of programs as a professional development opportunity for our volunteer base.
- Implement feedback mechanisms to continuously gather input from participants and stakeholders on the impact of programs and learning modules.

KPIs

1. Develop and implement a program strategy that addresses the unique needs and challenges faced by Women of Colour by Q4 2025.
2. Deliver two full programs in different locations in Australia by Q4 2026.
3. Establish partnerships with at least three different sectors (e.g. STEM, sport, health or education) by Q4 2025.
4. White-label learning modules into five other programs by Q4 2026.
5. Reach a minimum of 200 participants across all regions and sectors by Q4 2026.
6. Establish an impact measurement framework and track the impact of programs and program modules for annual reporting by Q2 2025.

RESPONSIBILITIES

Program Team: Develop and implement the program strategy, ensuring programs are adaptable and meet the needs of Women of Colour.

Research and Impact Team: Develop and implement the impact measurement framework and specific measurement tools to track the impact of programs and program modules. Analyse the results and feed this back to the Programs Team.

Both leadership and volunteers: Build partnerships and promote the impact of WoCA to attract participants and partners for our programs and learning modules.

Board: Provide strategic guidance and support for the development and implementation of the program strategy.

STRATEGIC PRIORITY 3: PARTNERSHIPS

Cultivating Meaningful and Collaborative Relationships



OBJECTIVES

- Establish new partnerships with at least five like-minded organisations by Q4 2025 to broaden our reach, impact and access to opportunities by:
- Identifying and engaging with potential partners that share WoCA's goals and values.
- Assessing complementary strengths and resources for mutually beneficial outcomes.
- Formalising partnerships through agreements, memoranda of understanding or joint application for grants and funding.
- Collaborating on joint initiatives and events to increase impact and visibility.
- Encouraging resource sharing and collaboration for greater efficiency and innovation.
- Sign five new commercial partnership agreements to provide programs or ongoing advisory aimed at government, corporations or community sector organisations.
- Build partnerships with philanthropic organisations and individuals, from within the Women of Colour community as well as our allies.
- Secure effective research partnerships to expand our first-hand knowledge of Women of Colour's experiences in the workplace and develop evidence-based strategies to dismantle systemic barriers to promotion and representation in the workplace, including our ground-breaking Women of Colour in the Workplace Survey.

KPIs

1. Number of new partnerships established: 5 by Q4 2026.
 2. Successful grants target of \$350,000 achieved by Q4 2027.
 3. Philanthropic donations target of \$100,000 achieved by Q4 2027, including regular recurring donations to provide ongoing income streams.
 4. Revenue generated from new commercial partners established Q4 2026: \$350,000 of new revenue.
 5. Number of research partnerships established: 3 by Q2 2026.
 6. Conduct the Women of Colour in the Workplace Survey every 3 years to gather valuable data and insights and demonstrate use of the survey findings in developing our people, programs and partnerships.
- People - ensure a psychologically safe space that is responsive to the needs and experiences of Women of Colour in our organisation.
 - Programs- generate new intellectual property that we use to have maximum impact of the representation and inclusion of Women of Colour in the Workplace.
 - Partnerships - develop an Annual Impact Report to attract philanthropic donations and demonstrate our expertise through the new knowledge that we generate with our first-hand research to secure both commercial partnerships and alliances.

RESPONSIBILITIES

Partnerships Manager: Identify, establish, and maintain partnerships with like-minded organisations, including research partnerships and alliances.

Program Team: Collaborate with partners on joint programs and grant applications, leveraging survey findings to enhance WoCA's impact on Women of Colour.

Research and Impact Team: Develop and implement the impact measurement framework and specific measurement tools to track the impact of programs and program modules. Analyse the results and compile them into an Annual Impact Report.

Communications Team: Develop and implement communication and engagement strategies for partners, fostering strong relationships and collaboration.

Board: Provide strategic guidance and support for partnership development and management, including research partnerships, alliances, and program/grant collaborations.

SUMMARY

STRATEGIC **PRIORITIES**

WoCA is dedicated to empowering Women of Colour by focusing on three strategic priorities: People, Programs, and Partnerships. We strive to build a supportive community, develop impactful programs, and foster meaningful relationships that drive positive change.

EVALUATION AND LEARNING

As an organisation dedicated to empowering Women of Colour, we are committed to ensuring that our strategic priorities of People, Programs, and Partnerships are effective, relevant, and adaptable. To achieve this, we will develop a comprehensive evaluation and learning framework that fosters continuous improvement and innovation within our organisation.

PEOPLE: INTERNAL FOCUS ON BOARD, VOLUNTEERS, AND EMPLOYEES

We believe that our board members, volunteers, and employees are integral to the success of our purpose. To ensure they are well-equipped to contribute effectively, we will provide comprehensive training and support, including:

- **Training Sessions:** Regular training sessions to equip our board members and volunteers with the necessary skills and knowledge to carry out their responsibilities effectively.
- **Mentorship Programs:** Pairing experienced board members and volunteers with new members to provide guidance and support during their transition.
- **Feedback Mechanisms:** Robust feedback mechanisms allow for open and constructive sharing of thoughts, ideas, and concerns, helping us identify areas for improvement.
- **Professional Development Opportunities:** Enhancing the skills of our board members, volunteers, and employees, and keeping them up-to-date with industry trends and best practices.

PROGRAMS: EVALUATING PROGRAM EFFECTIVENESS

To ensure that our programs are meeting their goals and objectives, we will implement a comprehensive evaluation framework that assesses their effectiveness:

- **Baseline Assessments:** Conducting baseline assessments before program implementation to establish a benchmark for measuring progress.
- **Ongoing Monitoring:** Regular monitoring of program progress, collecting data on indicators such as participation, retention, and impact on participants.
- **Outcome Evaluation:** Conducting comprehensive evaluations at the end of each program to assess outcomes achieved and identify areas for improvement.
- **Participant Feedback:** Gathering feedback from program participants to gain insights into their experiences and perspectives on program effectiveness.

EVALUATION AND LEARNING

PARTNERSHIPS: STRENGTHENING COLLABORATION AND ADAPTABILITY

We understand that the needs and challenges faced by Women of Colour are dynamic, and we recognise the importance of adaptability and continuous learning. With this in mind, we will prioritise building partnerships that foster collaboration, innovation, and adaptability:


- **Stakeholder Engagement:** We will actively engage with Women of Colour, community organisations, and other stakeholders to stay informed about emerging issues and challenges. By collaborating with diverse partners, we can better understand and address the evolving needs of our community.
- **Continuous Learning:** We will promote a culture of continuous learning, encouraging our staff and volunteers to participate in professional development opportunities and stay up-to-date with industry trends. This commitment to learning ensures that we remain adaptive and responsive to the changing needs of Women of Colour.
- **Adaptive Program Design:** We will design our programs to be flexible and adaptive, allowing us to make adjustments based on feedback and changing circumstances. By doing so, we can ensure that our programs remain relevant and effective.
- **Evaluation and Reflection:** We will regularly evaluate our programs and initiatives, reflecting on our successes and failures to inform future decision-making. This process of evaluation and reflection will enable us to strengthen our partnerships and better serve the needs of Women of Colour.



By focusing on evaluation and learning across our People, Programs, and Partnerships priorities, we will continue to empower Women of Colour and drive positive change.



ORGANISATIONAL CAPACITY AND SUSTAINABILITY




To effectively pursue our strategic priorities and create a lasting impact for Women of Colour, we recognise the importance of investing in our organisation's capacity and sustainability. By focusing on the following areas, we will ensure that we have the resources, skills, and partnerships necessary to achieve our purpose:

- **Staff, Volunteer and Board Development:** We recognise that our people are our most valuable asset. To support their growth and development, we will:
 - Offer professional development opportunities to enhance skills and knowledge for staff, volunteers, and board members.
 - Implement a robust onboarding and training program for new staff, volunteers, and board members.
 - Foster a supportive and inclusive work environment that values diversity, collaboration, and personal growth for all members of our organisation.
 - **Financial Sustainability:** Ensuring financial stability is essential for the long-term success of our organisation. To achieve this, we will:
 - Diversify our funding sources, including grants, donations, and corporate partnerships
 - Develop in-house intellectual property and deliver programs, learning modules and advisory to generate revenue streams
 - Implement sound financial management practices, including budgeting, forecasting, and regular financial reporting.
- 



ORGANISATIONAL CAPACITY AND SUSTAINABILITY

- 
- **Partnerships and Collaboration:** Building strong relationships with stakeholders and community partners is vital for amplifying our impact. We will:
 - Cultivate strategic partnerships with organisations that share our commitment to empowering Women of Colour
 - Engage with government agencies, community groups, and other relevant organisations to advocate for policy changes and support services that benefit Women of Colour
 - Collaborate with like-minded organisations on joint initiatives and events, leveraging our collective resources and expertise.
 - **Operational Efficiency:** We are committed to maximising the efficiency and effectiveness of our operations. To achieve this, we will:
 - Regularly review and streamline our internal processes and systems to reduce duplication and improve productivity
 - Leverage technology and digital tools to enhance communication, collaboration, and project management
 - Implement best practices in governance and risk management to ensure accountability and compliance.



By investing in our organisational capacity and sustainability, we will create a solid foundation for growth and ensure that we are well-positioned to deliver on our strategic priorities. Our commitment to developing our staff and volunteers, maintaining financial stability, nurturing partnerships, and enhancing operational efficiency will enable us to make a meaningful and lasting impact on the lives of Women of Colour in Australia.



CLOSING STATEMENT

As we embark on the next phase of our journey, WoCA is dedicated to empowering Women of Colour in Australia and creating lasting, positive change. Our 2025-2027 strategic plan reflects our unwavering commitment to our vision, purpose, and values, and serves as a roadmap for our organisation's growth and development.

By focusing on empowering people, designing impactful programs, and amplifying our reach through partnerships, we will make meaningful strides toward a more inclusive and equitable society. Our commitment to organisational capacity and sustainability will ensure that we have the resources and partnerships necessary to achieve our strategic priorities.

We recognise that our success hinges on the collective effort and collaboration of our staff, volunteers, community partners, and the Women of Colour we serve. Together, we will strive to break down barriers, amplify voices, and create opportunities, fostering a brighter future for all Women of Colour in Australia.

With determination, passion, and a shared vision, we will work tirelessly to bring our strategic plan to life and make a tangible difference in the lives of the communities we serve.

WOMEN OF COLOUR LTD ABN 17 643 518 576 ACN 643 518 576 is an Australian Public Company Limited by Guarantee. We are a registered charity with the Australian Charities and Not-for-profits Commission (ACNC). We have Deductible Gift Recipient status.

The WOMEN OF COLOUR AUSTRALIA logo is a Registered Trademark of WOMEN OF COLOUR LTD.

Copyright 2024 All Rights Reserved