



G(IRLS)20 STRATEGIC PLAN

2021-2025

MISSION & VISION

Mission: To advance the full participation of young women leaders in decision-making spaces to change the status quo.

Vision: A world in which women and girls can participate fully in the economic growth, governance, and social innovations of their countries.



INTRODUCTION

Founded in 2009 by Farah Mohamed, G(irls)20 is a Canadian -registered charity supporting the agency and empowerment of young women leaders around the world. G(irls)20 has had a tremendous first decade, and looking forward to the future, we reviewed our broader mission, vision and strategic programs to enable a new phase of impact and growth, specifically over the next five years (2021-2025).

Over the last 16 months, we spoke with our program participants, partners, staff, board of directors and our broader community. During our discussions, we heard feedback that has informed our new strategic plan and helped us focus on two core areas – **impact and growth** – to develop a five-year strategy (2021-2025) that will resonate with our G(irls)20's community, as well as with our wider mission and founding principles.

G(irls)20's programs and operations will continue to be participant-informed, using an intersectional lens that especially considers the experiences of Black, Indigenous and racialized community members, the different lived experiences of youth in the Global South and North, and the diversity of genders.

Throughout the next five years, we commit to reflecting on these core areas and adjusting our approaches to ensure that we are effectively meeting our mission of **advancing the full participation of young women leaders in decision-making spaces to change the status quo**. To begin, we will rebrand and update our name to better reflect our community.

METHODOLOGY



Review

We thoroughly reviewed all key documents the organization has prepared over the last decade (e.g. program evaluations, etc.)



Knowledge gathering

We spoke with internal and external stakeholders to enrich the information provided and to ensure the strategic plan is inclusive and designed to create the desired impact



Design workshops

We facilitated design workshops for the G(irls)20 team and Board, bringing key strategic questions to the group in a structured environment for creativity and big picture thinking



Analysis

We analyzed the information gathered and created a strategic plan that focused on delivering high impact programs to our community over the next five years

PROGRAMMATIC RECOMMENDATIONS

G(irls)20 trains the next generation of young women leaders, and places them at the heart of powerful, global decision-making spaces. Historically, this has been through the organization's two signature programs – the Global Summit and Girls on Boards – and underpinned by a more reactive approach to advocacy, as team capacity allows. **As we move forward, G(irls)20 will strive to be known as a centre of excellence for developing young women leaders.**

G(irls)20's programs are unique, strong and impactful. Looking forward to the next five years, G(irls)20's strategy is to continue pursuing the existing mission by:

- 1) **Evolving and expanding on the signature programs** – specifically by developing the Summit to focus on spaces of power beyond the G20, and scaling of Girls on Boards globally;
- 2) Developing **a structured approach to community building**; and
- 3) Underpinning all activity with **a proactive approach to advocacy** that is well resourced.



Each program has Key Performance Indicators (KPIs) to allow for monitoring the effectiveness of the strategy.

KEY AREAS OF IMPACT



Summit



Girls on Boards



Community



Advocacy



SUMMIT

The structure of the Global Summit will change significantly, with G(irls)20 no longer aligned directly to the G20 but instead a standalone, independent Summit partnering with corporations and civil society. G(irls)20 will host an annual Summit in Toronto, Canada with a focus on leadership development, advocacy and policy creation, becoming known as a centre of excellence for young women's leadership development. Delegates will come from across the globe and be selected based on their potential as young women leaders.

Once delegates have attended the Summit and feel adequately prepared, they will participate in spaces of power where they will represent G(irls)20. Their role will be to support the G(irls)20 mission of ensuring young women are represented in decision-making spaces, giving them a real and tangible platform for influence. In that capacity, their participation could include speaking/presenting on panels, supporting the development of policies, publishing articles, participating in roundtables and other relevant activities.



OVERVIEW

1. Independent
2. Toronto, Canada
3. Leadership development, advocacy and policy creation
4. Delegates will come from across the globe
5. A real and tangible platform for influence through participation in spaces of power

KPIs for Global Summit:

- Total number of young women that engage with the G(irls)20 Summit
- Total number of countries represented by program participants every year
- Value of G(irls)20 network to program participants
- Diverse demographics of young women engaging with G(irls)20's programs
- Program participants report strengthened leadership / social Impact skills after participating
- Total number of delegates participating in spaces of power each year
- Impact of participation in spaces of power
- Total number of opportunities to contribute to policies/ communi-ques/reports in the spaces of power
- Changes adopted as a result of presence of young women in spaces of power



GIRLS ON BOARDS

During the strategic plan period, the Girls on Boards program will continue in Canada with a focus on deepening impact by addressing current weaknesses in the program. G(irls)20 will focus on:

- **Leadership Forum:** An annual, in-person Forum will be hosted in Toronto to provide improved training on leadership, non-profit governance, and other relevant topics. In addition, the Leadership Forum provides an opportunity for G(irls)20 to engage the public, expanding our reach and deepening impact.
- **Board Participation:** Update the Memorandum of Understanding (MOU) for participating Boards to include a statement on diversity & inclusion and provide anti-racist and anti-oppression training to participating Boards.
- **Training:** Update online training to be more interactive and engaging for Young Directors, and ensure Young Directors feel equipped to navigate bias at the Board table.
- **Program Name:** Update the program name so it highlights the fact that the Young Directors are 'young women' instead of 'girls.'

Focus on deepening impact of the program, then scale globally.



Leadership
Forum



Board
participation



Training

Scaling Globally – Building the Business Case

G(irls)20 would like to expand globally during the five-year strategic planning period. To do so, G(irls)20 will make improvements in the Canadian program and find partners globally to financially support the expansion. We will build the business plan for the global expansion in a parallel process with a global pilot to ensure momentum remains strong and questions are answered based on market reality, rather than assumption.

KPIs for Girls on Boards:

- Total number of young women that engage with G(irls)20's Girls on Boards program globally
- Value of G(irls)20 network to program participants
- Diverse demographics of young women engaging with G(irls)20's programs
- Program participants report strengthened leadership / social impact skills after participating
- Total number of countries with Girls on Boards underway
- Total number of boards globally



COMMUNITY



Global Impact



Connection



Skill-building



Year-round

G(irls)20 will create a community space that allows different actors in our community to connect and build skills together. Working with program participants, the community space would grow to include applicants and the public.

Over the strategic plan period, G(irls)20 will research the best approach to engaging community year-round to promote the mission of the organization, scale our impact and reach globally, provide access to relevant G(irls)20 trainings, and build the skills of alumnae and the public.

A strong community space will:

- ✓ Become G(irls)20's central platform for program participants and alumnae
- ✓ Facilitate data collection and help G(irls)20 to track impact in future years
- ✓ Facilitate advocacy and thought leadership creation
- ✓ Allow G(irls)20 to scale to serve a wider range of young women

KPIs for a Community Space:

- Total number of online, active participants
- Total number of content pieces being accessed
- Engagement of alumnae, applicants and public

ADVOCACY

The ultimate purpose of our advocacy will be to ensure that any decision-making space is seen as incomplete without young women's meaningful participation, establishing G(irls)20 as a key global leader in facilitating partnerships and influencing efforts. Our advocacy activities will focus on participation in meaningful spaces, thought leadership content creation, and policy creation for legislative and corporate adoption.

KPIs for Advocacy:

- Number of thought leadership pieces produced every year, as well as in total
- Participation in policy creation for corporate or government adoption
- Number of media outlets that feature G(irls)20 every year, as well as in total
- Number of external speaking engagements (i.e. where G(irls)20 is invited to speak/ present)
- Number of policies impacted/created from advocacy by G(irls)20



Ensure that decision-making spaces are seen as incomplete without young women's meaningful participation



Advocacy activities will focus on:

1. Participation in meaningful spaces
2. Creation of thought leadership content
3. Support policy creation for legislative and corporate adoption

HOW WILL WE ACHIEVE THIS?

Over the strategic plan period, G(irls)20 will focus on five key donor audiences: Trusts and Foundations, Corporations, Government, Major Donors and Individual donors. G(irls)20 will strive to maintain a balance between each group.

A social enterprise will be developed that will develop, market and deliver workshops targeted at young women (18 - 35 years old) and allies who are working within medium to large corporations. The proposed workshops are modelled after the pilot workshops that are delivered as part of the Global Summit and Girls on Boards programs.

The aim of this endeavour is to offer high quality, inclusive feminist programming that supports G(irls)20 goal of advancing women's equality. This social enterprise directly supports growing the number of young women who are empowered with the community, knowledge and skills of women's equality. It also will directly expand our reach to a new community of learners, alumnae and future donors.

Two key areas for growth:



Solidify and diversify healthy funding

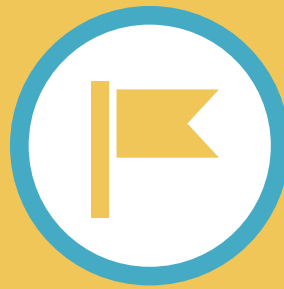


Create a social enterprise

CONSOLIDATED ACTION PLAN FOR 2021



A full rebrand



Pilot first new
Summit in November



Host virtual
Leadership Forum



Build relationships
with potential funders
for global expansion
of Girls on Boards



Prepare to
launch a pilot
community space
to engage our
community
year round



Scan existing
advocacy efforts
within G(irls)20,
identify new spaces
for advocacy and
develop a detailed
advocacy strategy


CONCLUSION

The next five years – and beyond – look bright for G(irls)20.

While many elements of the strategic plan require key changes to current approaches among the team and Board – and while of course new changes have new risks – there is also a risk to not changing and evolving. By implementing the new strategic plan, G(irls)20 will position ourselves as the centre of excellence for young women leadership and a go-to partner for global organizations fighting for women’s equality.

The women and girls social impact space is in a stage of rapid transformation and is in the limelight more than ever before. G(irls)20 has a unique opportunity to not only fully leverage this, but to lead the way in many respects when it comes to putting young women in spaces of power and advocating for their voices.

Not only is the mission powerful – but the G(irls)20 community is brilliant. With the right approach, G(irls)20 will have every opportunity to lead the way in cultivating, centering and celebrating the next generation of young women leaders, and redefining the very concept of leadership itself.





THANK YOU