



# CONSTELLATIONS IN THE SKY

**FRIDA'S PARTICIPATORY STRATEGIC FRAMEWORK, 2020–2025  
EXECUTIVE SUMMARY**





Bridging... I like this word... denotes FRIDA's role as a catalyst, which I feel perfectly describes why we are here and what we seek to do.

What we've talked about and what we're learning is how happiness is linked to staying grounded, energised, and not overworked and overwhelmed by work.

Having a culture of collaboration feels so important to how FRIDA does and can do things differently... a paradigm of collaboration as opposed to competition, and how this is linked to abundance as opposed to scarcity.



# INTRODUCTION

## AN INVITATION TO LOOK AT THE SKY

Welcome to FRIDA's new **horizons**! These are our guiding constellations - the rising stars that will shape our path as an organization in the coming years:



**BRIDGING**



**FLOURISHING**



**QUEERING**



**CO-CREATING**



**MOVING**

What this starry sky tells us is: ***it is about deepening the work***. It is an invitation into [FRIDA's garden of change](#) - for young feminist movements, and for this young feminist-led organization, to continue to blossom and bloom.

**Coming to this point has been a magical, challenging, cosmic journey.**

This overview report highlights the story of FRIDA's 2018-2019 participatory planning process, and **invites you to engage** in the strategic framework that will shape FRIDA's next period as an organization.

**Over the past two years**, FRIDA has been on a collaborative planning voyage. Its purpose was to chart FRIDA's organizational course for the next five years, towards the continued support of emerging feminist initiatives led by girls, young women, trans, and intersex youth.



# INTRODUCTION

## AN INVITATION TO LOOK AT THE SKY

By 2020, FRIDA staff and community have forged an updated participatory strategy. **At its heart is a constellation of five interacting core commitments** by FRIDA to the FRIDA community, each with its own community-driven mandates.

Today, the journey continues. **For the vitality of FRIDA's garden of change, the presence and participation of young feminist activists remains necessary.** No matter when you came to FRIDA and no matter what roles you have played with FRIDA up to now, your participation in radical local and global care has had an impact on FRIDA's collective story. **And as we take a moment to lie down and stare into the starry, infinite sky,** we know that the impact of young women, girls, trans, and intersex changemakers does not begin or end with FRIDA. We invite you to continue to vision with us and beyond us. You are making the difference. We are dreaming together.



# OUR PARTICIPATORY PLANNING STORY

## HOW DID THESE CONSTELLATIONS BEGIN TO RISE?

One of FRIDA's many garden of change stories began in 2018, when staff and board members came together over three months to dream and build **the FRIDA Change Team**. From there, the Change Team embarked along a multi-year journey to identify a strategy that could meet FRIDA's most pressing needs in the next five years.

The Change Team reflected the communities of FRIDA: staff, board, grantee partners, and advisors. It was charged with designing and co-leading the strategic planning process. The team housed multiple working groups, focused on research, mapping, surveys and consultations - all aiming to listen deeply to the FRIDA community.

Participants in the consultations included grantee partners, advisors, staff and board members, as well as local young feminist activists.

March 2018 - Staff  
Retreat to launch Strategic  
Planning in India

April - May 2018 - Design  
and assemble the FRIDA  
Change Team

Midyear 2018 - FRIDA  
Change Team 1st meeting  
and working groups  
established

September 2018 -  
Consultations with Tunisia,  
Libya, & Lebanon  
& FRIDA CEECCNA  
Convening



# OUR PARTICIPATORY PLANNING STORY

## HOW DID THESE CONSTELLATIONS BEGIN TO RISE?

At the beginning of 2019, the Change Team met in person in Bali to begin to chart the rising priorities. This included identifying those who we wanted to make sure to listen to more: teenage girls, trans youth, refugee and migrant youth, and indigenous youth. Throughout 2019, the Change Team led additional conversations, and hosted a multilingual community check-in to ask: ***are we on the right track - have we listened to you well enough?***

October 2018 - Egypt & Sudan Consultation, Sub-Saharan Africa Consultation, Caribbean mapping & in-person consultation, Central America & Mexico HR7N Conference, Asia Regional convergence

November 2018 - Survey closes in FRIDA languages

December 2018 - South America Consultation

That year, FRIDA also conducted an external evaluation of our previous strategic plan, and lived and breathed ***change*** through a leadership transition with incoming and exiting co-directors, all four of whom contributed to this collective vision.



# OUR PARTICIPATORY PLANNING STORY

## HOW DID THESE CONSTELLATIONS BEGIN TO RISE?

We entered 2020 with a Participatory Strategic Framework ready to see the light. Global circumstances meant that its in-person launch gathering in Mexico City had to be cancelled. We share it with you now, and take a step back to celebrate the broad horizon it illuminates for us.



April 2019 - Pacific Consultation in Fiji  
FRIDA undergoes leadership transition

September 2019 - FRIDA meeting with funders and partners in New York

October 2019 - Previous Strategic Plan evaluation completed

January 2020 - Final Change Team meeting

**But the story does not end there.** FRIDA is now working towards grounding this Strategic Framework in goals, outcomes and indicators - ways of seeing our change and impact. We are using these constellations to chart a roadmap for FRIDA's team for the coming years. This includes identifying what FRIDA needs to put in place, internally, to travel along these paths. Throughout this journey, we commit to **continue checking in with the community, to adjust the path over the next five years.**



# OUR PARTICIPATORY PLANNING STORY

## WHERE IS FRIDA GROWING NEXT?

Responding to what FRIDA community members shared throughout the process, the new Strategic Framework **does not chart a radically different direction for FRIDA - but rather, moves us to look *deep within***. Ten years after FRIDA was collectively envisioned, we have grown to a more than 30-person team, granting over 2.5 million USD directly to young feminist movements just in 2020. We are a young-feminist led global organization, building movement strengthening and advocacy in service of young feminist movements. We strive to hold ourselves accountable to the young feminist movements we support, and continue to evidence the critical need for ***more and better*** funding for young feminist and trans youth activists.

**Deepening** means that **we do not wish to grow for the sake of growth**, but rather to remain guided by critical questions as we enter this new organizational period, and to keep true to our essence. As we look to the horizons ahead, these questions are:





# OUR PARTICIPATORY PLANNING STORY

WHERE IS FRIDA GROWING NEXT?

What does flourishing mean for us, as young feminists? How can FRIDA continue building bridges within and for movements? How do we keep queering and hacking the system? What does it mean to center collaboration over competition? How do we keep moving, against patriarchal violence?



# OUR PARTICIPATORY PLANNING STORY

## WHERE IS FRIDA GROWING NEXT?

FRIDA's community mandates, described ahead, begin to answer these critical questions for FRIDA's next period. As a result, FRIDA's new framework is anchored in five strategic areas, our rising constellations: **bridging, flourishing, queering, co-creating, and moving.**

FRIDA staff, board, grantee partners, advisors, young feminists and trans youth activists are all invited to bring these strategic questions into their work in creative ways. We're excited to experiment in how to carry out these actions. We're eager to see where we can grow together from here.





"FRIDA stands in support of the wider work that young feminist activists do."

– FRIDA staff

FRIDA stands in support of diverse ways of making change, even at times when FRIDA is focused on certain priorities.

In addition to the Strategic Framework, FRIDA has created an internal seedling basket or depository to collect the many ideas that flowed in during the participatory planning process. FRIDA's seedling basket is a place to hold on to the wide range of ideas that we need to make long-term change.





# 2020–2025 STRATEGIC FRAMEWORK

FRIDA's community-informed 2020–2025 Strategic Framework celebrates complexity, learning, and growing together break here with five interacting commitments or constellations:



**BRIDGING** (connections, co-accountability, and accessibility)



**FLOURISHING**

(radical care and planetary wellbeing)

**QUEERING**



(creative disruption and strengthening diverse feminist movements)



**CO-CREATING**

(culture of collaboration)



**MOVING** (agility, flexibility, and adaptability)



# BRIDGING

CONNECTIONS, CO-ACCOUNTABILITY, AND ACCESSIBILITY





# **BRIDGING**

## **CONNECTIONS, CO-ACCOUNTABILITY & ACCESSIBILITY**

*FRIDA seeks to build a radically accessible world.*

FRIDA's community vision is that young feminist activists who exist in the intersections of some of the most globally marginalizing and oppressive forces, and within their specific contexts, are **well connected and well resourced.**

FRIDA also envisions the foregrounding of young feminist activists' autonomy, uniqueness, and humanity, **that every member of the FRIDA community has a voice, and that FRIDA IS ACCOUNTABLE AND RESPONSIVE TO THE GOALS AND NEEDS OF YOUNG FEMINIST ACTIVISTS AND MOVEMENTS.**

In this vision, new funders have pathways through FRIDA to support the work of young feminist organizing; and a deeper and wider community of past, present, and future activists, grantee partners, partners, and other constituents **share power, engage collectively, and enhance symbiotic linkages toward mutual accountability and solidarity.**





# **BRIDGING COMMUNITY MANDATES**

- **TO DEEPEN OUR WORK IN PARTICIPATORY GRANTMAKING**

by evaluating it, building greater access for participation, building participatory systems that respond to the needs of the community, building communities and coalitions, and collaboratively sharing knowledge, resources, and celebrations.

- **TO DO MORE WORK TO IDENTIFY AND CO-CREATE NON-TRADITIONAL CROSS-REGIONAL INITIATIVES AND ADVISORY CIRCLES AMONG SPECIFIC GROUPS**

(refugees, migrants, LBTQIA+ individuals, domestic workers, sex workers, indigenous youth), that are synergistic with FRIDA's values and community.

- **TO INCREASE OUR CAPACITIES TO OPERATE IN MORE LANGUAGES, BREAKING DOWN THE HEGEMONY OF ENGLISH; TO GET BETTER AT WORKING ACROSS LOCAL AND REGIONAL CONTEXTS, AND TO CENTER DISABILITY RIGHTS**

by making learning experiences, information sharing, and FRIDA itself more accessible to grantee partners.



# FLOURISHING

RADICAL CARE AND PLANETARY WELLBEING





# ***FLOURISHING*** **RADICAL CARE & PLANETARY WELLBEING**

*FRIDA seeks to foster the wellbeing of the **WHOLE PLANET.***

FRIDA's community vision is that the land, water, and air are healthy and that there is a strong culture of joy, trust, responsibility, and confidence.

**FRIDA also envisions embodying its fullest, vibrant self,** including being sex-positive, happy, strategic, interdependent, transformatio-nal, representative, and participatory.

In this vision, **BURNOUT IS REPLACED WITH VALUE, ENERGY, LOVE, AND BALANCE FOR EVERYONE,** and internal systems of resilience and self- and collective care are mutually reinforced through foundational **radical care.**



# ***FLOURISHING***

## **COMMUNITY MANDATES**

- **TO CLEARLY DEFINE AND STRENGTHEN "THE FRIDA EXPERIENCE"**

of being a community member (staff member, board member, advisor, grantee partner and applicant) of a youth-led feminist fund.

- **TO COLLECTIVELY DETERMINE FRIDA'S ORGANIZATIONAL STRUCTURES,**

in part by revisiting FRIDA's internal organigram: *looking within to flourish*.

- **TO REVISIT THE ROLE OF ADVISORS**

and provide adequate compensation for their FRIDA work hours, unpacking their role beyond the grantmaking process (fomenting exchanges and advisor-to-advisor connections).

- **TO SUPPORT MORE YOUNG WOMEN, GIRLS, TRANS, AND INTERSEX ACTIVISTS IN DEVELOPING OR IMPLEMENTING HAPPINESS** practices and principles.



# FLOURISHING COMMUNITY MANDATES

**“What exactly do we mean by  
*the FRIDA experience*?”  
— FRIDA Change Team**

**In late 2019, FRIDA Change Team members had an intentional conversation to begin naming the unique experience that FRIDA offers all who engage with the organization. The following key qualities of “the FRIDA experience” came up in the conversation and had consensus support among Change Team members. This conversation continues across the FRIDA community.**

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## A SPACE OF SOLIDARITY

**Generational change that doesn't have to be one of conflict**

**Shifting power dynamics  
Radical care**

**RESPECT**

**Multiple  
opportunities  
for interaction**

**CARE**

**Doing things differently,  
value-aligned hacking**

**COMMUNITY  
OWNERSHIP**

**LOVE**

**Multiple entry points for engagement**

**BEING CONSISTENT  
EVEN WHILE EVOLVING**

**Flexible, always changing, and  
recognizes a diversity of contexts**



# QUEERING

CREATIVE DISRUPTION AND STRENGTHENING  
DIVERSE FEMINIST MOVEMENTS





# QUEERING

## CREATIVE DISRUPTION AND STRENGTHENING DIVERSE FEMINIST MOVEMENTS

*FRIDA seeks to replace systems of violence with youth-led landscapes of joy, trust, and love.*

FRIDA's community vision is that **BOLD CHANGE, FUELED BY CURIOSITY, PATIENCE, A SENSE OF DISCOVERY AND "HACKING" AS CREATIVE DISRUPTION** in movement work, is modeled and enacted broadly by young feminist activists.

In this vision, **DIVERSE YOUNG FEMINIST MOVEMENTS ARE STRATEGICALLY AND SUCCESSFULLY RAISED UP.**

FRIDA also envisions feminist practices that spur the **widespread repair and recovery** of what has been harmed and stolen by colonial histories, patriarchal economic violence, and capitalism, and that *the wholeness of young feminists' realities, identities, and visions* are secure and welcomed **throughout the world.**

FRIDA aims in the long term **to make FRIDA's role obsolete.**





# QUEERING COMMUNITY MANDATES

- **TO KEEP "HACKING PHILANTHROPY"**

by continuing to question, redesign, and transform how traditional philanthropy is done, in part by strengthening FRIDA's support and advocacy for more and better funding to **trans, intersex and LGBTQIA+** youth.

- **TO BETTER ENGAGE** and connect with alternate movements who may not primarily identify as feminist, but who are resisting patriarchal and colonial violence.

- **TO CREATE STRUCTURES THAT IDENTIFY AND OFFER ALTERNATIVE SUPPORT TO APPLICANT GROUPS WHO ARE NOT AWARDED FRIDA GRANTS,** including capacity strengthening and community building / connections.

- **TO DEVELOP TAILORED PARTICIPATORY STRATEGIES TO BETTER SUPPORT** trans youth, indigenous youth, adolescent girls, migrant youth and sex workers, in their specific contexts.



# CO-CREATING

## CULTURE OF COLLABORATION





# CO-CREATING CULTURE OF COLLABORATION

*FRIDA seeks to collaboratively seed a participatory, imaginative, and blossoming future.*

FRIDA's community vision is that **young feminists, staff, funders, advisors, and other feminist organizations have the time, infrastructure, resources, CULTURE OF COLLABORATION,** and open space to create feminist futures together.

FRIDA envisions engaging new Global South<sup>1</sup> donors, and strengthening *South-South collaborations and intergenerational co-creation*, without overburdening ourselves or anyone, while sustaining and **deepening** our work. To reach this vision, collective capacity strengthening, increased strategic communications, and leveraging **technology** like apps and social media

**EFFECTIVELY AND SAFELY** will be essential.

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<sup>1</sup> Within the mandate to queer the term "Global South" and counter its colonial legacies.





# **CO-CREATING COMMUNITY MANDATES**

- **TO KEEP BUILDING COLLECTIVE LEADERSHIP AND COLLABORATION SKILLS**

and capacity strengthening efforts, towards impactful co-creation.

- **TO BUILD MORE FOCUSED ADVOCACY WITH OTHER DONORS,**

in part by working to identify and connect strategically with peer funds and ally donors<sup>2</sup>.

- **TO WORK TOGETHER AROUND FUNDING RESTRICTIONS IN WAYS THAT ARE NEW AND MINDFUL OF FRIDA'S VALUES AND ROLE,**

in part through critical thinking about and identifying and collaborating with aligned partner funds and donors.

- **TO CONTINUE TO CHANGE PHILANTHROPIC CULTURE AND LANGUAGE,**

in part by co-discovering new ways of framing and communicating about our work.

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<sup>2</sup> A 2019 Change Team meeting identified a shared value of critically thinking about who is included in every instance that FRIDA donors are invoked.



# MOVING

**AGILITY, FLEXIBILITY, AND ADAPTABILITY**





# **MOVING**

## **AGILITY FLEXIBILITY, & ADAPTABILITY**

*FRIDA seeks to mobilize movements* in which **ADAPTABILITY AND FLEXIBILITY ARE STUDIED AND HARNESSSED AS STRENGTHS**, smarter planning and smarter data are regularly available, and successful short-term actions and on-the-ground experience are not missed.

In this vision, the necessary outcomes for change are met, **resources** are moving with agility to those who need it the most and lack it the most, and the principles of **listening and adjusting to the changing needs** of young feminist activists are ingrained across movement spaces.





# ***MOVING***

## **COMMUNITY MANDATES**

- **TO SHARE WHAT WE LEARN ABOUT PARTICIPATORY STRATEGY**  
through media work, publications, trainings and convenings.
- **TO PARTNER ON BUILDING FUNDING ROOTED IN SOLIDARITY** that can provide resources to young feminist organizers in ways that better respond to threats, attacks, natural disasters, pandemics and conflicts in specific moments or circumstances, with sustained organizational strengthening so that groups can proactively prevent and respond to violence, build their collective resilience, and advance their social transformation goals.





# OUR NEXT STEPS

HOW ARE WE MOVING  
FORWARD TOGETHER?

**FRIDA'S GARDEN OF CHANGE IS  
BLOSSOMING.** These constellations in the new  
horizon shine bright upon it.







# OUR NEXT STEPS

## HOW ARE WE MOVING FORWARD TOGETHER?

With all of this growth, there is also a lot for us to learn. And learning takes space, practice, and love. In a world that is violent and harmful to young women, girls, trans, and intersex activists and communities, sanctuary and security are also necessities for learning. A **key learning** from FRIDA's first strategic plan is that FRIDA has an opportunity going forward to take time to look within, to strengthen its universe, to deepen our learning, and to grow even more impactful in the years to come.

In 2020 and 2021, to strengthen the ground upon which we dream, FRIDA is embarking on an organizational development process to ensure that our internal systems, structures and practices allow us and this journey to flourish; as well as a monitoring, evaluation and learning process to ground this framework in feasible, concrete work plans and tools to track change.

This community-informed Strategic Framework and its five constellations will guide us along the way, as will continued dialogue and action with the FRIDA community and young feminist movements.

"The fear I feel when my body asks for rest and attention is not me. It is a conditioned betrayal of myself that I have been taught to commit again and again. The distance I feel between my heart and my planet is not me. It is a conditioned betrayal of the most sacred relationship I will encounter in this life."

~ Naimona James



# GRATITUDE AND LOVE

As FRIDA draws this phase of participatory planning to a close, there is a lot to celebrate. We are a community of abundance in gratitude, knowledge, and love. We share in the multitude of appreciations, lessons, and magic that have stemmed from this process.

## *Gratitude & Appreciation*

To the **CHANGE TEAM MEMBERS**,  
who at the time (2018-2019) held the following roles:

1. **DEEPA RANGANATHAN**, FRIDA staff member
2. **DENIZ NIHAN AKTAN**, member of [Atletik Dildoa](#), FRIDA grantee partner in Turkey
3. **DEVI LEIPER O'MALLEY**, FRIDA Co-Executive Director
4. **EKATERINE GEJADZE**, FRIDA part-time consultant staff
5. **KHENSANY CHARLLOT**, FRIDA girl advisor
6. **MAJANDRA RODRIGUEZ ACHA**, FRIDA Board member
7. **MARIA DIAZ EZQUERRO**, FRIDA staff member
8. **NADIA ELBOUBKRI**, FRIDA staff member
9. **NANY GUERRERX**, member of Las Hijas Del Rap, FRIDA grantee partner in Mexico
10. **OTIBHO OBIANWU**, member of [Women's Health and Equal Rights Initiative \(WHER\)](#), FRIDA grantee partner in Nigeria
11. **RUBY JOHNSON**, FRIDA Co-Executive Director
12. **SULIQUE WAQA**, FRIDA Board member
13. **TIFFANY KAGURE MUGO**, FRIDA Board member



# GRATITUDE AND LOVE

**THANK YOU** to all of the Change Team members for your dedication, excitement, deep curiosity, creative imagination, critical questions, thoughtfulness and shared leadership throughout this process. *For looking at the skies together.*

To **Roseline Kamdem Magne**, former Transformation Support Consultant, for your support in the early stages of the process.

To **Munira Yussuf**, digital artist and illustrator, for giving shape and magic to these constellations; and

to **Jasmina El Bouamraoui**, illustrator and graphic hand at FRIDA, for beautifully laying out this document.

To **Anna Hirsch**, whose deep listening and initial rendering of the rising constellations -both in writing and in graphic design- were critical in bringing this Framework to fruition.

To **Ingrid Benedict**, strategic plan doula extraordinaire - a deep ocean of gratitude. You brought deep love and genuine magic to this process. You guided us with care and the spaciousness we needed. You helped us take a step back to see the sky above. **Thank you.**

*Love & Magic*



# GRATITUDE AND LOVE

**TO ALL THE FRIDA COMMUNITY MEMBERS  
AND YOUNG FEMINIST ACTIVISTS** who participated  
in the surveys, consultations, interviews, check-ins and more; bringing your  
genuine care, commitment and honesty, and your time, expertise and  
wisdom. **FRIDA IS BECAUSE OF YOU.** This is here for you.

**TO ALL OF FRIDA STAFF AND BOARD:**

Thank you for your engagement throughout this entire process,  
from ideation to finish. Thank you for your trust and care.

**THANK YOU FOR WALKING TOWARDS THESE  
CONSTELLATIONS, TOGETHER.**

*Love & Magic*