MAKING PROSPERA'S HERSTORY: Our journey building our collective strategic framework

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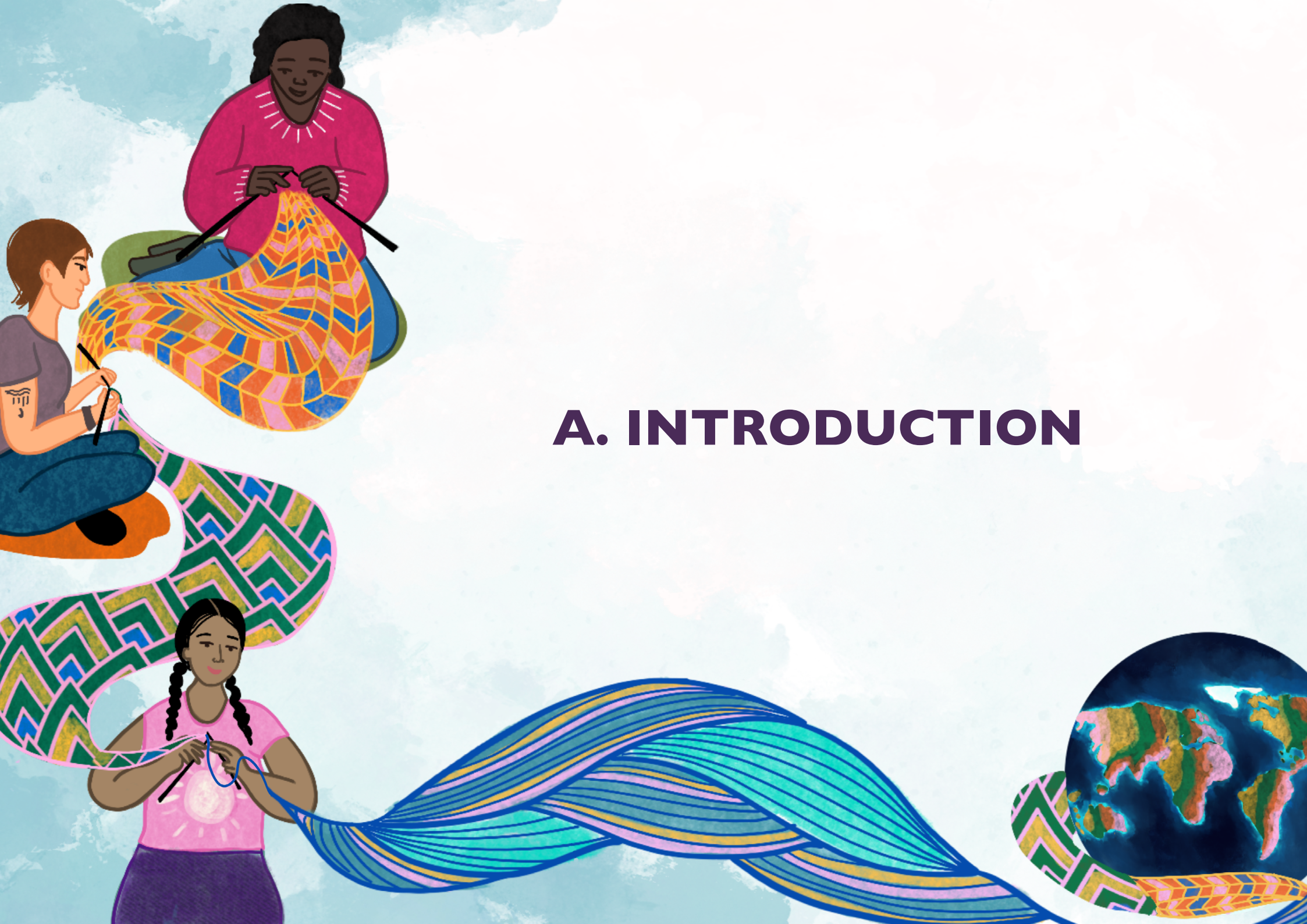
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A. INTRODUCTION

In 2022, Prospera, the International Network of Women's Funds, along with the Board, Secretariat team, and Fund Members, dedicated a full year to collectively build our strategic framework for the next decade. To pause in a world in constant crisis, where demands for our attention are relentless, and shift our focus towards reflection, deep thinking, and visioning, was a bold decision. We believe that coming together to collectively build our vision and chart a path forward is more important than ever before. It's a pivotal moment for feminist movements, the global aid and philanthropic ecosystems, and the world. Amid deep crises, new and significant opportunities emerge to shape funding and mobilize new resources. Women's and feminist funds have a crucial role to play. We aim to transform power and shift practices within the global aid and philanthropic ecosystems by redistributing resources in equitable and socially just ways to intersectional feminist and women's movements, and particularly to those structurally marginalized due to their race, class, gender, caste, ethnicity, sexuality, impairments, or other forms of disadvantage, primarily in the Global South and East.

Just as there are no effortless solutions to today's crises, crafting a shared vision and collective response to the world's challenges is not a simple task.

It demands a meaningful process that involves the participation of all. The following pages narrate our journey in achieving precisely that within our feminist and women's funds network. This document records the process of building our strategic vision for the benefit of present and future generations of fund members.

We are eager to share our learnings with broader communities, and especially with other networks that might find value in participatory processes. There is limited literature on experiences of participatory planning processes for networks as large and diverse as Prospera, let alone those conducted with a feminist approach. Throughout our year-long journey, we learned, adapted, and dared to be ambitious and dream big. We hope that this may serve as an inspiration for others to embark on a similar path.

The following pages are enriched by the documentation efforts that accompanied the process, providing valuable insights into strategic visioning within a member-led women's and feminist funds network. We will delve into the process to illustrate how our feminist approach, design, and implementation influenced both the process and its outcomes.

Finally, allow us to introduce Noor. Those who participated in the process are already familiar with our magical and fierce queer elephant, Noor. Noor symbolized our aspirations for the process: creating the enabling conditions for Prospera and its members to thrive in these challenging times. Noor was designed to be part of all Prospera members, and in this spirit, Noor will assist us in narrating our journey, guiding you through this document, providing insights, analysis, and reflections on design choices, key process highlights, challenges, and lessons on specific topics. When you hear from Noor, you'll know that a deliberate decision was made in designing the process a certain way. Through Noor, we will also present ideas intended to provoke thought if you are undertaking a similar journey.

Noor, the elephant:

Why was I chosen to represent our strategic framework process?

Well, elephants possess qualities that align with our approach:
- **High self-awareness, a vital aspect of strategic visioning and planning.**
- **Females stay together and care for each other, akin to our feminist approach.**
- **Expressing emotions like grief, compassion, altruism, and enjoyment, embodying the values our network promotes.**
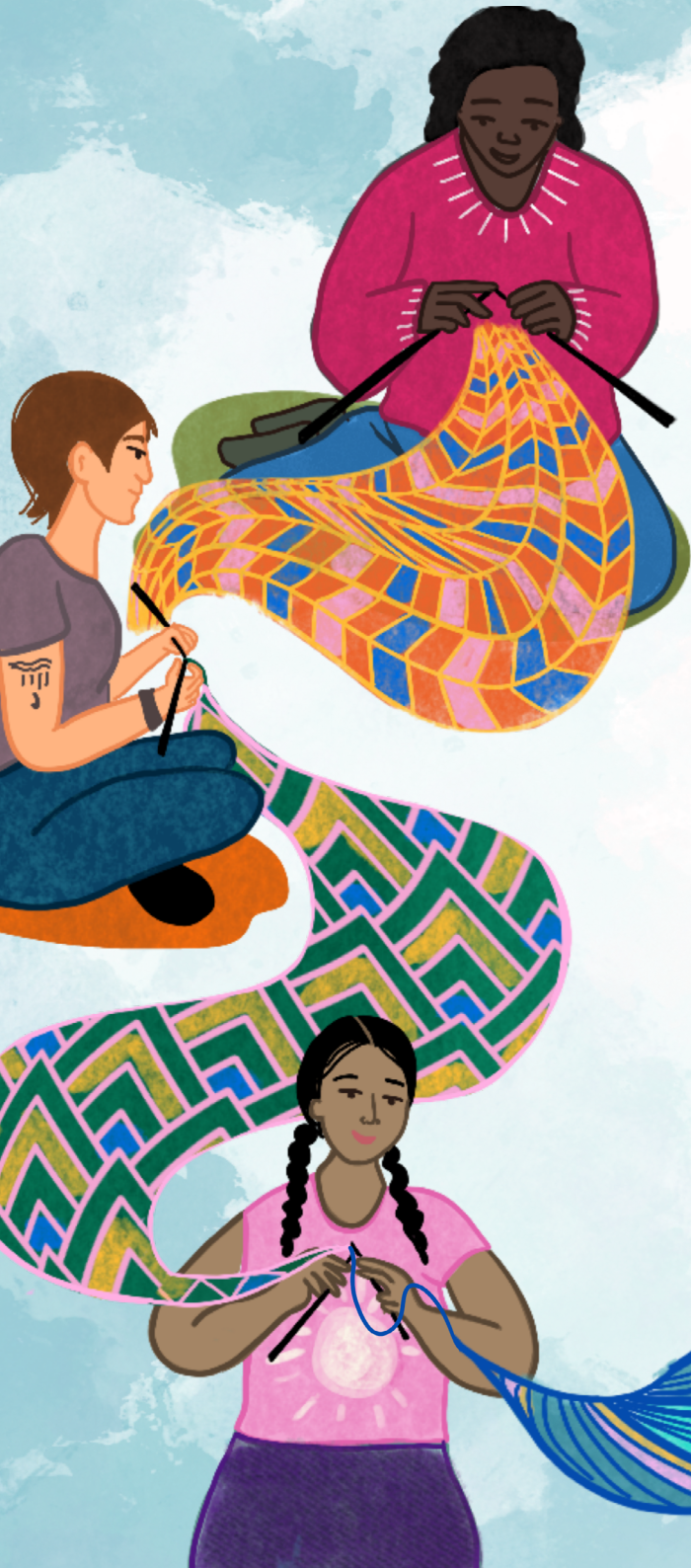- **Listening with grounded attention, a practice we also aim to uphold.**

Furthermore, elephants play an essential role in shaping their landscapes. As we move around and feed, we create clearings in wooded areas, allowing light to reach the ground, fostering the growth of new plants, and enabling smaller animals to thrive. Additionally, elephants are crucial for seed dispersal. This mirrors what Prospera wants to do: to shape the landscape in a way that allows feminist movements to flourish and thrive.
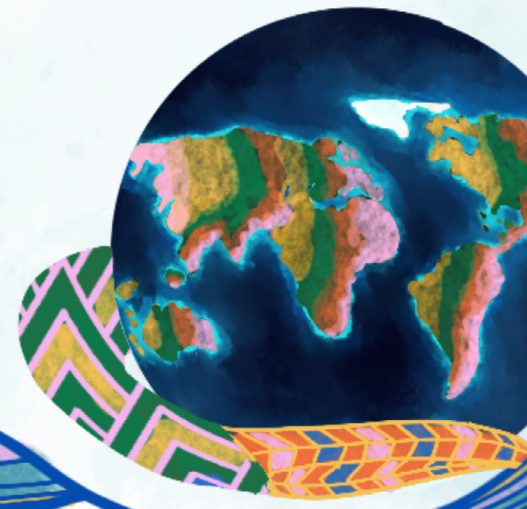
We trust that this document proves valuable to you and underscores the importance of investing time, resources, and energy in creating processes that genuinely exemplify meaningful participation. Rooted in fundamental human rights and feminist principles, it guides us to display the courage, empathy, and patience needed to build a more equitable, just, and inclusive society. This journey has been about shedding old skin and growing into our new one, a journey of transformation and collective growth. And we eagerly look forward to your participation in this transformation.

Prospera INWF and Colectivo Meta (COMETA)

B. OUR JOURNEY

These were our goals

Our strategic framework process had two interrelated goals: first, **to chart a strategic path for the next decade,** and second, **to strengthen the community and health of our network.**

Thus, Noor served not only as a profound strategic visioning process but also as an opportunity to explore how to conduct strategic planning for a diverse and complex network like Prospera in a feminist and participatory manner. In essence, our goal was to apply our feminist principles to plan, design, and implement a strategic vision for this network and others.

Prospera's members were at the center of the process. Together, we engaged in discussions, shared dreams, and collectively defined our vision. Recognizing the significance of the process itself, we prioritized care and connection, embraced time and language justice, and integrated mindful practices that nurtured our spirits throughout the process. The process culminated in the creation of Prospera's purpose, vision, mission, and strategic goals for the period spanning 2023-2033.

Prospera INWF
Strategic Framework

Vision

A feminist world where everyone can live joyful & dignified lives, where democracy and human rights are upheld, and where the planet flourishes along with people.

We believe fiercely in the power of feminist movements to bring this world into being & in the unique role that women's and feminist funds play in resourcing them towards this end.

Commitment

Continue to redistribute resources primarily to movements located in the Global South & East so they are well resourced, resilient & enabled to pursue their activism for a more just & feminist world.

we are PROSPERA Movements

a Feminist world

Resource Justice
Feminist Grantmaking
Transform Philanthropy

Purpose & Identity

We are a global, diverse, bold & political network nurturing transformation by resourcing & accompanying movements led by women, girls, trans, intersex & non-binary people & collectives based primarily in the Global South & East working to end oppressive systems.

Goals

Build and strengthen the Prospera network, through supporting the resilience of women's and feminist funds individually and collectively.

Shift power.
Transform philanthropy.
Influence key audiences and shape philanthropic narratives to elevate the catalytic impact of Prospera members in movement building.

Build the collective power of our members to influence the funding ecosystem to drive more and better resources to feminist movements.

This is how we built our process

- We proceeded deliberately, taking our time to foster a shared understanding. From start to finish, Noor's journey spanned 14 months.
- We established an iterative process consisting of four interrelated yet distinct phases to create a framework for meaningful discussions.
- The process was designed to be flexible and responsive to emerging discussions and topics.
- We prioritized network-wide conversations in various, innovative configurations, ensuring equal participation so that all voices were heard.

  - Conversations centered on specific key topics related to the process on which members could self-select their level of participation.
  - A dedicated phase was created to facilitate conversations between funds, depending on their positionality and reach –be it national, local, regional, sub-regional or multi-regional.
  - Members convened in four geographic regions: Africa and MENA, Asia and the Pacific, Europe, and Latin America.

- Additionally, we held two in-person meetings where the entire network came together.

- Throughout the year, members delved into four key topics: understanding the external context, reaffirming the network's values and practices, envisioning the network's future, and designing governance structures to fulfill our mission.
- Our process was purposefully designed to reflect and be anchored in our feminist values. The process was built to:

  - Embrace inclusivity and participation by incorporating diverse voices and perspectives.
  - Acknowledge power dynamics within the network and provide equal participation opportunities for all funds.
  - Cultivate a stronger, politically aligned, and trusting network.
  - Integrate principles and practices of self and collective care.
  - Promote consent-based decision-making.
  - Foster co-responsibility.
  - Encourage strategic thinking to center the communities served by Prospera members, through an anti-colonial and shared power framework.

- Clarify the roles of different funds in the network to collectively ensure a robust feminist funding ecosystem response across issues and geographies.

- The Secretariat team developed a Terms of Reference to facilitate full member engagement and provide financial support for their participation.
- A Steering Committee, composed of six representatives from member funds and four representatives from the Board (who are also member funds), oversaw and guided the process.
- We assembled a global, multilingual, and diverse team of consultants who worked closely with the Secretariat to support, facilitate, and execute the Noor process.
- Our Secretariat team prioritized Noor throughout 2022, and the consultant team played a crucial role in the planning, design, and execution of the process.
- We generated both visual and written documentation to record and share our progress.
- A dedicated communication infrastructure was established around Noor to communicate updates, important milestones, and foster connections beyond the strategic visioning process.

- We connected through a mix of Zoom meetings and in-person gatherings throughout the year.
- In total, 40 member funds actively participated in the creation of Noor.

Noor, the elephant:

Dear Reader

After reading the first chapter, you might wonder why Prospera embarked on such a complex and ambitious process. At the heart of Prospera's endeavor lie some fundamental truths:

First, there are no easy fixes to the complex problems and myriad challenges facing our world today.

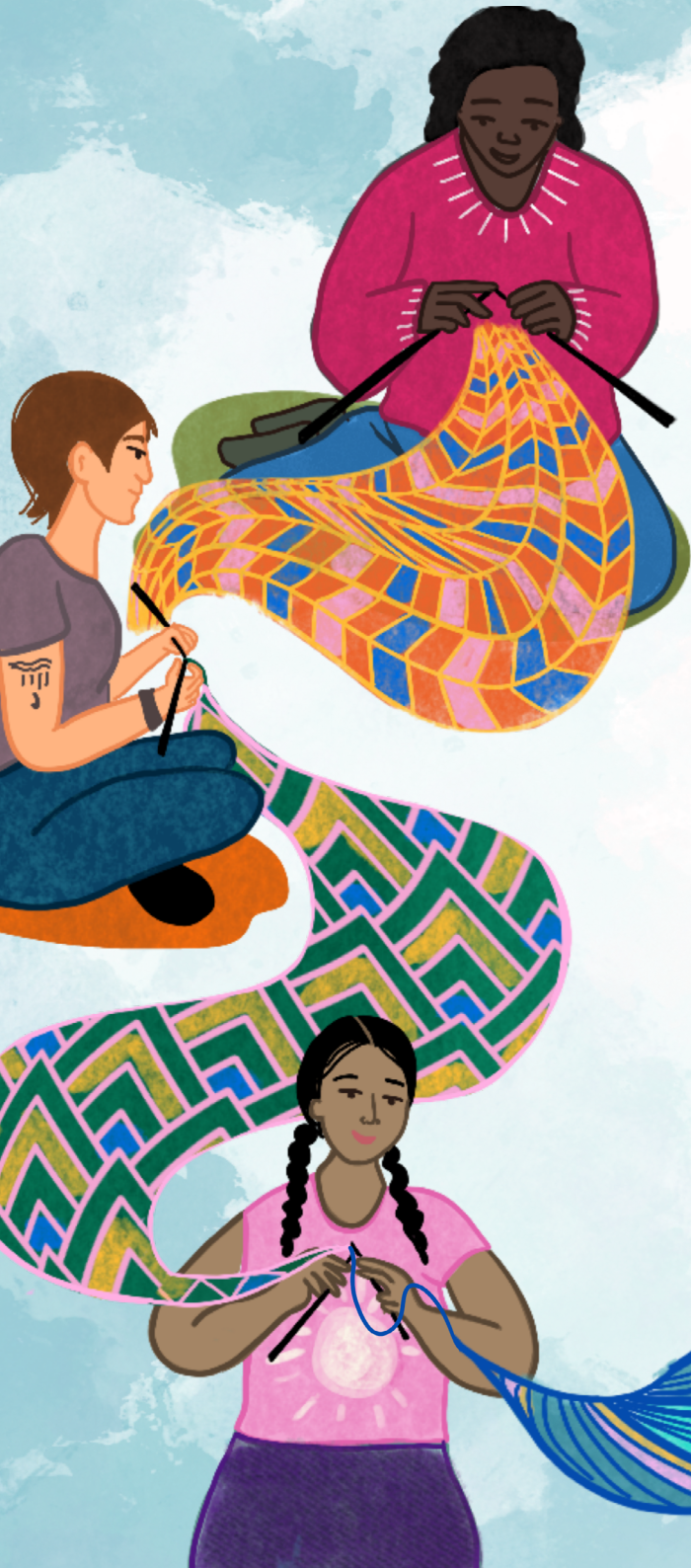Second, relationships are the cornerstone of our work as feminist funds. We believe in the transformative impact of community collaboration, the deliberate sense-making process, and the cultivation of deep trust among our partners to achieve our shared goals.

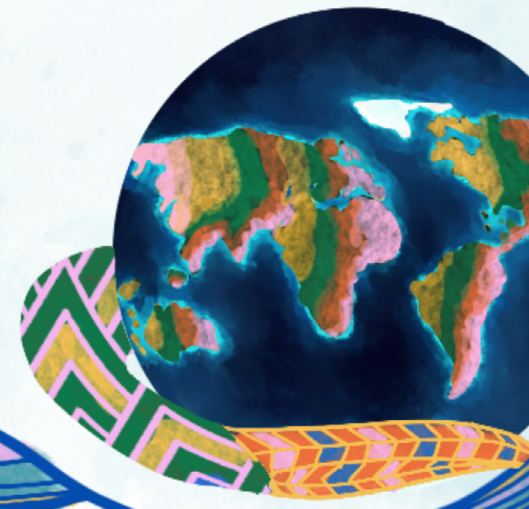And third, crafting a robust vision to guide our future actions requires engaging in challenging conversations.

The vision we've crafted represents our political stance in the world. To effectively and collectively work toward this vision, it's essential that we not only identify as part of the same network but also share a basic alignment on the change we aspire to witness in the world.

The decision to prioritize the process, invest time in strengthening trust among members and stakeholders, create spaces for challenging conversations, uphold our values, establish feedback mechanisms, and foster engagement and ownership was intentional. Noor, in itself, held equal importance alongside its outcome. Throughout the process design, our focus remained on participation, collaboration, space for personal connections, vulnerability, and celebration. We maintained flexibility and adaptability in our planning to best serve the process. This way, we aimed to build ownership for the visioning process and ultimately arrive at our shared vision.

C. OUTCOMES SUMMARY

Noor was designed as an iterative process, with each phase delivering unique products that informed subsequent discussions. Outcomes of discussions were used to refine, revise, discard, add, or approach topics from different perspectives.
Additionally, each phase contributed to strengthening and building the network, resulting in increased participation and a greater sense of ownership among its members.

Products of each phase

During **the first phase of the process** (January to April 2022), diverse thematic conversations were woven together with various participant configurations to ensure a broad participation of network members. Conversations were organized around four vital themes for a strategic visioning process: **values and practices, context, governance, and vision.** The groups of members that discussed these themes were diverse in terms of geographic representation, fund type, and different roles within funds.

The thematic group focused on *values and practices* had the following objectives:

- Nurturing and deepening community connections and relationships.
- Developing a shared understanding of Prospera's guiding values.
- Generating practices that embody these values for the next phase of the strategic framework process.

The outcomes of this group's discussions included:

- Practices for fostering a network culture centered on collaboration, communication, care, and conflict resolution.
- Open dialogues regarding language and time justice.
- The establishment of a conflict resolution process.
- The creation of spaces for collective care with the commitment to prioritize our well-being.

The thematic group focused on *context* had the following objectives:
- Understanding the various dimensions of our contexts and realities.
- Identifying the central points of our context analysis to inform our vision and strategies.
- Contemplating the question: What discussions are necessary for decision-making?

The outcomes of this group's discussions included:
- Recognizing that a network-wide vision and strategy for the future requires a shared understanding of realities.
- Highlighting the essential role of movements in the context analysis, emphasizing the need to focus on them.
- Recognizing the need for a better understanding of Prospera's position within the feminist funding landscape and its role concerning movements and influencing funding.
- Detailed identification of the political, economic, environmental, and other challenges faced by the movements supported by Prospera's members.

The thematic group focused on *governance* had the following objective:
- Collectively exploring the values, principles, and practices that will enhance governance, representation, and decision-making in the network over the next 10 years.

The outcomes of this group's discussions included:
- Clarification of roles and responsibilities within the network and its decision-making processes.

- Conversations and examples of best governance practices.
- Discussions about how members practice network governance and co-responsibility during times of crisis.
- Reflection on the values, practices, and behaviors that members should embrace to achieve an ambitious vision for the network.

The thematic group focused on *vision* had the following objectives:
- To collectively dream and imagine a powerful feminist funding movement.
- To design the parameters for creating potential pathways for Prospera's collective power and impact.
- To identify and position Prospera in the feminist funding landscape and within feminist movements.
- To provide guidelines and frameworks for future discussions within Noor regarding Prospera's vision, both in clusters, regions, and network-wide.

The outcomes of this group's discussions included:
- Discovery of key elements defining Prospera's identity while considering the network's diversity.
- Establishing a connection between the context and Prospera's vision for the next 10 years, resulting in the crafting of three vision statements.

Noor's reflections:

Dear Reader

If you're looking for guidance on constructing an iterative strategic visioning process, I have valuable insights from our journey that might prove useful. Here are some key learnings from our process design to keep in mind:

1. Facilitate Community Building:
- Emphasize an initial phase to nurture a sense of community, shared identity, and trust.
- Utilize visual summaries and timelines, especially in virtual contexts.

2. Prioritize Trust and Connection:
- Dedicate time to trust-building, relaxation, and connection exercises.
- Incorporate grounding and joyful activities at the beginning of each meeting.

3. Address Power Dynamics:
- Acknowledge and openly address power dynamics within the process.
- Create safe spaces for discussing power inequalities and group dynamics.

4. Establish a Strong Process Team:
- Assemble a robust team; in our case, it was composed of the Secretariat, external consultants, and a Steering Committee.
- Ensure a smooth flow and management of the process within this team.
- Implement effective check-ins and debriefs among consultants to adapt the process based on outcomes.
- Foster a climate of trust and support, encouraging feedback and strategizing for future sessions.

5. Enhance Conversations Through Visualization:
- For a multi-phase process, invest in summarizing and visualizing discussions.

6. Attend to Participant's Well-being and Engagement:
- Solicit participant's feedback and their feelings toward the process.
- Engage participants in reflecting on their experiences and addressing concerns.

7. Facilitate Multilingual Communication:
- Provide simultaneous interpretation and encourage participants to use their preferred language.
- Celebrate and uplift linguistic diversity to bridge language gaps.

The primary objectives of **phase two** (April to July 2022) were twofold:

1. Cultivate collective ownership and foster a shared identity.
2. Make progress in formulating a mission and vision for Prospera.

The discussions and reflections during phase two revolved around the different positions of the women's funds within the network. Each cluster worked on crafting a purpose statement for the network which reflected their unique position as a national, regional, subregional, or multiregional fund. The outcomes of these conversations were as follows:

Cluster	Purpose Statement
Regional	*"We are a network of intersectional feminist funds from the Global South and East with the mandate to strengthen feminist movements led by women, girls, trans and non-binary people globally. We pursue resource justice through our feminist grantmaking and support to intersectional feminist movements while influencing the global aid and philanthropic landscape. Internally, we focus on strengthening and sustaining our network through care, transparency, collaboration, and accountability to ensure its flourishing."*
Sub-regional	*"We are a global and diverse community of interconnected, bold, feminist philanthropic activists working towards:* • *Empowering women and feminist movements by providing them the resources, resilience, and support they need to advance their activism toward a more dignified life for all;* • *Strengthening women's funds, making them visible and dynamic advocates for social justice;* • *Encourage funders to adopt feminist funding principles and adapt to the evolving needs of the movements.* *We achieve this by redistributing resources, providing flexible and unrestricted grants, and advocating for higher-quality funding while working alongside funders to transform their grantmaking practices."*
National cluster	*"We are a network of women's funds dedicated to building a feminist world. While autonomy is at our core, we value interdependence and authentic relationships. Rooted in feminist movements, we go beyond simply resourcing activists, collectives, and movements. Our approach emphasizes mutual support and avoids reproducing unhealthy power dynamics caused by money. Co-thinking and co-acting within grassroots feminist fields strengthens our political articulation. Together, we work to disrupt and dismantle oppressive systems that reproduce economic, gender, sexual, racial, class, ableist, and other forms of violence. While dreaming big, our core strength is rooted in reality and we bravely face it to change it. Our recognized transformation of context and philanthropy inspires others to support feminist actions and the movements that tackle pressing social issues. We are a network committed to nurturing life and the movements close to the ground."*

During Noor's second phase, we prioritized dialogue between funds that don't often have the opportunity to convene in the same space. Such an approach helped unearth common ground and shared identity among us. What's more, it stimulated new ideas and established a trusting environment for challenging discussions. The in-person meeting held in Mexico, as part of the second phase, infused fresh energy and enthusiasm, leading to the recognition and affirmation of our collective identity as a network. While we each comprehend Prospera within our unique contexts, we all share a common identity as Prospera.

While phase two of Noor was dedicated to understanding Prospera's identity and purpose from the perspective of 'scope' within and between various clusters (national and local funds, sub-regional funds, regional funds, and multi-regional funds), **phase three** (August to November 2022) marked a regional configuration where we gathered to assess the progress made so far and propose additions based on our distinct geographical viewpoints. The primary aim of this phase was to illuminate Prospera's identity from a regional standpoint and evaluate the Purpose Statements developed in phase 2 through the lens of each region.

We also reflected on concepts of ownership, belonging, and connection, grounded in the experiences of each fund. This reflected our implicit aim to further develop the network's identity and create a platform for discussions concerning power dynamics within Prospera and across various fund clusters.

By the conclusion of phase three, we successfully developed a strategic framework that will guide our activities over the next decade. This document represents the synthesis of our collective work in terms of purpose, mission, vision, and strategic goals. It consolidates the participation and input of our membership across the various stages of Noor, outlining what the network does and why Prospera exists. It received full membership endorsement during Propera's XII biennial in Oaxaca, Mexico in December 2022.

Noor's reflections:

A pivotal phase of the process occurred during our first in-person meeting in Mexico City on phase two. This event highlighted the need for diverse meeting approaches in such a complex process. The central inquiry during this phase revolved around whether, as a collective, we were aligned in a unified direction. We explored the challenge of integrating diverse roles, perspectives, and worldviews into a cohesive overarching vision, which also involved developing a shared political stance.

Key insights included:

1. Prioritize In-Person Connections:

- Organize in-person gatherings to enhance member connections and promote collaboration.
- Employ virtual platforms like Zoom to ensure inclusivity and shared experiences for remote members.

2. Foster Collective Ownership:

- Tailor the design of phase two to enhance trust, co-responsibility, and the development of a shared identity among the membership.

3. Build Community and Shift Focus:

- Structure the process to deepen the collective understanding of the network's purpose.
- Map contributions at different levels to foster a sense of community and belonging.
- Encourage a transition from problem-solving to envisioning a collective direction and a shared political stance during phase two.

4. Embody Values Creatively:

- Implement creative techniques to effectively embody the network's values.
- Promote collective care and create a safe space for all participants, particularly during in-person meetings.

Observable Results

High levels of trust, and network-wide participation throughout the process

From its inception, the Noor process was designed to be exceptionally participatory. Throughout its year-long duration, we witnessed a remarkable level of trust and significant participation. This trust remained strong, even in the face of tensions and conflicts that arose. Members actively engaged in all phases of Noor, and these achievements can be attributed to our deliberate efforts to maintain transparent communication, involve all participants in discussions, encourage their active collaboration, and create a safe space for interaction.

Strengthened the collective ownership of the network

Given the diversity of funds within Prospera, establishing a collective identity and consolidating network ownership was a challenging endeavor. The design of the process was intentionally crafted to address this issue. We succeeded in strengthening the shared identity of all participants as integral members of Prospera through the following steps:

- Building trust and centering connection between participants: Initiating each meeting with grounding and connection activities, and incorporating exercises to promote joy and laughter.
- Recognizing the different roles and responsibilities within Prospera (Board, Secretariat, Members).
- Emphasizing the need for belonging to be built over time, with an initial focus on community building followed by collective decision-making.
- Acknowledging diversity as a strength: Inviting members to hold space in sessions, facilitating, or welcoming in their own languages.
- Fostering awareness of the various roles each member plays, encouraging reflection on their role, power, influence, and contributions to sustaining a thriving network.
- Narrating the network's history to foster a shared understanding of Prospera's origins and its added value.

A process centered on values

Conversations about Prospera's guiding values and their practical implementation were interwoven throughout the process. A culture is defined by shared practices, and for Prospera, the network's culture is anchored in the fundamental principles of care, communication,

collaboration, and conflict management. The process successfully led to the collective establishment of intentional practices based on these values, moving beyond mere identification.
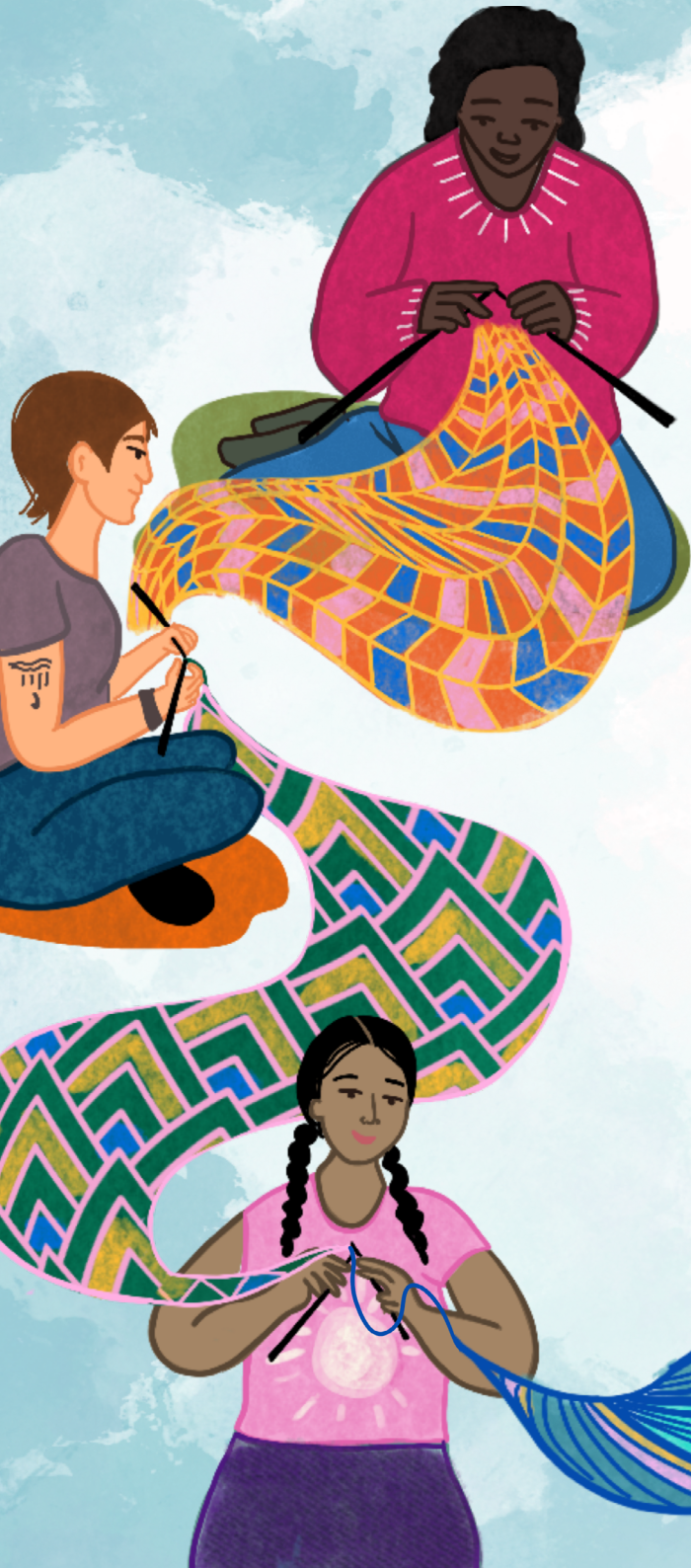
Innovation

From the outset, our ambition was to create an innovative and feminist strategic planning process, and this commitment was evident in the detailed planning of the process itself. Noor was designed to promote and strengthen participation, inclusion, meaningful connections, and the establishment of mechanisms for engaging in challenging conversations within the network. This priority was consistently demonstrated through the continuous effort to translate values and principles into tangible practices aimed at creating an inclusive process that prioritized the well-being of participants. It included the selection of facilitators from diverse cultural and geographic backgrounds, the implementation of practices ensuring time and language justice, immediate translation into multiple languages, and providing financial support to Prospera members involved in the process. All these efforts to create a comprehensive approach can be seen as feminist practices.
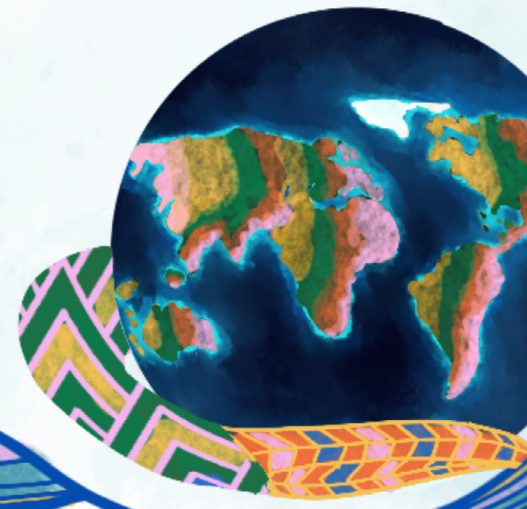
In addition, a continuous effort was made to create various spaces for fostering connections and exchanges among network members. These spaces included ceremonies, mindfulness practices, and breathing exercises, as well as diverse meeting formats that encouraged exchanges from various perspectives.

Two other fundamental characteristics of Noor were active listening and adaptability. Depending on the direction of the discussions and feedback received, programs and agendas were consistently adjusted to meet the evolving needs of process participants. This flexibility demanded considerable effort from the planning team.

D. OUR LEARNINGS

After a year of discussions, meetings, and collective visioning, we have gained several insights that we believe are important to share. While some of these insights may appear obvious, it's crucial to keep in mind that Prospera is a global network with 47 members in 37 countries worldwide. This, in itself, illustrates the ambitious nature of undertaking a participatory strategic planning process within a global network like Prospera, while also demonstrating that it is indeed achievable.

Our key learnings were the following:

- Investing in strategic visioning goes beyond creating a strategic plan; it strengthens the network by prioritizing trust-building and dedicating time and resources to it.
- Trust the process even when it may seem repetitive. An iterative approach is crucial for building collective and shared agreement.
- Plan for an extensive onboarding phase, where the process is explained in various ways to ensure everyone can participate effectively.
- Member-led processes are paramount. Creating a Steering Committee to guide and oversee the process is crucial.

- Create diverse spaces and modes of participation, including Zoom, in-person meetings, padlets, small groups, plenary sessions, and gradients of agreement.
- A diverse team of external facilitators is essential for collectively design and maintain space during a year-long process.
- Welcome disagreement and dissent as signs of genuine engagement. The process should provide room for disagreement and mechanisms for working through it.
- Stay true to feminist principles, embracing space and active listening as well as appreciating diverse voices and experiences, transparency, and mutual accountability.
- Having the right infrastructure and processes in place is essential. A strong Secretariat team is fundamental to ensure the process runs smoothly.
- Conducting most of the process online is feasible, but in-person meetings are vital for infusing new energy and building deeper connections among members.

Which process achievements do we celebrate?

We have ample reason to celebrate many achievements that demonstrate Noor's substantial value. Through Noor, we promoted and prioritized an innovative and feminist planning process, which we hope will serve as inspiration for others to embark on collective visioning journeys.

- The Noor Process was:
  - Flexible and deeply participatory.
  - An exemplary illustration of how a complex process can be crafted with care, kindness, and empathy at its core.
- We built high levels of participation throughout the process.
- We succeeded in building a collective identity and strengthening a sense of belonging.
- Our Board had the opportunity to bolster its connections to our membership through deep listening and their commitment to learn from each other.

- We embraced information transparency by enhancing communication channels within Prospera to keep our members connected. These channels included townhalls, horizontal learning spaces, online platforms, and internal newsletters.
- The process helped to boost communication and coordination between members.
- We built consent around our strategic vision, fully endorsed by the entire network.

What needs to be strengthened?

The process has also revealed areas where we recognize the need for future strengthening and investment. We aim to:

- Enhance conflict resolution mechanisms to address grievances and foster a culture of trust and communication among all three network bodies (Members, Board and Secretariat).
- Continue to strengthen accountability and trust by:
  - Deepening co-responsibility among and between all Prospera bodies.

- Develop a mechanism to assess the implementation of the Strategic Plan.
- Streamline and reinforce communication:
  - Improve communication channels.
  - Strengthen information flows within the network.
  - Enhance responsiveness among the membership and within the network.
- Dedicate time and space for in-depth political discussions.
- Persist in strengthening our definitions and practices of Resource Justice as a network.
- Find ways to engage with more people and staff from member funds.

What couldn't be addressed with Noor?

The Noor process marked a pivotal moment in establishing a shared vision, mission, and strategic goals for our network over the next decade. It has been a process characterized by reflection, analysis, participation, and collaborative efforts, all of which are crucial to continue. We recognize the importance of a **well-defined process for implementing the strategic vision**, and so is scheduled for completion in 2023.

There will always be a need for **in-depth discussions on critical political issues** within the network. The process has brought some of these issues to the surface, and it's essential to continue addressing them within the network to achieve consensus. Some of the discussions that require further attention include:
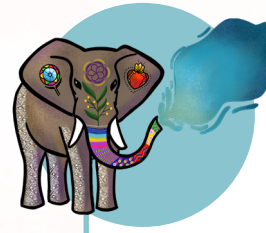
- Follow-up discussions regarding specific strategies for our advocacy work within the feminist funding ecosystem.
- Ongoing development of a shared narrative for Prospera.
- Progress toward a common understanding of essential concepts such as resource justice, privileges, and decolonial approaches.

During our process, **tensions arose within the network that require our attention.** It's not uncommon for issues unrelated to the immediate task at hand to surface during strategic planning processes within organizations or networks. These issues can often be linked to internal conflicts or misalignments among members. The challenge lies in designing a process that makes meaningful progress toward the ultimate goal –the strategic vision– while

simultaneously addressing and not silencing the tensions that arise during discussions. It's crucial to emphasize that a strategic vision process can help bring conflicts to the surface and make them more apparent, but it may not always be the space to resolve them.
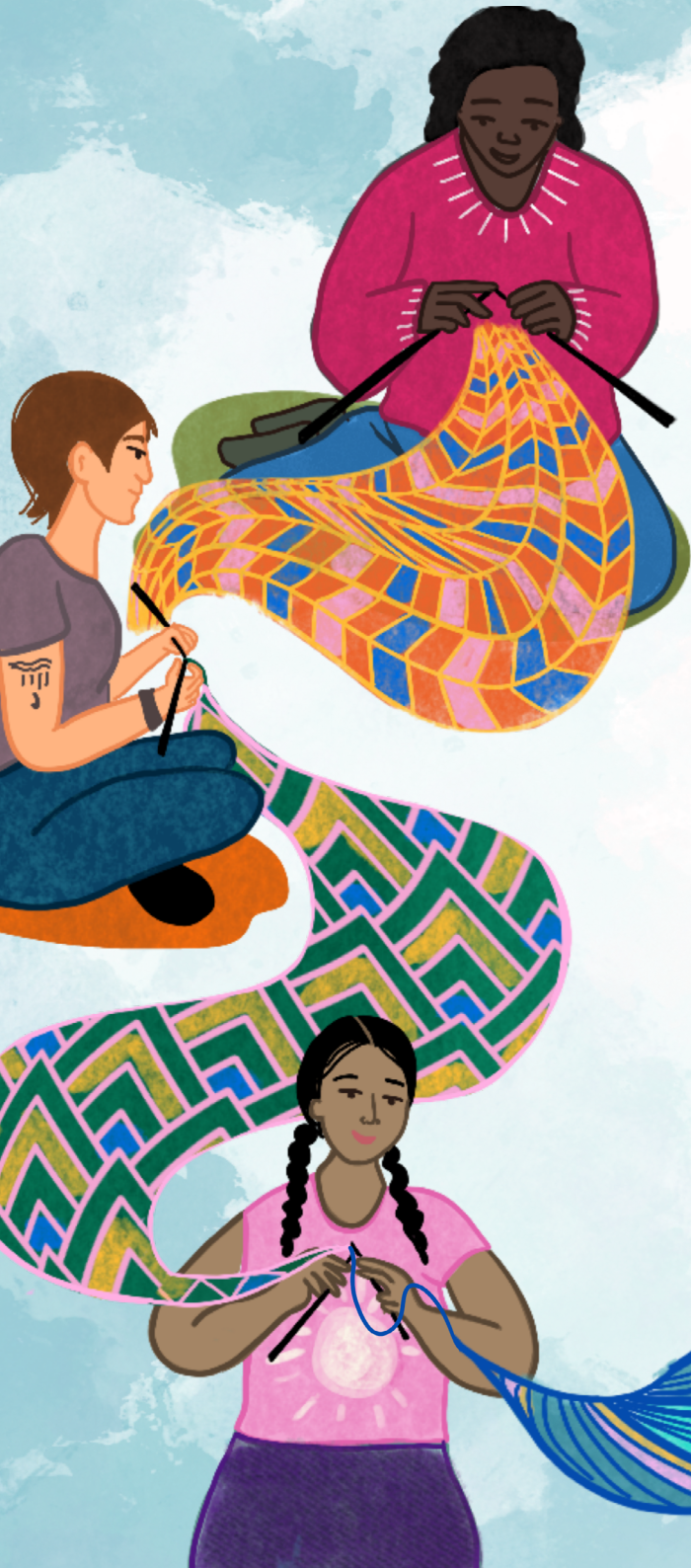
In Prospera's strategic planning, various forms of tension were expressed, some of which remained unaddressed or unresolved. It is our shared responsibility to **further build trust and accountability among our various bodies and explore conflict resolution mechanisms to address grievances.**
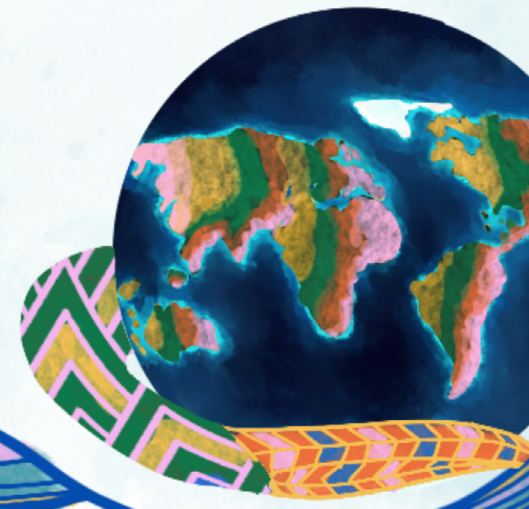
Noor reflects:

What do we need in terms of resources and time to make a process like Noor successful?

E. THE WAY FORWARD: PROSPERA'S 10-YEAR STRATEGIC FRAMEWORK

Through this process, Prospera created, articulated, and consented to a renewed and collective identity, vision, mission, and strategic goals:

Our Identity and Purpose

Prospera is a global political network made up of bold, intersectional, diverse, and autonomous women's and feminist funds with the mandate to support and accompany movements led by women, girls, trans, intersex, and non-binary people and collectives. We are aligned with, close to, and part of the women's and feminist movements we resource, and we are embedded in these complex contexts. Together, Prospera and the movements we support work to end the oppressive systems of patriarchy, capitalism, ableism, colonialism, xenophobia, fascism, and racism.

We are a diverse and interconnected network committed to resource justice through our feminist grantmaking as well as our advocacy work. We aim to transform power and shift practices within the global aid and philanthropic ecosystems to redistribute resources to intersectional feminist and women's movements, particularly to those who are structurally marginalized due to their race, class, gender, caste, ethnicity, sexuality, impairments or other situations of inequalities, primarily in the Global South and East in equitable and socially just ways.

We stand in solidarity with transnational feminist and women's movements in all corners of the globe led by structurally marginalized populations and uphold their pursuit of gender, economic, racial, disability, and environmental justice, democracy, equality, peace, and security from an anti-militaristic and feminist perspective.

We strengthen and support our network of women's and feminist funds from within with care, collaboration, solidarity, transparency, and co-responsibility to ensure our collective power, sustainability, and flourishing.

We are a network nurturing transformation by resourcing movements. We are Prospera.

Our Vision

We work for a feminist world where all structures of exclusion, oppression, and inequity are transformed into ones of diversity, inclusion, freedom, equality, and justice. A world where all can live joyful and dignified lives, where democracy and human rights are upheld,

and where the planet flourishes along with people. We believe fiercely in the power of feminist movements to bring this world into being and in the unique role that women's and feminist funds play in resourcing them toward this end.

Our Mission

Based in different parts of the world, Prospera INWF members redistribute resources primarily to countries located in the Global South and East and uplift the voices, leadership, and power of diverse women and feminist activists, organizations, and movements. We support and fund them, so they are well-resourced, resilient, and enabled to pursue their activism for a more just world. Collectively, we transform philanthropy around the world to fund in feminist ways —by shifting power and putting flexible money directly into the hands of diverse activists, organizations, and movements.

Prospera's new strategic framework will serve as our guide to deepen our impact over the next decade and meet today's and future moments of crisis and opportunity.

Over the next ten years, Prospera will partner across philanthropy to elevate the catalytic power of women's and feminist funds and to shift power and resources towards feminist movements in the Global South and East.

Our goals are to:

1. Build the collective power of our members to influence the funding ecosystem to drive more and better resources to feminist movements.

Through our convenings, the designing of mechanisms and strategies, and the development of targeted collaborative strategies, Prospera will articulate a shared political agenda that fosters coordination and alignment amongst our community, taking up greater public leadership as a feminist funding network.

2. Influence and advocate with five key audiences to shape funding flows.

Given the needs and opportunities that this moment presents, Prospera will grow and deepen its external influencing role. Over the next decade, working in close concert with members, Prospera will have targeted and differentiated advocacy strategies with five key

audiences: Global South and East philanthropy, bilateral donors, individual philanthropists, private foundations, and corporations.

In its influencing work, Prospera will also aim to shape philanthropic narratives to strengthen the case for women's and feminist funds. This includes investing in strategic communications, research, and a compelling storytelling to make a stronger case for the catalytic impact of women's and feminist funds on movement building. Specific tactics to explore over the next decade include articulating a positive case for funding, developing targeted cases for specific audiences, cultivating allies and partners, and amplifying the collective impact and contributions of members.

3. Build and strengthen the Prospera network, through supporting the resilience of women's and feminist funds individually and collectively.

Prospera will continue supporting alliances, communities of practice, and collaborative work between and among its members. Specific areas to explore include resource mobilization, financial resilience, organizational growth, narrative change and strategic communications, advocacy strategies,

and feminist leadership. A pooled funding mechanism created by and for our under-resourced members with less than $3M in annual total budgets.

Prospera's Secretariat will strengthen the network's role as a platform for connections and collaborations among members while working to become a learning network. Specific areas to explore include engaging in collective context analysis and developing thematic groups on key issues, building on women's fund's strength of having "ears to the ground and reaching up to the sky".

Prospera's Membership, Board, and Secretariat will continue our work to live by our values, embodying "power with" and deepening processes and practices within the network based on trust, co-responsibility, transparency, and collective care.

This will be our South Star for the next decade.

We invite all our funding and movement partners, allies, and communities, to actively engage with us. Feel free to ask us questions, challenge us as we progress, and continue to invest in feminist and participatory processes so that, together, we can achieve our collective mission.