

A Feminist Europe in Action

Strategic
Framework
2027 - 2031



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With the support and coordination of:

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Foreword

We are delighted to present the European Women's Lobby Strategic Framework for 2027–2031.

The European Women's Lobby (EWL) is the largest umbrella organisation of women's associations in Europe, bringing together through national coordinations and European-wide membership over 2,000 organisations across 33 countries, including EU Member States and neighbouring regions. Since its establishment in 1990, EWL has played a key role in shaping women's rights and gender equality policies at European level.

In a context marked by increasing backlash against women's rights, geopolitical instability, and growing inequalities, EWL works to promote a feminist Europe grounded in equality, democracy, and human rights. Its approach is based on strong feminist analysis, intersectionality, and the lived experiences of women and girls across Europe.

Our previous strategy, *Women Changing Europe: Building a Feminist Vision for the Future of Europe 2022–2026*, was developed during the COVID-19 pandemic - a time of profound uncertainty and disruption across Europe. While we have moved beyond the immediate crisis, its impact continues to shape our societies. At the same time, new challenges have emerged, reminding us that progress on women's rights can never be taken for granted.

The world around us is changing rapidly, and our movement must evolve with it. Therefore, this strategic framework - compared with the last - places a much stronger focus on how we work as an organisation. That means being honest about what works, courageous enough to change what does not, and with a determination to strengthen the structures that allow our network to thrive.

This strategy is the result of many months of reflection and collaboration. We would like to warmly thank our Executive Committee and Board of Administration members, our member organisations, our staff and our external partners who graciously contributed their time, expertise and commitment to this process. These insights and dedication have helped shape not only the priorities we set, but also how we organise ourselves to pursue them.

Our latest framework sets out who we are and the context in which we work. It defines our mission, vision and values for the period 2027–2031 and explains our Theory of Change. It outlines our external advocacy priorities alongside the internal development needed to sustain and strengthen our organisation. Finally, it provides a clear framework for implementation, setting out objectives, methods and ways to measure progress.

The work ahead is significant. But so is the strength of our network and the commitment of those who make up the European Women’s Lobby. With this strategy, we move forward with clarity, determination and hope.



Dina Loghin
President, European
Women’s Lobby

2 About the consultation

Our consultation for this strategic framework began with a one-day strategy event in Budapest, bringing together around 100 EWL members and Board members. The session provided an opportunity to identify shared priorities, surface key challenges facing the organisation and its members, and gather initial ideas for the next strategic period.

To complement this discussion, an online survey was distributed to members of the EWL network. A total of 47 responses were received, including 42 members and Board representatives and 5 staff members.

A series of in-depth interviews were conducted to explore key themes in greater detail. These included interviews with EWL member organisations, with EWL staff, with members of the Executive Committee and with external partners and funders.

Throughout the process, a strategic core group guided the development of the framework. This group included EWL staff, including the Secretary General, members of the Executive Committee such as the President and Treasurer, and representatives of the membership.

At key stages of the process, high-level summaries and draft directions were shared with the Executive Committee, Board, and membership. Feedback from these discussions was systematically incorporated into the strategy, ensuring that the final framework reflects the collective insights of the EWL network.

This work was conducted by Katherine Diggory and Alice Krisztina Pop, two experienced feminist practitioners with extensive expertise in strategic planning, organisational development, consultancy, and inclusive facilitation across European, national, and local contexts.

Their combined experience spans both Western and Eastern Europe. Katherine Diggory, a UK national based in Germany, works across Western Europe as a strategy consultant supporting NGOs. Alice Krisztina Pop, a Romanian and Hungarian national, spent over 20 years with the National Democratic Institute, focusing on civil society development and political participation in Romania and across Central and Eastern Europe.

3 Our organisation

We are the European Women's Lobby (EWL), the largest umbrella network of women's organisations in Europe. Established in 1990, we were created to bring together women's voices from across the continent and to ensure gender equality is embedded at the heart of the European Union's work. Today, we connect national and European-level organisations from all EU Member States, as well as candidate and neighbouring countries, forming a diverse and dynamic feminist movement.

As a collective and independent voice, we work to advance women's rights and to achieve substantive equality in all areas of life. Our network brings together organisations rooted in local realities, national contexts, and European advocacy spaces. This allows us to combine expertise with lived experience and well-proven successful practices, ensuring that our work remains both grounded and impactful.

Our engagement is tireless and continuous. We work across changing political mandates and evolving contexts to ensure that equality remains a priority in European policy and public life, bringing actors together, building partnerships, and strengthening feminist perspectives in decision-making.

We address the structural drivers of inequality by advocating for economic justice, working to eliminate violence against women and girls, and promoting parity in political and public life. We support approaches that place care, well-being, and equality at the centre of sustainable and democratic societies.

The progress achieved reinforces both the relevance and impact of our work, while underlining the need for continued action. Building on this, we remain committed to strengthening and expanding our work, supporting women and girls across Europe in all their diversity.



Inclusivity and diversity are central to our approach. We recognise that women's experiences are shaped by multiple and intersecting factors, and we aim to reflect these realities in our priorities and actions. We see diversity as a source of strength and innovation, and we work towards a Europe where all women and girls can fully participate, contribute, and benefit from social, economic, and political life.

Looking ahead, we remain committed to advancing a feminist Europe, one where equality between women and men is realised in practice, fundamental rights are upheld, and democratic systems are strengthened through inclusive participation. Our role is to continue supporting this transformation in a consistent, collaborative, and forward-looking way.

4 The context in which we operate

We operate in a context marked by both important progress and growing challenges for gender equality. Recent years have shown the impact of sustained advocacy and collective action: advances at European Union level, including accession to the Istanbul Convention and the adoption of new legislation on violence against women, alongside continued national reforms and mobilisation by women's organisations. At the same time, initiatives such as My Voice, My Choice highlight the strength of public demand for women's rights. Together, these developments represent important steps forward in strengthening protection and accountability across Europe.

At the same time, political backlash and attempts to roll back commitments in some countries underline how fragile these gains remain. Civil society organisations working on gender equality and women's rights are also facing increasing pressure¹, with funding for rights-based and advocacy work becoming more constrained and competitive, while shifting political priorities risk reducing attention to equality. Together, these dynamics highlight both the progress achieved and the continued need for sustained commitment to protect and advance women's rights.

¹ [EWL'S Recommendations to the European Commission on the EU Civil Society Strategy](#)

A shifting democratic landscape

We live and operate in a context that is marked by growing complexity and uncertainty. Progress towards equality is not guaranteed and, in some areas, is being challenged and targeted. Across Europe, anti-democratic trends are gaining ground, with increasing pressure on fundamental rights, equality, and the rule of law.² These developments are often accompanied by narratives that question gender equality and seek to reverse existing commitments.

Rising challenges to women's rights and civic space

Women's rights are increasingly subject to political and public contestation. In certain contexts, they are treated as secondary or conditional, rather than as integral to democratic societies. At the same time, civic space is narrowing³ and abusive legal instruments are increasing⁴ in parts of Europe, affecting the ability of civil society organisations, particularly feminist organisations, to operate effectively, advocate, and contribute to policy processes.

Conflict, militarisation, and exclusion from decision-making

Ongoing conflicts and geopolitical instability continue to shape the European and global landscape. Beyond their immediate human impact, these dynamics often reinforce unequal power structures and limit inclusive governance. Women remain underrepresented in decision-making processes related to peace, security, and recovery, despite their essential role in building sustainable and lasting solutions.⁵

Economic inequality and social justice

Economic inequalities remain a significant barrier to equality. Women continue to be overrepresented in lower-paid and precarious work and carry a disproportionate share of unpaid care responsibilities.⁶ Rising living costs and gaps in social protection systems further exacerbate these challenges. Addressing these structural inequalities is key not only for individual well-being, but also for social cohesion and economic resilience.

² [Rule of law in the EU](#)

³ [Civic Space Update: Enabling civil society to uphold EU values and strengthen democracy](#).

⁴ [Council of Europe adopts Recommendation on countering the use of SLAPPs](#)

⁵ [Facts and figures: Women, peace, and security | UN Women](#)

⁶ [Progress on the Sustainable Development Goals - The gender snapshot 2025 | UN Women](#)

Technological transformation and emerging risks

Rapid technological developments, including artificial intelligence, are transforming economies and societies. While these changes bring opportunities, they also carry risks of reinforcing existing inequalities. Women are disproportionately affected by labour market disruptions and are more exposed to insecure or undervalued forms of work.⁷ In parallel, digital spaces can amplify discrimination and gender-based violence, including through online harassment and biased systems. Ensuring that technological transitions are inclusive and rights-based is therefore essential.

Growing violence against women and girls

Violence against women and girls⁸ persists across all societies in Europe, in both physical and digital forms. Evidence shows that most rape victims are women, while perpetrators are overwhelmingly men, and around one in ten women in the EU has experienced sexual violence since the age of 15. However, these figures underestimate the reality, as sexual violence is heavily underreported due to stigma, fear, and low trust in justice systems. Survivors often face significant barriers to reporting and obtaining justice, with many cases never reaching court or resulting in conviction.⁹ This reflects broader patterns of inequality and entrenched attitudes that continue to normalise sexual violence and limit effective protection for women and girls.

Findings from the European Women's Lobby Observatory on Violence Against Women continue to highlight important gaps in implementation, support services, and institutional responses across Europe, as well as growing concerns related to online harassment, technology-facilitated abuse, and misogynistic hate speech.¹⁰

⁷ [The effects of AI on the working lives of women | UNESCO](#)

⁸ Previously agreed EWL positions include: **Prostitution and Trafficking**, (first) motion adopted by the GA in June 1998

Make it a crime to buy women in prostitution and develop strong policies against pimping, Motion adopted by the GA in September 2001

Zero-tolerance regarding all forms of prostitution – including “services” for disabled persons, Motion adopted by the GA in October 2005

⁹ [EWL Observatory Analysis of definitions of rape in the EU - The added value the EU Directive on VAW | European Women's Lobby](#)

¹⁰ [Progress on the Sustainable Development Goals - The gender snapshot 2025 | UN Women](#)

Climate crisis and gendered impacts

The climate crisis is an urgent and systemic challenge with differentiated impacts. Women and girls are often disproportionately affected by environmental degradation and climate-related risks, particularly when combined with other forms of disadvantage¹¹. At the same time, their participation in climate decision-making remains limited. A just transition requires integrating gender equality, inclusion, and participation into climate policies and responses.

A call for sustained and coordinated action

In this context, sustained and coordinated action is essential. There is a clear need to reinforce commitments to gender equality, strengthen alliances, and support civil society actors. The EWL plays a central role in this by coordinating both national coalitions and pan-European NGOs, whose different but complementary modes of action allow for impact at both local and European level. Building on this, our role is to advance a coherent, inclusive, and rights-based approach to equality across Europe.



¹¹ [Climate Finance Shadow Report 2025 | OXFAM](#)

5 How we structure our work

We organise our work as a democratic, participatory, and collaborative network, guided by transparency, cooperation, and shared responsibility. Our structures are designed not only to ensure effective governance, but also to enable meaningful engagement of our members and to reflect our commitment to collective ownership and accountability.

Our way of working is an expression of our values. It allows us to remain open, inclusive, and responsive, while strengthening our collective capacity to influence policy, shape public debate, and advance equality across Europe.

Our members are at the centre of our governance. Through the General Assembly, they define our priorities and strategic direction, ensuring that our work reflects the diverse realities of women across Europe. The Board of Administration and the Executive Committee provide continuity and strategic guidance between General Assemblies, supporting coherent implementation and alignment with our mission.

A central pillar of how we work is our system of working structures. These include working groups, our observatory of violence against women and girls and ad-hoc task forces that bring members together around key priorities. They serve as dynamic spaces for collaboration, where expertise, experience, and perspectives are shared and combined. Within these structures, members contribute to shaping our policy positions, developing advocacy strategies, and advancing concrete initiatives. They are essential to ensuring that our work remains informed, relevant, and responsive to emerging challenges.

These working structures - established by the Board of Administration with the aim of supporting the delivery of the EWL's strategic aims - focus on core thematic areas such as feminist economic transformation, women's political participation, sexual and reproductive health and rights, and the fight against violence against women and girls, while also creating space to address regional priorities and evolving issues. They enable us to connect knowledge across countries and sectors, strengthen collective analysis, and build common approaches to shared challenges.

Our working groups, observatory of violence against women and girls and task force mechanisms provide deeper expertise and continuous monitoring in specific areas, particularly on violence against women. By bringing together specialised knowledge from across Europe, these structures support evidence-based advocacy and strengthen our capacity to respond to both long-term issues and emerging developments.

In parallel, our subcommittees and advisory bodies support the internal functioning and sustainability of the organisation. They contribute to areas such as membership, governance, financial oversight, and inclusion.

Our Secretariat, based in Brussels, supports the coordination and implementation of our work. It works closely with members and governance bodies to facilitate collaboration, ensure continuity, and translate collective priorities into concrete actions at European level.

Across all these structures, we place strong emphasis on amplifying the voices of the women we represent. Our processes are designed to be participatory and inclusive, creating space for dialogue, co-creation, and shared learning. This ensures that our advocacy is grounded in lived experience and reflects the diversity of our membership.

We are equally committed to supporting the next generation of feminist leadership. Through initiatives such as AGORA, our Young Feminist Summer Camp, we create opportunities for young women to connect, develop their capacities, and actively contribute to shaping our agenda. These intergenerational exchanges are essential to sustaining and renewing the feminist movement across Europe.



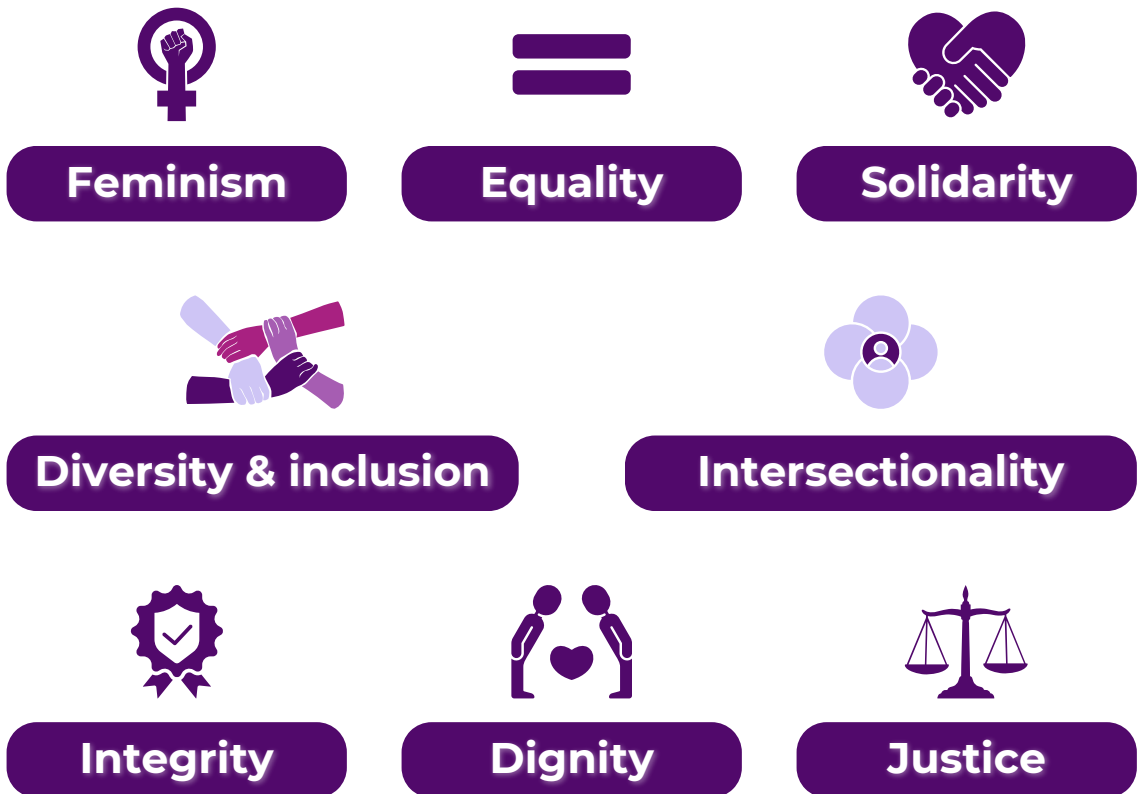
6 Mission 2027 - 2031

“ We advocate to drive women’s rights and gender equality in all areas of life across Europe.¹² ”

7 Vision

A feminist Europe where gender equality¹³ is a lived reality. By 2031, all women and girls will have equal rights and equal participation in power and decision-making at every level of society. Free from oppression, exploitation, sexism and violence, they will enjoy full autonomy and true freedom of choice.

8 Values



¹² This 5-year mission builds on the [EWL's existing mission](#)

¹³ Terminology used in alignment with the [Istanbul Convention](#)

9 Operating Principles



10 Theory of Change

We believe that change for women and girls happens when EWL is a strong, united, and influential European voice shaping policy and legislation, and when national members are empowered to advocate effectively in their own countries.

To achieve this, EWL unites European policy influence with coordinated national advocacy, equipping members with the analysis, alliances, and visibility needed to counter organised backlash and push for structural reforms. Over time, this approach drives lasting systemic change and transformative and collective action, securing equality for women and girls across all spheres of society.



1 External Objectives

To deliver on our mission and vision, we will focus our efforts on the following strategic pillars.

1. To advocate for a Europe free from male violence against women and girls

1. Ensure the EU Directive on violence against women and girls (Directive (EU) 2024/1385) is effectively transposed and enforced in a harmonised way across all Member States, so that European commitments translate into real protection for women including an end to impunity.
2. Advocate for consent-based definitions of rape in all European states.
3. Fight for fair compensation and access to justice for female victims of male violence and discrimination, so that survivors receive recognition and redress.
4. Strengthen contact points and support structures for women facing violence, ensuring accessible and effective services across Europe.
5. Advocate for the recognition of femicide as a sex-based crime in national legislation, making the nature of these killings visible and legally acknowledged.
6. Push for all European states to ratify, re-enter, and fully implement the Istanbul Convention, making its protections legally binding and effective everywhere.
7. Prevent violence against women and girls during medical examinations and in care related to FGM-affected women and girls, pregnancy and childbirth, menopause and post-menopause.

2. To work for a Europe built on gender parity

1. Promote parity as a democratic imperative, recognising equal representation of women and men as a core principle of democracy and a prerequisite for inclusive decision-making across all European countries.
2. Advocate for 50/50 parity in political representation and leadership, including in parliaments, governments, EU institutions, and decision-making bodies in the private sector.
3. Advocate for inclusive parity to be recognised as a constitutional or legally binding democratic principle in national legal frameworks, embedding equality in the foundations of democratic governance.

4. Support the adoption of parity measures, such as gender quotas, parity laws, and transparent selection procedures, to ensure women have equal access to political office, leadership roles, and positions of influence.
5. Advocate for women to equally shape EU budgets, policies, and funding priorities (most specifically the EU's Multiannual Financial Framework), including through gender budgeting and the meaningful participation of women's organisations in policy design and implementation.
6. Strengthen accountability for gender equality in decision-making, through monitoring, data collection, and public reporting on women's representation in political, economic, and institutional leadership.

3. To ensure a Europe of feminist economics, breaking the cycle of feminised poverty

1. Close the gender pay, pension, and wealth gaps, ensuring women receive fair remuneration throughout their careers and retirement, and have equal access to economic assets and financial security.
2. Enforce equal pay, not just legislating it, through stronger compliance mechanisms, pay transparency, sanctions for non-compliance, and support for workers claiming their rights.
3. Integrate gender budgeting into EU economic, recovery, and climate frameworks, so that public spending and investment explicitly address women's economic needs at both EU and Member State level.
4. Advance a Care Deal for Europe that strengthens affordable, high-quality care services and work-life balance policies, while promoting the equal earner–equal carer model to achieve greater gender equality, economic participation and social wellbeing across Europe.
5. Advocate for social protection and adequate pension rights for women in precarious, part-time, and care-related work, including minimum income guarantees, unemployment support, and recognition of unpaid care in pension schemes.
6. Promote equal access to entrepreneurship, public procurement, and innovation opportunities, including seed funding and venture capital for women-led startups, and targeted measures to increase women's participation in STEM fields and high-growth sectors.

7. Challenge the impacts of digitalisation and automation on women and girls, preventing new forms of economic exclusion and job displacement for women through reskilling, and empowering women's leadership and agency in shaping just labour transitions.

4. To work for a Europe where women's health and sexual and reproductive rights are non-negotiable

1. Ensure abortion is legal, free, safe and accessible in practice across Europe, removing legal, financial, and procedural barriers that prevent women from exercising their reproductive rights. Embed this protection in national constitutions and the European Convention on Human Rights.
2. Guarantee free access to contraception for all women and girls, alongside comprehensive sexual and reproductive health education.
3. Adopt a life-cycle approach to women's health, addressing the specific needs of girls, adults, and older women, and ensuring healthcare services are responsive at every stage of life.
4. Provide accessible healthcare for marginalised women such as Romani or Roma, migrants, refugees, women with disabilities, and those in rural or underserved areas.
5. Uphold free and informed consent as a non-negotiable principle in all healthcare decisions, safeguarding women's autonomy over their bodies.
6. Work to eliminate all forms of sexual exploitation.¹⁴
7. Eliminate forced abortion, sterilisation, child marriage, and female genital mutilation, holding states accountable to prevent all forms of coercion and gender-based violence in healthcare and family law. Demand countries fund genital reconstruction for survivors.
8. Promote gender-sensitive healthcare systems, including research, data collection, and policy design that recognises sex and gender differences and improves outcomes and special services and medical treatments for women.

¹⁴ Previously agreed EWL positions include: **Prostitution and Trafficking**, (first) motion adopted by the GA in June 1998

Make it a crime to buy women in prostitution and develop strong policies against pimping, Motion adopted by the GA in September 2001

Zero-tolerance regarding all forms of prostitution – including “services” for disabled persons, Motion adopted by the GA in October 2005

5. To advocate for shaping digital spaces that are safe for women

1. Eliminate online violence, harassment, and exploitation, including pornography, targeted cyberviolence, stalking, and sexualised abuse, with robust reporting mechanisms and enforcement against perpetrators.
2. Hold digital platforms accountable for harassment, cyberviolence, misogynistic hate speech and misinformation.
3. Address algorithmic bias and AI-driven discrimination, ensuring that digital systems and technologies do not reinforce gender inequalities.
4. Promote feminist participation in AI and digital governance, so that women's perspectives shape the design, implementation, and regulation of emerging technologies.
5. Increase the participation of women and girls in tech leadership, innovation, and decision-making, including targeted mentorship, training, and access to STEM education and entrepreneurial opportunities.

6. To work for a Europe that puts women at the heart of peace and security

1. Ensure 50% representation of women in peace and security negotiations by establishing binding targets for women's participation in EU-supported peace processes, peacekeeping, and peacebuilding, in line with UN Security Council Resolution 1325 and the broader Women, Peace and Security agenda.
2. Integrate these investments into the 2028-2034 EU Multiannual Financial Framework, linking funding and resources to measurable progress on women's participation in peace and human security efforts.
3. Introduce public scorecards to track women's inclusion in peace negotiations and mediation efforts, creating transparency, accountability, and incentives for EU institutions and Member States to meet gender equality goals.

7. To strengthen multilateralism and international partnerships

1. Continue to invest at the international level, in particular at the United Nations and UN Women, to ensure that multilateralism remains a high priority, advocating against the backlash on women's rights and institutional mechanisms at international level.

12 Internal Objectives

For us to deliver on our objectives, we must ensure that we have the internal structures, resources and ways of working needed to operate effectively and continue meeting the needs of our members.

8. To build a more connected ecosystem

1. Strengthen communication between ExCo, the Board and membership, providing leadership visibility and guidance for advocacy and member interactions.
2. Introduce modern and effective communication tools that protect data security, promote internal collaboration and reach stakeholders where they are.
3. Establish clearer feedback loops between leadership and members to ensure priorities, ideas, and concerns are heard and acted upon.
4. Systematically map member expertise and integrate it into working groups and advocacy planning, maximising the value of member knowledge.
5. Continue to strengthen regular measures to review member satisfaction and identify opportunities for improvement.

9. To explore the renewal of the internal governance and structures

6. Streamline governance by enhancing the ExCo with additional member representation for a more agile and responsive decision-making structure and increase communication with members between the annual meetings.
7. Consider compensation for ExCo members to professionalise expectations and enable a wider range of members to participate actively.
8. Define clear renewal mechanisms for working groups and increase their contribution to EWL's work.
9. Prioritise staff wellbeing and implement measures to reduce turnover, ensuring continuity and institutional knowledge retention.
10. In addition to the EWL statutes and internal rules, develop an internal operational handbook to foster transparency of decision-making processes and to establish fair, transparent and clear procedures.

10. To embed diversity and intersectionality

1. Promote participation from people with diverse and intersecting backgrounds, supported by the EDI/Wellbeing Committee.
2. Provide training for staff and ExCo on intersectionality, inclusive feminist leadership and the implementation of diversity principles.
3. Systematically integrate diversity and intersectionality into governance, decision-making, and programme design to reflect EWL's inclusion commitment.
4. Define diversity and intersectionality, ensuring that all policies address groups of women in their full diversity.

11. To provide a stronger financial framework

1. Develop a robust, forward-looking financial strategy to secure organisational sustainability, including opportunities for regranting for members.
2. Continue increasing financial transparency to maintain trust with members and stakeholders.
3. Strengthen funding by diversifying income streams.



A Annex 1: Logical Framework Approach

External Objectives

Long-term objective	Strategic objective	Methods	Means of verification
Objective 1: To advocate for a Europe free from male violence against women and girls	1.1 Ensure the effective transposition and enforcement of the EU Directive on VAWG.	1.1 Monitor national implementation and publish comparative progress reports.	1.1 References to EWL input in EU or national policy discussions
	1.2 Advocate for consent-based definitions of rape in all European states	1.1 and 1.2 Run coordinated advocacy campaigns targeting national governments and parliaments.	1.1 and 1.2 EWL advocacy materials and campaign outputs
	1.3 Secure fair compensation and access to justice for victims of male violence and discrimination.	1.3 Advocate for stronger victim support frameworks through the EU Strategy on Victims' Rights.	1.3 EU or national policy proposals on victim compensation frameworks
	1.4 Strengthen support services and contact points for women experiencing violence.	1.4 Share best practices and policy recommendations across the EWL network.	1.4 Documentation of knowledge-sharing or guidance produced by EWL
	1.5 Advocate for the legal recognition of femicide as a sex-based crime.	1.5 Produce research and policy recommendations highlighting femicide as a gender-based crime.	1.5 References to femicide in EU or national policy discussions
	1.6 Push for all European states to ratify, re-enter, and fully implement the Istanbul Convention.	1.6 Run coordinated advocacy campaigns targeting national governments and parliaments.	1.6 EWL advocacy materials and campaign outputs
	1.7 Prevent violence against women and girls during medical examinations and in care related to FGM-affected women and girls.	1.7 Advocate for binding EU and national healthcare standards that require informed consent, trauma-informed care, mandatory staff training on gender-based violence, and clear safeguarding protocols for all women and girls, including those affected by FGM.	1.7 Evidence of adoption of these standards in EU or national legislation, clinical guidelines, or health system regulations that explicitly reflect EWL recommendations.

Long-term objective	Strategic objective	Methods	Means of verification
Objective 2: To work for a Europe built on gender parity	2.1 Promote parity as a democratic principle and a foundation of fair decision-making.	2.1 Promote parity requirements in EU and national electoral systems and encourage parity targets in EU decision-making bodies.	2.1 Published policy papers, briefings, and references in EU or national policy debates.
	2.2 Advocate for 50/50 parity in politics, leadership and decision-making bodies.	2.2 Continue advocacy campaigns targeting EU institutions and national governments. Promote gender equality education and girls' empowerment.	2.2 Campaign materials, meetings with policymakers, and media coverage.
	2.3 Support parity measures such as quotas, parity laws and transparent selection processes.	2.3 Share best practice examples and legal models with policymakers and member organisations.	2.3 Guidance documents, policy briefings, and workshops with members.
	2.4 Promote recognition of parity as a legally binding democratic principle in national frameworks.	2.4 Engage in policy dialogue with national governments and EU institutions.	2.4 Legislative proposals, policy consultations, and records of advocacy meetings.
	2.5 Ensure women equally shape EU budgets, policies and funding priorities.	2.5 Advocate for gender budgeting methodologies within the Multiannual Financial Framework and within EU funding programmes such as cohesion funds.	2.5 Participation in EU consultations, policy submissions, and references in EU policy documents.
	2.6 Strengthen accountability through monitoring and reporting on women's representation in leadership.	2.6 Produce monitoring reports on gender representation in political institutions and corporate boards following the implementation of the Women on Boards Directive.	2.6 Published reports, datasets, and dissemination events.

Long-term objective	Strategic objective	Methods	Means of verification
Objective 3: To ensure a Europe of feminist economics, breaking the cycle of feminised poverty	3.1 Close gender pay, pension and wealth gaps.	3.1 Advocate for stronger EU and national equality policies.	3.1 Legislative proposals, policy references, and EWL advocacy publications.
	3.2 Ensure effective enforcement of equal pay.	3.2 Monitor national transposition and enforcement of the EU Pay Transparency Directive.	3.2 Monitoring reports and policy briefings on equal pay implementation.
	3.3 Integrate gender budgeting into EU economic and climate policies.	3.3 Engage in EU budget and economic policy consultations.	3.3 Policy submissions to EU consultations and references in EU policy documents.
	3.4 Advance Care Deal for Europe	3.4 Advocate for inclusive social protection policies at EU level.	3.4 Records of advocacy meetings and policy proposals on social protection.
	3.5 Ensure strengthened social protection for women in precarious and care-related work.	3.5 Advocate for increased investment in care services under the European Care Strategy and through the European Social Fund Plus.	3.5 Campaign materials, policy briefings, and references in policy debates on care services.
	3.6 Increase women's access to entrepreneurship, innovation, public procurement and STEM sectors.	3.6 Promote policies supporting women entrepreneurs and innovators.	3.6 Policy recommendations, participation in policy forums and initiatives supporting women in STEM and entrepreneurship.
	3.7 Challenge the impacts of digitalisation and automation on women and girls.	3.7 Advocate for gender equality measures in EU digital, labour and skills policies, including initiatives under the European Skills Agenda and the Digital Europe Programme.	3.7 Policy submissions, participation in EU consultations and stakeholder forums, and references to gender equality in EU digital and skills policy discussions.

Long-term objective	Strategic objective	Methods	Means of verification
Objective 4: To work for a Europe where women's health and sexual and reproductive rights are non-negotiable	4.1 Ensure abortion is legal, free, safe and accessible across Europe.	4.1 Advocate for reproductive rights in EU and national policy debates.	4.1 Policy submissions, advocacy materials and references in policy debates on reproductive rights.
	4.2 Guarantee free access to contraception and comprehensive sexual health education.	4.2 Promote policy standards for contraception access and sexual health education.	4.2 Policy recommendations and participation in health policy consultations.
	4.3 Promote a life-cycle approach to women's health.	4.3 Develop policy recommendations on women's health across the life cycle.	4.3 Published reports or policy briefings on women's health across the life cycle.
	4.4 Ensure accessible healthcare for marginalised women.	4.4 Advocate for inclusive healthcare policies addressing marginalised groups.	4.4 Advocacy meetings, policy proposals and references to inclusive healthcare policies.
	4.5 Uphold free and informed consent in all healthcare decisions.	4.5 Promote legal safeguards and ethical standards for informed consent in healthcare.	4.5 Policy papers and legislative proposals addressing informed consent in healthcare.
	4.6 Work to eliminate all forms of sexual exploitation.	4.6 Advocate for comprehensive legal, policy, and prevention measures that criminalise all forms of sexual exploitation	4.6 Adoption of relevant laws/policies, expanded survivor services, and evidence of implementation and enforcement.
	4.7 Eliminate harmful practices such as forced sterilisation, child marriage and female genital mutilation.	4.7 Advocate for stronger laws and enforcement against harmful practices.	4.7 Legislation, policy proposals or monitoring reports addressing harmful practices.
	4.8 Promote gender-sensitive healthcare systems, research and data.	4.8 Promote gender-sensitive health research, data collection and policy design.	4.8 Research publications, policy briefings and references to gender-sensitive health data and research.

Long-term objective	Strategic objective	Methods	Means of verification
Objective 5: To advocate for shaping digital spaces that are safe for women	5.1 Eliminate online violence, pornography, harassment and exploitation against women and girls.	5.1 Engage with EU institutions and national authorities responsible for enforcement of the Digital Services Act to address gender-based online violence.	5.1 Policy submissions, advocacy meetings and references in EU digital policy discussions.
	5.2 Hold online platforms accountable for harassment, cyberviolence and misogynistic hate speech and misinformation.	5.2 Engage with the European Commission and national Digital Services Coordinators on enforcement of the Digital Services Act, particularly systemic risk assessments relating to gender-based online harassment.	5.2 Evidence of consultations with EU institutions or regulators and policy submissions to EU digital regulation processes
	5.3 Address algorithmic bias and AI-driven discrimination.	5.3 Participate in consultations and implementation discussions under the EU Artificial Intelligence Act relating to bias mitigation and risk assessments.	5.3 Participation in EU consultations and policy briefings on AI governance.
	5.4 Promote women's participation in AI and digital governance.	5.4 Promote women's representation in EU digital governance and AI policy forums.	5.4 Representation in EU digital policy forums and stakeholder consultations.
	5.5 Increase women's participation in technology leadership and innovation.	5.5 Advocate for EU initiatives supporting women and girls in STEM and digital innovation.	5.5 Policy recommendations, participation in EU initiatives and advocacy outputs on women in tech.

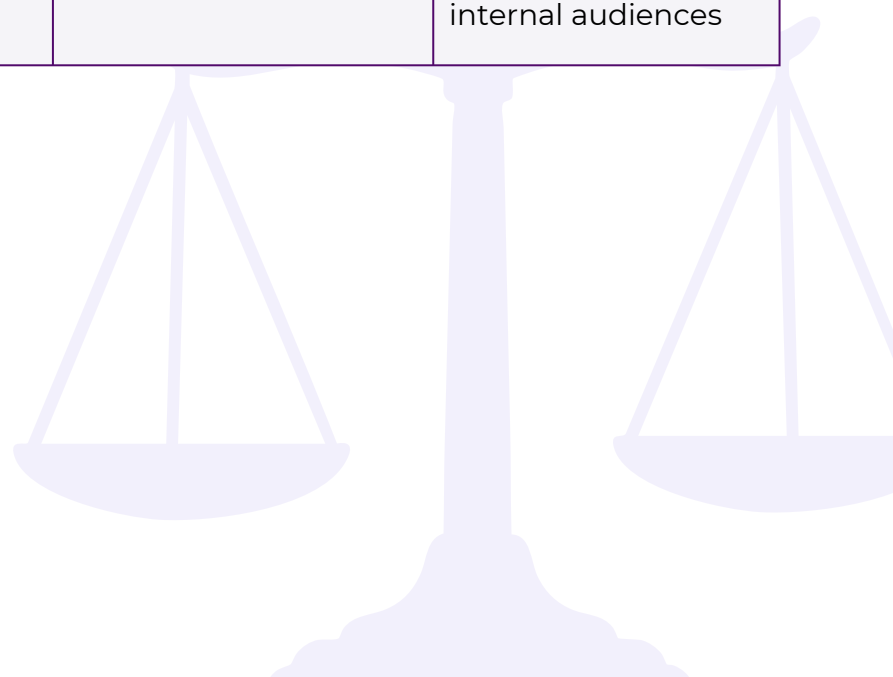
Long-term objective	Strategic objective	Methods	Means of verification
Objective 6: To work for a Europe that puts women at the heart of peace and security	6.1 Ensure 50% representation of women in peace and security negotiations.	6.1 Advocate for implementation of UN Security Council Resolution 1325 within EU peace and security policies.	6.1 Policy submissions, advocacy meetings and references in EU peace and security policy discussions.
	6.2 Integrate women's investments into EU funding frameworks.	6.2 Engage in EU budget and external action discussions linked to the EU Multiannual Financial Framework.	6.2 Policy submissions and references to gender equality targets in EU budget and external action documents.
	6.3 Increase transparency and accountability on women's participation in peace processes.	6.3 Publish monitoring reports and scorecards on women's participation in peace processes.	6.3 Published reports, scorecards and dissemination through policy events and communications.

Objective 7: To strengthen multilateralism and international partnerships	7.1 To continue to invest at the international level, in particular at the United Nations and UN Women, to ensure that multilateralism remains a high priority, advocating against the backlash on women's rights and institutional mechanisms at international level.	7.1 Advocate for women's rights and strong multilateral institutions through active engagement with the United Nations and UN Women.	7.1 Meeting records, policy statements, funding contributions, and reports on international advocacy activities.
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Internal Objectives

Long-term objective	Strategic objective	Methods	Means of verification
Objective 8: To build a more connected ecosystem	8.1 Strengthen the strategic role of ExCo in EWL communications and advocacy.	8.1 Establish structured communication roles and visibility for the Executive Committee in advocacy and messaging.	8.1 Leadership participation in communications outputs.
	8.2 Introduce modern and secure communication tools for internal collaboration and external outreach.	8.2 Implement updated digital communication platforms and collaboration tools.	8.2 Implementation of digital tools and records of their use for meetings and collaboration.
	8.3 Improve feedback and dialogue between leadership and members.	8.3 Introduce regular consultation mechanisms between leadership and members.	8.3 Documented member inputs.
	8.4 Map and integrate member expertise into EWL working groups and advocacy planning.	8.4 Develop and maintain a database of member expertise to support policy and advocacy work.	8.4 Published expertise mapping and use of member experts in working groups or policy initiatives.
	8.5 Continue to monitor member satisfaction and identify areas for improvement.	8.5 Conduct periodic member surveys and feedback assessments.	8.5 Survey results, evaluation reports and documented actions taken in response to feedback.

Long-term objective	Strategic objective	Methods	Means of verification
Objective 9: To explore renewal of internal governance and structures	9.1 Explore streamlined governance and strengthen ExCo with more members.	9.1 Review governance structure; update charters; track decision-making speed.	9.1 ExCo meeting records; decision timelines; member feedback.
	9.2 Explore compensation for ExCo members to professionalise roles and broaden participation.	9.2 Benchmark NGO Board compensation; draft remuneration policy; engage stakeholders.	9.2 Approved compensation framework; participation rates in ExCo activities.
	9.3 Establish clear renewal mechanisms for working groups.	9.3 Define term limits, renewal criteria, and evaluation process for working groups.	9.3 Documented renewal procedures; working group evaluation reports.
	9.4 Prioritise staff wellbeing and reduce turnover to retain institutional knowledge.	9.4 Implement wellbeing initiatives; conduct exit interviews; run regular staff surveys.	9.4 Turnover metrics; staff satisfaction survey results; retention of key roles.
	9.5 Develop an internal operational handbook	9.5 Develop an internal operational handbook	9.5 The existence of an easily accessible, well-written handbook for internal audiences



Long-term objective	Strategic objective	Methods	Means of verification
Objective 10: To embed diversity and intersectionality	10.1 Promote participation from people with diverse and intersecting backgrounds, supported by the EDI/Wellbeing Committee.	10.1 Develop targeted outreach including youth participation strategy; monitor participation. Design intersectional policies that address the needs of marginalised groups. Partner with diverse communities and organisations to ensure relevance and accountability.	10.1 Participation metrics on diverse and intersecting backgrounds; reports from EDI/Wellbeing Committee, training completion records; feedback surveys; observable changes in leadership practices.
	10.2 Provide training for staff and ExCo on intersectionality, inclusive feminist leadership and the implementation of diversity principles	10.2 Deliver training on intersectionality, inclusive feminist leadership, and diversity principles for staff and ExCo.	10.2 Training agendas, attendance records, participant feedback, and internal training reports.
	10.3 Integrate diversity and intersectionality into governance, decision-making, and programme design	10.3 Apply diversity and intersectionality criteria in governance reviews, decision-making processes, and programme design templates and assessments.	10.3 Reviewed governance documents; programme evaluations; decision-making audits demonstrating diversity integration.
	10.4 Define diversity and intersectionality, ensuring that all policies address groups of women in their full diversity.	10.4 Establish a formal glossary of terminology for EWL	10.4 Officially adopted glossary available internally, evidence from staff/member surveys, trainings, or assessments showing awareness and understanding of definitions.

Long-term objective	Strategic objective	Methods	Means of verification
Objective 11: To provide a stronger financial framework	11.1 Develop a robust, forward-looking financial strategy to ensure organisational sustainability.	11.1 Conduct financial forecasting; develop multi-year strategy.	11.1 Approved financial strategy document; achievement of sustainability targets.
	11.2 Continue increasing financial transparency to build trust with members and stakeholders.	11.2 Publish regular financial reports; implement clear reporting standards; share updates with members.	11.2 Published reports; stakeholder feedback on transparency.
	11.3 Strengthen funding by diversifying income streams.	11.3 Identify new funding sources; pursue grants, partnerships, and fundraising initiatives.	11.3 Income diversification metrics; number of new funding sources secured.





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