GENVIC
GENDER EQUITY VICTORIA

2026–2030

Strategic Plan & Theory of Change

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About us

Gender Equity Victoria (GEN VIC) is the independent peak body for individuals and organisations working to advance gender equity across our state.

GEN VIC is a truly unique organisation, being the only peak body of its kind in Australia. GEN VIC was founded in 1994 as the Women's Health Association of Victoria, and has since evolved to coordinate and support a growing gender equity movement across our state's diverse sectors, industries and communities.

Our member organisations include leaders in health, legal services, justice, employment support and gendered violence prevention, representing every region across Victoria.

Intro

Message from Executive

We are at a defining moment for gender equity in Victoria. The movement is growing, our collective expertise is deepening and the case for change has never been more compelling. At the same time, we are clear-eyed about the challenges we face. Anti-rights and misogynistic movements are organised, resourced and actively working to roll back the progress so many have fought hard to achieve. This is why how we show up together, strategically and with renewed determination, is pivotal.

In developing Gender Equity Victoria's 2026–2030 Theory of Change and Strategic Plan, we have reflected deeply on our role in rising to the challenge, seizing opportunity and showing the leadership this moment demands. As a peak body, we carry both a privilege and a responsibility to listen carefully to our members, stakeholders and staff to understand where we can add the most value and best support our members to do the work that only a connected, coordinated movement can do. This plan is the result of that reflection and commits us to Connect, Advocate, Transform and Sustain, four strategic pillars that strengthen our collective power and sharpen our impact.

We are proudly a member-based organisation. Our members are diverse, bring deep expertise in gender equity, and are united in their commitment to advancing gender equity in Victoria.

To every organisation, advocate, funder and partner engaged in this work, whether you have given decades to this movement or are just finding your place in it, your contribution is seen, valued and essential. This plan is about backing our members and the broader gender equity movement by strengthening connections, amplifying shared advocacy, and driving the systemic change needed to dismantle inequality.

The path forward is one of hope and action. We know what this moment demands and we are ready to meet it. Through this strategic plan, we will build and mobilise, collaborate and partner, inform and educate, and work with our members to grow our collective voice , accepting nothing less than equity.

Julie Kun
Board Chair

Khayshie Tilak Ramesh
Deputy Chair

Micaela Drieberg
Chief Executive Officer

Our new Strategic Plan gives us the clarity, direction and purpose to consistently act and think in ways that are Courageous, Inclusive, Transformative, Collaborative and Empowering.

Vision:

A gender equitable Victoria where all people can thrive.

Purpose:

We connect and amplify as a state-wide gender equity movement for collective impact.

→ Goal 1. Connect

Uplift, build and connect networks and coalitions, strengthening relationships across sectors to unify and amplify efforts for gender equity by:

- Establishing and maintaining statewide gender equity networks
- Enhancing member capacity through information sharing and engagement
- Increasing our membership base and our partnerships

→ Goal 2. Advocate

Lead and facilitate public policy reform, campaigns and systemic advocacy to advance gender equity across Victoria by:

- Supporting members to take action on gender equity
- Cultivating influential government and stakeholder relationships
- Driving evidence-based systematic policy reform advancing gender equity
- Increasing public awareness and collective action through media

→ Goal 3. Transform

Create gender equitable systems, structures and cultures to drive long-term change by:

- Collaborating with our members to strengthen and build gender-inclusive and equitable systems across Victoria
- Embedding gender equity in public naming, art and cultural institutions
- Championing gender-equitable leadership and models that support this leadership

→ Goal 4. Sustain

Ensure long-term organisational sustainability by:

- Maintaining strong internal governance
- Securing ongoing diverse sustainable revenue
- Providing members with resources and activities to build their sustainability and capacity

Theory of change

Connect

Building a strong and unified movement.

Because:

- Gender equity progress is accelerated when people and organisations are connected, coordinated and resourced as part of a broader movement.
- Strong relationships, trust and shared learning across sectors reduce duplication and increase collective impact.
- Ongoing engagement and professional development sustain momentum and leadership within movements.

We:

Uplift, build and connect networks and coalitions, strengthening relationships across sectors to unify and amplify efforts for gender equity by:

- Establishing and maintaining statewide gender equity networks
- Enhancing member capacity through information sharing and engagement
- Increasing our membership base and our partnerships

Which enables:

Stronger relationships, shared capability, alignment across sectors, reduced duplication and a connected movement able to mobilise quickly and collectively.

So that:

Gender equity efforts across Victoria are unified, amplified and more effective in driving systemic change.

Advocate

Driving policies and systems change.

Because:

- Policy and systems change is essential to achieving sustained gender equity.
- Policymakers are more likely to act when evidence is paired with lived experience, public pressure and coordinated advocacy.
- Consistent, credible advocacy can shift political priorities and public narratives over time.

We:

Lead and facilitate public policy reform, campaigns and systemic advocacy to advance gender equity across Victoria by:

- Supporting our members to take action on gender equity
- Cultivating influential government and stakeholder relationships
- Driving evidence-based systematic policy reform advancing gender equity
- Increasing public awareness and collective action through media

Which enables:

Stronger, evidence-informed policy reform, increased political accountability and public pressure aligned to gender equity outcomes.

So that:

Laws, policies and public discourse across Victoria advance gender equity and address structural drivers of inequality.

Transform

Changing structures, cultures and power.

Because:

- Gender inequality is produced and reinforced through systems, structures and cultural norms, not individual behaviour alone.
- Changing workplaces, institutions and public environments is critical to improving long-term economic and social outcomes.
- Visible representation, leadership and inclusive design shift power and norms over time.

We:

Create gender equitable systems, structures and cultures to drive long-term change by

- Collaborating with our members to strengthen and build gender inclusive and equitable systems across Victoria
- Embedding gender equity in public naming, art, and cultural institutions.
- Championing gender-equitable leadership and models that support this leadership

Which enables:

Shifts in power, representation, leadership and institutional practice across priority settings.

So that:

Economic, social and cultural systems across Victoria deliver more equitable.

Sustain

Enabling long-term sustainability.

Because:

- Long-term gender equity outcomes require stable, well-governed organisations with diversified income and adaptive systems.
- Movement infrastructure must be resourced and resilient to withstand political, economic and social change.
- Strong governance and internal capability underpin credibility, influence and impact.

We:

Ensure long-term organisational sustainability by:

- Maintaining strong internal governance
- Securing ongoing diversified, sustainable revenue
- Providing members with resources and activities to build their sustainability and capacity

Which enables:

Organisational resilience, credibility and capacity to lead long-term movement and systems change.

So that:

GEN VIC remains a trusted, effective and enduring part of the statewide gender equity movement.

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genvic.org.au

Acknowledgements

GEN VIC acknowledges the Traditional Custodians of Country across Victoria, and pay our respect to their Elders past and present. We recognise that Aboriginal and Torres Strait Islander people have never ceded sovereignty of this Land, and walk alongside Aboriginal and Torres Strait Islander people on the path to justice, Treaty and self-determination.

We also acknowledge that the removal of First Nations children has and continues to devastate individuals, families and communities. GEN VIC is committed to working in solidarity with Aboriginal and Torres Strait Islander communities to improve the health, safety and wellbeing of all women and gender diverse people.