



GLOBALWA

Strategic Plan 2023-2026

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We are also grateful to our **150+ members and partners** for their time and input that helped us create a responsive and relevant strategic plan.

Context

Since its founding in 2008, Global Washington (GlobalWA) has built a thriving, multi-sectoral network to connect, promote, and strengthen the global development community. Much of the original vision to foster a thriving ecosystem has been achieved. However, there is still more work to be done.

The start of the Covid pandemic in 2020 forced GlobalWA to examine our value proposition like no other time in the history of the organization. GlobalWA listened to our members, pivoted, created new programs, and thrived. We adapted and adopted new strategies to better serve our members. We also realized that our post-covid business model should not go back to 2019.

In 2022, GlobalWA's staff, board, members, and stakeholders gathered to create a new strategic plan that will take GlobalWA to the next level. It was clear that GlobalWA's mission and vision are solid and will not change. This strategic plan will build on past success and outline new strategies to achieve that mission and three-year goals.

GlobalWA Mission and Vision

- **Who:** Global Washington is a network of non-profits, businesses, foundations, and academic institutions in Washington State working to improve lives in low- and middle-income countries.
- **What:** We connect, promote, and strengthen our members, increasing their impact and strengthening a vibrant, innovative, multi-stakeholder network.
- **Why:** To create a more equitable, healthy, and prosperous world.

In order to evolve with our members, GlobalWA will incorporate a new way of doing business that is more responsive and action oriented. **It is time for GlobalWA to move from a learning network to an impact network using co-creation to accelerate member action.**

Strategic Plan Guiding Principles

1. **Respond to Member Needs:** Our new strategic plan must be driven by the needs of our members, which have evolved over the years. GlobalWA should be responsive and plan for future needs.
2. **Build on Current Strengths:** Our strength is being a neutral convener and publicist of cross-sectoral global development issues. Our new strategy should leverage our convening and publicity to move people to action.
3. **Co-create for Future Opportunities:** Center our new strategic plan around the concept of co-creation. Create deeper engagement from our members. Model the process of co-creation so that our members are inspired to use co-creation in their own work.



What Do GlobalWA Members Need?

GlobalWA gathered information from our members throughout 2022 during our Annual Member Meeting, small group gatherings, interviews, annual surveys, and reports. The top three challenges that were consistent include funding, communications, and peer networks. These needs most align with our NGO members, but have aspects for all sectors.

- **Funding:** Finding new sources of funding, changes in corporate philanthropy / leadership / priorities, responding to funder requirements / measurement and evaluation (M&E).
- **Branding and Communications:** Desire to raise their profile and tell their story to Pacific NW audiences. Utilizing new methodologies and mediums.
- **Peer Networks:** Need to foster sense of belonging for network members, build relationships and trust, and avoid staff burn out.

What Are GlobalWA's Strengths?

This strategic plan will build on our strengths as an organization so we can deliver immediate value and leverage our assets. We are unique because we are a neutral, well-respected convener and thought-leader in our community. We know how to bring a broad range of practitioners to the table from multiple sectors around specific and timely global development issues. We are known for our quality content and we help define the most relevant issues for our community. Here is a summary of what others have told us about our expertise:

- **Solid reputation**, go-to org for global development
- **Member value**, high renewal rates
- **Quality content**, issues and events oriented to the SDGs
- **Network weaver**, connections
- **Diversity of members**, geographies, and topics
- **Cross-sectoral** conversations and messaging
- **Convening and curating** expertise
- **Modeling** best practices

Opportunities for Co-Creation

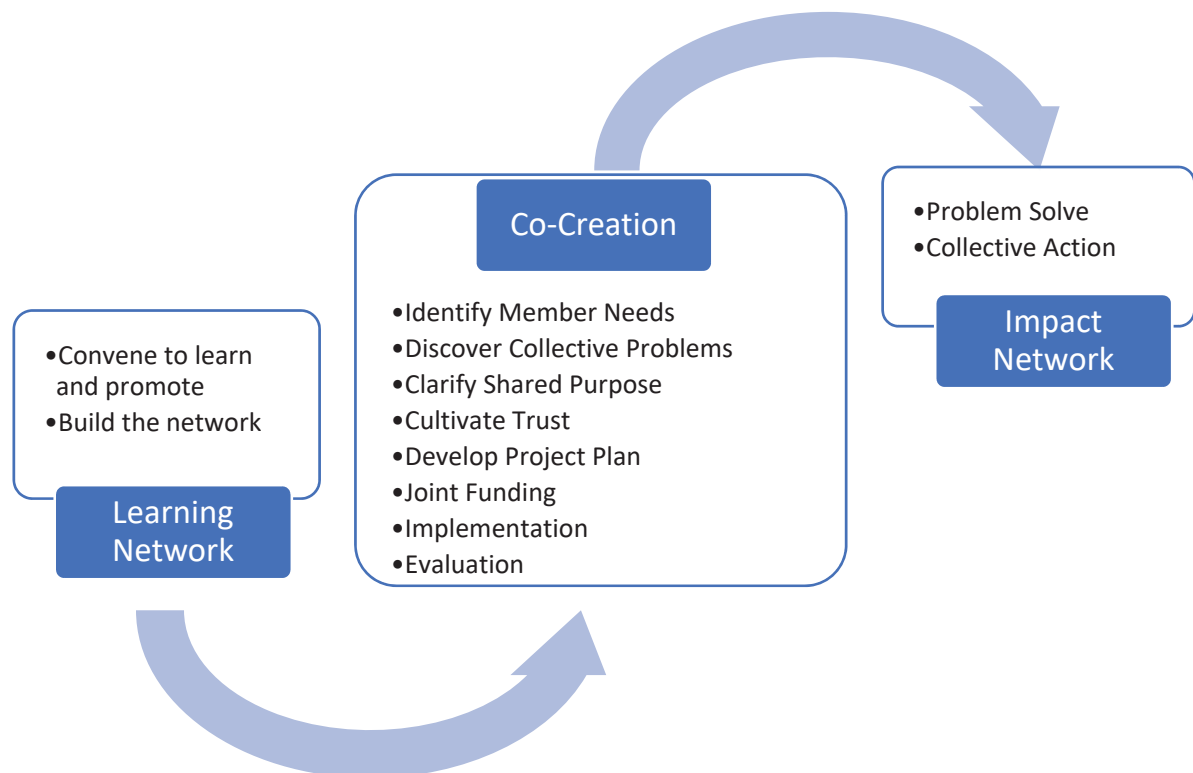
The process of co-creation reflects the original founding principles of Global Washington. We are member-driven and provide value to our members that meets their needs. Our theory of change demonstrates that stronger members and a thriving eco-system for global development will improve lives in low- and middle-income countries.

Co-creation is iterative. We will start with the following definition and iterative as we learn. Co-creation for global development is a process that centers those in low- and middle-income countries in problem definition, innovative solutions, and program design. It is rooted in trust, relationship

building, networks, and partnership. Global Washington will create a space for our members to envision a future of well-being, co-design a road map to get there utilizing a diversity of strengths, and facilitate a collective action plan.

The following are opportunities for Global Washington to use co-creation to further our mission and better serve our members.

- **COLLECTIVE SOLUTIONS:** GlobalWA has built a trusted learning network, but could further utilize our strengths for future crosscutting challenges that need collective action and a neutral, backbone organization to facilitate. In the process, we will build peer-to-peer support networks to enhance a sense of belonging and build a common vision for a healthy and more equitable future.
- **ELEVATING VOICES:** With traditional and social media, it is difficult to rise above the clutter and reach desired audiences about global development. GlobalWA has cultivated subscribers and partners who seek to learn and connect. At the same time, there are organizations with limited knowledge and capabilities to tell their story. GlobalWA can be their megaphone.
- **FOSTERING CONNECTIONS:** Now more than ever, people are looking for belonging and meaningful work. The GlobalWA network allows for cross-sector, multi-issue, and peer-to-peer interactions. GlobalWA can create the structure and consistency needed to build connections, trust, learning, and communication need to build a healthy community for global development.
- **STRENGTHENING OPERATIONS:** The pandemic has disrupted the way we do our work. Rather than going back to pre-pandemic models, our members are seeking new collaborative means to achieve operational and communication goals. GlobalWA can provide shared services with economies of scale, which will model our overall value of collaboration.





Future Program Areas, Strategic Priorities, and Strategies

Our future program areas will continue with successful issue campaigns and our annual conference, but will re-orient our outcomes to collective action. We will consistently center our members in each program and determine if these programs are meeting their needs. Our goal is to enhance the work of our members so they can have a stronger impact in their operations and service delivery.

PROGRAM AREAS	STRATEGIC PRIORITIES	FUTURE STRATEGIES
1. Goalmakers Working Groups 	Problem-solving to strengthen the work of our members	<ul style="list-style-type: none"> • Pilot 2-3 Goalmakers Working Groups to advance SDGs. • Facilitate a working group of U.S. based NGOs for future org development.
2. Issue Campaigns and Events 	Elevating and promoting the work of our members	<ul style="list-style-type: none"> • Monthly issue campaigns and events. • Multi-media / Goalmakers podcast. • Annual Conference and WoW Breakfast.
3. Community of Practice / Peer Networks 	Fostering valued connections and community belonging	<ul style="list-style-type: none"> • CEO/ED roundtables. • Community of practice for NGO fundraisers and communicators. • Build on Women of the World and new Pangea program to support philanthropists.
4. Enhanced Member Benefits 	Strengthening the operations of our members	<ul style="list-style-type: none"> • Pilot a shared service model for admin and comms support. • GlobalWA community space.

1. Goalmakers Working Groups



STRATEGY	CO-CREATION PARTICIPANTS	DESIRED ACTION
Pilot 2-3 Goalmakers Working Groups to advance SDGs.	GlobalWA members from all sectors including executives based in the U.S. and country directors.	Collective action on specific targets of 2-3 SDGs that are community-led.
Facilitate a working group of U.S. based NGOs for future org development.	Staff of U.S. based NGOs both located in the US and in LMICs.	<ul style="list-style-type: none"> • Changes in programs and operations for U.S. based NGOs so they are better prepared for the future. • This could include shifting decision making to LMIC staff, better utilization of technology, and/or new funding models.

2. Issue Campaigns and Events



STRATEGY	CO-CREATION PARTICIPANTS	DESIRED ACTION
Monthly issue campaigns and events	GlobalWA members	Connections made through increased publicity.
Multi-media / Goalmakers podcast	GlobalWA members	Connections made through increased publicity.
Annual Conference and Women of the World breakfast	Practitioners and those interested in global development.	<ul style="list-style-type: none"> • Culmination of annual work to inspire others to join GlobalWA efforts. • Education on current trends to enhance the work of our members. • Connections made.

3. Community of Practice / Peer Networks



STRATEGY	CO-CREATION PARTICIPANTS	DESIRED ACTION
CEO/ED roundtables	GlobalWA members who are CEOs or EDs (most likely of small to medium size orgs.)	Collective action for problems discovered through co-creation (e.g. navigating highly regulated environments, working with CBOs.)
Community of practice for NGO fundraisers and communicators.	GlobalWA NGO member staff in fundraising and comms.	<ul style="list-style-type: none"> • Collaboration on sharing donors and joint grants. • Collective voice and actions for publicity campaigns.
Build on Women of the World and new Pangea program to support philanthropists.	Philanthropists	<ul style="list-style-type: none"> • A fund to support solutions to global problems for orgs in the U.S. and in LMICs. • Demonstrating trust-based philanthropy and new best practices. • Collective action by philanthropists.

4. Enhanced Member Benefits



STRATEGY	CO-CREATION PARTICIPANTS	DESIRED ACTION
Pilot a shared service model for admin and comms support	GlobalWA members	Efficiencies in admin costs so our members can put more funds to service delivery.
GlobalWA community space	GlobalWA members	Physical gatherings of our members to facilitate collaboration and ideas.
Other to be determined	GlobalWA members	New Member Services based on feedback and building out a fee for service model.



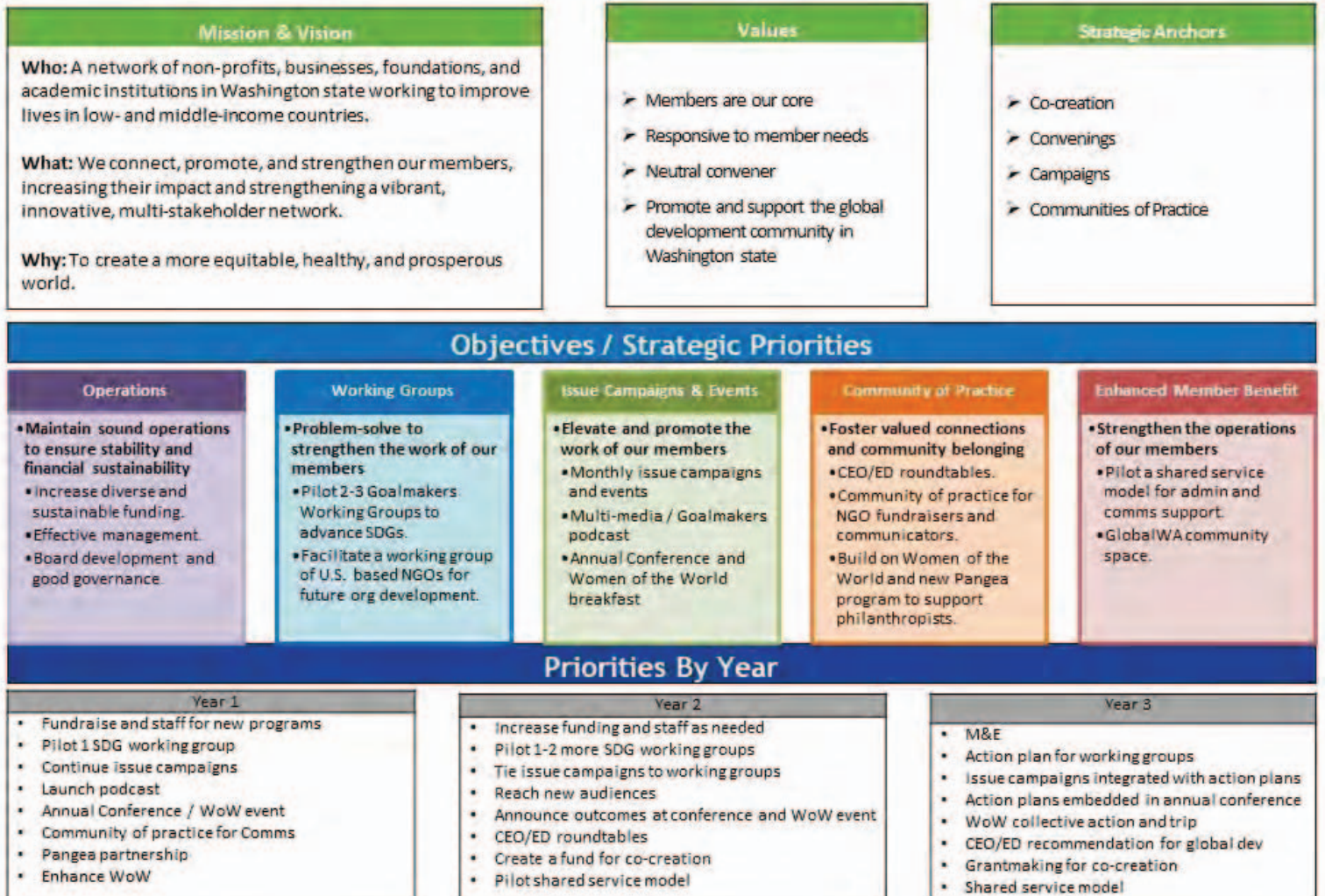
SUSTAINABLE DEVELOPMENT GOALS

<p>1 NO POVERTY</p>	<p>2 ZERO HUNGER</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>	<p>5 GENDER EQUALITY</p>	<p>6 CLEAN WATER AND SANITATION</p>
<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>10 REDUCED INEQUALITIES</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>
<p>13 CLIMATE ACTION</p>	<p>14 LIFE BELOW WATER</p>	<p>15 LIFE ON LAND</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>SUSTAINABLE DEVELOPMENT GOALS</p>

Outcomes

- **Increased philanthropy** for global development
- Members have **more resources** and have **greater impact**
- **Increased connectivity** among those doing global development
- **Shared language and knowledge** to problem solve collectively and evolve
- A platform and **model for co-creation** for global development that is replicable

GlobalWA Strategy Map



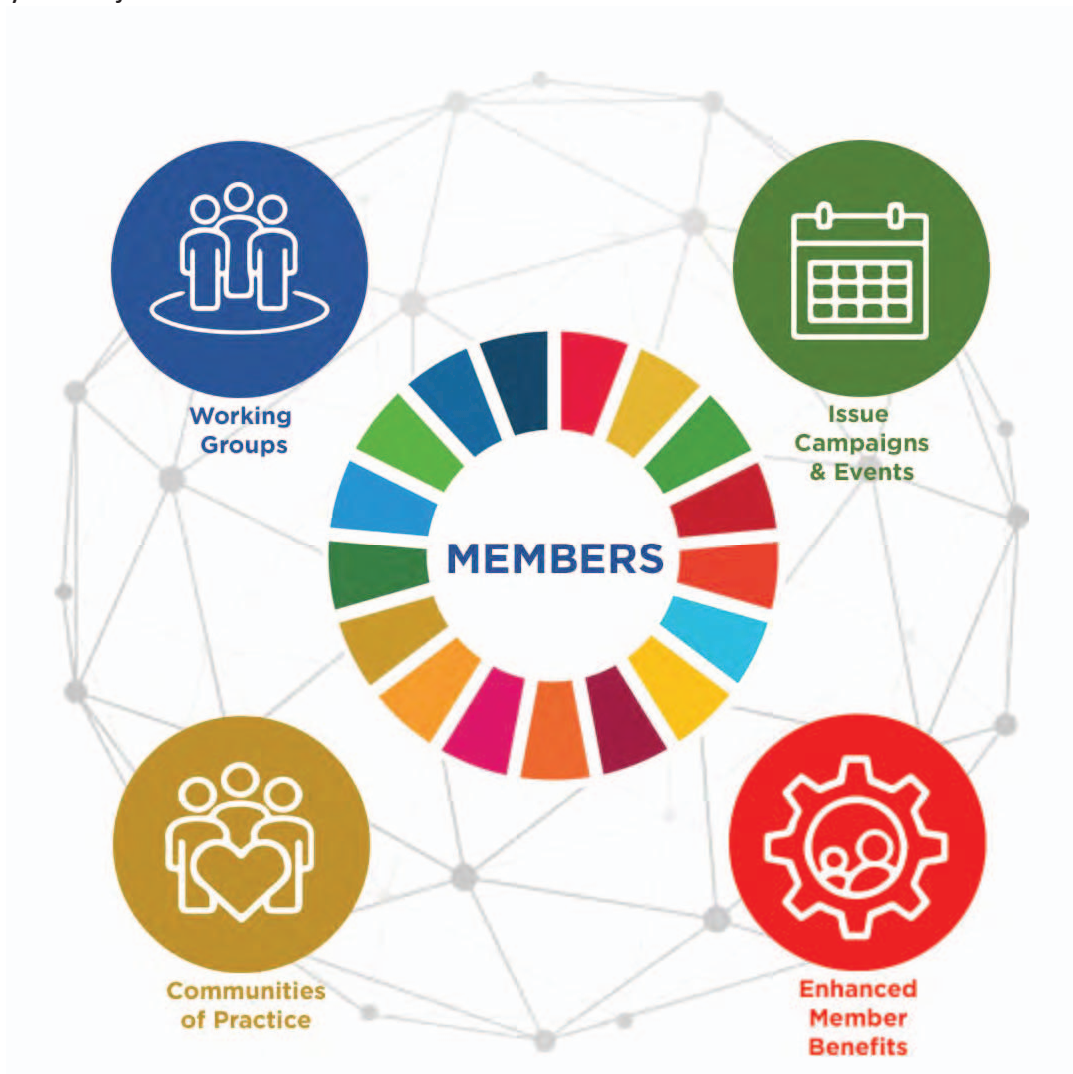
Conclusion

The Covid pandemic forced global development organizations to examine our work, our internal structures, and our value proposition. Many organizations pivoted to respond to the pandemic and adapted their programs. As the world recovers from the past three years of disruption, organizations are building better, stronger models of partnership rather than going back to the way things were.

We are at a moment in time to make great strides in advancing equity, health, and well-being. Now is the time to come together as a community to problem-solve, create partnerships, and correct power imbalances. Now is the perfect time to learn from crises, evolve, and co-create new solutions.

Global Washington is committed to guiding global development practitioners in the use of co-creation to discover new innovative approaches to their work, to define problems that could only be solved through partnership, and to lay the groundwork for more equitable solutions. Global Washington and our community are inspired about the future of global development and the power of an impact network to build a more equitable, healthy, and prosperous world for everyone.

We hope you can join us in this effort.



A photograph of a diverse crowd of people clapping at an event. The image is overlaid with a semi-transparent blue filter. The text 'GLOBALWA' is centered in the middle of the image in a white, sans-serif font. The 'WA' part of the text is significantly larger and bolder than the 'GLOBAL' part. The background shows people of various ages and ethnicities, all appearing to be in a positive mood and participating in the event.

GLOBALWA