

Hagamos La Nuestra LATAM

Notes for a Feminist
Transformation
of Sports in
Latin America



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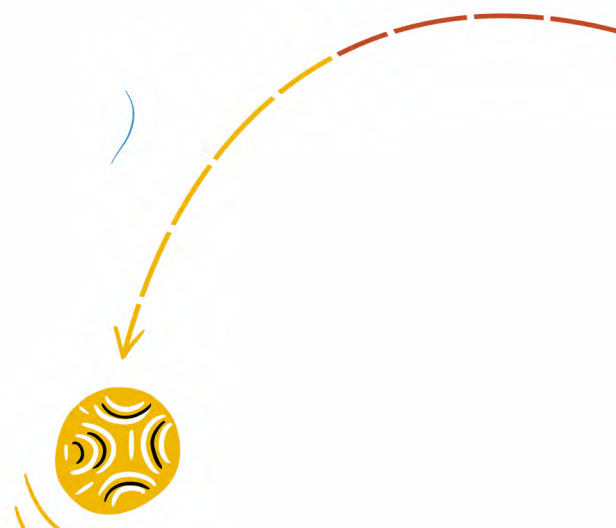
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fútbol feminista / V31



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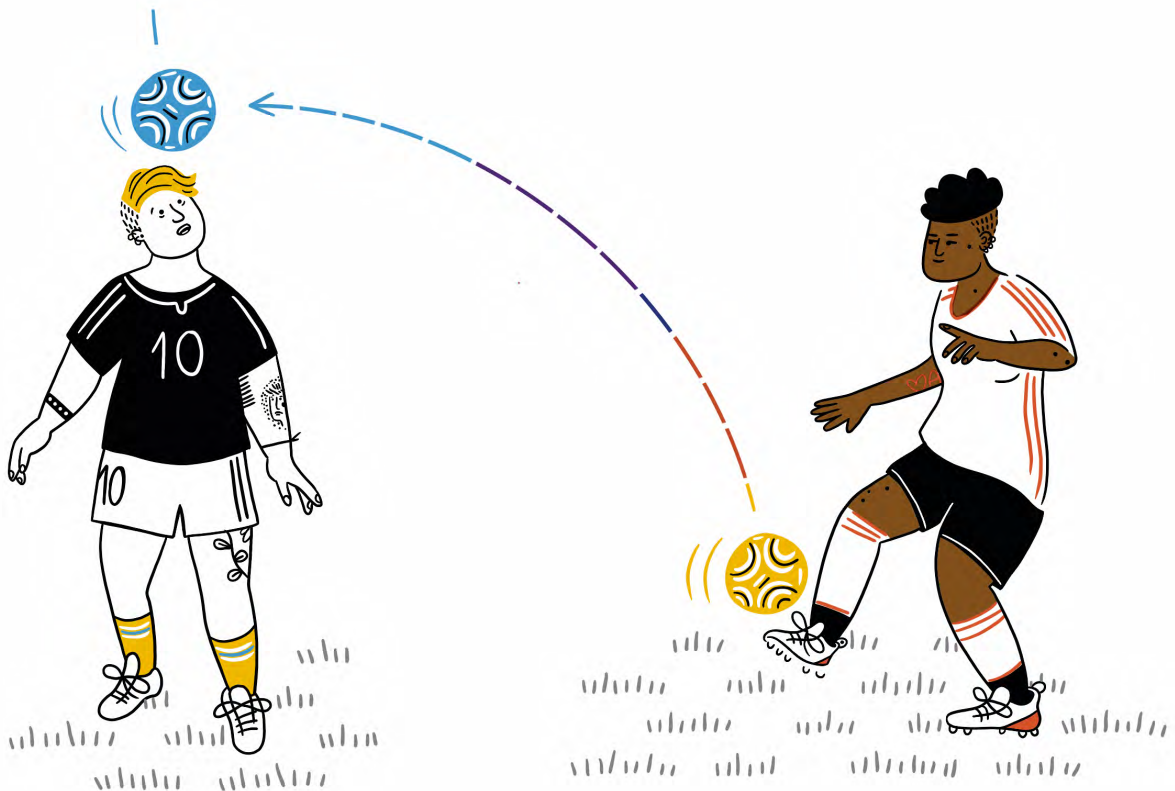
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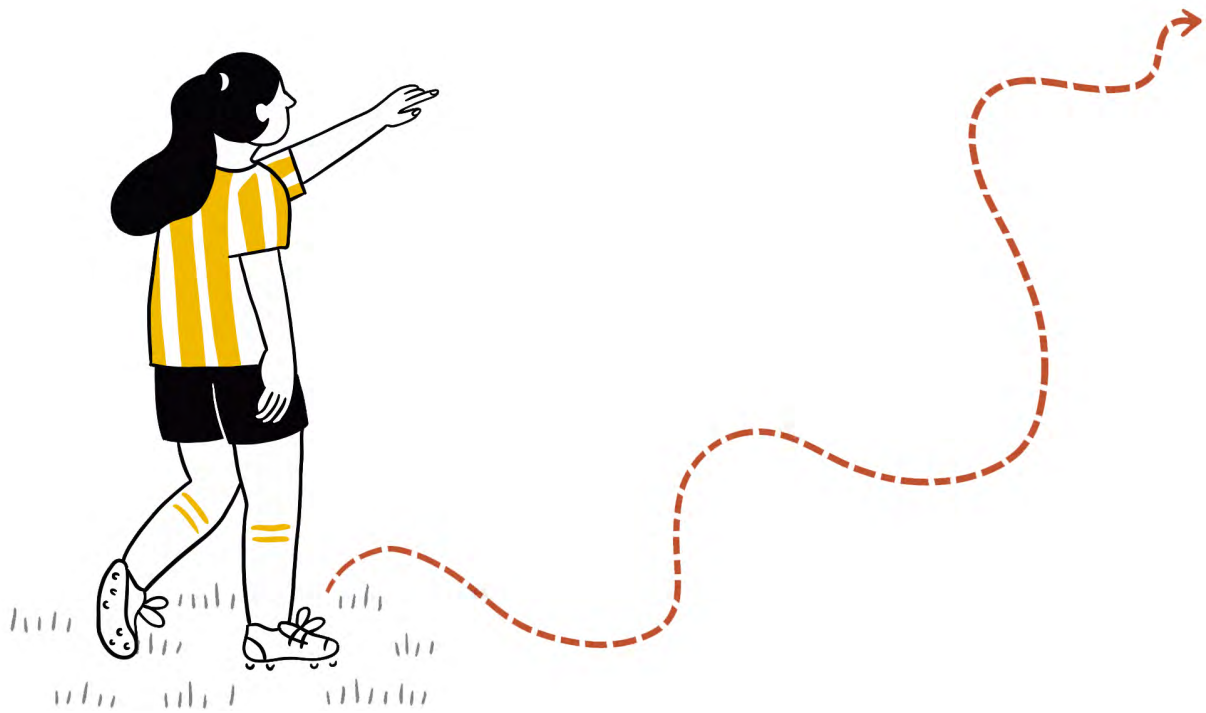
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cultura/artes/educación

INTRODUCTION

In 2022, convened by La Nuestra Fútbol Feminista, more than sixty people from across Latin America gathered in Buenos Aires. We came together from different walks of public, social, political, and community life — united by years of activism, by our work within local territories, and by our shared experience of sport as both a site of oppression and a tool for liberation. Together, we took on the challenge of building a transfeminist governance space. During Hagamos La Nuestra: Hacia la Construcción de un Poder Feminista (Let's Make It Our Own: Toward the Construction of Feminist Power), a political vision and foundation emerged — one that allowed us to reflect on and articulate power within sports. The weekend left us with many questions, but also with a certainty: that we would keep coming together to answer them. That gathering marked the birth of the Hagamos La Nuestra LATAM learning community. Since 2023, we have continued to meet, reflect, build knowledge, and weave networks among those of us fighting for a feminist and decolonial approach to sport. These Notes for a Feminist Transformation of Sports in Latin America emerge from that collective journey. They aim to deepen and expand our shared strategies, experiences, and visions for a more equal world.

From the playing fields, we can transform lives. There, we reclaim our bodies with freedom and self-determination. At the same time, playing together calls for responsibility, empathy, and respect for one another's bodies.





OUR THEORY OF TRANSFORMATION

With the collective aim of building a feminist and decolonial sports movement in Latin America, we developed a series of strategies for social transformation. From *Hagamos La Nuestra LATAM* emerged both the desire and the need to shape our own theory of transformation for sports. We speak of a theory of transformation rather than a theory of change, because our purpose is not only to change sports ecosystems but to transform them — guided by the feminist convictions and certainties that sustain our work. Transformation is “**multidimensional, multifaceted, and multilevel**. It transcends national borders and sites of intervention, crosses sectors and specialized interests, connects the local with the global, and endures over time.”¹ It weaves together multiple theories of change operating at different levels, forming an integrated framework that helps explain how the transformation of entire ecosystems unfolds.

¹ Patton, Michael Quinn (2019): *Blue Marble Evaluation: Premises and Principles*, Guilford Press.

From *Hagamos La Nuestra LATAM*, our long-term goal is to decolonize sports in general and football in particular, influencing how sports are practiced through this theory.

The actors within these ecosystems will shift in terms of power and, in doing so, become catalysts for transforming the system itself.

TRANSFORMATION IS:



Multidimensional



It addresses multiple dimensions of reality.



Multifaceted



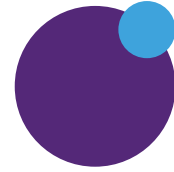
It brings together diverse perspectives.



Multilevel



It operates at different levels of intervention.



Global



It connects the local with the global and sustains itself over time.

OUR GROUNDING TRUTHS: A QUESTION OF POWER

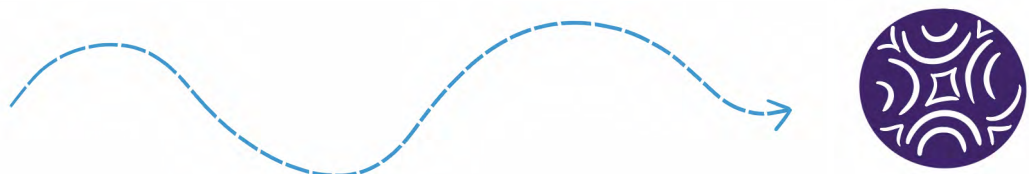
When we speak of a theory of transformation, we also recognize a set of convictions that sustain it. First and foremost, we are not afraid of **power**. We understand it as something woven through all our relationships and practices, as feminist power.

Feminist power, especially when considered through governance practices, is a living, collective, and relational process. For us, power does not oppress or suppress — it liberates. Sport is a space where that power is contested, built, and circulated; it is therefore a political space. As athletes, we must recognize ourselves as political subjects. Spaces shaped by diversity are essential for making decisions that are both representative and meaningful.

Our challenge is to imagine other forms of social organization — a new civilizational pact that dismantles the hierarchies and violence of patriarchal power. This is reflected in how decisions, both large and small, are made within organizations, clubs, and sports spaces, as well as in how we claim and use our voices.

We understand power as closely tied to access to spaces and infrastructure, both physical and relational, available to women and LGBTIQ+ people. Access to sports facilities on equal terms is a *right*.

Historically, power and **decision-making** have been dominated by men. In the sports world and its major institutions, men have





as a noun

Refers to the status quo that generates oppression.

POWER

To be, to do, to exist—the power guaranteed through the exercise of our rights.

as a verb



occupied the roles of authority, expertise, and control. Today, we affirm a truth that guides us: “Never again without us.” We have long existed as footballers — with a history of persistence and resistance. We build our **knowledge** on the shoulders and hands of the pioneers we honor and value. We know sport — and football in particular — and we are deeply aware of what we contribute, both on and off the field. Feminist football is a language: a way of knowing and doing that we recognize as our own.

We are driven by the conviction that resources must serve life and collective well-being. For us, **sustainability** means the ability to maintain the structures and operations of our organizations over time — supported by material and financial resources, but equally by the human, emotional, and relational ones essential for the sustainability of our collectives. We never lose sight of the value of our work: we fight for the dignity of working and living conditions in sport. To create and take action together is both resistance and care — a way to nurture our collective well-being and sustain one another. Keeping dialogue alive is what allows our spaces and struggles to endure.

Throughout history, positions of power and decision-making have been dominated by men. In the sports arena and its most important

Today, we affirm a truth that guides us: “Never again without us.”

institutions, in nearly every possible role of authority and influence, it is entrenched that men occupy the place of knowledge, control, and strength. Today we acknowledge a determination that, for us, has taken on the status of truth: “Never again without us”. We’ve been here as footballers for a long time—our history is one of persistence and resistance. We build what we know on the shoulders and hands of the pioneers—women we honor and value. We know sports—and football especially—and we’re fully aware of what we bring, on and off the field. Feminist football is a language: a way of knowing and doing that we recognize as our own.

What drives us is the belief that resources should serve life and the good living of all. In this sense, we conceive sustainability as the ability to preserve the structures and operations of our organizations in the long term. It comes from material and financial resources, but also from human, emotional, and relational ones—resources that are vital for the sustainability of any collective. We never lose sight of the fact that what we do is valuable: we fight for the dignity of working and living conditions in sports. Proposing and doing things together is an investment in well-being, collective care, and self-care. In this sense, keeping dialogue at the center is key to sustaining our spaces and our struggle.

THE TRANSFORMATIONS WE SEEK: A FEMINIST AND DECOLONIAL SPORT

In shaping a Theory of Transformation, we realized we needed to rethink our strategies — beginning from our desires. So we asked ourselves: Which social changes do we want to help bring about? Starting from desire, rather than from what’s broken, invites us to imagine the world we want to inhabit. It fuels our creativity and strengthens our resolve to act, without losing hope in the face of everyday obstacles.

A feminist and decolonial sport means decision-making that is democratic, participatory, and just; one that listens to the voices of girls, women, and gender-diverse people, on and off the field. It envisions inclusive, democratic spaces inhabited by every body; spaces grounded in joy and care that sustain a sport which is situated, flexible, and liberating. In this vision, women and gender-diverse people are recognized as knowledge-makers, generating wisdom by, for, and from their own experiences in sport — through feminist methodologies of athletic, pedagogical, and political education. Sustainability, in turn, is grounded in feminist economic models centered on dignity, care, and collective well-being, positioning sport as a human right. This commitment extends to social, environmental, and governance responsibility — ensuring equity, recognizing and elevating the contributions of women and gender-diverse people in sport, and guaranteeing fair and dignified working conditions.



GOALS

1

Dismantling patriarchy in sport

Breaking systems of oppression rooted in violence, objectification, and body normativity.

2

Breaking the gender binary in sport

Creating inclusive spaces for all identities and bodies, not only cis-heteronormative ones.

3

Decolonizing sport

Reclaiming and rebuilding sport from our bodies and territories in the Global South.

FEMINIST AND DECOLONIAL SPORT



DECISIONS

- Democratic
- Collective and plural
- Participatory
- Just
- Diverse:

Intergenerational
Intercultural
Involving women
and gender-diverse people



SPACES/ INFRASTRUCTURE

- Democratic
- Equipped:
- Caring:
- Accessible and safe
- Sustainable

Situated and flexible football

Practice grounded in joy,
a healing and liberating space



KNOWLEDGE

- Multiple and situated:
- Feminist methodologies
- Generating feminist sports experiences
- Women and gender-diverse people in roles across:

Grounded in the lived experiences
and praxis of women and
gender-diverse communities,
created by, for, and with them.

Research, communication,
management, competition,
and coaching



SUSTAINABILITY

- Grounded in feminist economic models
- Upholding sport as a human right
- Socially and environmentally responsible
- Ensuring:

Equitable access to resources
Fair and dignified working
conditions

THE WAY WE DRIVE TRANSFORMATION

What actions are crucial to making transformation happen? What are we doing to reach our goals?

Political education within our spaces — through popular education and feminism — enables us to confront oppression with powerful tools. Communication, both within and beyond our spaces, sustains our collective desire for transformation and helps nurture our relationships. It also ensures that our actions can be replicated, allowing transformation to multiply.

Documenting and systematizing our learnings and experiences helps us advance our collective knowledge and goals, so they can be shared. This process of communication and documentation involves monitoring, reflection, evaluation, ownership, and the dissemination of evidence, proposals, and self-produced knowledge. **Engaging in political advocacy and popular mobilization** is another strategic practice; one that allows us to influence the public, private, and academic spheres.



Political education

When we speak of political education, we refer to popular education as our method, perspective, and guide. In building feminist governance among those who inhabit and make decisions in sports spaces, our work focuses on:

- hosting open feminist gatherings;
- supporting and accompanying women and LGBTQI+ individuals in decision-making roles within sports institutions.



Challenging the normalization of precariousness and the “non-place” historically assigned to women and LGBTQI+ people in sport is demanding, everyday political work. To move this forward, we focus on three core actions:

- welcoming other groups who have been excluded from sport into our spaces;
- bringing political consciousness into the daily practices of players, coaches, referees, and leaders;

- and fostering dialogue on privilege among those who share these spaces.



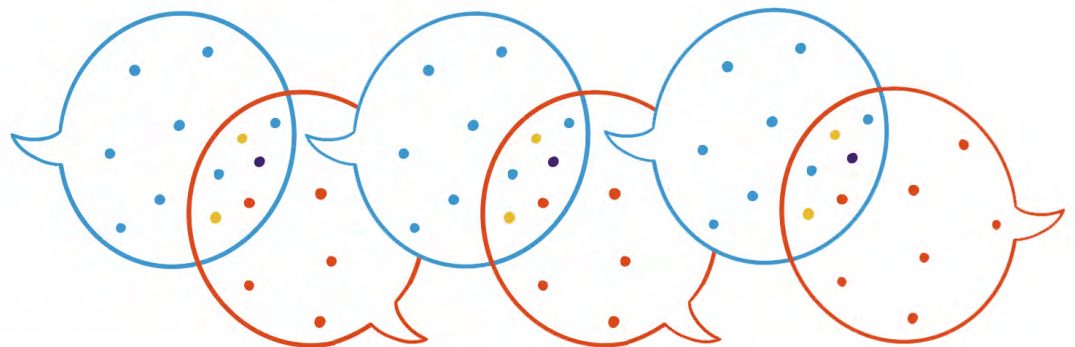
We also work to strengthen pedagogical and management practices in sport through two key actions connected to political education:

- training in the ‘pedagogy of tenderness’;
- and implementing education projects on popular education, gender, intersectionality, and feminism that recognise and value our own knowledge.



Finally, we identify three areas of popular education that connect feminist rights and economic justice:

- capacity building in popular and feminist economic practices;
- fundraising training that exposes and challenges the colonial logics of financing;
- and digital-skills training to help optimize our time and resources.



Communication and Systematization



The communication and systematization of our learnings, aimed at building feminist governance practices in sport, can be summarized in four key actions:

- generating and sharing data and evidence that challenge the current landscape of sports governance;
- building collective memory — a dynamic and ongoing process of situating our past and present
- creating and amplifying new narratives about the multiple meanings and impacts feminist governance practices in sport;
- and documenting feminist practices within decision-making processes.



When it comes to access to spaces, there are two key actions:

- establishing systems to monitor and evaluate the structural conditions, access, and use of sports facilities;
- and developing campaigns to expose inequities in access and the precarious use of spaces — not only in sports facilities but also within the wider community. We understand these two dimensions as interconnected and mutually reinforcing.



Communicating and systematizing feminist and decolonial knowledge in sport means:

- using inclusive and accessible language;
- recognizing and bringing visibility to the experiences, learnings, and wisdom of different generations of women and gender-diverse people, and their many roles and struggles in Latin American sport;
- sharing progress and developments in research, action, and participation rooted in local territories, as well as in the technical and practical aspects of governance.



Finally, to strengthen the sustainability of our organizations and our struggles, we seek to create materials to disseminate our knowledge, methodologies, and strategies in feminist economic practices.

Political Advocacy and Impact



The actions aimed at creating political advocacy and impact in governance and decision-making can be summarized as follows:

- identifying and mobilizing strategic and tactical alliances—some broad and others situational—across the entire ecosystem, grounded in our diversity; and developing specific agendas and pathways for each sector, including updates to statutes and regulations related to financing, licensing, and competition;



We also advance popular participation and mobilization to influence the reclaiming and transformation of sports spaces across public, private, and academic sectors. Three key actions guide this work:

- the politicization of sports spaces, accompanied by the development of strategies for their use and reclamation;
- encouraging the active participation of football players and other key actors in the sports ecosystem in planning and managing these spaces;

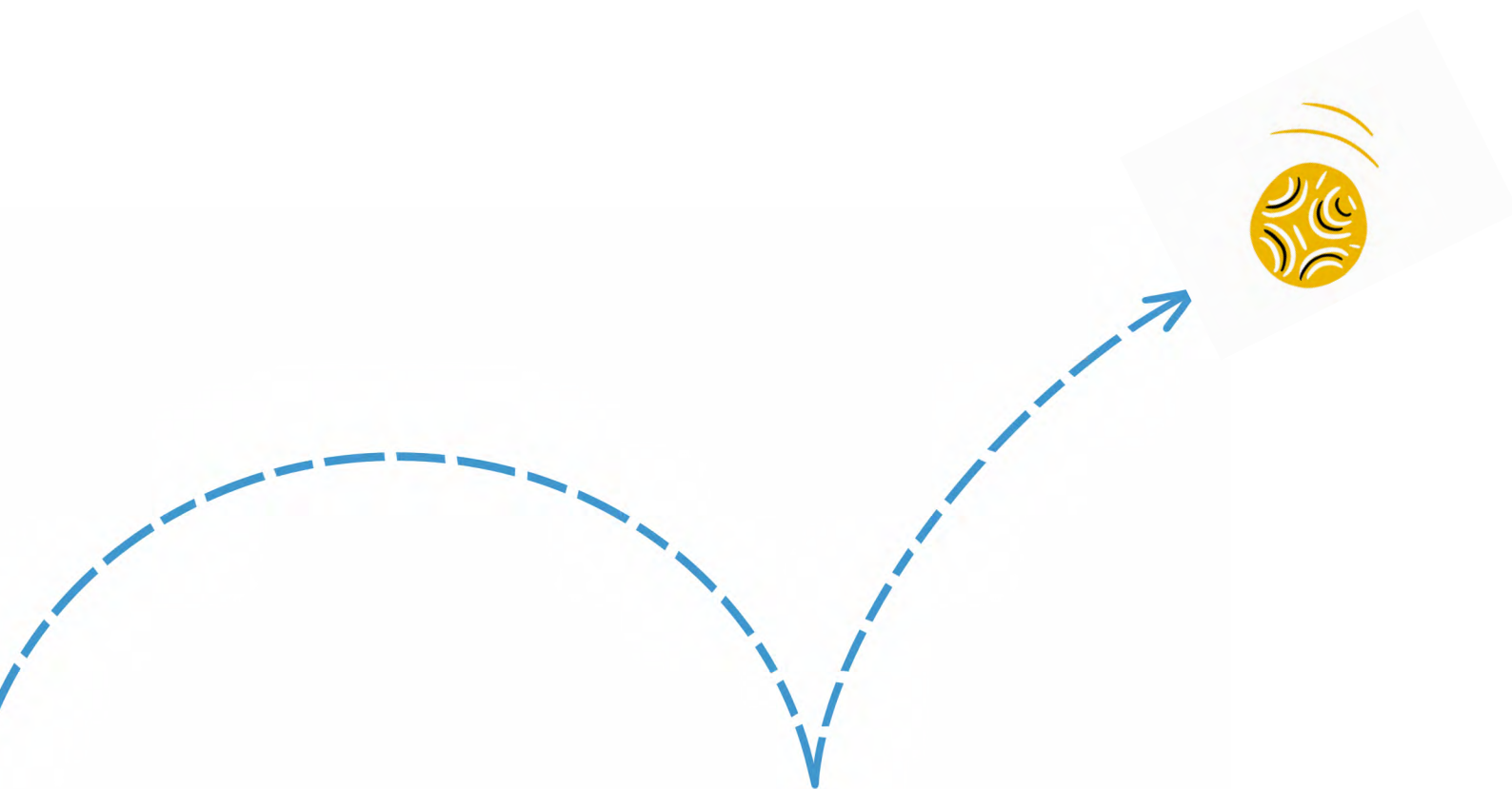
- and building alliances with public institutions to shape equitable public policies for the governance and use of sports facilities.

Equally essential is engaging critically in spaces where knowledge is created and shared, as well as in professional training within sport. Strengthening collaboration among public, private, and academic sectors helps create platforms for dialogue and the dissemination of feminist and decolonial knowledge.



Finally, we promote popular mobilization and participation to break extractive relationships across sectors. This means:

- challenging funding structures from the perspective of our territories, organizations, and collectives;
- and building networks and alliances rooted in popular and feminist economies—both as a form of resistance and as a way forward.



TRANSFORMATION STRATEGY



POLITICAL EDUCATION

Popular education actions to:

Provide training in feminist governance for those who participate in and make decisions within sports spaces.

Challenge the normalization of precarious use and the assignment of a 'non-place' to women and gender-diverse people in sports spaces.

Strengthen pedagogical and management practices in sport.

Provide training grounded in feminist economic models and rights-based perspectives.



COMMUNICATION AND SYSTEMATIZATION

Actions for recording, monitoring, evaluating, reflecting, and sharing:

The processes involved in building feminist governance practices in sport.

Evidence and proposals around access to and the use of sports spaces.

Feminist and decolonial knowledge within sport.



POLITICAL ADVOCACY AND IMPACT

Actions of mobilization and popular participation in across public, private, and academic sectors to:

Influence governance and decision-making.

Participate in the reclaiming of sports spaces.

Shape how knowledge is produced.

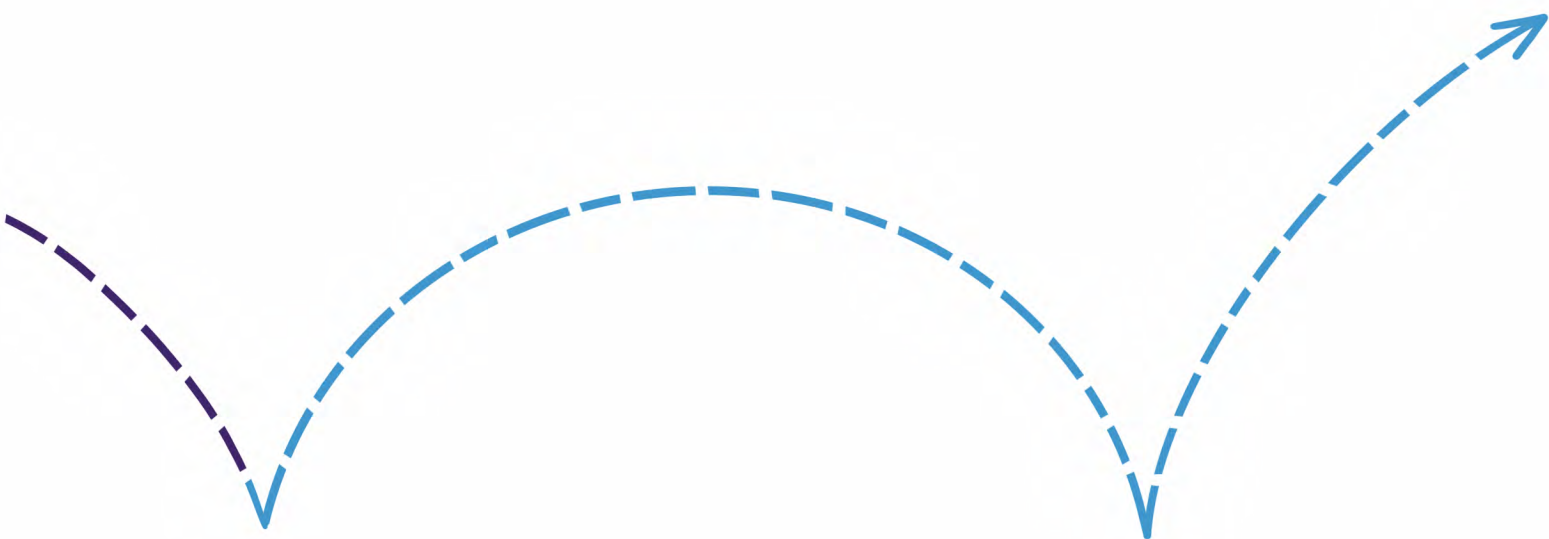
Disrupt extractivist relationships.

SHORT- AND LONG-TERM OUTCOMES

Our transformation strategy is designed to generate both tangible, immediate changes and long-term, structural, and sustainable transformation. In other words, it seeks to create impact in the short and long term. To make these outcomes more concrete, we frame them according to the key thematic areas through which we understand and advance feminist power in sport.



	Decision-making	Access to spaces and infrastructure	Knowledge	Sustainability
SHORT-TERM OUTCOMES	<p>Players, coaches, referees, managers, and fans are more aware of their rights.</p> <p>Leaders and organizations are more aware of the inequalities they reproduce and are capable of making changes in decision-making.</p> <p>Feminist collectives in Latin America mobilize and organize to shape feminist governance.</p> <p>Feminist decision-making practices are disseminated and implemented in regional projects.</p> <p>Creation and reclaiming of political spaces for dialogue and advocacy in society building on who we are and our knowledge.</p>	<p>Leaders and organizations are aware of the inequality and precariousness of access to sports spaces.</p> <p>Bringing to light data and evidence on inequitable access to and use of sports spaces.</p> <p>Creating an evidence-based plan for the improvement and adaptation of sports infrastructure.</p> <p>Designing and launching support and monitoring/evaluation programmes.</p> <p>Increased recognition of Nuestra LATAM with greater visibility, legitimacy and local support.</p>	<p>More aware and better equipped to implement feminist and decolonial pedagogical and/or management practices.</p> <p>More alliances, and greater awareness and understanding of gender, intersectionality, and feminism among people and organizations.</p> <p>Producing and reproducing feminist and decolonial methodologies of knowledge creation.</p> <p>Developing feminist and decolonial sports theories and practices grounded in our own knowledge.</p> <p>Increased participation of La Nuestra LATAM in knowledge-sharing spaces.</p>	<p>Contributing to strengthening the resource mobilization and management capacities of young people, women, and feminist organizations and feminist organizations.</p> <p>Transitioning from operational management to strategic leadership.</p> <p>Developing and disseminating feminist economic models.</p> <p>Building parity and strategic relationships that challenge funds and donors to create new practices.</p>



	Decision-making	Access to spaces and infrastructure	Knowledge	Sustainability
LONG-TERM OUTCOMES	<p>Players, coaches, referees, managers and fans are empowered to fight for their rights and drive change in sports governance.</p> <p>Feminist governance practices are shared and adopted by sports organizations (e.g., ensuring the political participation of women and LGBTIQ+ people).</p> <p>Feminist practices are systematized and communicated across generations.</p> <p>Development of creative, representative, and effective mechanisms for political participation.</p> <p>A regional network of alliances acting as a synergistic feminist space that drives collective decision-making in sport.</p>	<p>Improved, adapted, and diversified sports infrastructure that meets diverse needs and supports practices carried out with dignity and safety.</p> <p>Development of new regulations ensuring equity in the shared use of sports spaces, including fair schedules, access, and resource allocation.</p> <p>Political advocacy and impact on the design of equitable and just public policies for the creation and reclaiming of sports spaces.</p> <p>Stronger collaboration among the private sector, public institutions, and civil society.</p>	<p>Sports experiences are guided by feminist pedagogical practices.</p> <p>Feminist and decolonial knowledge supporting leadership and organizations in sport.</p> <p>Broader and deeper feminist and decolonial knowledge about sport.</p> <p>Greater representation and diversity among those who produce knowledge about sport.</p>	<p>Redefining sustainability and resource management through feminist theories and practices.</p> <p>Strengthened working conditions: players, referees, coaches, managers, supervisors, and entrepreneurs are valued professionally and are able to make a living from football.</p> <p>Development of financial strategies grounded in our strengths rather than in necessity.</p> <p>Creation of new forms and sources of funding.</p>

DECOLONIAL FEMINIST FOOTBALL

a transformed sport



FAIR AND HEALTHY

An emancipating and loving space.



POWER AS A VERB

Allow each person to exist and play their multiple roles.



BROAD AND DIVERSE

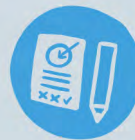
A game where everyone can participate, ensuring the right to diversity of identities and bodies.





Popular participation

Assessment



Documentation



Communication and systematization

Popular education actions



Dissemination



Reflection



Political education



Bodies and territories in the Global South



Constant transformation



Changing football



Challenge the system

Decolonizing sport

Desmantling patriarchy in sport



Breaking the gender binary in sport



Breaking with systems of oppression

STRATEGY

VISION

GOALS

DECOLONIAL FEMINIST FOOTBALL

expected impact



DIGNIFIED CONDITIONS for all those who make the game possible.

BROAD AND SAFE ACCESS
Quality spaces and infrastructure for all.

HORIZONTAL DECISION-MAKING
Intergenerational, intercultural and intersectional dialogues grounded in equity and representation.

KNOWLEDGE RECOGNITION
Recognition of girls, women and gender-diverse people as knowledge creators.

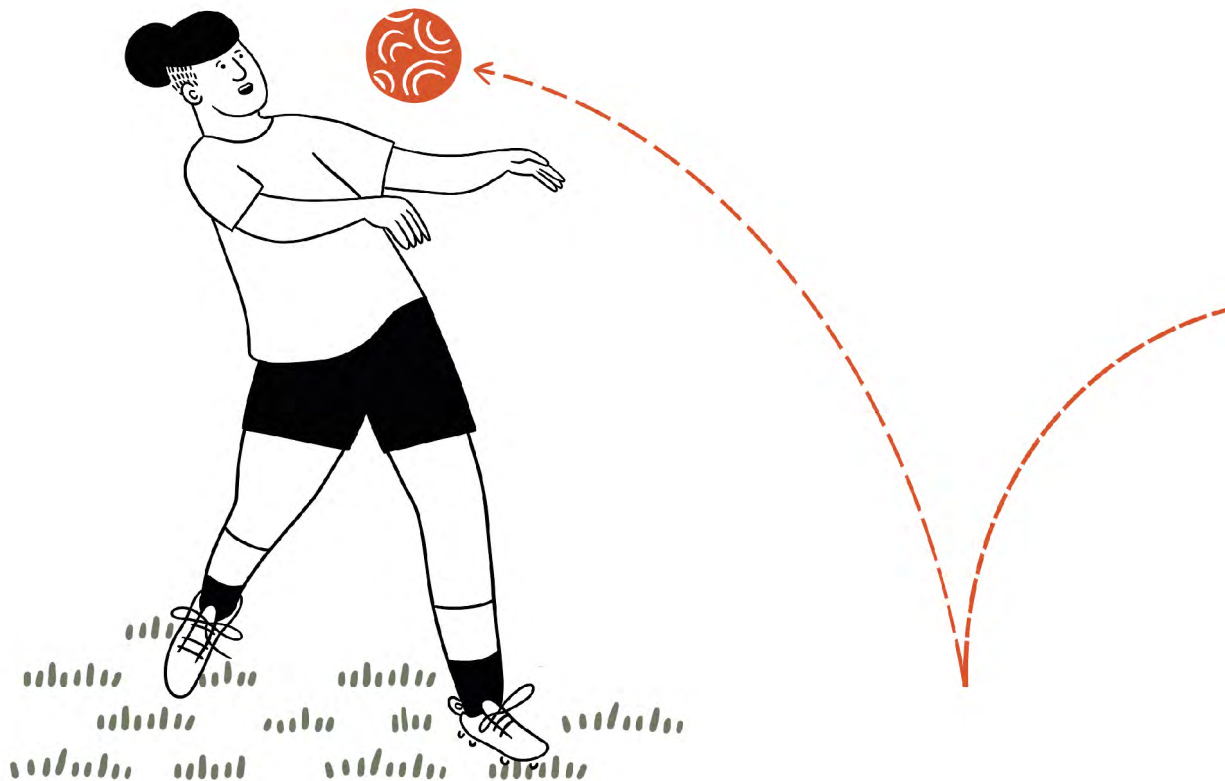
REFLECTIONS AND LEARNINGS

Through this collective process of connection and exchange with partners from across Latin America, we came to understand that many of the challenges we initially perceived as local are, in fact, structural and shared. This realization allowed us to reframe our understanding of change and broaden our perspective by listening to diverse voices and co-creating collective definitions for our social and community work.

One of the most meaningful learnings was recognizing the value of in-person gatherings and the importance of bringing these discussions into our territories. From Argentina, El Salvador, Colombia, and Brazil, each dialogue grounded our questions in the specific realities of each context, allowing us to collectively imagine a feminist and decolonial sport. These exchanges not only strengthened our networks but also deepened our understanding of feminist struggles in different contexts, enriching our strategies for collective advocacy and action. Above all, they allowed us to celebrate our unity and shared achievements.

The diversity and multidisciplinary present in every space and territory strengthened our collective journey. In Colombia, feminist fan groups reimagined the joy of football from the stands, reclaiming access as women and LGBTQ+ people. Colombia also brought us the voices of the pioneers—the first women to open spaces for children and young people—who imagined a different kind of football and revealed the immense potential of deepening political discussions through feminist thinking to critically unpack power and its manifestations in multiple spaces.

In Brazil, the experiences of women directors and coaches within



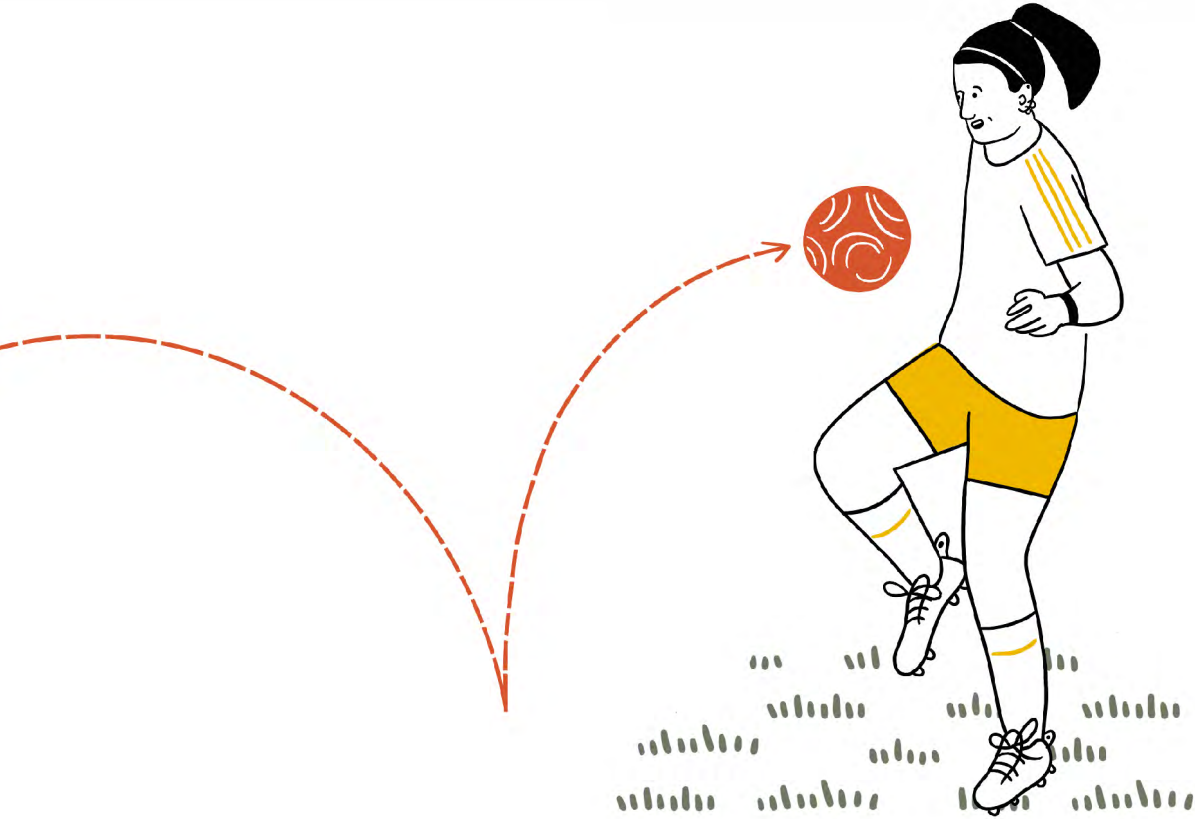
historically male-dominated sports institutions reflected shared struggles across our territories. This experience unites us as part of the Global South, bridging cultural divides with Brazil and opening dialogues with its sporting strength—from a feminist and critical perspective—to build spaces where athletes recognize themselves as political subjects and rights-holders.

In El Salvador, foundations were laid for the strengthening of new processes that sustain and support many women and LGBTIQ+ people amid a highly complex political context. The Salvadoran experience offers invaluable lessons on collective care and self-care, centering life and the act of coming together to play.

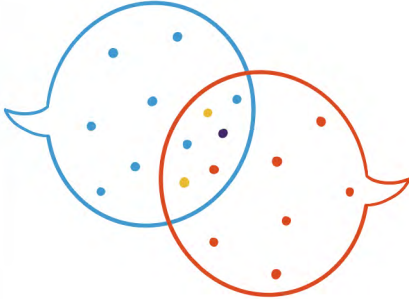
In Argentina, after nearly two decades on this path—with successes and setbacks—we have learned that transformation must be collective. It is essential to stand together, to be in community, to keep learning and co-creating strategies for transformation, especially in the current political climate. We are convinced that building movement is both possible and necessary to continue opening spaces and reclaiming the field. This is only possible when our experiences and popular knowledge come together in collective strength.

Hagamos La Nuestra LATAM became the space that enabled these encounters and networks, turning our shared dreams into reality. This process reaffirms the need to continue building together, exchanging learnings, and strengthening the foundations for a truly feminist and transformative sport. The collective power of the many voices that move and play across fields and territories gives us the certainty that—wherever we are—we can face the rise of the right and the threats to our rights, placing both the game and life itself at the heart of our struggle.

This process reaffirms the need to continue building together, sharing learning and strengthening the foundations for a truly feminist and transformative sport.



GLOSSARY



Ancestrality

The wisdom of indigenous peoples and communities - their culture, knowledge, practices and rituals – which form an essential part of identity and ways of life.

Decoloniality

A critical framework that seeks to question and dismantle the power structures and systems of knowledge inherited from colonialism. It focuses on liberating ways of thinking, practices, and relationships that perpetuate inequality and oppression, especially in postcolonial contexts. It calls for revaluing subaltern knowledge and cultures, emphasizing epistemic diversity and advancing social justice.

Body diversity

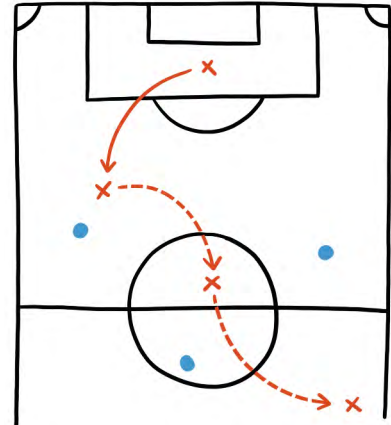
Refers to the existence of diverse bodies — in form, size, color, composition, and functionality — shaped by life experiences across origins, identities, geographies, and systems of oppression, among others. There is no single model or standard of being; rather, there are unique ways of existing in our bodies.

Feminist economy

An approach to economics centered on the well-being of women and gender-diverse people, promoting collective, solidarity-based, and networked practices. Its goal is to ensure the sustainability of spaces of struggle that strengthen the feminist movement.

Popular economy

Emerging from the 2001 crisis in Argentina, when workers took over closed factories and built new forms of labor organization through the expropriation of resources. It is a horizontal model for the distribution of tasks and earnings, including self-employed workers and those excluded from the formal labor market, prioritizing people's well-being over capital. It has become a space of resistance and promotion of a collective, solidarity-based economy.



Ecosystem

In football, this refers to the network of people and organizations that interact and collaborate in this field. It includes players, coaches, clubs, federations, referees, media, sponsors, and fans. Together, they foster collaboration and knowledge exchange, driving the growth of sport and creating opportunities.

Popular education

A Latin American pedagogical and political movement aimed at the emancipation of oppressed groups. It views education as a political act and promotes a liberatory pedagogy grounded in dialogue and horizontal relationships, revealing social inequalities through processes of critical consciousness. From this perspective, subordinated groups — as historical subjects — denounce injustice and, as knowledge producers endowed with creativity and transformative capacity, announce new ways of being and living in pursuit of freedom, justice, and equality.

Empowerment

Refers to the process of increasing the capacity of individuals or groups to make decisions, exercise control over their lives, and access resources and opportunities through a critical awareness of their reality. It involves strengthening confidence and autonomy, allowing people to become agents of change in their own communities.

A critical perspective—reclaiming the power we already have—focuses on the idea that many people and communities already hold forms of power and knowledge that have been delegitimized or invalidated. This view challenges hegemonic narratives suggesting that power must be granted or acquired. It seeks to make visible and validate existing experiences, knowledge, and capacities, promoting active resistance and the reactivation of support and collaboration networks. While empowerment emphasizes developing new capacities, this critical perspective underscores the importance of recognizing and reclaiming the power that already resides within communities and their traditions.

Extractivism

Refers to practices of appropriation of others' knowledge and resources. It is a process marked by a lack of parity and recognition for the practices and knowledge of the community involved.



Intersectionality

Describes how multiple forms of oppression and discrimination intersect and overlap in people's lives, particularly for those belonging to marginalized groups. Gender, race, class, sexual orientation, and other factors do not act independently, but rather combine to shape specific lived experiences.

Pedagogy of tenderness

An educational approach grounded in love, empathy, and respect toward learners. It seeks to establish caring relationships between educators and learners, recognizing the individuality and emotional needs of each person. It integrates emotional well-being and personal development into the learning process, valuing emotional connection and mutual respect—extending these principles to relationships among peers and within the broader community.

Transfeminism

A current of feminist thought that understands heteronormativity as the foundation of patriarchy, which categorizes people as “men” or “women” to sustain the idea of gender. It seeks to decouple gender from biological sex, affirming diverse gender identities and expressions.





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